CITY OF CARDIFF COUNCIL
CYNGOR DINAS CAERDYDD

CABINET: DYDD IAU, 15 RHAGFYR 2016 at 3.30 PM

A Cabinet Meeting will be held in the Neuadd Y Ddinas on at 3.30 pm

A G E N D A

Apologies & Declarations of Interest

1 Cofnodion y Cyfarfodydd Cabinet a gynhaliwyd 10 a 21 Tachwedd 2016 *(Tudalennau 1 - 8)*

Arweinydd

2 Adroddiad Dilyn i Fyny Swyddfa Archwilio Cymru ar yr Asesiad Corfforaethol - Datganiad Gweithredu *(Tudalennau 9 - 46)*

Gwasanaethau Corfforaethol a Pherfformiad

3 Cofrestr Risg Corfforaethol - Adolygiad Canol Blwyddyn 2016/17 *(Tudalennau 47 - 68)*

4 Sail y Dreth Gyngor 2017-18 *(Tudalennau 69 - 88)*

Blynyddoedd Cynnar, Plant a Theuluoedd

5 Ail-gomisiynu Teuluoedd yn Gyntaf *(Tudalennau 89 - 148)*

Addysg

6 Gofynion Llety yn Ysgol Uwchradd Cantonian *(Tudalennau 149 - 156)*

Trafnidiaeth, Cynllunio a Chynaliadwyedd

7 Ffordd Gyswllt Dwyrain y Bae *(Tudalennau 157 - 164)*

8 Map Rhwydwaith Integredig *(Tudalennau 165 - 208)*

9 Cyfnewidfa Drafnidiaeth Gorllewin Caerdydd *(Tudalennau 209 - 222)*

PAUL ORDERS

Chief Executive

CITY OF CARDIFF COUNCIL
CYNGOR DINAS CAERDYDD

MINUTES

CABINET MEETING: 10 NOVEMBER 2016

VENUE: NORWEGIAN CHURCH

Cabinet Members Present:	Councillor Phil Bale (Chair) Councillor Sue Lent Councillor Peter Bradbury Councillor Dan De'Ath Councillor Bob Derbyshire Councillor Graham Hinchey Councillor Susan Elsmore Councillor Sarah Merry Councillor Ramesh Patel
Observers:	Councillor David Walker Councillor Judith Woodman
Officers:	Paul Orders, Chief Executive Christine Salter, Section 151 Officer Davina Fiore, Monitoring Officer Claire Deguara, Cabinet Office

44 MINUTES OF THE CABINET MEETINGS HELD ON 28 SEPTEMBER 2016 AND 13 OCTOBER 2016

RESOLVED: that the minutes of the Cabinet meetings of the 28 September 2016 and 13 October 2016 be approved.

45 2017/18 BUDGET PROPOSALS FOR CONSULTATION

The Cabinet received an update on the budget reduction requirement for 2017/18 which included reflection of the Provision Local Government Settlement together with details of draft budget proposals for consultation prior to submission to Council.

It was proposed that formal budget consultation would be launched on Thursday 10 November 2016.

RESOLVED: that

1. the budget savings proposals as attached at Appendix 2 be approved as the Cabinet's Budget Savings Proposals for Consultation.

2. It be noted that the formal budget consultation will commence on the 10 November 2016 and run until 11 December 2016. The results of the consultation process will then be considered by Cabinet as part of preparing their final 2017/18 budget proposal.

3. It be noted that the Chief Executive as Head of Paid Service will be issuing all necessary statutory and non-statutory employment consultations in respect of the staffing implications of the proposals.

46 TREASURY MANAGEMENT MID-YEAR REPORT 2016/17

Annexes A&B to Appendix 1 to this report are not for publication as they contain exempt information of the description in Paragraphs 14 and 21 of Schedule 12A of the Local Government Act 1972.

This Cabinet received an update on the Council's Treasury Management activities highlighting the Mid-Year position at 30 September 2016.

It was reported that during the financial year to date, the Council had operated within the treasury limits and prudential indicators set out in the annual Treasury Management Strategy in February 2016.

RESOLVED: that Council be recommended to note the Treasury Management Mid-Year Report 2016-17 (Appendix 1)

47 COMMISSIONING APPROACH FOR FLYING START CHILDCARE PLACES

Appendix 4 to this report is exempt from publication because it contains information of the kind described in Paragraph 16 of Part 4 of Schedule 12A to the Local Government Act 1972

Cabinet considered a report outlining the proposed commissioning approach to Flying Start Childcare places. Flying start is an early years' programme for families with children under 4 years of age, the Cardiff programme is the largest in Wales and represents 25% of the 0-3 years population in Cardiff. The report seeks to ensure there is sufficient provision for families wishing to take up the programme.

RESOLVED: that

1. the proposed model for commissioning Flying Start childcare places for eligible Flying Start families, as set out in the body of the report and appendix 1 of the report be approved

2. authority be delegated to the Director of Education and Lifelong Learning in consultation with the Cabinet Member for Corporate Services & Performance, the Cabinet Member for Early Years, Children and Families, the Council's Section 151 Officer and the Director of Law and Governance;

    a. to deal with all aspects of the procurement of Flying Start Childcare Services as set out in the report, up to and including the award of contracts;

b. to deal with all ancillary matters which pertain to the recommissioning proposals set out in this report, including, without limitation, making decision as to any direct award of contracts that may be required until the recommissioning arrangements are in place;

3. the direct award of contracts for the provision of Flying Start Childcare services funded by the Flying Start Programme to each of the 13 existing providers named at Appendix 5, such contracts having a term of 3 years plus an option to extend for up to a further period of 12 months be approved.

48 SUSPENDING THE RIGHT TO BUY

At the start of the item Councillor Graham Hinchey declared a personal and prejudicial interest in this item as his spouse is employed by a Housing Association. Cllr Hinchey left the meeting and took no part in the decision making.

Cabinet considered a report outlining the proposal to go out to public consultation to apply to suspend the Right to Buy. Currently Council tenants have the Right to Buy their home, the Housing (Wales) Measure 2011 gave local housing authorities the ability to apply to Welsh Ministers for a direction to suspend the Right to Buy/Acquire in areas of housing pressure for a period of up to 5 years. A further report will be brought to Cabinet outlining the outcome of the consultation.

RESOLVED; that

1. the issues set out in this report be noted and it be agreed that public consultation take place on the proposal to apply for a suspension of Right to Buy/Acquire.

2. a further report setting out the results of the consultation and proposed way forward be brought to a future meeting of the Cabinet.

Mae'r dudalen hon yn wag yn fwriadol

CITY OF CARDIFF COUNCIL
CYNGOR DINAS CAERDYDD

MINUTES

CABINET MEETING: 21 NOVEMBER 2016

VENUE: INSOLE COURT

Cabinet Members Present:	Councillor Phil Bale (Chair) Councillor Peter Bradbury Councillor Dan De'Ath Councillor Bob Derbyshire Councillor Graham Hinchey Councillor Susan Elsmore Councillor Sarah Merry Councillor Ramesh Patel
Observers:	Councillor Judith Woodman
Officers:	Paul Orders, Chief Executive Christine Salter, Section 151 Officer David Marr, Deputy Monitoring Officer Claire Deguara, Cabinet Office
Apologies:	Councillor Sue Lent Councillor David Walker

49 PROPERTY INVESTMENT ESTATE UPDATE

Appendix 2 of this report is not for publication as it contains exempt information of the kind described in paragraph 14 of part 4 and paragraph 21 of part 5 of schedule 12A of the Local Government Act 1972.

Cabinet considered a report detailing the new 5 year Investment Estate Strategy. The Investment Estate is the Council's portfolio of non-operational property held for the primary purpose of generating income to support the Council's revenue budget. Jones Lang La Salle have been appointed as the Council's external property advisor and will be consulted on all property transactions affecting the Investment Estate.

RESOLVED: that the Investment Estate Strategy 2016 – 2021 attached as Appendix 1 to the report be approved, subject to an amendment to page 17 of the Strategy to identify the Head of Strategic Estates and the designated Leader Offcer.

50 TIDAL LAGOON CARDIFF UPDATE

Cabinet received a report providing an update on the latest position with regard to the potential proposals to construct a Tidal Lagoon between Cardiff and Newport. The report details the potential opportunities and issues of the potential scheme.

RESOLVED: that

1. the report be noted, and, in the event the project is progressed, to request that the Environment Scrutiny Committee establish a Scrutiny Task and Finish Group process including the gathering of independent expert advice in order to derive more detailed information and clarity on potential opportunities and issues, and to report back to Cabinet with an enhanced understanding ahead of any requests for the Council to formally engage in the planning process; and

2. In the event the project is progressed, to Officers be authorised to;

   (i) further liaise with the developers of the project in order to confirm a Planning Performance Agreement which secures the necessary resources for the Council to fulfil its required duties as the project is taken through the planning process,

   (ii) undertake a detailed appraisal of the potential economic, social and environmental implications of the project for Cardiff, and

   (iii) engage with the developers of the project to understand more fully the public benefit which would be offered to offset the potential risks.

51 2016-17 QUARTER 2 PERFORMANCE REPORT

The Cabinet received the Council's performance report for Quarter 2 (July to September) of the 2016-17 financial year. It was reported that 60% of Corporate Plan Commitments were Green and 62% of Performance Indicators were green

RESOLVED: that the current position regarding performance, the delivery of key commitments and priorities as at Quarter 2, and the action being taken to address areas of concern be noted.

52 BUDGET MONITORING - MONTH 6 REPORT

Cabinet considered the Budget Monitoring position for month 6. The overall position indicated a projected overspend of £537,000 an improvment of £313,000 on the month 4 position. The overall position continues to reflect financial pressures and shortfalls against budget savings targets in directorate budgets. It is anticipated that management actions taking during the year will enable this to be reduced by the year end.

RESOLVED: that

1. the potential outturn position based on the first six months of the financial year be noted.

2. The requirement for all directorates currently reporting overspends as identified in this report to put in place actions to reduce their projected overspends be reinforced.

53 SCHOOL ORGANISATION PROPOSALS: THE PROVISION OF ENGLISH-MEDIUM AND WELSH-MEDIUM PRIMARY SCHOOL PLACES IN THE ADAMSDOWN AND SPLOTT WARDS

Cabinet received a report detailing the proposed modification to an agreed School Organisation Proposal relating to the provision of English-medium and Welsh-medium primary school places in the Adamsdown and Splott wards. Following receipt of updated pre-school population data it has been identified that the demand for primary school places in the Adamsdown and Splott wards will fall and therefore a modification to the previous proposals is necessary.

RESOLVED: that

1. Officers be authorised to seek the agreement of Welsh Ministers of the proposed modification to the agreed school organisation proposal as set out at paragraph 7.

2. Officers be authorised to review projections and demand for English-medium primary school places in the area to inform the future progress of the proposed expansion of Moorland Primary School.

3. the delay to the completion date for the delivery of the new build school for Ysgol Glan Morfa as set out at paragraph 11 be noted.

54 COMMISSIONING OF REPLACEMENT BUILDING MAINTENANCE SERVICES FRAMEWORK

Cabinet considered the proposed commissioning of the replacement building maintenance framework. The annual value of the framework is £25.7 million, the proposed framework seeks to address a range of significant difficulties with the previous, very diverse, arrangements for the supply and management of building maintenance and improvement works.

RESOLVED: that

1. the strategy approach for the commissioning for Housing Repairs and Maintenance and Disabled Adaptions as set out in this report be approved.

2. Authority be delegated to the Director of Communities, Housing and Customer Service, in consultation with the portfolio member for Health, Housing and Wellbeing and the section 151 Officer and County Solicitor, to deal with all aspects of the procurement relating to Housing Repairs and Maintenance and Disabled Adaptations, including setting the contract evaluation criteria and the award of contracts.

3. Authority be delegated to the Director of Communities, Housing and Customer Service to make the interim contractual arrangements necessary for the continuation of service until the new contracts are in place

4. It be noted that recommissioning of Non-Domestic services be taken forward as a second phase and will be the subject of a separate cabinet report.

Mae'r dudalen hon yn wag yn fwriadol

CYNGOR DINAS CAERDYDD
CITY OF CARDIFF COUNCIL

CABINET MEETING: 15 DECEMBER 2016

WALES AUDIT OFFICE CORPORATE ASSESSMENT FOLLOW ON REPORT – STATEMENT OF ACTION UPDATE

REPORT OF THE CHIEF EXECUTIVE

AGENDA ITEM: 2

PORTFOLIO: LEADER (ECONOMIC DEVELOPMENT AND PARTNERSHIPS)

Reason for this Report

1. To provide an update to Cabinet on progress made during 2016/17 to implement the various commitments contained within the Council's Statement of Action, which was developed in response to the recommendations made in the Wales Audit Office Corporate Assessment Follow On report.

Background

2. The Auditor General for Wales must report on an annual basis on how well Welsh councils, fire and rescue authorities, and national parks are planning for improvement in delivering their services. In addition, the Auditor General for Wales must conduct a Corporate Assessment of every local authority in Wales once every 4 years and has powers to:

   - make proposals for improvement;
   - make formal recommendations for improvement;
   - conduct a special inspection and publish a report and make recommendations;
   - recommend to Ministers of the Welsh Government that they intervene in some way.

3. In March 2014, the Wales Audit Office undertook a Corporate Assessment of the Council which sought to assess if the Council was capable of delivering its priorities and improved outcomes for citizens. This assessment, which focused on performance in 2013/14, also drew on the work of other Welsh inspectorates, including Care & Social Services Inspectorate Wales (CSSIW) and Estyn.

4. On 1 September 2014, the Wales Audit Office published its findings in the form of a Corporate Assessment report, which was received formally by the Cabinet on 18 September 2014. The report also committed the Wales Audit Office to carry out a follow-on visit in 2015 to determine whether the issues identified in the Corporate Assessment report had been satisfactorily resolved. This was undertaken in September 2015.

5. The Wales Audit Office published its Corporate Assessment Follow On report on 26 February 2016 and the report was received formally by the Cabinet on 10 March 2016. The report contained one statutory recommendation and 14 proposals for improvement, which related specifically to the following key areas:

- leadership & management;
- governance;
- performance reporting; and
- corporate enablers (including human resources, use of assets, financial planning processes; IT arrangements and information governance arrangements).

6. The single recommendation of the Wales Audit Office Follow On report was that the Council must ensure that it addresses the 14 proposals for improvement to deliver improved outcomes within the next 12 months.

7. In response, the Cabinet agreed a Statement of Action and proposed timetable on 21 March 2016, as required by the Wales Audit Office and within 30 days of receipt of the Follow On report. An updated Organisational Development Programme was also agreed by the Cabinet on 16 June 2016, which had been reviewed and reshaped in order to address specifically the proposals for improvement contained within the Follow On report.

Issues

8. The Statement of Action constitutes the Council's mechanism for monitoring progress made during 2016/17 to implement the agreed actions in response to the one recommendation and 14 proposals for improvement made previously by the Wales Audit Office. For each action, details are provided of progress made to date and current status (i.e. ongoing or completed), the timescale within which it will be delivered and the senior officer responsible for implementation. A copy of the Statement of Action progress report (dated November 2016) is attached as **Appendix A** to this report.

9. Progress against the actions contained within the Statement of Action has been discussed at regular liaison meetings between the Council's Head of Performance & Partnerships and Wales Audit Office representatives, where agreement has also been made to revise some of the implementation dates, as necessary. In addition, the Leader, Chief Executive and Corporate Director (Resources) also meet regularly with Wales Audit Office representatives.

10. An update report on the Statement of Action was considered by the Council's Policy Review and Performance Scrutiny Committee on 15 November 2016. A copy of the subsequent letter received from the Chair of the Scrutiny Committee (dated 23 November 2016) is attached as **Appendix B** to this report.

11. The Council will continue to monitor implementation of the Statement of Action during 2016/17 and liaise accordingly with the Wales Audit Office on progress made. In addition, the Wales Audit Office will look to incorporate relevant areas of the Statement of Action into related thematic reviews in order to assess the overall effectiveness of improvements made by the Council.

Reason for Recommendation

12. To enable the Cabinet to consider progress in implementing the various commitments contained within the Council's Statement of Action.

Financial Implications

13. This is a progress update on the implementation of the Council's Statement of Action. In the event of any resource requirements arising in delivering further progress on the implementation of improvement actions contained within Appendix A, then funding will be found from within existing budgets.

Legal Implications

14. There are no direct legal implications arising from this report and the contents. However Cabinet should be aware that failing to meet the obligations set out in the Local Government (Wales) Measure 2009 as judged by the Auditor General for Wales could ultimately result in intervention by the Welsh Government.

RECOMMENDATION

Cabinet is recommended to note the progress made in implementing the Council's Statement of Action during 2016/17.

PAUL ORDERS
Chief Executive
9 December 2016

The following appendices are attached:

Appendix A: Statement of Action Progress Report (November 2016)

Appendix B: Letter from the Chair of the Policy Review and Performance Scrutiny Committee (dated 23 November 2016)

The following background papers have been taken into account:

Cabinet Report, 21 March 2016: Wales Audit Office Corporate Assessment Follow On Report – Statement of Action

Cabinet Report, 10 March 2016: Wales Audit Office Corporate Assessment Follow On Report

Mae'r dudalen hon yn wag yn fwriadol

Wales Audit Office Corporate Assessment Follow On Report – Statement of Action

Progress Report December 2016

RECOMMENDATION

R1: The Council must ensure that it addresses the proposals for improvement as set out in this report to deliver improved outcomes within the next 12 months

Ongoing Actions

Ref	Action	Timescale	Lead Officer	Progress
R1	Undertake a review of the Council's Organisational Development Programme (ODP)	Jun-16	Chief Executive	**Completed.** The review of the ODP was undertaken in April – May 2016. This work led to the re-shaping of the ODP for 2016/17, specifically some refining of the Commercialisation Programme and the introduction of the Performance & Governance Programme. A report of this review was taken to the Policy Review and Performance Scrutiny Committee on 7th June and to Cabinet on 14th June. An independent review of the ODP will be undertaken in Spring 2017. This will be the three-year point for the programme and therefore a suitable time in which to assess its effectiveness and ensure any subsequent iteration of the ODP (or potential new programme) is fully fit to meet the challenges of the future.

PROPOSALS FOR IMPROVEMENT: Leadership & Management

P1: Develop further engagement opportunities with staff and Members to consistently embed a constructive performance management culture across the organisation to help deliver improved outcomes.

Ongoing Actions

Ref	Action	Timescale	Lead Officer	Progress
P1	Development of a new programme for member communications and engagement	Jun-16 (original) May-17 (revised)	Chief Executive	Action Plan relating to outcomes from the Member Communication Survey – Let's Talk About It - developed by Democratic Services. Following on from this, weekly updates for Members are now being issued. Officers are currently exploring the possibility of using storify.com as an innovative way to create a newsletter. The remainder of this work will be progressed through the Member Support and Induction programme ready for the next incoming Council.

Completed Actions

Ref	Action	Timescale	Lead Officer	Progress
P1	Review and refresh of the Council's programme of staff engagement	Apr-16	Chief Executive	**Completed.** The staff engagement programme has been refreshed and is being implemented for 2016/17.

PROPOSALS FOR IMPROVEMENT: Governance

P2: Clarify the roles and responsibilities within the Council's decision making framework. In particular:

a. *ensuring that meetings of the Informal Cabinet meetings are recorded appropriately;*
b. *ensuring that the title and roles of Assistants to Cabinet Members' are applied consistently ensuring that their limited roles and responsibilities do not cloud any accountabilities;*
c. *review the role and membership of Cabinet Advisory Groups to ensure that those members involved do not sit on any Scrutiny Committee responsible for scrutinising the same/similar issues; and*
d. *ensure that a decision is made on the issue about whether to delegate executive decision-making to individual Cabinet Members.*

Completed Actions

Ref	Action	Timescale	Lead Officer	Progress
P2a	Key action points from informal meeting of the Cabinet will be recorded by the Cabinet Office	May-16	Monitoring Officer	**Completed.** Guidance Note provided by Interim Monitoring Officer to Cabinet Office on 25th April 2016. Also circulated to Cabinet Members for information on 4th May 2016.
P2b	Role description for Assistants to Cabinet Members will be included within the Council's Constitution and provided to all post-holders to assist in clarifying roles and responsibilities	Jul-16	Monitoring Officer	**Completed.** The Assistant to Cabinet Member role profile went to Constitution Committee on 21st September and was recommended to full Council for approval. It was agreed as an amendment to the constitution by full Council on Thursday 20th October.
P2c	Terms of Reference for Cabinet Advisory Groups will be agreed	Jul-16	Monitoring Officer	**Completed.** Terms of Reference were agreed by Cabinet 19th May 2016.
P2d	Constitution Committee to undertake a further review of the volume and category of decisions taken by the Cabinet over the last 12 months and consider making provision within the Council's constitution for executive decision-making to be delegated to individual Cabinet Members	Sep-16	Monitoring Officer	**Completed.** A report on this went to Constitution Committee on 21st September, thus completing the review. It was agreed that this issue should be considered at the start of the next administration in May 2017.

P3: Further strengthen the Council's scrutiny function by:

a. developing an approach to scrutinising cross cutting issues; and

b. ensuring that any vacancies on scrutiny committees are filled quickly.

Ongoing Actions

Ref	Action	Timescale	Lead Officer	Progress
P3a	Review of Scrutiny to be undertaken with recommendations to be implemented from the start of the next political term	Dec-16 (original) May-17 (full completion)	Monitoring Officer	The Review of Scrutiny Project was formed as part of the ODP in April 2016. Scrutiny Chairs were informally consulted in June 2016. After the approval of the project brief by the ODP Board in September 2016, a range of activity has taken place, or is underway, including research that incorporates previous review activity and stakeholder engagement that has included the Council's Senior Management Team (SMT), Scrutiny Chairs and which will be open to all Members. The project is due to report its findings in Spring 2017, with the decision on the future structure of Scrutiny to be made at the start of the next Council term.

Completed Actions

Ref	Action	Timescale	Lead Officer	Progress
P3a	Implementation of the recommendations of the Improving Scrutiny Report	May-16	Monitoring Officer	**Completed.** Scrutiny Chairs considered a Project Progress Report at the Chairs' Liaison Forum on 6th June 2016. Chairs' 2015/16 self-evaluations conducted 15th – 25th May 2016. Dip Sample evaluation of five Scrutiny items from 2015/16 undertaken and completed by May 2016. Annual Member Survey issued on 19th May 2016. Recommendations of WAO Corporate Assessment considered during Committee work programming in July 2016. Quick Wins now implemented. Further improvement action plans transferred to Review of Scrutiny Project.
P3b	Appointments to vacancies on scrutiny committees to be considered as a standing item on all council meeting agendas	May-16	Monitoring Officer	**Completed.** Action in place.

P3b	Examine reasons why vacancies exist on scrutiny committees as part of the Annual Member Survey	May-16	Monitoring Officer	**Completed.** Annual Member Survey closed on 16th June 2016 to maximise number of respondents. 45 Members responded. Results have identified a range of Members' perceived challenges around participating in Scrutiny. On the basis of these perceptions, an options paper was prepared and discussed with Group Whips in May and June 2016, with Scrutiny chairs in June 2016, and with Democratic Services Committee in July 2016. Full Council in July decided to temporarily (to May 2017) reduce the number of Members sitting on Scrutiny Committees to 8 Members. As of 9th September, there were just 3 elected Member vacancies, and it was hoped that following the Plasnewydd by-election later in the month an additional Member could be found for Economy and Culture Scrutiny committee. A co-optee vacancy on Children and Young People Scrutiny Committee was filled via the usual Parent Governor election process, with the new co-optee attending her first committee on 27th September.

P4: Ensure that all committee agendas, minutes and decision-logs are published in a timely manner on the Council's website, and increase the number of committees that are webcast.

Ongoing Actions

Ref	Action	Timescale	Lead Officer	Progress
P4	Extend the webcasting of committee meetings to include one scrutiny meeting per month	Dec-16	Monitoring Officer	Scrutiny Chairs discussed this at their Liaison Forum on 6th June 2016. Plans in place to achieve this commitment. A pilot committee to act as a dry run in November 2016. First live webcast scheduled to be Economy & Culture Scrutiny Committee on 8th December.

Completed Actions

Ref	Action	Timescale	Lead Officer	Progress
P4	All scrutiny committee agenda, minutes and decision logs to be published in a timely manner	Apr-16	Monitoring Officer	**Completed.** Continued monitoring of performance by Democratic Services on a quarterly basis in 2016/17.

P5: Enhance Member accountability by:

a. *ensuring that the Standards and Ethics Committee plays a more proactive role in promoting and enforcing the Cardiff Undertaking for Councillors and supporting policies in relation to Member conduct and behaviour; and*
b. *strengthening member development and learning programmes based on competency assessments to improve skills and understanding to enable them to undertake their roles more effectively; and*
c. *determining what training should be considered essential for Members to discharge their role effectively.*

Ongoing Actions

Ref	Action	Timescale	Lead Officer	Progress
P5b	Democratic Services Committee to review Member Development & Training and to agree new approach and programme to commence in May 2017	Dec-16	Monitoring Officer	Project Brief considered by Performance and Governance Programme Board, and discussed by OD Board in September. Democratic Services Committee considered the draft plan on 21st September 2016. An officer board has been established to do further work on this. Democratic Services Committee's task and finish group met in July to review Cardiff's 2015/16 Member Development Programme, and considered the results of the 2016 Member Survey relating to Member Development to make recommendations on induction arrangements for 2017.
P5c	Democratic Services Committee to agree essential training and frequency of training prior to start of new council term in May 2017	Dec-16	Monitoring Officer	The member induction programme was considered by Democratic Services Committee on 7th December. Further work will take place prior to a finalised programme going to Democratic Services Committee in March.

Completed Actions

Ref	Action	Timescale	Lead Officer	Progress
P5a	Standards & Ethics Committee to publish biannual Member Briefings on the work of the Committee underlining the importance of the Cardiff Undertaking and member conduct and behaviour	Aug-16	Monitoring Officer	**Completed.** The first Member Briefing was issued on 26th August 2016, and further will follow.

PROPOSALS FOR IMPROVEMENT: Performance Reporting

P6: Further strengthen performance reporting arrangements to support decision making by:

a. *including SMART performance measures within directorate delivery plans, and ensure that these are reported to Cabinet and scrutiny to demonstrate progress;*
b. *consistently using and reporting on a Red/Amber/Green rating for Corporate Plan commitment actions and Directorate Plan actions in quarterly reports provided to Scrutiny;*
c. *mandating consistent service level plans; and*
d. *prioritising key performance indicators (KPIs) where the Council will seek to demonstrate improved performance and outcomes.*

Ongoing Actions

Ref	Action	Timescale	Lead Officer	Progress
P6c	Service planning framework to be developed focusing on providing a robust and proportionate approach to collating, analysing and using performance information data not captured within Directorate Delivery Plans	Oct-16 (original) Mar/Apr-17 (revised)	Head of Performance & Partnerships	The Business Planning project within the Performance & Governance programme is developing an approach to planning that will incorporate service-level plans in 2017/18. This will follow on from a refreshed approach to Directorate Delivery Planning.
P6d	A Balanced Scorecard approach that focuses on those KPIs which best measure the Council's performance and outcomes will be developed and implemented consistently across the Council	Jun-16 (original) April-17 (revised)	Head of Performance & Partnerships	An initial reporting model was taken to SMT for discussion in June and further developments have been made as a result of these discussions. Work is ongoing to develop and improve a model which gives an at-a-glance view of Council-wide indicators underpinned by a performance report that gives detail of Directorates' challenges, achievements and performance. This will build on the model used within Neighbourhoods Services; scorecards are being developed for other pilot areas with the aim of developing a whole-Council approach ahead of the new financial year.

Completed Actions

Ref	Action	Timescale	Lead Officer	Progress
P6a	All Directorate Delivery Plans to include SMART objectives	Apr-16	Head of Performance & Partnerships	**Completed.** The Council's Corporate Performance Team worked with Services' performance management leads to undertake a peer review of 2016/17 Directorate Delivery Plans to ensure the inclusion of SMART objectives. Further work will also be undertaken in this area as part of the Business Planning project, which will develop the planning approach for 2017/18.
P6b	Guidance on how actions should be Red/Amber/Green rated to be communicated to Improvement community	May-16	Head of Performance & Partnerships	**Completed.** A consistent approach to RAG-rating activities set out in Directorate Delivery Plans has now been developed, building on the Council's existing Risk Management matrix. An automated approach has now been developed to RAG-rating Performance Indicator outturns, using formulae that automatically classify outturn results on the basis of corporately-set tolerance levels.

PROPOSALS FOR IMPROVEMENT: Corporate Enablers

P7: Adopt a more cohesive and co-ordinated approach to corporate enabler functions to better help the Council drive improvement.

Ongoing Action

Ref	Action	Timescale	Lead Officer	Progress
P7	Refreshed Performance Management Strategy to focus on role of Corporate Enablers and make recommendations for improvement	Sep-16 (original) May-17 (revised)	Head of Performance & Partnerships	A new Performance Management Strategy will be developed ready for launch in May 2017. The Strategy will give an overview of the Council's approach to managing service performance, with an emphasis on how this approach will maintain a focus on improving outcomes for our residents and service users, and facilitate constructive use of performance information across a range of forums. The Strategy will incorporate the outputs from the three Performance Management projects within the ODP, as well as other work that has been taken forward by the Council's Performance Team and wider Performance Network. The Strategy will include a Framework element that will enable a range of colleagues to apply the principles of the Council's approach to Performance Management.

P8: Further develop the Council's performance management arrangements by:

a. enhancing the Council's performance management strategy to include guidelines timescales, processes and procedures to support a consistent approach; and

b. increasing the level of performance management and challenge undertaken by the central performance team.

Ongoing Actions

Ref	Action	Timescale	Lead Officer	Progress
P8a	Update the framework element of the Performance Management Strategy to reinforce these areas before further development of the overall strategy	May-16 (business as usual basis) May 2017 (complete version)	Head of Performance & Partnerships	The Performance Management Framework for the Council is currently being developed. It will incorporate the outputs of the Performance Management projects within the ODP and other activity that is currently ongoing to continually develop and improve the ways in which the Council manages its performance. The Performance Management Framework will then underpin the Performance Management Strategy, enabling colleagues across the organisation to apply the principles of the latter document.
P8a	Review and refresh the Performance Management Strategy	Sep-16 (original) May-17 (revised)	Head of Performance & Partnerships	A new Performance Management Strategy will be developed ready for launch in May 2017 as described above.
P8b	Improvement team to increase level of performance management and challenge	Mar-16 ongoing	Head of Performance & Partnerships	This work is being taken forward through the Performance Support and Improvement project within the Performance & Governance programme and the Performance Support Group (PSG). The PSG comprises senior representation from across the Council that, supported by the Corporate Performance Team, identify and investigate areas of challenging performance, highlight areas of strong performance and provide SMT and other senior audiences with assurance that operational performance issues are being managed in a consistent and effective way.

P9: Further develop the Council's Human Resource processes and strategies by:

a. *strengthening the Council's staff appraisal process by including explicitly measureable objectives, capturing information on training on a corporate basis, and developing links to staff's future career aspirations to support workforce and succession planning; and*
b. *further embedding the Council's workforce strategy and integrating this with financial and service planning.*

Ongoing Actions

Ref	Action	Timescale	Lead Officer	Progress
P9a	Deliver the Performance Management Project.	Mar-17	Chief HR Officer	Review of Personal Performance & Development Review (PPDR) scheme - PPDR Focus Group discussions have been completed and the feedback has been collated in a report. The report has identified 6 themes on which to base our review of the current process: Delivery, Content, Time Management, Ratings, Technology, and Learning & Development. Based on the employee feedback and project board input, a draft version is currently being prepared for full consultation, feedback and discussion. In September we engaged with the Project Board, Ambassador Group, the Academy, Senior Management Forum and Works Council. During October we revisited the staff focus groups with the draft proposals for further consultation. In November, the draft version of the new approach was launched to the organisation through the Employee Roadshows and consultation will be undertaken with Trade Unions and PRAP Members in December.

P9a	Delivering Learning & Development Project including: 1. City of Cardiff Council Academy Board to oversee priorities for workforce training corporately	Mar-17	Chief HR Officer	Approval was given at the Academy Board meeting in April for the roll-out of the Cardiff Manager Programme to Grades 7 and below, and for the appointment of a Service Delivery Lead to focus on the co-ordination and delivery of quarterly Pitch Perfect events, and for the pilot of a Digibus proposal to take Essential Skills screening to 'hard-to-reach' workplaces. The Service Delivery Lead was appointed in July. The next Pitch Perfect Training Scheme will start in October and will culminate in a Final event in early December. Academy Board meeting in July agreed to take forward pilot within Commercial Services focusing on Essential Skills assessment tool (WEST) and essential skills training for front-line staff. Discussions to roll out NVQ qualifications for front-line staff in Commercial Services, City Operations, Communities and Social Care are being progressed. Funding is available via Cardiff & Vale College (CAVC) for the next 3 years. Work has been completed on the development of the Academy's training facilities at City Hall which were fully operational from October 2016. The development has also enabled the successful relocation of the Social Care Training Unit (including Care First) to City Hall to complement the Office Rationalisation project.

P9a	Delivering Learning & Development Project including: 2. Cardiff Manager Programme extended to all managers Grade 7 and below	Mar-17	Chief HR Officer	Cardiff Manager Programme (CMP) for Grades 7 and below started on 4th May 2016 and all courses to the end of July were fully subscribed. Courses from August 2016 to March 2017 were made available through DigiGov on 22/05/16. The Academy scheduled 56 CMP sessions from May – December 2016 and is running at close to 100% capacity. Feedback from participants is that they appreciate having the opportunity to attend this training and 84% have said that they would like to take the ILM L3 award. To increase capacity, the Academy has increased class size from 12 to 16 (except Finance sessions). Further sessions from December have been scheduled.
P9b	Deliver the Workforce Planning Project including: 1. Development of process for succession planning across the Council	Mar-18	Chief HR Officer	Initial research is underway which started in May 2016. Other aspects of the Workforce Planning project are taking this into consideration as a long-term objective to ensure that there are seamless links and the succession planning process can develop from the workforce planning toolkit and data.
P9b	Deliver the Workforce Planning Project including: 2. Development of Workforce Planning guidelines and toolkit including a technology-based solution	Jan-17	Chief HR Officer	Research on toolkits taking place in order to ascertain best practice. Review of processes in Core Cities. Draft toolkit was produced during September for review by Directorate representatives. The toolkit will have a variety of tools to allow for workforce planning at a variety of levels of maturity and dependent on the requirements of the particular Directorate.

P9b	Deliver the Workforce Planning Project including: 3. Develop profile information for service area use in financial and service planning	Sep-16	Chief HR Officer	Review of information provided for 2016/17 taking place also liaison with Business Planning project so that there is a seamless link. Identification of additional profile information underway including an assessment of what can be delivered from current systems and what would be required in the future.
P9b	Deliver the Workforce Planning Project including: 4. Develop a strategy for the temporary, casual and agency workforce taking account of social inclusion and youth engagement	Mar-17	Chief HR Officer	Initial planning underway and discussions taking place with colleagues in other Directorates. Draft paper to be available in the New Year for discussion at SMT. To include section on process for providing work placement opportunities within the Council to young people as well as those looking to re-enter employment.

Completed Actions

Ref	Action	Timescale	Lead Officer	Progress
P9a	Deliver the Performance Management Project including: 1. Development of e-learning module on SMART objective setting	Mar-17	Chief HR Officer	**Completed.** The existing PPDR e-learning modules have been re-designed to include more detail on SMART objectives. It includes an explanation of SMART, process of developing a SMART objective, identification of SMART objectives and writing SMART objectives. E-learning module completed and available to support managers in setting objectives.
P9a	Deliver the Performance Management Project including: 2. Setting SMART objectives is to be a Corporate Objective for all managers 2016/17	Mar-17	Chief HR Officer	**Completed.**

P10: Complete the data capture exercise relating to the use of assets and develop a single system to hold appropriate asset management information.

Ongoing Actions

Ref	Action	Timescale	Lead Officer	Progress
P10	Submit detailed business case to Investment Review Board for final approval	May-16	Director Economic Development	Presentations received from leading 3rd party providers. Project scope broadened to include Design Construction Excellence Wales report and statutory compliance. Business Case for Real Estate IT software has been reviewed and aligned with H&S IT requirements. Business case presented to Investment Review Board (IRB) early November detailing preferred option for Real Estate IT solution. Approval granted by IRB to undertake tendering process. Tender anticipated to commence early 2017 following completion of detailed requirement specification.
P10	Subject to approval from Investment Review Board, implement the new Corporate Asset Management system	May-18	Director Economic Development	Progressing as per above.

P11: Ensure all outstanding actions from the Construction Excellence Wales review of the Council's building maintenance framework are completed.

Ongoing Action

Ref	Action	Timescale	Lead Officer	Progress
P11	Complete all outstanding actions from the Construction Excellence Wales (CEW) review of the Council's building maintenance framework	Mar-17	Corporate Director, Resources	The Building Maintenance Performance board chaired by the Assistant Director of Communities oversees the actions that were recommended by CEW. The majority are now closed, however a couple are still in progress including the recommendation to create a community benefits board. **Statutory Maintenance Programme** Our main mechanical and electrical framework contractor (Kier) deliver a statutory maintenance programme on behalf of FM Building Services. There is now a yearly maintenance plan for all those buildings within Building Services control or signed into the SLA. A process for certifications received and repairs required is in place to ensure statutory compliance is achieved. A new software package to monitor and manage Statutory Obligations on all Council assets is being progressed in partnership with Caerphilly County Borough Council Health and Safety team; this will also provide an improved service to opted-out schools to manage their obligations. **Community Benefits** A community benefits board is still in progress and will form a formal part of the next reiteration of the Framework. To date two apprentices (1 x mechanical and 1 x electrical) have been appointed through CAVC. A community project through our materials supplier Travis Perkins is being investigated.

P12: Further strengthen the Council's financial planning processes by:

a. *developing more explicit links between the Medium Term Financial Plan (MTFP) and the Council's improvement planning arrangements;*
b. *strengthening links between the Medium Term Financial Plan and service plans;*
c. *ensuring that savings proposals owned by Directorates are linked to the Organisational Development Programme where relevant, are fully costed, and that delivery is driven by the Organisational Development Programme Board; and*
d. *ensuring all budget savings plans are fully developed as appropriate with realistic timescales when the annual budget is set.*

Ongoing Actions

Ref	Action	Timescale	Lead Officer	Progress
P12a	Develop more explicit links between the MTFP and improvement planning arrangements as part of the 2017/18 budget process	Dec-16	Corporate Director, Resources	Initial meeting held with Head of Performance & Partnerships in June 2016 in order to scope out the two-way interaction between the building up of the MTFP and the improvement planning arrangements. This in-principle agreement was followed up by respective officers during August. The shift in timetable referred to in 12d has provided greater opportunity to ensure the links between these processes are strengthened and enhanced during the course of 2016/17 in preparing for 2017/18 onwards. Work is currently being undertaken to identify and establish links with the Corporate Plan in respect of revenue and capital budgets. This will include the impact of recent legislation such as the Well-being of Future Generations Act (WFG).

P12b	Strengthen the link between the MTFP and service plans as part of the 2017/18 budget preparation work	Dec-16	Corporate Director, Resources	Initial high-level saving plans for 2018/19 are being developed by officers and detailed savings plans have been received for 2017/18. These plans have been reviewed for detail and achievability, and were discussed at joint SMT/ Cabinet Meeting on 18th July which resulted in further work needed to refine proposals or identify alternative ones. Due diligence work continues to take place in respect of all plans. Specific piece of work is being undertaken in partnership with Social Services Directorate in order to further refine the links between the service plan and the MTFP by identifying the range of cost/saving impact of each intervention. Continual review of MTFP ensuring cross reference to current and future service plans. The half-year position of the Corporate Risk Register has been taken to cabinet and Audit Committee respectively and the results have been tested against the MTFP. SMT workshop was held in early October on WFG with the results of that being scoped out and then tested back to consider impact on service delivery plans. 2017/18 Directorate budget proposals submitted for consultation have been preliminarily considered together in respect of WFG and will be continually reviewed at points in time in order to maintain that strategic link and focus.

P12c	Review, as part of Budget Strategy, the opportunities to enhance linkages between savings proposals from Directorates and the Organisational Development Programme	Jul-16 (original) May-17 (revised)	Corporate Director, Resources	Monthly meetings continue to take place between the OD Operational Manager and the Service Accountancy Manager. Currently, links have been made to business cases that have been accepted for 2016/17 budget savings where OD are assisting in order for them to be achieved. These will be reported to OD programme to highlight the impact of change, but will remain the individual Directorate's responsibility for achievement against the accepted saving proposal. 2017/18 saving proposals have been shared with OD to ensure that early sight enables early engagement with Directorates in delivering budget proposals in a full and prompt manner. OD are fully engaged in thematic areas such as digitisation both in terms of identifying technology and suitable areas within the Council that could benefit.
P12d	Continue - and build upon - approach adopted for 2016/17 budget	Mar-17	Corporate Director, Resources	2017/18 Budget commenced with Directorates providing budget proposal savings by 13th May 2016. Budget Strategy approved by Cabinet on 14th July 2016. The period between July and October has been a continuing review of suitability and diligence in respect of Directorate budget savings proposals. Regular updates have been shared at Directorate, SMT and Cabinet level. Provisional Settlement was received as anticipated on 19th October, the results of which were compared against the assumptions that were contained within the Budget Strategy. The Budget Strategy was revised accordingly with the new set of assumptions and the 2017/18 Budget Proposal report was considered at Cabinet on the 10th November 2016. Following approval at Cabinet, Public Consultation commenced on the 11th November 2016. The focus of the work currently is further due diligence and detail on the 2017/18 budget proposals and requests have been submitted for further detailed plans for 2018/19.

P13: Further strengthen the Council's IT arrangements by:

a. *further developing the draft Digital ICT strategy and formally agreeing this strategic vision for delivering digitally enabled services;*
b. *deploying the Customer Relationship Management system fully to appropriate services across the Council;*
c. *implementing the mobile scheduling and flexible working technologies where appropriate; and*
d. *expanding the number and depth of ICT KPIs measured and reported, to cover the whole ICT service, and benchmark against public service comparators.*

Ongoing Actions

Ref	Action	Timescale	Lead Officer	Progress
P13b	Initiate project to deliver phase 2 of the CRM	Jun-16 (original) (new date TBC)	Corporate Director, Resources	Due to technical issues roll-out of the CRM has not met its original timescales. The supplier for CRM – SAP – has escalated the Council's concerns to global level in order to seek a resolution to this issue, resulting in senior representatives from across SAP's worldwide structure working directly with the Council. A new timescale will be established once this work has been completed.

P13c	Roll out flexible working across the Council for those workers who would benefit from delivering their services in a range of locations	Dec-16	Corporate Director, Resources	We currently have around 1,750 staff with remote access to the corporate network, many of whom work as home workers, work flexibly at home or work out of the office on an ad-hoc basis. These staff traditionally use PCs, laptops or tablets to access Council systems. We have 280 staff using customised mobile applications to work directly from site rather than visiting offices. This includes care workers and our community maintenance teams. In addition to this we have 1,500 users with remote access to email to allow them to access their messages from wherever they are. Further business cases being developed to underpin future phases of these various models of flexible working and since April over 400 social care staff have received laptops/tablets & new smartphones to mobilise their working practices and allow them to work in a more flexible and efficient manner. To further support mobile working we have created 40 touchdown points across the city where staff can call in to charge their devices, access public Wi-Fi, use meeting rooms, have quiet places to work or just pick up print-outs.

P13d	Review the ICT additional performance reporting requirements and establish a revised basket of KPIs	Mar-17	Corporate Director, Resources	We are working with SOCITM Wales and the Welsh Unitary Authority ICT leads to discuss a common approach to KPIs across Wales but also with reference to wider SOCITM member KPIs within English authorities. Cardiff has led on the procurement of an all-Wales SOCITM benchmarking exercise which is benchmarking aspects such as digital maturity, IT maturity, IT performance and IT cost effectiveness and will use the outcomes of these benchmarks to inform potential future KPIs in addition to, or to replace existing KPIs. The benchmarking commissioned to review Local Authorities' digital maturity is now in the process of being procured by Welsh Government via SOCITM for wider use.

Completed Actions

Ref	Action	Timescale	Lead Officer	Progress
P13a	Digital Strategy 2016-21 to be considered by Cabinet	May-16	Corporate Director, Resources	**Completed.** Strategy approved by Cabinet on 19th May. The implementation of the Strategy is ongoing across the Council, both through the OD Programme and service activity.

P14: Further strengthen the Council's information governance arrangements by:

a. *completing the outstanding actions from the Information Commissioner's Office audit on data protection and information confidentiality;*
b. *increasing the level of staff completion of the Council's information confidentiality and data protection e-learning training programme;*
c. *fully implementing the Electronic Records Management System across the Council;*
d. *improving the Council's response rates against statutory targets in respect of data protection subject access requests and Freedom of Information Act requests; and*
e. *completing a Caldicott principles into practice self-assessment.*

Ongoing Actions

Ref	Action	Timescale	Lead Officer	Progress
P14a	Continue to implement the Action Plan following most recent audit by the Information Commissioner's Office	Mar-17	Corporate Director, Resources	**Building Security:** A review of County Hall security was undertaken by the Corporate Security Manager. This included promoting a proactive security culture through the wearing of security identification as well as control of visitors, contractors and members of the public who visit the building. Good progress has been made, for examples segregating pedestrian access areas as part of the car park revisions, upgrading the car park lighting to LED in the first three bays, installing new software (Kalamazoo reader) to monitor visitors to County Hall and establishing revisions to the hours staff use the side entrance. A review of CCTV coverage and ID access cards has also been completed and a project plan has been developed. Subsequent actions will be completed in Spring 2017.

Page 39				**ICT Security Officer training to be reviewed by OM IT Services:** ICT forensic investigation training completed by ICT Security & Investigations Officer. **Starters, Leavers & Movers (SLAM) process to be revised:** Work is almost complete on joining the datasets between our key personnel systems SAP and DigiGOV with Cardiff's Active Directory (AD) to ensure the process of dealing with starters and leavers is more efficiently managed. This data matching and linking process will remove any ambiguity of leavers' details between these systems allowing more timely disabling and deletion of accounts. This integration is in final stages of data cleansing and testing. Data from the personnel systems will be used to populate AD as appropriate and vice versa in order to improve the quality of data in all three systems and ensure data in all three systems are then updated in sync. This improved data integration will allow speedier setup of users and also more timely removal. A report will be presented to SMT shortly to obtain their agreement on more timely removal of email and system accounts of staff leaving the organisation and meetings are also taking place to understand how we can more quickly setup accounts for staff joining at short notice, such as agency workers.

P14c	Rollout EDRMS to remaining users (circa 4,000)	Apr-17	Corporate Director, Resources	Additional resource recruited to accelerate roll-out. On-boarding process re-worked to facilitate increased uptake. To date SharePoint has 14 live sites with 579 users (12% of Council employees) now using the system. 15 further sites with 272 users are currently being developed and are expected to be deployed between January and May 2017 with a remaining 57 sites based on the organisation structure today that are yet to be developed. An additional resource request is being presented to the IRB board in December 2016 to assist with escalating the speed of the roll-out and to enhance the training.
P14d	Seek approval to bring all SARs and FOI requests within the corporate responsibility of the Improvement and Information Team	Sep-16	Corporate Director, Resources	Improved compliance within the Children's Services area is significant and has proved that a centralised process is more effective. Further discussion needed in order to deliver the Adult Services work. The work to understand the impact on performance and compliance to deliver the service for Communities has taken place. Discussion scheduled for 7th December with the Director of Communities and Housing, and the Head of Finance.

Completed Actions

Ref	Action	Timescale	Lead Officer	Progress
P14b	Implement new Information Governance e-learning training programme	May-16	Corporate Director, Resources	**Completed.** E-learning package finalised and translated. Release due in October 2016 (w/c 17/10/16 for SMT, w/c 24/10/16 for all staff) and closure date of end of December 2016. Work is ongoing with HRPS to ensure that the starters and leavers process is more efficient which will enable improved roll out.
P14e	Undertake a review of existing information governance monitoring arrangements to provide assurance that they appropriately reflect Caldicott principles	Mar-17	Corporate Director, Resources	**Completed.** The NHS CPIP assessment questions have been completed (May 2016) by the Corporate Information Governance Team and the Director of Social Services. Assessment and Action Plan completed and shared with the Information Security Board on 2nd September 2016. NB// The full NHS assessment process is currently not available for use. Further enquiries are underway with NWIS.

Mae'r dudalen hon yn wag yn fwriadol

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

Date: 23 November 2016

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Councillor Phil Bale
Leader
City of Cardiff Council
County Hall
Cardiff
CF10 4UW

Dear Councillor Bale

Policy Review & Performance Scrutiny Committee: 15 November 2016.

On behalf of the Policy Review & Performance Scrutiny Committee thank you for attending Committee for consideration of the Wales Audit Office (WAO) Corporate Assessment Review Follow On report. Please also pass on the Committee's thanks to Christine Salter, Davina Fiore and Joseph Reay for supporting this item and answering Members' questions. I have been asked to pass on the following observations and concerns.

The Committee wishes to commend you on the generally strong progress the Council has made in delivering the Corporate Follow On Statement of Action. Members have some concern that the Leadership and Management heading has just one action, and were looking for evidence of how Leadership has improved. The Committee was reassured that continual improvement in staff engagement is in place, with the introduction of the Chief Executive staff roadshows, the launch of a staff app, openness to staff ideas, and development programmes in place for staff to support succession planning.

The Committee is interested in progress around IT, specifically the customer facing system, CRM. We are reassured to hear that the integration of our existing systems with SAP are considered by the company to be critical given the cutting edge nature of our work with them, are being addressed at the highest level, and that there are teams on site to develop solutions. We note the Council cannot deliver a customer portal until the digitalisation issues currently experienced by C2C operators are resolved. We were interested to hear the Council has a contractual relationship with two partners, SAP plus a gold standard implementation partner. Therefore, as CRM is considered the key customer facing system, Members are frustrated we are not further ahead and will keep a close eye on developments. We feel that the Council should have a resolution date in mind and have some concerns that there is no deadline in place or definite date as to when the problem will be resolved. We would consequently request an update on SAP/CRM when there is something significant to report back.

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City of Cardiff Council, Atlantic Wharf, Cardiff Bay, CF10 4UW E-mail: nhowells@cardiff.gov.uk

Members wish to clarify how the WAO are monitoring progress on the Council's Statement of Action, and whether in fact they consider good progress has been made. We note the regular informal discussion between the Head of Performance and WAO, at which they are ensuring the Council understands the barriers and takes mitigating actions. We endorse the more formal governance of public reporting to Cabinet and Scrutiny. In April 2016 you indicated you were unclear whether WAO would undertake a further formal review visit in 12 months time. Following this meeting we are still unclear as to whether the Council can expect a further inspection.

The Committee notes that Lead officers are named throughout the Statement of Action, making them accountable for performance. We welcome the officer view that performance management needs to be mainstreamed into the management of all services. We are less clear as to how performance focussed Directorates are, and whether they face any consequences for poor performance. We have noted that the Council will undertake a self assessment within this financial year of how well performance is embedding, and will factor this into our work programming.

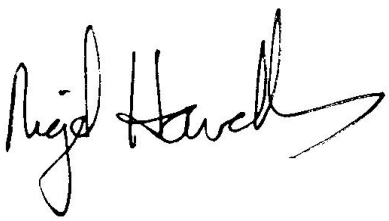
.*To Recap, actions arising from the Scrutiny are as follows:*

- As CRM is considered the key customer facing system, we will keep a close eye on developments. We have some concerns that there is no deadline in place or definite date as to when the problem will be resolved. We would like an update on SAP/CRM as soon as there is something significant to report back;

- We are still unclear as to whether the Council can expect a further WAO inspection. As Council will undertake a self assessment within this financial year of how well performance is embedding, we will factor this into our work programming

Please could I ask that you relay our comments and observations to the Cabinet, and once again please pass on my thanks to all Cabinet Members and witnesses who attended for consideration of this important assessment of the Council's arrangements to secure continuous improvement.

Yours sincerely



COUNCILLOR NIGEL HOWELLS
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

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cc Members of the Policy Review & Performance Scrutiny Committee
Paul Orders, Chief Executive
Christine Salter, Corporate Director Resources
Davina Fiore, Director Governance & Legal Services
Joseph Reay, Head of Performance & Partnerships
Claire Deguara, Cabinet Support Office
Naomi Evans, PA to Leader

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Mae'r dudalen hon yn wag yn fwriadol

CYNGOR DINAS CAERDYDD
CITY OF CARDIFF COUNCIL

CABINET: 15 DECEMBER 2016

CORPORATE RISK REGISTER 2016/17 (MID-YEAR)

REPORT OF CORPORATE DIRECTOR RESOURCES

AGENDA ITEM: 3

PORTFOLIO: CORPORATE SERVICES & PERFORMANCE (COUNCILLOR GRAHAM HINCHEY)

Reason for this Report

1. To bring the Corporate Risk Register (CRR) to the attention of the Cabinet, in order to consider the strategic risks facing the Council.

Background

2. To support the arrangements for good corporate governance, it is necessary for the Council to have a clear statement of its overall position in relation to corporate risks, which is subject to regular review.

3. The CRR should identify the main risks facing the Council so that elected Members and Senior Management can make informed decisions and prioritise actions, with these high level risks in mind. The CRR process involves identifying and assessing key risks, and taking proportionate action to manage risks within an acceptable level (risk appetite). Risk registers are used to record and track how identified risks are currently being managed together with details of planned commitments to reduce risks further, where required.

4. The CRR is a key governance document which continues to be updated and presented to the Senior Management Team quarterly, to ensure their collective ownership and agreement of the strategic risks facing the Council. It is reported to the Cabinet and Audit Committee on a biannual basis. The Cabinet last sighted the CRR on 27 July 2016, at which time it set out the year-end position 2015/16.

5. For the Mid-Year update a detailed review of the CRR was completed to ensure that the key corporate risks facing the council are represented and assessed consistently. This review involved the Senior Management Team, the Risk Management Steering Group and the Risk Champion Network.

Issues

6. The CRR is currently made up of 24 risks, which have been reviewed and updated to reflect the mid-year position. To assist in this process, a guidance document was produced by the Information Governance and Risk Team and issued to each risk owner to ensure risks are framed and scored on a consistent basis. The full register was shared with all Directors at the Senior Management Team meeting on 15 November 2016, to gain their collective agreement.

7. A Corporate Risk Map (Appendix A) has been produced which plots corporate risks in the standard risk matrix format and connects the risk score with the risk appetite this represents. The corporate risk appetite is presently being explored by the Risk Management Steering Group and officers, and engagement will be made with Cabinet when a draft position has been developed. The intention is to further improve information and guidance to ensure consistent and proportionate responses to opportunities and risks.

8. In defining risk appetite , there are four areas of the risk spectrum.

Minimalist	Preference for ultra-safe business delivery options that have a low degree of inherent risk and only have a potential for limited reward.
Cautious	Preference for safe delivery options that have a low degree of residual risk and may only have limited potential for reward.
Open	Willing to consider all potential delivery options and choose the one that is most likely to result in successful delivery while also providing an acceptable level of reward (and value for money etc.).
Hungry	Eager to be innovative and to choose options offering potentially higher business rewards, despite greater inherent risk.

9. The following changes have been made to the CRR since the 2015/16 year end:

- Two new risks have been added – 'Promoting Independence' and 'Safeguarding' with Delayed Transfers of Care now covered within Promoting Independence;
- Two risks have been downgraded from 'red' to 'red/amber', 'Organisational Development' and 'Performance management';
- One risk was downgraded from 'red / amber' to 'amber / green' – 'Schools SOP';
- One risk has moved position, but remained within the same overall priority rating - 'Information Governance'

- Two risks have been removed - ‘Local Development Plan’ and ‘Delayed Transfers of Care’.

10. Risks on the CRR are currently scored between medium and high ratings, with eight risks (1/3) scored as ‘red.’ This represents both an improvement on the year-end position and a more accurate representation of the management of corporate risks.

11. It is important to note that risks are liable to change as circumstances alter, and that the CRR presents the position at a point in time. The potential impact on the Council of the UK leaving the European Union is a particular issue that will be monitored and considered for inclusion at the appropriate time. The Register itself will continue to be refreshed quarterly and the identified risk owners have a responsibility to ensure the risks included on the register remain focused and relevant.

12. In order to recognise the importance of monitoring and reviewing the CRR, the Member Risk Champion, Councillor Graham Hinchey, has an important role as set out in the Council’s Risk Strategy. This role includes raising the profile of risk management and promoting the benefits to Members, as well as promoting the accountability and responsibility of all staff within the Council. The Member Champion will bring forward ideas from the Members to the Risk Management Steering Group considered relevant for the CRR.

13. It is appreciated that there is considerable detail in the complete register and, therefore, three appendices are attached; Appendix A is the Corporate Risk Map while Appendix B is a summarised version and Appendix C details the complete register.

Reason for Recommendation

14. As part of the arrangements for good corporate governance, it is necessary for the Council to have a clear statement identifying what strategic risks the Authority faces. The CRR will update Members and enable them to make informed decisions. In addition, the Council will be able to demonstrate that there are effective and robust systems in place for managing risk.

Legal Implications

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

Financial Implications

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

Recommendation

The Cabinet is recommended to note the content of the Corporate Risk Register.

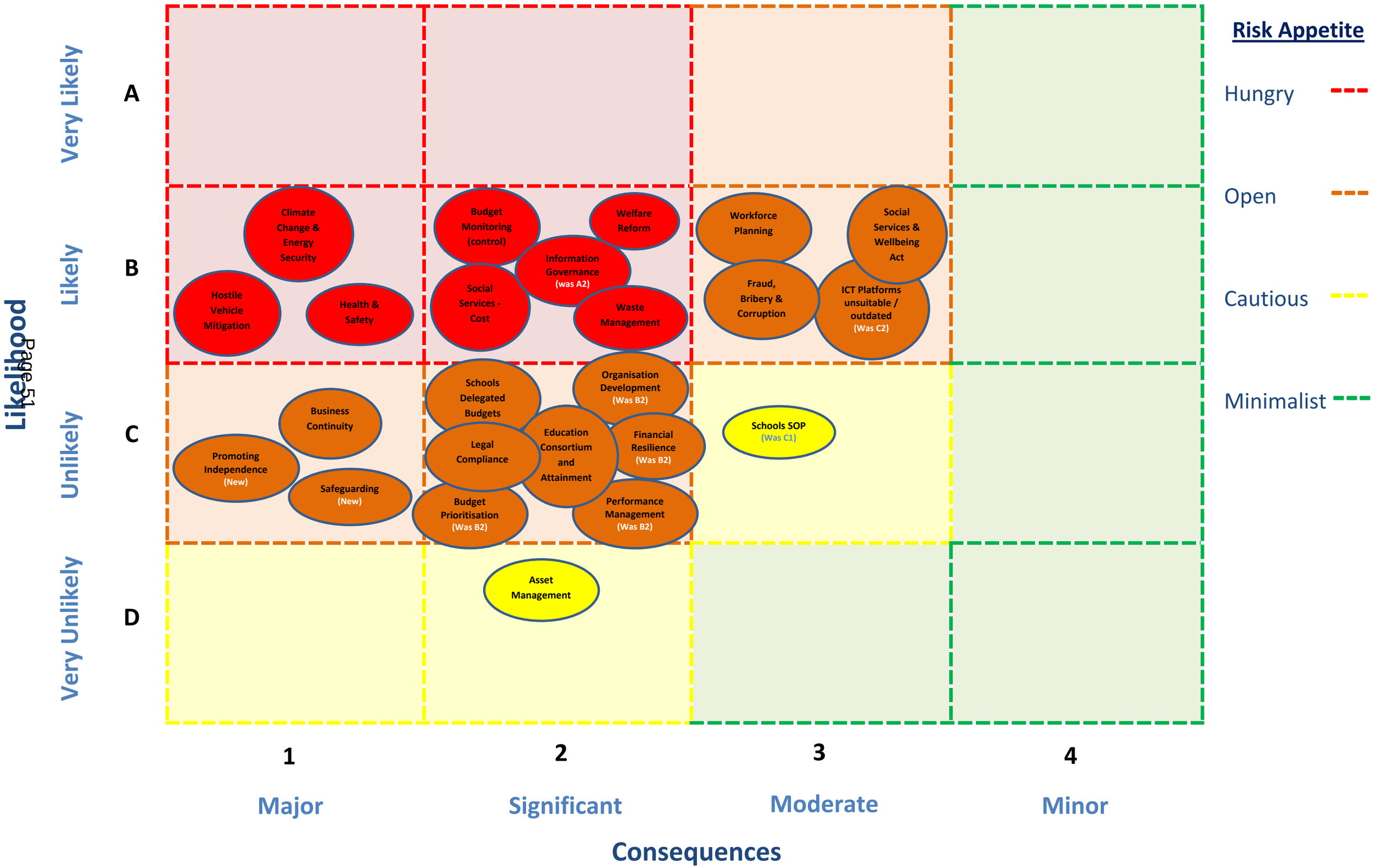
CHRISTINE SALTER
Corporate Director Resources
9 December 2016

The following Appendices are attached:

Appendix A - Corporate Risk Map 2016/17 (Mid-Year Position)
Appendix B - Corporate Risk Register 2016/17 Mid-Year Position (Summary)
Appendix C - Corporate Risk Register 2016/17 Mid-Year Position (Detailed)

Corporate Risk Register – 2016/17 (Mid Year Position)

Appendix A



Mae'r dudalen hon yn wag yn fwriadol

CORPORATE RISK REGISTER – Mid Year Summary 2016/17

Appendix B

Risk Description	Inherent Risk	Residual Risk	Risk Owner	Cabinet Member
EVENT DRIVEN RISKS				
Social Services and Wellbeing (Wales) Act Failure to implement the Social Services & Wellbeing (Wales) Act 2014.	High Priority B1	Medium Priority (Red/Amber) B3	Tony Young	**Councillor Sue Lent**, Deputy Leader - Early Years, Children & Families **Councillor Susan Elsmore** Health, Housing & Wellbeing
Hostile Vehicle Mitigation in Cardiff Vehicle Borne Improvised Explosive Device (VBIED) detonating in an area identified as a high risk crowded place, as a result of the inappropriate boundary treatments and access control processes protecting and managing it.	High Priority A1	High Priority B1	Andrew Gregory	**Councillor Ramesh Patel** Transport, Planning & Sustainability
Welfare Reform That the Council cannot meet its statutory obligations with the increased demands and reduced budgets placed upon it by the Welfare Reform including: Universal Credit, further reduction in Benefit Cap, size restrictions for social tenants and restriction of social housing rents to LHA levels. Lack of information, short timescales for implementation and the large number of citizens affected makes these changes a significant risk.	High Priority A2	High Priority B2	Sarah McGill (Jane Thomas)	**Councillor Susan Elsmore** Health, Housing & Wellbeing
Waste Management Failure to achieve targets for Landfill allowance, specifically for Biodegradable Municipal Waste and WG statutory Recycling Targets. Ineffective delivery of recycling targets and residual waste treatment. Failure to comply with EU recycling waste directive.	High Priority B1	High Priority B2	Andrew Gregory	**Councillor Bob Derbyshire** Environment
Education – Schools - SOP Large scale Capital Programme (£164m) with tight timescales for delivery, in context of very rapidly growing primary age school population.	High Priority B1	Medium Priority (Amber/ Green) C3	Nick Batchelar (Janine Nightingale)	**Councillor Sarah Merry** Education
ONGOING RISKS				
Education Consortium & Attainment The Central South Consortium does not deliver effective services that challenge and support Cardiff schools to improve and Educational Attainment does not improve at the required rate.	High Priority B1	Medium Priority (Red/Amber) C2	Nick Batchelar (Angela Kent)	**Councillor Sarah Merry** Education
ICT Platforms Unsuitable/ Outdated The ICT platforms (desktop, software, network, servers, and telephones) will not be able to support the technologies required by the corporate change programme and deliver effective service to the council, or will not provide a reliable service due to age and condition of equipment and systems.	High Priority A2	Medium Priority (Red/Amber) B3	Christine Salter (Phil Bear)	**Councillor Graham Hinchey** Corporate Services & Performance
Safeguarding Systemic failure in the effectiveness of the Council's safeguarding arrangements together with other statutory safeguarding partners.	High Priority B1	Medium Priority (Red/Amber) C1	Tony Young & Davina Fiore	**Councillor Sue Lent,** Deputy Leader - Early Years, Children & Families **Councillor Susan Elsmore** Health, Housing & Wellbeing **Councillor Graham Hinchey** Corporate Services & Performance
Budget prioritisation Failure to deliver the statutory obligation of setting a balanced annual budget and a fully informed Medium Term Financial Plan which takes into account statutory budget planning obligations (compounded by the risk of only receiving annual settlement figures from the Welsh Government).	High Priority A1	Medium Priority (Red/Amber) C2	Christine Salter (Ian Allwood)	**Councillor Graham Hinchey** Corporate Services & Performance
Financial Resilience The Financial resilience of the Council over the medium term is significantly weakened so that it is financially unable to discharge its statutory obligations and services to the citizens of Cardiff.	High Priority A1	Medium Priority (Red/Amber) C2	Christine Salter (Ian Allwood)	**Councillor Graham Hinchey** Corporate Services & Performance
Budget Monitoring (Control) Failure to achieve the budget set, inclusive of budgeted spend and savings across Directorates, with increased use of emergency finance measures and the drawdown of reserves.	High Priority A1	High Priority B2	Christine Salter (Allan Evans)	**Councillor Graham Hinchey** Corporate Services & Performance
Health and Safety Ineffective compliance of health and safety through poor application and embedding of the 'Framework for Managing Health and Safety in Cardiff Council.	High Priority A1	High Priority B1	Christine Salter	**Councillor Graham Hinchey** Corporate Services & Performance
Climate Change & Energy Security Un-preparedness to the effects of climate change due to lack of future proofing for key (social and civil) infrastructure and business development, and inability to secure consistent energy supply due to rising energy costs and insecurity of energy supply.	High Priority B1	High Priority B1	Andrew Gregory	**Councillor Bob Derbyshire** Environment
Information Governance Information handled inappropriately leaves the Council exposed to intervention and financial penalties issued by the Information Commissioner (ICO). This includes information held by Cardiff Schools.	High Priority A1	High Priority B2	Christine Salter (Vivienne Pearson)	**Councillor Graham Hinchey** Corporate Services & Performance
Social Services - Costs Failure to reduce the cost of delivering social services.	High Priority B1	High Priority B2	Tony Young	**Councillor Sue Lent**, Deputy Leader - Early Years, Children & Families
Promoting Independence Failure to sustain an effective whole system approach that enables adults with significant health needs to remain in, or return to, their own homes and reduces the need for / length of hospital stays.	High Priority B1	Medium Priority (Red/Amber) C1	Tony Young	**Councillor Susan Elsmore** Health, Housing & Wellbeing
Performance Management A performance management culture is not embedded within the Council leaving the Council exposed to intervention by Welsh Government in line with the Local Government (Wales) Measure 2009 and associated requirements.	High Priority B2	Medium Priority (Red/Amber) C2	Christine Salter (Joe Reay)	**Councillor Graham Hinchey** Corporate Services & Performance
Organisation Development OD projects fail to deliver the radical change required to deliver efficiency savings and service changes, due to service and resource pressures.	High Priority B1	Medium Priority (Red/Amber) C2	Christine Salter (Dean Thomas)	**Councillor Graham Hinchey** Corporate Services & Performance
Business Continuity Large scale incident/loss affecting the delivery of services.	High Priority B1	Medium Priority (Red/Amber) C1	Christine Salter	**Councillor Phil Bale**, Leader – Economic Development & Partnerships
Education – Schools Delegated Budgets Secondary Schools with deficit budgets do not deliver agreed deficit recovery plans, impacting on the overall budgets for all schools.	High Priority A2	Medium Priority (Red/Amber) C2	Nick Batchelar (Neil Hardee)	**Councillor Sarah Merry** Education
Legal Compliance Changes in services and staff roles across the Council resulting in: - gaps in Council wide knowledge of the local authority framework of responsibilities and duties within which we have to operate; - inability to deliver the services in accordance with all duties and responsibilities due to lack of resource: In each case leading to increased risk of challenges. Reduction and changes in front-line services, discretionary and statutory, will lead to increased risks of challenge from users and other stakeholders affected.	High Priority B2	Medium Priority (Red/Amber) C2	Davina Fiore	**Councillor De'Ath** Skills, Safety & Engagement
Fraud, Bribery and Corruption Fraud, financial impropriety or improper business practices increase as internal controls are weakened as resources become severely stretched.	High Priority B2	Medium Priority (Red/Amber) B3	Christine Salter (Ian Allwood)	**Councillor Graham Hinchey** Corporate Services & Performance

CORPORATE RISK REGISTER – Mid Year Summary 2016/17

Appendix B

Risk Description	Inherent Risk	Residual Risk	Risk Owner	Cabinet Member
Asset Management Ensure effective operation of the Council's Asset Management Board to achieve effective strategic oversight and identified savings.	**High Priority B2**	**Medium Priority (Amber/Green) D2**	**Neil Hanratty**	**Councillor Phil Bale**, Leader – Economic Development & Partnerships
Workforce Planning Importance of forecasting and planning to build capability and capacity for the future is not fully recognised and embedded.	**Medium Priority (Red/Amber) B3**	**Medium Priority (Red/Amber) B3**	**Christine Salter (Philip Lenz)**	**Councillor Graham Hinchey** Corporate Services & Performance

Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Improvement Action	Risk Owner & Cabinet Member
EVENT DRIVEN RISKS										
Social Services and Wellbeing (Wales) Act Failure to implement the Social Services & Wellbeing (Wales) Act 2014.	Reputational / Financial / Stakeholders / Service delivery / Legal / Partnership / Community • Legal challenge around interpretation of 'duties' under the 'wellbeing' concept. • Increases in demand, or service offer, stimulated by new duties under the Act. • Social care sector staff not sufficiently trained to implement Act from 6th April 2016.	B	1	High Priority	• Governance arrangements in place to ensure effective monitoring of progress across the region. • Senior lead officers identified with responsibility for each work stream. • Regional task and finish groups established for each work stream and action plans being delivered. • Director leading workforce development planning for the region. • Officers contributing to national work groups as required. • Regular reports to Scrutiny Committee with references to Cabinet in place. • DEWIS launched and implementedGrowth identified as part of 2016-17 budget. • Joint approaches to developing opportunities across Cardiff, the Vale of Glamorgan and University Health Board (UHB) closely monitored through the regional Strategic Leadership Group. • Regional Partnership Board commenced April 2016 • Establishment of the Regional Implementation Plan.	B	3	Medium Priority (Red/ Amber)	• Potential growth bid for 2017/18 currently being assessed.	**Tony Young** **Councillor Sue Lent, Deputy Leader - Early Years, Children & Families** **Councillor Susan Elsmore – Health, Housing & Wellbeing**
Hostile Vehicle Mitigation in Cardiff Vehicle Borne Improvised Explosive Device (VBIED) detonating in an area identified as a high risk crowded place, as a result of the inappropriate boundary treatments and access control processes protecting and managing it.	Service Delivery / Reputation / Legal / Financial / Health & Safety / Financial / Partnership / Community & Environment / Stakeholders Potential for:- • Large no's of fatalities, injuries to public in crowded place. • Extensive structural damage and/or collapse of surrounding buildings. • Major fire. • Damage/disruption to utilities (gas, electricity, water etc.) • Immediate impact to businesses in the Cardiff area. • Media coverage affecting public perception, leading to a loss of public confidence directly resulting in reduced business, retail and tourism revenues generated in the city. • Area to be viewed as a risk for potential future business investment. • Inability to attract major future national and international events (political, sporting etc.) • Increase in demand for council services/support for all affected. • Current economic climate to reduce the effectiveness of any recovery/regeneration of the area	A	1	High Priority	• All existing identified high risk; crowded places have been formally assessed. • Most crowded places have an extremely limited and in some cases 'third party managed' access control process to operate them; providing little/no challenge. • Most crowded places have varying standards of boundary treatments protecting them; providing a limited/cursory visual deterrent but little/no protection from a hostile vehicle. • CONTEST Protect/Prepare Task & Finish Group maintains the City Gateways Public Realm Enhancement Scheme, with agreed options for suitable PAS 68/69 mitigation for appropriate boundary locations; referred to as 'gateways'. • 19 (38%) of the identified 'gateways' into the crowded places already benefit from PAS 68/69 mitigation in place, implemented as a direct result of Home Office (Crowded Places) and Olympic Legacy funding. • The estimated cost for the procurement and installation of the PAS 68/69 mitigation and ancillary services is £3.6 Million. • Work is ongoing with City Operations to advise developers across the city in relation to appropriate mitigation required. • The Cardiff City Centre Access Control Protocol is currently operating at the heightened response level, reflecting the UK National Threat Level; permitting vehicles onto the pedestrianised areas within Cardiff City Centre using strict parameters. • The Tabernacle Access Control Document is fully operational and sits and as an annex document to the main City Centre Access Control Protocol. It enables the Urban Traffic Control Officers to better manage Tabernacle 'users', covering their requirements whilst adhering to the existing Traffic Regulation Order. • Wales Extremism and Counter Terrorism Unit (WECTU) Counter Terrorist Security Advisor's (CTSA's), the Emergency Services & Cardiff Council provide Project Argus and EVAC/Griffin training across the city to raise awareness for likely impacts associated with major incidents and in particular, terrorist attacks. The sessions also cover the support likely to be immediately available from the emergency services and Cardiff Council, the practical and simple preparations people/organisations can make prior to incident occurring to help themselves manage and recover from its impacts.	B	1	High Priority	• The CONTEST Protect/Prepare Group will continue to monitor and review the scheme to ensure it is fit for purpose until it is fully installed. • The CONTEST Protect/Prepare Group will give a status report to the Cardiff CONTEST Board • The CONTEST Board will continue to try and identify external funding sources/opportunities from Welsh Government, Central Government to conclude scheme and appropriately mitigate the risk. • City Operations to commence a small Working Group to look at short term and longer terms options to deliver the strategy or provide mitigation as funding sources/opportunities from third parties has not been identified. The City continues to hold World Events such as the Champions League final in 2017 and therefore the risk remains.	**Andrew Gregory** **Councillor Ramesh Patel – Transport, Planning & Sustainability**

Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Improvement Action	Risk Owner & Cabinet Member
Welfare Reform That the Council cannot meet its statutory obligations with the increased demands and reduced budgets placed upon it by the Welfare Reform including: Universal Credit, further reduction in Benefit Cap, size restrictions for social tenants and restriction of social housing rents to LHA levels. Lack of information, short timescales for implementation and the large number of citizens affected makes these changes a significant risk.	• Private landlords stop renting to benefit claimants • Social housing rents become unaffordable to some claimants, in particular those under 35 and with large families. • Increased homelessness and demand for temporary accommodation • Increased rent arrears, increased evictions • Redeployment / Severance for 140 staff • Changing demands on Council stock resulting in increased voids and/or undersupply of smaller properties. • Barriers to building additional affordable housing Supported accommodation becomes unaffordable impacting on social services and vulnerable homeless clients.	A	2	High Priority	• Communities staff continue to work closely with private landlords and advice agencies to mitigate wherever possible the reduction in benefit. To date private landlords have not withdrawn from the benefits market in large numbers but changes in the economy could influence this in the future so this will continue to be monitored closely. • Discretionary Housing payments are being used to top up the benefit claims of those most affected by the changes and to pay rent in advance and bonds to help tenants to move accommodation where necessary. • Timely information is being given to claimants to help them respond to the changes. • A streamlined process is in place for re-housing tenants who need to downsize as a result of the social housing size restrictions. DHP is being used to pay removal costs and to cover shortfall while tenants are waiting to move. • A new Welfare Liaison team has been created within the housing service to assist tenants affected by the changes. Work is underway to identify those affected by the reduced Benefit Cap and to advise them accordingly. • The number of properties becoming vacant has increased as a result of Welfare reform and this combined with other issues has resulted in a significant increase in void rent loss. Work is being done to encourage exchanges rather than transfers. • Universal Credit has commenced in Cardiff, very small numbers affected. The scheme has been changed to include more information sharing for landlords and this should offset some of the risk. The council is providing face to face services on behalf of the DWP including digital inclusion and budgeting advice. • The implications of the restriction of social housing rents to LHA rate are being considered in partnership with RSLs and options for providing shared / low cost housing are being considered. Work is ongoing to review supported housing schemes and prioritise this ahead of the changes. • The Advice Hub in Central Library is providing comprehensive advice services for those affected by Welfare Reform. • The Welfare Reform Task Group is working well in coordinating multi-agency activity and developing appropriate interventions during a difficult transition period for many people affected. • Briefings continue to be provided to Members on Welfare Reform and further information is sent as appropriate.	B	2	High Priority	• Universal Credit was introduced from 30/11/15 but only for a small number of claimants. A review of workforce is currently underway using approximate roll out timetable. Agreement has been reached with DWP to provide face to face services for UC claimants and funding will be provided for this in the current year. Services and appropriate publicity are being developed. • Digital inclusion training and banking support has been successfully implemented and will continue to be monitored. • Additional resource has been agreed for supporting council tenants with the Universal Credit changes, staff have been recruited to assist with this and the new team is working well. • Work has been undertaken to cost the potential risks of Universal Credit and this will continue to be updated as the more information is known. • Size restriction for social tenants and the Benefit Cap remains a significant risk with potential increased arrears and homelessness; the Cap is due to reduce to £20k in January and working groups have been setup involving RSLs, childrens services, famileis first and a range of other partners who may be able to help support these families. • Regular meetings are held with social housing providers to monitor and improve processes. • DHP spend is being monitored carefully, to date spend is within budget. Work is ongoing to establish how the fund can best help those affected by the deceresed benefit Cap. • Work has been carried out on the impact of possible council rent redecreases on the HRA business plan and discussion is ongoing with social landlords about the impact of possible rent decreases on future housing development. Currently this does not apply in Wales.t • The impact of the changes to rent levels for under 35 is currently under review with all social landlords considering how they can contribute to a solution to this issue. At present all are continuing to house young applciatns as normal.	**Sarah McGill** **(Jane Thomas)** **Councillor Susan Elsmore – Health, Housing & Wellbeing**
Waste Management Failure to achieve targets for Landfill allowance, specifically for Biodegradable Municipal Waste and WG statutory Recycling Targets. Ineffective delivery of recycling targets and residual waste treatment. Failure to comply with EU recycling waste directive.	Reputational / Financial / Stakeholder / Service delivery / Legal / Environmental / Community • Significant financial penalties for failure at up to £200/tonne or incorrectly capture tonnage data • Procure disposalelsewhere with additional costs. • Reputation damage • Increased costs of landfill and alternative treatment markets • Risk to grant funding (currently £6.9m 2016/17), potential in year cuts, future year grant reductions and changing terms and conditions • No MTFP for future grant funds or capital confirmed by WG • Reducing Grants; reducing market values for recyclates; market collapse for recycling outlets • Risk of legal challenge	B	1	High Priority	**Policies / Strategy** • Previous updates contain the policy position improvements between 2008-2015. • Waste Management Strategy 2011-2016 was approved on 13th Jan 2011 and was revised and approved in April 2015. • Several progress reports have been made to Cabinet and Environmental Scrutiny in that period. • Monthly performance tracking of recycling has been established to help predict the end of year position. • Steps taken to improve MRF processing rates means less waste to treatment. • Commercial recycling centre opened March 2014, its performance is increasing with more commercial HWRC being identified. • Focus on pre-sort on the HWRCs is showing improvements in site recycling. • Restrictions to Cardiff domestic householders have reduced tonnage profiles in qu4 of 2015/16. **Contracts / Projects** • Several Contracts have been put in place for additional materials to be recycled from the HWRC's. • Interim contract in place for disposal of biodegradable green/food waste • A flexible Interim Disposal Contract in place with Biffa for 2-10 years; commenced April 2009. • Aggregate recycling is now in place. • Recycling litter bins are in place in the city centre. • New initiatives such a charging for bulky waste, commercial recycling centre, sweepings, mattress and carpet recycling schemes are all underway. • New HWRC delivery model is underway. This year, placing the focus on pre-sort high quality recycling and removing the reliance on post sorting of waste. **Prosiect Gwyrdd** Financial Close occurred December 2013 Viridor are the appointed contractor which commenced Sept 2015. Removes risk of failing	B	2	High Priority	**Risk of Fines** • The targets for statutory recycling in 16/17 is 58%, 64% to be achieved by 2019/20, therefore, the risk rating remains high, due to seasonality and risk of recycling market collapse. • Risk remains high that recycling performance and weather impacts on green waste could lead to a status quo in recycling performance or at worse a drop in performance • The risk of failing the biodegrdable limits to landfill has been minimised due to the current disposal route. **Policy / Strategy** • The outline waste strategy has been approved by Cabinet April 2015. The first phase of reducing residual waste capacity to force higher dry recycling and food and green waste recycling was completed in 15/16. Flats Strategy to improve waste and recycling collections from flats is designed to enable greater recycling and food waste from hard to capture areas, to be implemented in 2016/17. This included a business case on current recycling methods. • The sweepings contract is secured and operating. • Exploring reuse partners, Market test and intial procurement was not successful, so further work is required to secure a partner. • Working with other Local Authorities to explore TEEP business cases and/or exploring joint working options • Delays have been experienced in the HWRCs changes, which will reduce the recycling potential and waste minimisation activities that were planned for 2016/17 onwards. **Contracts / Projects** • Progress the Organic procurement is to timescale to SCD of 01/04/17. Interim contracts remain in place. • An Contract for residual treatment is in place for when the landfill closes and to ensure LAS targets are met and tax avoided wherever possible.	**Neil Hanratty** **Councillor Bob Derbyshire - Environment**

Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Improvement Action	Risk Owner & Cabinet Member
					biodegradablke waste limit to landfill **Organic procurement** The procurement of a processing facility for food and green waste was completed for both Cardiff and the Vale of Glamorgan. The new facility will be operational in 2016, whilst the interim arrangements remain in place. **Household & Commercial Waste Collections** Household Waste collections were changed further towards the WG recycling blueprint is now underway by changing to: smaller fortnightly black (with accompanying hygiene services) and weekly food and dry recycling and fortnightly green waste. National government discussions on comingled recycling remain an issue and further modelling on the best option for Cardiff will be completed in 2016/17. **Collaboration work** Working and engaging with Welsh Government on legal and policy changes.				• New markets for carpets and mattresses are being explored **Project Gwyrdd** • Financial Close occurred December 2013, service commencement started 01 April 2016, all risks regarding treatment and recycling of the ash (IBA) derived from residual now lie fully with the contractor. • To help secure 2015/16 IBA, recycling began in 15/16 to secure additional recycling tonnages. Furthermore, for 2016/17, the contractor has secured recycling for flue gas residues which will offer a further 1%. **Collections** • Commercial waste operations have refined the marketing package for recycling in the commercial sector to increase recycling from commercial waste collected by the Waste Collection Authority that is included in the total MSW (and therefore relevant to statutory targets). • Set and achieve new commercial recycling opportunities for new materials and new income opportunities – targeting commercial food collections and schools. MRF • A high risk remains in the materials market fluctuations influenced by world-wide pricing affecting the volume of material recycled. In 15/16 Glass market impacts severely risked several 1000's tonnes of glass, this situation was recovered but highlights the ongoing volatility and risk to meeting statutory targets.Markets remain weak in 16/17.	
Education – Schools - SOP Large scale Capital Programme (£164m) with tight timescales for delivery, in context of very rapidly growing primary age school population.	Reputational / Legal / Financial / Social / Stakeholder / Health & safety. • Insufficient primary places in some areas of the City. • Further degeneration of school buildings • Reducing educational standards. • Project cost and time overruns • Risk that Welsh Government do not approve individual project funding if not satisfied with Business Cases. • Difficulties associated with data source and production could undermine proposals and stakeholder trust in the SOP change process	**B**	**1**	**High Priority**	• A significant proportion of the Schools Organisation Programme has been delivered to date including:- ▪ A new Pontprennau Primary School ▪ Refurbishment to Millbank Primary School ▪ An extension to Adamsdown Primary School ▪ An extension to Coed Glas Primary School ▪ An extension to Ysgol Y Wern ▪ New Science Block at Fitzalan High • These address in the main the sufficiency issues in the Primary Sector. • The Procurement of the new Easten High School, in partnership with Cardiff & Vale College is complete, the construction contract signed for £26m with Willmott Dixon and the buildings works commenced on site. • The procurememt of the 3 new primary school buildings for Howardian Primary, Ysgol Hamadryad and Ysgol Glan Morfa is complete, at £13.5m with Morgan Sindell. The schools are currently being designed and will be submitted for planning approval in January 2017. • The procurement of the new High School in the West is due to commence in the Autumn 2016 with a contractor being appointed to design & building the school in Jaunary 2017. • Assets being considered corporately to maximise the opportunity to focus funds realised within the Council and through other sources on fewer high quality buildings. • Extensive work on the 21st Century Schools Band B funding now to take place during 2016 to submit progress to WG in Autumn 2017. • Restructure of team completed.	**C**	**3**	**Medium Priority** **(Amber/ Green)**	All risks being monitored and reported to Schools Programme Board. • 'Turn Key solutions' being progessed on all new school builds i.e. one contract, single point of management and responsibility • Two step procurement methods being undertaken on all procurements • Standardised design methods being used where possible • Continued active dialogue with Welsh Government and other professional parties to support progress and development • Prioritise population data development to support accurate projections and forecasts for existing resident populations and to support effective s106 negotiations going forward • Ensure consistent monitoring and reporting of all risks to Schools Programme Board. • Capacity strengthened in SOP Team.	**Nick Batchelar** **(Janine Nightingale)** **Councillor Sarah Merry - Education**
ONGOING RISKS										
Education Consortium & Attainment	Reputational / Legal / Financial. • Budget implications.	**B**	**1**	**High Priority**	The authority has made satisfactory progress against the Estyn recommendation that relates to the Central South Consortium.	**C**	**2**	**Medium Priority**	• Officers will continue to ensure the agreed commissioning arrangements are refreshed and delivered and impact positively on the performance of schools.	**Nick Batchelar**

Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Improvement Action	Risk Owner & Cabinet Member
The Central South Consortium does not deliver effective services that challenge and support Cardiff schools to improve and Educational Attainment does not improve at the required rate.	• Educational standards falling behind other LA's. Potential impact on Estyn judgement for LA. • Intervention from WG				Estyn reported in March 2016 that Overall, Cardiff schools are being challenged more rigorously and supported more effectively to improve. There have been improvements in most of the outcome indicators at all key stages, although the performance of a few of Cardiff secondary schools is still a significant concern. The work of the school improvement service commissioned from the regional consortium is based on clear priorities and a good understanding of Cardiff schools. Since the monitoring visit in 2014, the local authority has worked well with its schools to engage school leaders and to develop a change in culture in which schools are more aware of their responsibility for their own improvement. In February 2016, following their inspection of the Central South Consortium, Estyn reported that the Consortium had a clear vision and strategy to improve schools that is understood by m0ost stakeholders and underpins support for school improvement well. The consortium works well with its local authority partners to share information about the performance of schools across the region, and to identify schools causing concern. There is a strong working relationship between the local authority and the regional consortium. The local authority has moderated the outcomes of categorisation in partnership with the regional consortium, and this has led to a more accurate view of school performance, an improved model of differentiated support and challenge, and earlier intervention in schools causing concern. The performance management and quality assurance of the work of challenge advisers is now more systematic, and the authority has taken robust steps to improve practice where underperformance is identified. There are robust processes to quality assure the reports of challenge advisers, and this has led to an improvement in the consistency and precision of their reports. Processes to validate judgements through the collection of first-hand evidence are improving, and this is beginning to provide the authority with a more accurate evaluation of their schools. Through school improvement meetings, challenge advisers are developing a better understanding of the role that wider services in the local authority play in improving schools. The local authority works productively with its regional consortium to address the specific needs of Cardiff schools, and to promote school-to-school working. A few Cardiff schools are acting as hubs to disseminate good practice and to provide training and networking opportunities across the consortium. School improvement groups (SIGs) of teachers and leaders across the region are working on key improvement issues, and these groups focus well on evaluating their work in terms of outcomes for pupils. The local authority has commissioned the regional consortium to deliver a comprehensive range of leadership development programmes specifically to address leadership issues across its schools. These include training for aspiring leaders, middle leaders, headteachers at various stages of their careers, and development for those leaders who are capable of supporting.			(Red/ Amber)	• Education Directorate delivery plan now refreshed with clear accountabilities and performance measures. These will be share with the consortium and associated roles, responsibilities and accountabilities agreed. • Recruit a Secondary senior challenge adviser with well-developed knowledge and skills to build on the progress made to date.	(Angela Kent) Councillor Sarah Merry - Education
ICT Platforms Unsuitable/ Outdated The ICT platforms (desktop, software, network, servers, and telephones) will not be able to support the technologies required by the corporate change programme and deliver effective service to the council, or will not provide a reliable service due to age and condition of equipment and systems.	• Reputational / Financial / Stakeholder / Service delivery. • Loss of PSN services. • Service delivery impacts from unreliable/unavailable ICT systems. • Cardiff seen as unable to deliver on aspirations. • Poor morale from frustrations with inability to deliver services. • Potential for income losses from revenue collection impacts. • Unable to meet delivery deadlines on both business as usual and transformation projects.	A	2	High Priority	Measurements put in place to track impact. • Existing ICT budget spend focused on dealing with critical issues, capital and revenue budget resource provided to address major issues. • Spending complete for renewal/upgrade of highest risk items, in particular firewalls, core servers/switches, external bandwidth and network storage. • New system down analysis process in place to ensure that key pressure points are rapidly identified and fixed with minimum disruption. • New deliveries are all being designed for a 99.99% minimum uptime, with critical systems targeted at 99.999% (equating to less than 6 minutes per year). • Due to mitigation actions so far to reduce the risk, the risk of critical service downtime has been reduced to medium. • Additional load balancers to be purchased for application resilience in key systems. • All SAP hardware has been replaced and software versions brought to latest levels • Continued replacement of unsupported window servers. • Publication of system and application support lifecycles to allow business users to plan replacements as required. • Thin client server farms fully refreshed with new hardware and software versions upgraded and aged thin client Xtreme PC's being phased out	B	3	Medium Priority (Red/ Amber)	• Continued assessment of priorities for replacement – removal of systems out of supplier support is the main priority. • System owners are being tasked to identify action plan for replacing systems out of supported levels. • Firmer engagement with business on decommissioning or replacing unsupported platforms and applications. • Replace aged contact centre telephony. • Assessment of equipment required replacing to maintain PSN compliance • Further revenue and capital investment in 2017/18. • Pilot leasing scheme within schools to be considered for corporate desktop estate. • Migrating remote workers users to latest agile working model where possible. • Replacement of older slower disks in many PC's with solid state disks to improve performance and extend usable life • Continued reduction in aged Xtreme devices some of which were over 11 years old – over 1500 replaced in last two years leaving 1800.	Christine Salter (Phil Bear) Councillor Graham Hinchey - Corporate Services & Performance

Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Improvement Action	Risk Owner & Cabinet Member
Safeguarding Systemic failure in the effectiveness of the Council's safeguarding arrangements together with other statutory safeguarding partners	Reputation / Financial / Stakeholders / Service delivery / Legal / Partnership / Community • A child/ren or adult/s suffers avoidable significant harm or death. • Reputation of Council and partners. • Severe adverse publicity. • Potential regulator intervention. • Loss of confidence by the community in the safety of children and adults. • Loss of confidence of staff in the overall "safety" of the service, impacting on morale, recruitment and retention. • Potential litigation with associated financial penalties.	B	1	High Priority	• Implementation of Social Services & Wellbeing (Wales) Act 2014 in relation to the strengthening of adult safeguarding. • Strategic review of safeguarding governance across the region in partnership with the Vale of Glamorgan Council. • Strategic review of the functioning of the Regional Safeguarding Adults Board (completed). • Ongoing implementation of the child Sexual Exploitation Strategy. • Implementation of the Corporate Safeguarding Board work programme.	C	1	Medium Priority (Red/ Amber)	• Strategic review of the functioning of the Regional Safeguarding Children Board (imminent). • Growth bids to support operational safeguarding capacity in safeguarding teams. • Training staff in relation to Adult Protection Orders. • Cardiff Council to host the all-Wales Adult and Child Protection Procedure re-write.	**Tony Young** **Councillor Sue Lent, Deputy Leader - Early Years, Children & Families** **Councillor Susan Elsmore – Health, Housing & Wellbeing** **Davina Fiore** **Councillor Graham Hinchey, Corporate Services & Performance**
Budget prioritisation Failure to deliver the statutory obligation of setting a balanced annual budget and a fully informed Medium Term Financial Plan which takes into account statutory budget planning obligations (compounded by the risk of only receiving annual settlement figures from the Welsh Government).	Reputational / Financial / Legal / Service delivery / Stakeholder • Risk of failing to meet statutory obligations. • Risk that service delivery impacted due to uncertainty in the budget planning process resulting in decreasing resources or failure to effectively prioritise spend in line with Corporate Plan Objectives. • Risk that settlement figures will not be as anticipated giving an element of uncertainty to any proposals from Cabinet during public consultation and beyond. • Risk that savings identified as part of business as usual and efficiencies have not been robustly reviewed for achievability and will not delvier as planned. • Risk that financial constraints and budget proposals result in unintended consequences such as increased instances of non compliance and financial impropriety. • Risk that annual budget settlement frustrates medium / longer-term planning and that the cycle does not integrate with other business cycles and vice versa. • Risk of unbalanced budget as savings required over the medium term become harder to achieve and their impact on service delivery more difficult to manage. • Risk that organisational development does not align to the financial strategy in relation to budget reduction requirements. • Additional obligations such as Wellbeing of Future Generations Act leading to Council failing in statutory duty.	A	1	High Priority	**2017/18 and Medium Term** • The 2017/18 Provisional Settlement is due 19 October. July 2016 assumption was a -1% decrease and this has now been amended to -0.25% as a result of indicative population and RSG redistributional movements shared prior to the Provisional announcement. • The 2016/17 settlement allowed the Council to reduce risk and improve resilience through addressing the pace and scale of the most challenging saving proposals, reviewing planning assumptions and introducing a new financial resilience mechanism. This mechanism will continue to be reviewed in order to reduce future risk but allow one-off investment and development in the meantime. • The final 2016/17 Budget was underpinned by Directorate Savings of £20.344m, Council Wide Savings of £2.895m and Addressable Spend Savings of £5.596m; a total of £28.835m • 2016/17 and the following two years savings proposals were underpinned by the Reshaping the Base exercise undertaken in conjunction with SMT and Informal Cabinet as part of 2016/17 Budget Strategy Development. This exercise has been refreshed and reviewed in looking at 2017/18 and 2018/19 budget proposals • /The MTFP set out in the July Budget Strategy Report shows an estimated Budget Reduction Requirement of £75.297m for the medium term (2017/18-2019/20). • The July Budget Strategy Report looks to identify £17.977m savings for 2017/18 with the use of earmarked reserves, Council Tax increase and Cap on schools growth to identify the remaining £7.204m. • The 2017/18 Directorate budget proposals were developed over the period of May – July. Those proposals have beren shared informally with Cabinet and been subject ot a level of due diligence testing. Draft proposals have been developed and continue to be worked upon for 2018/19. • Capital Programme assessed for additional commitments and new bids with a prioritisation assessment being undertaken over the period of August to November. The impact on cost of borrowing is looked at in alignment with the prioritisation so that any schemes approved can be funded through the overall financial envelope. • Close working with Policy team in respect of alignment with Corporate Plan and duties under Wellbeing of Future Generations Act.	C	2	Medium Priority (Red/ Amber)	**2017/18 and Medium Term** • Contune the work that ensures alignment with the demands of the Wellbeing of Future Generations Act with the 2017/18 Budget Strategy and any proposals. • Ensuring closer alignment with objectives of the Corporate Plan and the Organisational Development Programme in order to ensure resources are allocated appropriately and that longer term financial savings are developed in enough time to be realised in the medium term. • Consultation and engagement on the Budget Proposals on target for early November in order to ensure timetable for Budget to be agreed at February Council. This is to ensure adequate time is built in to consider the feedback from the consultation and engagement process. • Leading up to the provisional settlement and beyond, there will be an ongoing review of key planning assumptions and scenarios in order to react swiftly to the announcement on 19 October 2016. **Medium Term** • Continued due diligence, challenge of proposals and development of detailed plans for both 2017/18 and 2018/19.	**Christine Salter** **(Ian Allwood)** **Councillor Graham Hinchey - Corporate Services & Performance**
Financial Resilience The Financial resilience of the Council over the medium term is significantly weakened so that it is financially unable to discharge its statutory obligations and services to the citizens of Cardiff.	Reputational / Financial / Legal / Service delivery / Stakeholder • The risk that the Council will not be able to react to adverse situations through a combination of poor imprudent planning and significant challenges such as increasing demands for services such as social servies, education, roads etc. • The risk is that the Council will not be able to operate within the financial funds available to it and fail in its statutory duty to deliver services. • Reputational risk of defaulting on creditor / payroll payments thus creating uncertainty across the	A	1	High Priority	• The Council regularly reports in relation to its financial performance and monitoring. • The Council used the better than anticipated provisional settlement for 2016/17 to improve financial resilience as previously outlined. This included the establishment of a £4m financial resilience mechanism to protect the Council from the uncertainties associated with the absence of multi-year settlement information whilst allowing for one-off investment in the mean-time. • The Wales Audit Office's Report into financial resilience scored the Council as low risk in terms of financial governance and control and medium risk in terms of financial planning. • Improvement actions associated with the medium risk for financial planning related to 1) the improvement of savings plans and 2) the	C	2	Medium Priority (Red/ Amber)	• Key stakeholders are briefed on this position and financial triggers against this snapshot continue to be developed and reviewed. • Work in respect of improving savings plans continues in order to increase the % of savings proposals accepted that delver. The key focus is due diligence, challenge and development of detailed plans but with an emphasis and accountability to the directorate which proposed the saving. Savings documentation has also been reviewed and developed with the aim of ensuring consideration and capture of key factors relating to savings proposals. • Links between the MTFP, OD Programme, Service Plans and Improvement Plans continue in order to further build on	**Christine Salter** **(Ian Allwood)** **Councillor Graham Hinchey - Corporate Services & Performance**

Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Improvement Action	Risk Owner & Cabinet Member
	community of Cardiff and beyond. • The risk that this leads to intervention and increasing adverse impacts on the community of Cardiff that rely on the services being delivered by the Council.				improvement of links between the MTFP and Organisational Development Programme, Service Plans and Improvement Plans. • A financial snapshot has been developed in respect of the financial resilience of the Council and is reviewed 3 times a year and report at Budget Report (Feb16 & Feb 17), Budget Strategy (Jul) and to Audit Committee.				work already undertaken in the Budget Strategy Work Programme.	
Budget Monitoring (Control) Failure to achieve the budget set, inclusive of budgeted spend and savings across Directorates, with increased use of emergency finance measures and the drawdown of reserves.	• Inability to balance spend, against budget, for the financial year. • Requirement to implement emergency measures to reduce spending during the financial year thus adversely impacting on ability to meet Corporate plan objectives. • Requirement to drawdown from General Reserves at the year end. • Impact on the 2016/17 Budget where issues remain with achieving 2015/16 budget savings and any unachieved savings brought forward from 2014/15.	A	1	High Priority	• Clear financial procedure rules setting out roles and responsibilities for budget management are in place. • In recognition of the quantum of savings and the risks posed a £4 million General Contingency was allocated in the Budget. • Availability of General Reserve should this be required. • The final 2015/16 outturn showed a surplus of £1.696 million. However this included an overspend of £4.635m in relation to directorate budgets with shortfalls of £6.586m against 2015/16 savings targets and £2.837m against shortfalls carried forward from 2014/15. • As part of the 2016/17 Budget process £3.029m of these budget savings not achieved were written back into the budget. • The Corporate Director of Resources, Chief Executive and Cabinet Members have continued to hold challenge meetings going forward into 2016/17 in all areas both to address shortfalls against budget proposals accepted but also the overall financial position of each directorate. • The 2016/17 Month 4 monitoring report presented to Cabinet highlighted an overspend of £850,000. Directorate budgets projected to be overspend by £6.5 million partially offset by general contingency of £4 million. • Full financial monitoring processes is in place for month 3 to 11 of the financial year including achievement of budget savings with months 3 to 6 completed. • Monthly meetings held between service accountants, directors and Cabinet Members.	B	2	High Priority	• The balance of any 2015/16 or 2016/17 savings targets designated as not being achievable will be reviewed and considered as part of the 2017/18 Budget.	**Christine Salter** **(Allan Evans)** **Councillor Graham Hinchey - Corporate Services & Performance**
Health and Safety Ineffective compliance of health and safety through poor application and embedding of the 'Framework for Managing Health and Safety in Cardiff Council.	Reputational / Legal / Financial / Service delivery • Fatalities • Serious injuries • Prosecution – fines for body corporate and/ or fines/imprisonment for individual • Claims	A	1	High Priority	• Dedicated team of competent Health and Safety Advisers providing specialist advice and guidance. • Implementation of the 'Framework for Managing Health and Safety' based on the HSE model for successful health and safety management as detailed in the Council's Health and Safety Policy (revised 2014). • The five key elements of the management system model for occupational health and safety are:- • Policy 2. Organising - Control, Co-operation, Communication, Competence 3. Planning 4. Measuring Performance and 5. Audit and Review. (These elements encompass a wide range of actions including development and implementation of relevant policies and procedures, risk assessing, Annual Directorate Health and Safety Action Plans, corporate health and safety objectives, Directorate and Council Annual Health and Safety Reports, monitoring by Directorates , training, consultation with trade unions through corporate and Directorate meetings, accident reporting and investigation and auditing). • Directorates carry out suitable and sufficient risk assessments as appropriate and ensure any necessary control measures are implemented and monitored. • Health and Safety Advisers carry out a programme of health and safety audits, focussing on high risk activities, and undertake other inspections / investigations as necessary. • Annual Business Objectives for Health and Safety Advisers. • Code of Guidance on Leading Health and Safety for Senior Managers and Headteachers included on CIS.	B	1	High Priority	• Service Level Agreement commenced in March 2016, following this a review of current arrangement for health and safety has been undertaken, the following issues have been highlighted as priority for improvement action:- • Statutory Maintenance Compliance – Provide a central system of recording statutory inspections and monitoring the closing out of resulting remedial tasks in line with legislative requirements. H&S to Support with development and implementation and monitor compliance statistics. • Review of Policy/Codes of Guidance – Review and bring up to date required H&S Policy and guidance to ensure they are reflective of current legislation and best practice. • Implement programme of Health and Safety Training via. The Academy in order to ensure competency and ongoing refresher training. • H&S and OH to improve Health Surveillance in line with legislative requirements, review policy and establish health surveillance clinic within the city to increase attendance and reduce disruption to front line services. • Review Violence at Work and PACD System to ensure that they remain effective in reducing the risk from members of the public who are known to be aggressive/violent. • Review Asbestos Management Arrangements to ensure that the risk from exposure to asbestos is adequately managed in line with Legislative requirements. • Ensure current health and safety resource is targeted at high risk areas of the organisation in order to mitigate risk and reduce loses. Annual Review and monitoring plan produced. • Assist in providing a discrete health and safety support service for schools via. SLA in order to reduce the risk to staff and pupils and improve statutory compliance on health and safety matters.	**Christine Salter** **Councillor Graham Hinchey - Corporate Services & Performance**
Climate Change & Energy Security Un-preparedness to the effects of climate change due to lack of future proofing for key (social and civil) infrastructure and business development, and inability to secure consistent energy supply due to rising energy costs and insecurity of energy supply.	Reputational / Financial / Stakeholder / Service delivery / Legal / Partnership / Community / Health & Safety Flooding & increased frequency and severity of storm events: • Loss of life and personal injury • Direct damage to property, infrastructure and utilities • Contamination and disease from flood and sewer water and flood on contaminated land • Increased costs of insurance • Break up of community and social cohesion	B	1	High Priority	Emergency Management Unit Cardiff Council Emergency Management Unit is working through the Local Resilience Forum (LRF) structure to ensure planning is carried out with consideration of flood risk. • Cardiff Area Community Risk Register is developed and reviewed on a regular basis by the Cardiff Area Risk Group. It takes into account changes in the national risk register and how those changes affect Cardiff. We are engaging internally with The Welfare of Future Generations Act to integrate the community work with the Councils strategy and externally with voluntary organisations such as C3SC to provide training to	B	1	High Priority	Flood Risk Management • An officers flood working group has been establish to improve internal and key stakeholder communications on flooding issues. • Identify where flood risk information is in place for key social and civil infrastructure and identify where there are gaps (i.e. contaminated land).To consider flood risks recognised in the Community Risk Register in the Community Planning/Integrated Partnership process. Community resilience workshops continue in high risk areas • The proposal to further progress Surface Water modelling	**Andrew Gregory** **Councillor Bob Derbyshire - Environment**

Page 6 of 13

Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Improvement Action	Risk Owner & Cabinet Member
	• Blight of land and development Increased summer temperatures: • An increase in heat related discomfort, illness and death, increasing pressure on health and emergency services • An increase in demand for limited water supplies • Damage to temperature sensitive infrastructure (transport systems, electrical systems). • Migration of biodiversity. Inconsistent energy supply and cost: • Inability to deliver public services • Decrease in economic output • Disruption to the supply of utilities • Increased transport costs • Increased costs for heating / providing services to buildings • Increased fuel poverty				community groups across Cardiff • Cardiff Council Emergency Management Unit have in place a long term communication strategy in Cardiff in conjunction with multi agency partners highlighting flood awareness alongside other emergency eventualities and how residents, businesses and communities can be aware of the risks in their area and hence better prepare for them should that risk materialise. Cardiff has 5 active community flood plans with others in the planning stage. We have produced a 'Preparing for Emergencies – A Guide for Communities' document which is now available to all agencies and organisations. It provides information on how to prepare, respond and recover from an incident including flooding. The document can be found via the following link; https://www.cardiff.gov.uk/ENG/Your-Council/Strategies-plans-and-policies/Emergency-Planning-and-Resilience/Emergency-Planning-and-Resilience/Pages/default.aspx <u>Energy Management Unit</u> • The Council procures competitive energy contracts through the Crown Commercial Services on a 6 monthly purchasing window for the following 12 month financial year. • Key sites are fitted with back-up generators for emergency backup, specifically for IT systems. • The Carbon reduction Strategy 2022 identifies projects and activities through 4 strands in order to achieve a 35% reduction in the council's carbon emissions from electricity and gas by 2022. These include; Renewables, energy Efficiency, Design and Asset Management and Behaviour Change. • The new strategy is accompanied by a project programme which is currently being implmeneted with projects categorised across all strands. • Key project acheivements include 16 LED lighting upgrades to schools, 700kW of solar PV installed across the estate as well as the comissioing of the Radyr Weir Hydroelectric scheme with a capacity of 400kW, • Progress in 2015/16 has achieved a 6.9% reduction in carbon versus 2013/14 baseline. <u>Local Flood Risk Management Strategy</u> A Local Flood Risk Management Strategy was produced as a requirement of the Flood and Water Management Act 2010 in accordance with WG's Flood & Coastal Risk Strategy guidance. The LFRMS integrates; the PFRA, a coastal protection strategy, stakeholder communications and sets a clear corporate approach to flood management. Flood Risk Management Plan In 2013, as a requirement of the Flood Risk Regulations 2009, the Environment Agency, working with Natural Resources Wales and Lead Local Flood Authorities, produced the updated Flood Map for Surface Water (uFMfSW). The maps identify the risk, extent, velocity and hazard posed to Cardiff for a series of rainfall events. These maps have been used to inform the Flood Risk Management Plans, which Cardiff have produced as a requirement of the Flood Risk Regulations 2009. The plan sets out how Cardiff Council will over nthe next six years manage flooding so that the communities most at risk and the environment benefit the most. The plan does this by: • Highlighting the areas most at risk of flooding from surface water, ordinary watercourses and groundwater in Cardiff Council's area; • Draws conclusions from these risks; and • Sets out the measures that will be implemented over the 6 year cycle to mitigate these risks and make our communities more resilient. <u>Planning</u> The Local Development Plan was adopted in January 2016 and includes policies seeking to reduce flood risk and new development. In order to monitor the effectiveness of these policies the LDP Annual Monitoring Report (AMR) includes indicators relating to flood risk which set targets that no planning permissions will be granted for highly vulnerable development within C2 floodplain area and only within C1 floodplain area if it meets TAN15 tests. There is also an indicator committing the Council to prepare Supplementary Planning Guidance (SPG) relating to Flooding to support and amplify the flood risk related policies in the adopted LDP. <u>Sustainable Development Unit</u> • Changing Climate, Changing Places pilot project. • Share learning experiences of climate change related risks with Integrated Strategy partners as and when information becomes available. • Strategic climate change resilience action plan approved by Cabinet as part of a wider One Planet Cardiff Cabinet Report. Actions and recommendations in the plan cover heat planning and flooding issues.				further in line with national guidance and deadlines to inform the Cardiff Area Flood Plan awaits the next guidance from the Welsh Government • To consider the long term planning implications for coastal protection owned/managed by the Council . Funding of £400k has been secured from Welsh Government for 2016/17 to develop a Project Appraisal Report to manage coastal flooding and erosion risk. The appraisal must consider wider benefits, and project appraisal will seek to identify options to remedy coastal erosion and will also have a consideration for the coasts flood defence standards. <u>Emergency Management Unit</u> • To consider flood risks recognised in the Community Risk Register in the Community Planning/Integrated Partnership process. Community resilience workshops continue in high risk areas <u>Sustainable Development Unit</u> • Climate Change to be considered as part of the Well-Being Assessment and subsequent actions in the Well-Being Plan. • Work to be undertaken with both the Covenant of Mayors and the Compact of Mayors to agree a consistent method of emissions reporting and action planning so as to not duplicate effforts and get maximum benefit from the commitments. <u>Energy Management Unit</u> • Progress has been made to establish up to date energy budgets. • Deliver development of local power generation within city boundaries and with neighbouring LAs by securing heat networks, deliver the fuel Poverty strategy through measures such as Cyd Cymru, ECO and Green Deal opportunities, provide supplementary planning guidance on passive and renewal heating systems to new build and retrofit schemes. • Energy security related issues to inform corporate financial systems revised buying and power consumption monitoring arrangements to save money and reduce demand and provide corporate & community planning for Energy City Wide to Business and public sector. • Further guidance to be disseminated to service areas on energy security and energy savings opportunities such as implementation of Carbon Culture, delivering extensive energy invest to save programmes on the Council Estate. • Delivering renewables within larger properties to lower dependency to grid supply. • Energy Performance certificates undertaken to Council owned stock to improve understanding along with a variety of energy efficiency measures (cavity / loft / external wall insulation and boiler upgrades) funded via ARBED, ECO and Green Deal.	

Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Improvement Action	Risk Owner & Cabinet Member
					• Corporate PI on climate change resilience developed to help support the authority and its services to be prepared for a changing climate, and to enable robust reporting to WG on this work (in line with the potential reporting requirements of the Climate Change Act and Well-being of Future Generations Act). However, there has been limited response from Directorates due to key staff leaving and organisational changes. • The Council has signed up to the Compact of Mayors in addition to its existing commitment to the Covenant of Mayors. Initial data submitted for the Compact of Mayors Carbon Disclosure Project.					
Information Governance Information handled inappropriately leaves the Council exposed to intervention and financial penalties issued by the Information Commissioner (ICO). This includes information held by Cardiff Schools.	Reputational / Financial / Legal / Service delivery / Stakeholder • Leads to the Information Commissioner issuing notices of non-compliance • These could consist of: • a Stop Now Order which would mean that no personal data could be processes by the Council in its entirety • An Information Notice which would mean that a service would have to provide information in a very limited period thereby impacting on service delivery • Undertaking which requires an Action Plan of Remedial Measures which would be subject to ICO Audit • Enforcement Notice requires immediate improvement action to be put in place • Financial Penalty up to £500,000 (currently)	A	1	High Priority	• Information Security Board chaired by the SIRO held quarterly. • Suite of Information Governance Policies in place. • Processes for Information Requests, Data Loss in place. • The Information Governance Training Strategy in place and a revised e-learning programme developed to take forward data protection training. This e-learning platform is a bilingual training programme. • Information Requests and Training compliance monitoring reports provided and reported to Information Security Board, SIRO. • The processing of CCTV requests (section 35 requests) has been centralised to ensure that these are dealt with appropriately • ICO Consensual Audit determined that the Council is considered to have a 'reasonable level of assurance' in place • Procurement contracts to include a clause regarding 3rd Parties processing personal data • Privacy Impact Assessment process realigned and a PIA Board established to ensure that the Council, when changing systems and processes where personal data is involved, considers relevant legislation. (in preparation for the new EU requirements) • PQA process includes the requirement for PIA's where personal information is being processed • Advice and assistance provided to the National Adoption Service and Rent Smart Wales continues as Cardiff Council is the Data Controller for these services • Advice and assistance provided to collaborative services of the Educational Consortium, Vale, Valleys and Cardiff Regional Adoption Service where Cardiff is not the Data Controller • Advice and Guidance Service in operation to Cardiff Schools (with the execption of Eastern High and St Illytds) to support compliance within schools and governing bodies • Advice and guidance available to Directors and Lead Officers on the Information Governance aspects of Alternative delivery Models • Digitisation of Records forms part of the considerations of the OD Programme for services becoming 'digital by default' • Work to support the Share Regulatory Service (SRS) is in place to ensure that the on-going information governance requirements are met and delivered linked to the wider Governance arrangements of this venture	B	2	High Priority	• The Information Governance Team (responsible for the Governance of CCTV) have compiled a register of all CCTV devices owned by the Council. A review of the use of these devices is being undertaken through the council's Information Security Board and the nominated Directorate Information Asset Owners • Review remaining 10% of Information Requests siting in Directorates with a view to bringing them into the 'One Council Approach' by December 2017 • An Information Governance Maturity Model is being drafted to assess the overall Council position in relation to Information Governance Risk by December 2017 • Digitalisation of paper records strategy to be developed and agreed by March 2017	**Christine Salter** **(Vivienne Pearson)** **Councillor Graham Hinchey - Corporate Services & Performance**
Social Services – Costs Failure to reduce the cost of delivering social services.	Reputational / Community / Legal / Financial / Stakeholders / Service delivery Quality and range of services and interventions compromised, e.g.: • Safety and welfare of individuals in the community compromised. • Achievement of good outcomes for service users compromised. • Shortage of appropriate services including placements. • Inability to meet key objectives and performance targets. • Increase in challenges from carers, including financial challenges. • Increase in Delayed Transfers of Care (DToC).	B	1	High Priority	Strategic service improvement governance arrangements including: • Organisational Development Programme. • Multi agency Improving Services to Children Board. • Adult Services Improvement Board. • Vulnerable Families Partnership Board. • Multi-Agency Safeguarding Hub (MASH). • Social Services Reshaping Programme. • Adult Social Care Strategic Commissioning Programme. • Internal Review team within Assessment & Care Management continues to focus on delivery of targeted reviews and reviewing packages of domiciliary care for individuals. • Assessment & Case Management Business Process Review - commenced with corporate resources. • Adult Social Services Position Statement completed. • Remodelling Children's Services implementation commenced. • Remodelling services to disabled children commenced – supported by Intermediate Care Fund (ICF). • Community Resource Team moved to 7 day working. • Comprehensive ICF funded interventions designed to strengthen domiciliary care capacity in place.	B	2	High Priority	• Redesign services for children with emotional, behavioural or mental health difficulties (UHB led). • Locality pilot designed to integrate Council, Housing, Primary Care, GP clusters and domiciliary care provision within defined geographical areas to commence in 2016-17 – plans progressing well. • Identify commercialisation opportunities.	**Tony Young** **Councillor Sue Lent, Deputy Leader - Early Years, Children & Families** **Councillor Susan Elsmore – Health, Housing & Wellbeing**

Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Improvement Action	Risk Owner & Cabinet Member
Promoting Independence Failure to sustain an effective whole system approach that enables adults with significant health needs to remain in, or return to, their own homes and reduces the need for / length of hospital stays	Reputational / Legal / Financial / Community / Stakeholders / Service delivery • Increase in Delayed Transfers of Care (DToC). • Poorer outcomes for adults. • Potential ministerial intervention incurring significant reputational and political risk.	B	1	High Priority	• Leadership group established to tackle DToC - consisting of Cabinet Members from the Cardiff, Vale of Glamorgan, Chair of UHB and relevant officers. • Performance challenges set to improve DToC - includes ongoing close monitoring of DToC Plan. • Joint action plan received and agreed by the Health Minister under frequent review to monitor progress. • Health & Social Care Integration - continued progression on integration with Health - partnership / governance. • Community Resource Team moved to 7 day working. • Comprehensive ICF funded interventions designed to strengthen domiciliary care capacity in place. • Strategy to engage more proactively with the market in order to support better sustainability in domiciliary care established.	C	1	Medium Priority (Red/ Amber)	• Strategic review of reablement as part of ODP. • Strategic review of Matrix (Adam) and Proactis commissioning platform under way with a view to considering new framework arrangements for the	**Tony Young** **Councillor Susan Elsmore - Health, Housing & Wellbeing**
Performance Management A performance management culture is not embedded within the Council leaving the Council exposed to intervention by Welsh Government in line with the Local Government (Wales) Measure 2009 and associated requirements.	Reputational / Service delivery / Stakeholder • The strategic and corporate level changes do not have the intended impact because they are not fully embedded in operational practices. • Council unable to accelerate performance improvement as planned/desired. <u>Outcome Agreement 2013/16</u> Financial • The WG guidance for the Outcome Agreement for 2013/16 means that there is a risk of not securing all or part of the £3.2m funding for 2013/14 and subsequent years	B	2	High Priority	• The Council's refreshed Corporate Plan, which sets out four key priorities along with a series of related Improvement Objectives, was approved alongside the budget in February 2016. • The Council's improved approach to the way it manages its performance was recognised by the Wales Audit Office's follow-on report, but it is also clear there is more work to be done to build on the success achieved so far. A new Performance Management programme will be put in place to deliver the required change. • The Council's developing approach to Performance Management will continue to develop the way in which Benchmarking data is used, with specific emphasis on measuring the Council's improvement compared to Wales and Core Cities. • Balanced Scorecards are produced each quarter and circulated to Cabinet and Directors for use in improving communication of performance. The continuing development of a scorecard approach to reporting will be a key part of the Performance Management programme of activity.	C	2	Medium Priority (Red/ Amber)	• A Performance Management Programme has been launched to address three key areas relating to Reporting, Planning and Challenge. • Planned areas of focus include: - Developing a reporting framework that allows the right audiences to focus on the right level of detail to better aid decision-making - Ensuring greater effectiveness of corporate planning frameworks, with clearer accountabilities and enhanced 'line of sight' - Increasing the transparency with which we manage our performance • The project teams have ensured their work incorporates the requirements of The Well-Being of Future Generations Act 2015, and the managed transitions between the Local Government (Wales) Measure 2009 and the requirements of the new legislation. • The project teams have developed a new Quarterly performance report template that has been considered and accepted at SMT and formed the basis for reporting at Q1. • The project teams will be continuing to evolve this template to ensure greater focus of reporting. Consistent RAG ratings have been agreed and developed for Corporate Plan commitments. The project teams are now considering an agreed approach for target setting. • The three key areas of the Performance Management Programme are ongoing • Outputs of this projects are: • Incremental changes for the Quarterly Report for the Quarter 2 performance report. • The Self Assessment process has been completed and fed into the SMT Corporate Plan workshop which identified high level key themes that link the Wellbeing & Future Generations Act. • A new Directorate Delivery Plan template has been developed which also incorporates the Future Generations requirements and the 5 ways of working. A Directorate Delivery Plan executive summary is currently being explored. • A consistant RAG methodology has been developed to enable a mathematical approach be applied to performance indicators • A scorecard is being developed for the Quarter 2 performance and will be presented to PRAP. PSG (Performance Support Group) has been established. Quarter 2 performance report will be viewed at the meeting on the 20th Ocotber with one of the outputs of this being a structured conversation being developed for the Star Chamber agendaA consistant and robust approach to target setting is being developed.	**Christine Salter** **(Joe Reay)** **Councillor Graham Hinchey - Corporate Services & Performance**

Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Improvement Action	Risk Owner & Cabinet Member
Organisation Development OD projects fail to deliver the radical change required to deliver efficiency savings and service changes, due to service and resource pressures.	• The Council's budget constraints are so severe that the consequence of not delivering large-scale change could have a major impact on customer services. • Radical changes to service delivery models may impact on the Council's reputation if not planned, co-ordinated and governed effectively. • If change is not delivered, there could be unplanned reduction in staffing to achieve savings, which would result in loss of business knowledge and resources to implement change. • Reputational impact if services do not meet increasing customer expectations. • If change is not effectively planned, managed and implemented it may be delayed and subsequently impact on the Council's ability to achieve necessary savings and service improvements. • With the increased budget pressures, the Council may not have sufficient capital and revenue to invest in technology which would achieve medium and long-term improvements and savings.	B	1	High Priority	• Governance arrangements established, led by the Chief Executive and Programme Boards, chaired by Directors to ensure change is delivered • Disciplined approach, where risk assessment forms an integral part of the approach to change • Programmes initiated with dedicated resources • Experienced gained by managing programmes and projects over a number of years, building on lessons learned • Building capacity and capability across the organisation through development opportunities and skills transfer • Appropriate engagement and stakeholder management, including Trade Union meetings and updates for PRAP, Scrutiny and Internal Audit. • Improving compliance to project and programme management governance standards by streamlining core processes and enhancing reporting, increasing transparency across change initiatives. • Continued implementation of Programme & Project Management Database to enhance management information and reporting. Investment Review Board review/approve Business Cases and prioritise resources. • Organisational Development Board joined up with Senior Management Team who meets monthly to discuss the OD Programme. This ensures all Directors are fully engaged with the OD Programme. • OD/SMT Board approved Programme Briefs for Reshaping Services, Enabling & Commissioning and all component programmes. OD/SMT have approved the draft Digital Strategy, ahead of formal submission to Cabinet in May 2016. • Improved reporting for the OD Programme has been developed (Dashboard Reports) and implemented at OD/SMT Board. These reports are produced 4-weekly. • Appointment of programme managers to oversee the OD Programme (OM2 in April 2015 and OM1 in August 2015) has provided additional capacity and direction. • SharePoint implementation within OD began in December 2015 and will continue through spring 2016, further improving information management, efficiency and internal communications. • Control Risk Self Assessment tool piloted in OD to inform strengths and weaknesses in controls and help prioritise areas for improvement.	C	2	Medium Priority (Red/ Amber)	• New Programmes & projects being initiated as part of Organisational Development – driving change from within Directorates, but corporately governed. • Digital Services Roadmap to be developed / finalised and used to inform delivery. • Further work required to improve programme reporting and information flow. • Further work required to understand the interdependencies for all the projects ongoing in the OD Programme to ensure best use of resources and no duplication of effort. • Enabling technologies to be realigned as appropriate to the priority areas. • Meetings have taken place with DMTs to discuss ongoing OD Programme and future projects that may require OD support so that resources can be planned accordingly. • Annual review of the ODP that will map out the next steps for key projects and initiatives. • Working with Finance to ensure that saving plans included in the medium term financial plan are directly linked to the ODP. • Resources plan being developed by OD Team to ensure current and future projects have adequate resources. This plan will be shared with SMT in quarter 3. • An organisational development process has been drafted to ensure that any new work given to the OD team is reviewed and prioritised. This new process may well lead to some work not being resourced by the OD team and therefore we are looking for SMT to be involved in this new way of working. This is to be presented to SMT in quarter 3 and links in with the resources plan for the OD team.	**Christine Salter** **(Dean Thomas)** **Councillor Graham Hinchey - Corporate Services & Performance**
Business Continuity Large scale incident/loss affecting the delivery of services.	Reputational / Legal / Financial / Stakeholder / Service delivery / Health & safety • **Health and Safety** – potential impact on staff and on the public relying on our most, time sensitive, critical services. • **Legal action** -Failure of key services could lead to Legal action againt the council. • **Financial** - Failure of key services could led to significant financial cost both in terms of Ombudsman action and Enforcement action from regulatory bodies as well as individual leagal action against the corporate body where service failure leads to legal action against us from private claimants. • **Reptational -** Impact on key services to the public could lead to significant reputational damage to the organistaion. • **Stakeholder** – Impact on key stakehodlers as result of failure. • **Service delivery** – Potential significant impact on service delivery to the public, impact of key services could lead to significant impacts to the public and the corporate body un delivering its services.	B	1	High Priority	• The Council has a BCM Champion who sponsors BCM at a strategic level and is actively supporting the BCM Programme. • We have an approved Business Continuity Policy which is aligned to ISO22301. • BCM Intranet web page. • BCM toolkit is now available on CIS allowing all service managers to develop an appropriate BCM response for their services allowing future effective maintenance and audit. BCM workshops are available from the BC Officer on request. • The Council has employed a Business Continuity Officer (appointed October 2010). The officer is a qualified ISO22301 lead auditor. • The Emergency Management Unit has developed an Incident Management Plan (Cardiff Councils Emergency Management Plan) to ensure alignment with ISO22301 this has been distributed to all Directorates. • The Council has a 24 hour Incident Management structure for Gold and Silver Officers. • The Red and Amber activities were last reviewed in July 2014. The BCM Champion presented a report to the SLT on the position on all the Red and Amber activities. Directors, Assistant Directors and Chief Officers were tasked with ensuring that their Red and Amber activities had business continuity plans produced and audited by the end of 2014/2015. • A partnership approach between the Emergency Management Unit and the Corporate Risk Steering Group is helping to raise awareness and drive forward the BCM programme. • 74% of our most time critical activities (Reds) now have Business Continuity plans which have met, or are going through, audit. Work on the remaining plans is ongoing to close gaps and bring them up to date and in line with the corporate audit requirement • 24 % of our Amber activities now have business continuity plans which meet the business continuity audit requirement. • Cardiff Council is a member of the Core Cities Business Continuity Group and has been for the last 6 years. This membership allows the sharing of best practice and joint initiatives between group members. • The Business Continuity Officer has been working closely with the procurement section of Resources to ensure that the resilience of suppliers is considered carefully when procuring services which are important to our most time sensitive activities, our Red and Amber activities. • Internal Audit conducted an audit of the Business Continuity Risk in the first 2 quarters of 2015 / 2016 a briefing note has been issued to SLT on the current position and actions moving forward to further enhance our	C	1	Medium Priority (Red/ Amber)	• The BC Officer is working closely with Facilities Management to ensure they have effective plans in place to help manage possible business disruptions to our core buildings. • Work with ICT to ensure our core infrastructure is as resilient as practical to support a resilient and effective delivery of essential ICT services and the effective planning for recovery of critical IT services after an incident that affects our IT. • The Emergency Management Unit are planning a piece of partnership work with ICT to support areas that provide red activities in assessing the impact the loss of technical services, and ensuring suitable mitigation is in place to make our red services more resilient, where this is possible. • Work with the teams involved with looking at the potential of using alternative delivery models for council services. Identifying risks associated with alternative delivery models for specific services and recommend potential risk management solutions for implementation, to protect the delivery of our most critical services.	**Christine Salter** **Councillor Phil Bale, Leader – Economic Development & Partnerships**

Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Improvement Action	Risk Owner & Cabinet Member
					organisational resilience. • Facilities Management have identified a vulnerability within one of our electrical emergency generator supplies which the BC Officer is working to support the closure of this vulnerability. • The BC Officer is actively supporting the development of an appropriate Threat and Response Policy to support council security arrangements.					
Education – Schools Delegated Budgets Secondary Schools with deficit budgets do not deliver agreed deficit recovery plans, impacting on the overall budgets for all schools.	Reputational / Legal / Financial. • Budget implications. • Reducing educational standards. • Intervention from WG	A	2	High Priority	• 2016/2017 Budget allocations issued to schools in early March 2016 and monitoring arrangements put in place for those schools showing financial concern. • Officers from Education and Financial Services have worked with individual schools through Headteachers and Governing Bodies to formulate Medium Term Financial Plans (MTFP) to seek to either balance individual school deficits within four financial years or to ensure that the accumulated deficits were frozen or slowed as much as possible. . • The previous fall in pupil numbers for certain schools made it clear that a longer period than four years was needed in order to achieve a balanced medium term position • Officers continue to monitor and challenge those schools in deficit before allowing any additional financial commitments, both staffing and other expenditure. • Work ongoing with all schools but focussed targeting on specific secondary schools to continue to dampen the growth in deficits and ensure that those that do occur are recoverable. • Reviewing closely with Education Management Team and SOP in particular as to the opportunities available to address short medium term fall in pupil numbers for certain secondary schools • For each school in deficit, the Council has identified a monitoring officer to provide an independent challenge to the school. This is in addition to the LFM Officer currently supporting that school • Individual school budget monitoring positions reported to Education Management Team on a quarterly basis	C	2	Medium Priority (Red/ Amber)	• Council make full use, if necessary, of formal warnings and powers of intervention. • Officers have exercised the statutory powers of intervention in three secondary school governing bodies which is beginning to have a positive impact on the ability of the Council to ensure schools meet the targets set out in their deficit recovery plans. • Officers exercise the statutory powers of intervention on a school or schools in deficit who are unable to provide a medium term financial plan, this may involve removing delegation from a Governing Body. • Officers explore through the School Organisation Planning process how different organisational arrangements for schools would affect the supply of pupils to schools thus affecting their delegated budgets. This will include an understanding of the long term impact of any unused school supply places on the funding formula. • School Budget Forum has agreed a revised protocol for responding to schools in deficit and this needs regular review with a tightening on the number of deficit budgets accepted. This has been reflected in the harder message contained within the 2016/17 school budget letters and the 2016/17 Budget Report. • Finance Officers continue to meet with Challenge Advisers to discuss individual schools in respect of their financial and school standard performance. • The Council has been able to protect school delegated budgets over and above the Welsh Government threshold and a smaller number of schools than in 15/16 have been identified as requiring meeting with S151 officer and senior education officers. These meetings tookl place in April and early May. • Work is continuing with the School Budget Forum and consortium to ensure that the formula funding mechanism is transparent and remains fit for purpose whilst considering any interaction or impact of any grant allocation decisions. • Maintaining the need for financial probity whilst ensuring that each school has the opportunity to improve school standards. • Working with consortium to ensure that maximising value from constituent parts of Education Improvement Grant is secured and that there is clarity of allocation mechanism for 2017/18 and beyond. • Developing the medium term budget strategy for 2017/18 and providing early notification to budget forum and individual schools of likely impact of said strategy.	**Nick Batchelar** **(Neil Hardee)** **Councillor Sarah Merry - Education**
Legal Compliance Changes in services and staff roles across the Council resulting in: - gaps in Council wide knowledge of the local authority framework of responsibilities and duties within which we have to operate; - inability to deliver the services in accordance with all duties and responsibilities due to lack of resource: in each case leading to increased risk of challenges. Reduction and changes in front-line services, discretionary and statutory, will lead to increased risks of challenge from users and other stakeholders affected.	Reputational / Legal / Financial / Service delivery • Increase in number of challenges with consequences in terms of already stretched resources and impact of adverse decisions • Implementation of decisions delayed due to challenges and potentially fatally disrupted. • Impact on projects if reputation for sound management and implementation of projects is damaged • Major incident. • Adverse press/media reaction • Involvement from Welsh Government in terms of performance standards or measures. • Increased costs on external legal support	B	2	High Priority	• Professional internal legal and financial advice provided to a high standard. • Maintaining robust decision making process with legal implications on all Council, Cabinet and Committee reports and Officer decision reports at Director level. • Appropriate use of NPS Legal Services by Solicitors Framework to increase resilience. • Dedicated teams in specialist areas e.g. equalities, FOI / DPA. • Sharing training/publications received.	C	2	Medium Priority (Red/ Amber)	• Prioritisation of work to make best use of internal expertise (including programme of projects in accordance with SMT decision) • Continue efforts with exploration of collaboration with other legal services to see if there is the potential to increase resilience and / or efficiencies. • Further development of standard precedents with guidance for use in cases of low value/low risk/repetitive matters • Provide legal training to Directorates to develop knowledge within Directorates of specific statutory functions. • Encourage Directorates to ensure reports are discussed at preliminary stage in development to ensure all legal issues are addressed early	**Davina Fiore** **Cllr DeAth -** Skills, Safety & Engagement

Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Improvement Action	Risk Owner & Cabinet Member
Fraud, Bribery and Corruption Fraud, financial impropriety or improper business practices increase as internal controls are weakened as resources become severely stretched.	Reputational / Financial / Legal / Service delivery / Stakeholder • Increase in frauds and losses to the Council. • Reputational risk as more frauds are reported. • Increased time investigating suspected fraud cases.	B	2	High Priority	• The Council communicates a zero tolerance approach to fraud, bribery and corruption. • Regular review of relevant policies and procedures e.g. the Fraud, Bribery and Corruption Policy. • Financial Procedure Rules and Contract Standing Order and Procurement Rules frameworks for staff to follow. • Dedicated team of professionally trained and experienced investigators to prevent deter and detect fraud against the Council. • Proactive work on National Fraud Initiative exercises led by the Internal Audit team, in collaboration with the Cabinet Office and Wales Audit Office. • Receipt and dissemination of fraud intelligence alerts from law enforcement agencies. • Regular reports to the Section 151 Officer and Audit Committee and the Chief Executive. • Audit Committee review and assess the risk management, internal control and corporate governance arrangements of the authority. • Independent assurance from Internal and External Audit on the effectiveness of governance, risk and control. • Procurement team compliance role relating to contract procedure rules. • Savings proposals are reviewed and supported by a robust business case and process in consideration of risks to the operation. • Ongoing delivery of briefings to Schools on fraud and control risks. • Cardiff Manager Programme includes session on risk management and compliance / control. • Senior Management Assurance Statements – challenge to Directors and the Chief Executive. • Approval of new Fraud, Bribery and Corruption Policy and Money Laundering Policy at Cabinet, June 2015. • Provision of disciplinary management information on DigiGov. • Multi-team collaboration in the development of the updated Disciplinary Policy and supplementary guidance materials. • Developed mandatory disciplinary e-learning module for all managers to complete. • A package of mandatory e-learning modules were developed for the pool of Hearing Chairs, Investigating Officers and Presenting Officers throughout quarter one 2016/17. • A pool of Hearing Chairs and Investigating Officers have commenced mandatory face to face and e-learning training. • Presenting officer face-to-face training and e-learning modules commenced in Q2. • Mandatory disciplinary e-learning module for all managers to be completed as part of the PPDR process by 31 July 2016. • Reported to Audit Committee September 16, to ensure awareness of the three documents published by CIPFA and an Executive Summaru on Fghting Fraud and Corruption Locally.	B	3	Medium Priority (Red/ Amber)	• Seek approval of a policy for Monitoring Employees at work and a management framework for its enactment. • Continue to deliver the mandatory face to face training for investigating Officers to improve the standard of investigations. • Continue to deliver the mandatory face to face training for Disciplinary Hearing Chairs, and monitor training. • Continue to build upon and enhance the mandatory face to face training programmes. • Review process for ensuring appropriate fraud, bribery and corruption awareness for Council officers. • Delivery of Cardiff Manager Programme. • Review a sample of Disciplinary Hearing outcomes for consistent application of the Disciplinary Policy. • Challenge inconsistent disciplinary sanctions and report findings to the Section 151 Officer and Audit Committee. • Enhance DigiGov to facilitate changes introduced by the new Disciplinary Policy and the production of management information, by the end of quarter 3 2016. • By the end of 2016/17 effectiveness will be measured against the Fighting Fraud and Corruption Locally Strategy. • A Fraud Publicity Strategy has been approved, **to** publicise the Council's approach to counter fraud work / sanction activity and explain the roles and responsibilities of key parties.	**Christine Salter** **(Ian Allwood)** **Councillor Graham Hinchey - Corporate Services & Performance**

Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Improvement Action	Risk Owner & Cabinet Member
Asset Management Ensure effective operation of the Council's Asset Management Board to achieve effective strategic oversight and identified savings.	Reputational / Legal / Financial / Health & Safety / Stakeholders • Poor use of assets / VFM. • Lost opportunity for capital receipts. • Increased maintenance. • Prosecutions / fines.	B	2	High Priority	• Cabinet formally approved a new Property Strategy in November 2014. • Corporate Asset Management Board and supporting Working Group now set up to raise property profile and introduce more structured, disciplined approach to management of property and the Office Accommodation Rationalisation Programme. • Established rolling programme of 'Fitness for Purpose' reviews of all council properties providing high level assessment of the current performance and value of buildings. • Carbon Management / Energy Efficiency - Certificates / General Awareness / Introduction of Energy Renewables Strategy. • Established Implementation Plan for the new Property Strategy. • Determined governance and work programme updates for new Corporate Asset Management Board at meeting in January 2015. • Review of Investment portfolio completed. Report on future strategy and direction of non-operational estate presented to PRAP in January 2015 for onward consideration by Cabinet in June 2015. • Asset Management Plan considered by Cabinet in July 2015. • Future Strategy and direction of the Council's non – operational Investment Estate approved by Cabinet in November 2015. • Asset Management Board and Partnership Board fully operational. • Delivered targets in Corporate Asset Management Plan in 2015-17 as follows: • Gross internal floor area reduced by 3.5% • Maintenance backlog reduced by @£4.4m • Running cost reduced by £1m • Delivered £6.7 million capital receipts • Corporate Asset Management Plan 2016/17 considered by Cabinet in July 2016. • A property investment board has been established comprising officers from Strategic Estates, Capital and Revenue Accounts and also an external property advisor. The external property advisor was appointed in March 16. • Advisor appointed in Q1 to assist with the review of all investment assets and to develop an Investment Estate Strategy. • Completed Insole Court community asset transfer (CAT), which was the largest CAT in Wales. • Progressing Corporate Asset Management Plan targets. In quarter 2 we achieved 0.9 reduction in GIA, 2.2% reduction in running costs, £3,054,000 reduction in maintenance backlog, and £2,401,710 in capital receipts.	D	2	Medium Priority (Amber/ Green)	Investment Strategy will be presented to Cabinet for agreement in Q3.	Neil Hanratty Councillor Phil Bale, Leader – Economic Development & Partnerships
Workforce Planning Importance of forecasting and planning to build capability and capacity for the future is not fully recognised and embedded.	Reputational / Financial / Stakeholder / Service delivery • Poor service delivery due to ineffective use of resources. • Lack of resources with the knowledge and skills the Council requires for future delivery • Loss of resources and recruitment problems. • Poor morale • Loss of experienced staff members including managers • Reduce the likelihood of attracting high calibre managers to Cardiff Council • Risk of not meeting statutory and legislative requirements in relation to specific workforce requirement e.g. social care.	B	3	Medium Priority (Red/ Amber)	• The Workforce Planning Project forms one of the projects within the Workforce Strategy programme with its purpose to review, develop and implement workforce planning • The Workforce planning project has a completed project brief identifying a number of key outputs required for workforce planning • HRPS provided the Workforce Planning data within the Resources/Staff section of Directorate Delivery Plan • Behavioural Competence Framework implemented, including 12 behavioural competencies set out in 4 levels as a way in which the Council describes its people and jobs. • Work is being carried out on linking processes that can be used for the identification and development of potential e.g. Recruitment & Selection, PPDR and Cardiff Academy and underpinning these with the Competency Frameworks. • The Workforce Planning approach commenced with the roll out of the new tool and managers guide in March 2014. Whilst awaiting an IT solution, a new tool has been developed to enable the organisation to take a snapshot of where they are currently and to start to consider the 'skills' requirements piece • Managers' guide to WFP developed and disseminated to Directorates March 2014. • The Behavioural Competency Framework has been reviewed and stakeholder feedback collated to inform a revised approach which has been implemented • Additional research and benchmarking undertaken to help inform WFP approach going forward; including – attendance at WLGA – Work Force Planning Wales event. LGA/ Skills for Local Government hosted COP event. • HR working with Directorates where required, to help identify appropriate strategies to support their WFP agenda. • Workforce strategy developed and agreed by Cabinet in April 2015 • Options appraisal to deliver a workforce planning IT solution to be developed	B	3	Medium Priority (Red/ Amber)	• Workforce planning dashboard data provided to each Directorate to inform Directorate Delivery Planning discussions and development. The alignment of DDP's and the Workforce Strategy has been piloted within Children's Services. • Workforce Strategy signed off In April 2015 and a refreshed Workforce Planning approach is being taken forward in a number of ways. Children's Services have developed a Workforce Strategy for their area. Some test work has been carried out of a Workforce Planning Canvas tool. Resources have held a workshop which focussed on Professional and Technical areas to inform the key skills required for the Directorate going forward. Work has been carried out to build workforce planning into the Directory Delivery Plan process for 2016/17. There is also a review underway with Procurement colleagues of the Service Review Toolkit to fully integrate Workforce Planning into the tool kit. In addition work is still ongoing to identify a suitable Workforce Planning IT solution. Work has taken place with Cardiff and Vale College to look at an Essential Skills diagnostic tool. Work is being carried out with WLGA and WAO to look at a Wales wide workforce planning process for use within Local Authorities. • The project Plan for the Workforce Planning Project gives full details of the improvement action plan. The milestones are set out in the project plan and regularly reviewed. This plan is reviewed monthly through the Workforce Strategy programme which in turn reports through to the Enabling and Commissioning Board.	Christine Salter (Philip Lenz) Councillor Graham Hinchey - Corporate Services & Performance

Mae'r dudalen hon yn wag yn fwriadol

CYNGOR DINAS CAERDYDD
CITY OF CARDIFF COUNCIL

CABINET MEETING: 15 DECEMBER 2016

CALCULATION OF COUNCIL TAX BASE

REPORT OF CORPORATE DIRECTOR RESOURCES

AGENDA ITEM: 4

PORTFOLIO: CORPORATE SERVICES & PERFORMANCE (COUNCILLOR GRAHAM HINCHEY)

Reason for this Report

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

Background

2. Section 33 of the Local Government Act 1992 requires each billing authority to calculate the Council Tax Base each year. The Local Authorities (Calculation of Council Tax Base)(Wales) Regulations 1995, as amended, contain rules for this calculation, which in essence, are as follows: -

   a) Determine the number of chargeable dwellings in each valuation band, taking account of exemptions and anticipated changes during the year.

   b) Adjust the numbers in each band to take account of the disablement reductions.

   c) Allow for discounts in respect of unoccupied properties and those occupied by one person only.

   d) Weight the adjusted total for each band to equate it to band D.

   e) Repeat the calculation for each of the six Community Councils that issue precepts.

Issues

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

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

- The number of domestic dwellings in the valuation list in force at the 31st October is used and adjusted to take account of anticipated new properties, demolitions, appeals and exemptions which is represented as chargeable dwellings (line A1 Appendix A).

- Properties in receipt of disablement relief receive a reduction of 1 band in their amount payable. Lines A2 and A3 reflect these adjustments. For example the number of properties in band B (at line A1) amounting to 17,787 is reduced by 74 for those that will receive the 1 band reduction and increased by 268 for those properties coming down from band C. This gives a new total of 17,981.

- An estimate of the number of single person discounts (B2) and empty property discounts (B3) are also taken into account in the calculation. Line C1 represents the total number of equated single person discounts (25% discount each). This total is then divided by 4 to convert to assumed full properties and deducted from line A3 to reach the weighted total in line C2.

- To convert the total in each band to a band D equivalent the appropriate ratio as set out in line C3 is applied to reach the total band D equivalents in C4.

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

2016/17		2017/18
143,390.40	a) Total Discounted chargeable dwellings: band D equivalent	145,161.14
98.5%	b) Estimated Collection Rate	98.5%
141,239.54	a) x b)	142,983.72
48.55	M.o.D. exempt dwellings : band D equivalent	48.55
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141,288.09		143,032.27
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(141,288)		(143,032)

5. The table overleaf shows an increase in the Council Tax Base of 1,744 properties at band D equivalent.

6. Prior to 2008/09, average increases in new properties were over 2,000 per year. There has been a downward reduction in the number of new

properties, averaging less than 1,000 per year but this is predicted to increase in 2017/18. In future years, due to the Local Development Plan and Housing Partnership Programme, it is anticipated the scale of development could see more significant increases in new properties which will have a consequential increase on the council tax base.

7. It is proposed to keep the ultimate collection rate at 98.5%. As can be seen in the table below since 2013/14 the ultimate collection rate has increased from 97.7% to the current level of 98.5%, an increase of 0.8%. Due to potential impacts as a result of changes in welfare arrangements, uncertainties about the economy and inflation, it is prudent to continue with the current estimated ultimate collection rate for 2017/18.This position will continue to be kept under review and closely monitored.

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

Schedule of precept payments

8. Regulations require that by 31 December each year the Council inform each of its precepting authorities of the proposed dates of monthly precept payments in the following year and determines a payments schedule by 31 January.

9. Currently instalment payments to the South Wales Police Authority are paid on the last working day of each month and to the Community Councils on 1 April, and it is recommended that these arrangements should continue for 2017/18.

Reasons for Recommendations

10. It is a statutory obligation for the Council to agree its council tax base annually and this figure is used for council tax setting.

Legal Implications

11. The council tax base is essentially the constituency of council tax payers having regard to the fact that some persons will be entitled to reductions in council tax and others will be eligible for exemptions from payment. The council tax base is calculated in accordance with a complicated formula laid down in the Local Authorities (Calculation of Council Tax Base) (Wales) Regulations 1995, as amended.

12. The central provision is regulation 3, which provides that the council tax base is calculated by multiplying the total of the ‘relevant amounts’ by the authority’s estimate of its collection rate for the year. It is therefore necessary to identify both the ‘relevant amount’ and the ‘collection rate’.

13. Regulation 3 of the Local Authorities (Calculation of Council Tax Base) and the Council Tax (Prescribed Classes of Dwellings) (Wales) (Amendment) Regulations 2000 inserts a new regulation 5A into the 1995 Regulations. This provides for the calculation of "the relevant amounts" by a billing authority for financial years beginning on or after 1 April 2005. The relevant amount for each council tax band is a measure of the number of dwellings in that band after taking account of exempt dwellings and discounts.

14. The 'relevant amount' is the maximum sum which the authority would recover in respect of the dwellings in the particular band. However, the regulations anticipate that this will not always be the case. Thus in order to ascertain the council tax base, it is necessary to determine the collection rate. This is governed by regulation 3 of the 1995 Regulations. The Council must estimate its collection rate for the financial year by estimating the aggregate of the amounts in respect of Council tax for the year which are likely to be paid to the Council expressed as a proportion of its estimate of the total of such amounts which are payable to the Council taking into account certain discounts. In order to calculate the council tax base, the authority then adds up the total of the relevant amounts previously calculated and multiplies this by the estimate of the collection rate. This leaves the 'council tax base'. The sum which the authority has calculated must be raised locally and is then divided by the Council tax base figure to give the 'basic amount of council tax' as defined in section 33 of the Local Government Finance Act 1992.

15. The relevant day for the financial year commencing 1 April 2017 will be 31st October 2016.

16. All decisions taken by or on behalf the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers of behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. standing orders and financial regulations; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

17. The council tax base will be used to set the specific council tax charges for 2017/18 when the budget is approved. There are a large number of variables that are included in this calculation such as new properties, demolitions, effect of appeals, changes to discounts and exemptions and it is important to ensure that the resulting estimate of properties is as accurate as possible. A small percentage variance could result in a large difference against the budget. The tax base calculation is also used by the Welsh Government for the determination of the distribution of Revenue Support Grant. The final financial settlement from the Welsh Government will include the redistribution impact of these figures across Wales.

18. The increase in the tax base as set out in this report is estimated to generate an additional £2,211,636 in 2017/18 without raising the actual rate of tax. Of this sum £362,490 represents the extra revenue for the Police and Crime Commissioner for South Wales whilst Cardiff Council will receive an extra £1,849,146. At present, this money is not taken into account in our draft budget position. Established practice is to wait until the Final Financial Settlement from WG before taking any benefits from increased Council Tax base. This is because if a Council's Council Tax base increases relative to the tax base of other Councils, then Revenue Support Grant will reduce as a direct consequence.

RECOMMENDATIONS

Cabinet is recommended to agree that: -

(1) the calculation of the Council's tax base for the year 2017/18 be approved;

(2) pursuant to this report and in accordance with the Local Authorities (Calculation of Tax Base) (Wales) Regulations 1995, as amended, the amount calculated by Cardiff Council as its council tax base for the year 2016/2017 shall be 143,032;

(3) pursuant to this report and in accordance with the Local Authorities (Calculation of Tax Base) (Wales) Regulations 1995, as amended, the amounts calculated by the Council as the council tax base for the year 2017/18 in the community areas subject to a precept shall be as follows:-

Lisvane	2,350
Pentyrch	3,258
Radyr	3,651
St. Fagans	1,295
Old St. Mellons	1,400
Tongwynlais	823

(4) the arrangements for the payment of precepts in 2017/18 to the South Wales Police Authority be by equal instalments on the last working day of each month from April 2017 to March 2018 and the Community Councils be by one payment on 1 April 2017, be on the same basis as that used in 2016/17 and the precepting authorities be advised accordingly.

CHRISTINE SALTER
Corporate Director Resources
9 December 2016

The following Appendices are attached:

Appendix A: Calculation of the council tax base for the City and County of Cardiff

Appendices B-G:	Calculation of the council tax base for the 6 Community Councils

CARDIFF COUNCIL
COUNCIL TAX BASE CALCULATION FOR 2017-18

APPENDIX A

DESCRIPTION	BAND A*	BAND A	BAND B	BAND C	BAND D	BAND E	BAND F	BAND G	BAND H	BAND I	TOTAL
Dwellings per V.O. listing	0	4,040	18,129	31,874	34,953	29,337	20,925	9,846	2,688	1,401	153,193
All Chargeable Dwellings (A1)	0	3,707	17,787	29,986	33,083	25,547	19,424	9,515	2,619	1,401	143,069
Disabled (A2)	0	8	74	268	341	326	302	171	41	49	1,580
Adjusted chargeable Dwellings (A3)	8	3,773	17,981	30,059	33,068	25,523	19,293	9,385	2,627	1,352	143,069
Dwellings with no discount (B1)	2	883	8,128	16,834	20,183	17,328	14,417	7,526	2,157	1,179	88,637
Dwellings with one discount (B2)	6	2,866	9,704	13,015	12,639	8,003	4,745	1,796	419	154	53,347
Dwellings with two discounts (B3)	0	24	149	210	246	192	131	63	51	19	1,085
Total number of discounts (C1)	6	2,914	10,002	13,435	13,131	8,387	5,007	1,922	521	192	
Weighted Total (C2)	6.50	3,044.50	15,480.50	26,700.25	29,785.25	23,426.25	18,041.25	8,904.50	2,496.75	1,304.00	
Band D Relation (C3)	5/9	6/9	7/9	8/9	1	11/9	13/9	15/9	18/9	21/9	
Band D Equivalent (C4)	3.61	2,029.67	12,040.39	23,733.56	29,785.25	28,632.08	26,059.58	14,840.83	4,993.50	3,042.67	145,161.14

Mae'r dudalen hon yn wag yn fwriadol

CITY OF CARDIFF COUNCIL

APPENDIX B

COUNCIL TAX BASE CALCULATION NOVEMBER 2016

LISVANE

DESCRIPTION	BAND A*	BAND A	BAND B	BAND C	BAND D	BAND E	BAND F	BAND G	BAND H	BAND I	TOTAL
Dwellings per V.O. listing (+ projections)	0	0	2	12	45	58	143	717	292	197	1,466
Exemptions	0	0	-1	-2	-4	-2	-5	-10	-3	-2	-29
Chargeable Dwellings	0	0	1	10	41	56	138	707	289	195	1,437
Disabled totals	0	0	0	0	0	0	3	10	5	1	19
Adjusted Total	0	0	1	10	41	59	145	702	285	194	1,437
Dwellings with two discounts	0	0	0	1	0	2	3	7	0	2	15
Dwellings with one discount	0	0	0	9	32	25	39	140	48	23	316
Dwellings with no discount	0	0	1	0	9	32	103	555	237	169	1,106
Total number of discounts	0	0	0	11	32	29	45	154	48	27	
Weighted Total	0.00	0.00	1.00	7.25	33.00	51.75	133.75	663.50	273.00	187.25	1,350.50
Band D Relation	5/9	6/9	7/9	8/9	1	11/9	13/9	15/9	18/9	21/9	
Band D Equivalent	0.00	0.00	0.78	6.44	33.00	63.25	193.19	1,105.83	546.00	436.92	2,385.41
Estimated Collection Rate											98.5%
Tax Base											2,349.63

Mae'r dudalen hon yn wag yn fwriadol

CITY OF CARDIFF COUNCIL

APPENDIX C

COUNCIL TAX BASE CALCULATION NOVEMBER 2016

PENTYRCH

DESCRIPTION	BAND A*	BAND A	BAND B	BAND C	BAND D	BAND E	BAND F	BAND G	BAND H	BAND I	TOTAL
Dwellings per V.O. listing (+ projections)	0	2	82	243	324	380	833	455	159	90	2,568
Exemptions	0	-1	-5	-5	-6	-2	-10	-5	-1	-1	-36
Chargeable Dwellings	0	1	77	238	318	378	823	450	158	89	2,532
Disabled	0	0	0	3	7	0	11	3	0	2	26
Adjusted Total	0	1	80	242	311	389	815	447	160	87	2,532
Dwellings with two discounts	0	0	2	0	3	1	1	5	2	1	15
Dwellings with one discount	0	1	50	133	109	103	154	56	20	7	633
Dwellings with no discount	0	0	28	109	199	285	660	386	138	79	1,884
Total number of discounts	0	1	54	133	115	105	156	66	24	9	
Weighted Total	0.00	0.75	66.50	208.75	282.25	362.75	776.00	430.50	154.00	84.75	2,366.25
Band D Relation	5/9	6/9	7/9	8/9	1	11/9	13/9	15/9	18/9	21/9	
Band D Equivalent	0.00	0.50	51.72	185.56	282.25	443.36	1,120.89	717.50	308.00	197.75	3,307.53
Estimated Collection Rate											98.5%
Tax Base											3,257.92

Mae'r dudalen hon yn wag yn fwriadol

CITY OF CARDIFF COUNCIL

APPENDIX D

COUNCIL TAX BASE CALCULATION NOVEMBER 2016

RADYR

DESCRIPTION	BAND A*	BAND A	BAND B	BAND C	BAND D	BAND E	BAND F	BAND G	BAND H	BAND I	TOTAL
Dwellings per V.O. listing (+ projections)	0	0	8	92	336	449	818	749	203	86	2,741
Exemptions	0	0	-1	-2	-19	-13	-12	-6	-1	-1	-55
Chargeable Dwellings	0	0	7	90	317	436	806	743	202	85	2,686
Disabled	0	0	1	0	0	3	10	12	3	2	31
Adjusted Total	0	1	6	90	320	443	808	734	201	83	2,686
Dwellings with two discounts	0	0	0	1	6	5	3	1	1	1	18
Dwellings with one discount	0	1	3	53	153	158	163	100	20	9	660
Dwellings with no discount	0	0	3	36	161	280	642	633	180	73	2,008
Total number of discounts	0	1	3	55	165	168	169	102	22	11	
Weighted Total	0.00	0.75	5.25	76.25	278.75	401.00	765.75	708.50	195.50	80.25	2,512.00
Band D Relation	5/9	6/9	7/9	8/9	1	11/9	13/9	15/9	18/9	21/9	
Band D Equivalent	0.00	0.50	4.08	67.78	278.75	490.11	1,106.08	1,180.83	391.00	187.25	3,706.38
Estimated Collection Rate											98.5%
Tax Base											3,650.78

Mae'r dudalen hon yn wag yn fwriadol

CITY OF CARDIFF COUNCIL

APPENDIX E

COUNCIL TAX BASE CALCULATION NOVEMBER 2016

ST. FAGANS

DESCRIPTION	BAND A*	BAND A	BAND B	BAND C	BAND D	BAND E	BAND F	BAND G	BAND H	BAND I	TOTAL
Dwellings per V.O. listing (+ projections)	0	1	2	72	148	274	177	194	93	44	1,005
Exemptions	0	0	-1	-2	-1	-6	-4	-3	0	-1	-18
Chargeable Dwellings	0	1	1	70	147	268	173	191	93	43	987
Disabled	0	0	0	0	3	4	5	3	3	0	18
Adjusted Total	0	1	1	73	148	269	171	191	90	43	987
Dwellings with two discounts	0	0	0	0	0	2	0	2	3	2	9
Dwellings with one discount	0	0	0	34	40	50	40	24	13	3	204
Dwellings with no discount	0	1	1	39	108	217	131	165	74	38	774
Total number of discounts	0	0	0	34	40	54	40	28	19	7	
Weighted Total	0.00	1.00	1.00	64.50	138.00	255.50	161.00	184.00	85.25	41.25	931.50
Band D Relation	5/9	6/9	7/9	8/9	1	11/9	13/9	15/9	18/9	21/9	
Band D Equivalent	0.00	0.67	0.78	57.33	138.00	312.28	232.56	306.67	170.50	96.25	1,315.04
Estimated Collection Rate											98.5%
Tax Base											1,295.31

Mae'r dudalen hon yn wag yn fwriadol

CITY OF CARDIFF COUNCIL

APPENDIX F

COUNCIL TAX BASE CALCULATION NOVEMBER 2016

OLD ST. MELLONS

DESCRIPTION	BAND A*	BAND A	BAND B	BAND C	BAND D	BAND E	BAND F	BAND G	BAND H	BAND I	TOTAL
Dwellings per V.O. listing (+ projections)	0	71	99	149	251	154	235	136	79	56	1,230
Exemptions	0	0	-5	-3	-4	-1	-4	-3	-2	0	-22
Chargeable Dwellings	0	71	94	146	247	153	231	133	77	56	1,208
Disabled	0	1	0	1	2	1	4	4	0	0	13
Adjusted Total	1	70	95	147	246	156	231	129	77	56	1,208
Dwellings with two discounts	0	0	0	1	0	2	2	2	3	2	12
Dwellings with one discount	1	53	59	65	60	29	34	21	9	10	341
Dwellings with no discount	0	17	36	81	186	125	195	106	65	44	855
Total number of discounts	1	53	59	67	60	33	38	25	15	14	
Weighted Total	0.75	56.75	80.25	130.25	231.00	147.75	221.50	122.75	73.25	52.50	1,116.75
Band D Relation	5/9	6/9	7/9	8/9	1	11/9	13/9	15/9	18/9	21/9	
Band D Equivalent	0.42	37.83	62.42	115.78	231.00	180.58	319.94	204.58	146.50	122.50	1,421.55
Estimated Collection Rate											98.5%
Tax Base											1,400.23

Mae'r dudalen hon yn wag yn fwriadol

CITY OF CARDIFF COUNCIL

APPENDIX G

COUNCIL TAX BASE CALCULATION NOVEMBER 2016

TONGWYNLAIS

DESCRIPTION	BAND A*	BAND A	BAND B	BAND C	BAND D	BAND E	BAND F	BAND G	BAND H	BAND I	TOTAL
Dwellings per V.O. listing (+ projections)	0	1	112	165	198	201	94	45	5	9	830
Exemptions	0	0	-4	-1	-2	-2	-1	-1	0	0	-11
Chargeable Dwellings	0	1	108	164	196	199	93	44	5	9	819
Disabled	0	0	0	2	2	4	0	2	0	1	11
Adjusted Total	0	1	110	164	198	195	95	42	6	8	819
Dwellings with two discounts	0	0	2	1	1	1	3	1	0	0	9
Dwellings with one discount	0	1	68	65	60	46	14	7	0	1	262
Dwellings with no discount	0	0	40	98	137	148	78	34	6	7	548
Total number of discounts	0	1	72	67	62	48	20	9	0	1	
Weighted Total	0.00	0.75	92.00	147.25	182.50	183.00	90.00	39.75	6.00	7.75	749.00
Band D Relation	5/9	6/9	7/9	8/9	1	11/9	13/9	15/9	18/9	21/9	
Band D Equivalent	0.00	0.50	71.56	130.89	182.50	223.67	130.00	66.25	12.00	18.08	835.45
Estimated Collection Rate											98.5%
Tax Base											822.92

Mae'r dudalen hon yn wag yn fwriadol

CYNGOR DINAS CAERDYDD
CITY OF CARDIFF COUNCIL

CABINET MEETING: 15 DECEMBER 2016

FAMILIES FIRST PROGRAMME: UPDATE AND TRANSITION ARRANGEMENTS

REPORT OF DIRECTOR OF SOCIAL SERVICES

AGENDA ITEM: 5

PORTFOLIO: EARLY YEARS, CHILDREN AND FAMILIES (COUNCILLOR SUE LENT)

Reason for this Report

1. To inform Cabinet of the current position in relation to Cardiff's Families First Programme, as detailed in the body of the report.

2. Subject to confirmation of funding from Welsh Government, to request approval to vary existing contracts by way of extensions as further detailed in the body of this report.

3. To seek a delegation of authority to the Director of Social Services in consultation with the Cabinet Member for Early Years, Children and Families and the Cabinet Member for Corporate Services and Section 151 and Monitoring Officers for all aspects of commissioning related to any short-term provision developed or piloted during the transition period.

Background

4. The Council currently receives a Welsh Government grant of just over £5m per annum, for the Families First Programme to provide early intervention and prevention services for families. The programme is one of the Welsh Government's key initiatives for tackling poverty.

5. The City of Cardiff Council manages the grant on behalf of the Public Services Board, which is made up of all the main statutory and third sector partners working together to deliver Cardiff's Integrated Strategic Plan, *What Matters: 2010-2020*.

6. For this reason, the Vulnerable Children and Families Board, which is part of the partnership arrangements under the Cardiff Public Services Board, has a role in governance of the programme in addition to the Council's own governance processes. This Board is currently chaired by the Director of Social Services.

7. By way of background, the Welsh Government's initial Guidance identified that the first Families First programme would end in 2017. The Guidance also contained a requirement that services should be 'strategically commissioned'. In line with this, services under the Families First Programme were commissioned by the Council via two competitive tender processes resulting in the award of seven contracts which commenced on 1 April 2013. These contracts are due to expire on 31st March 2017, although they do contain an option to extend on an annual basis for 12 month periods if continued grant funding is made available.

8. The main specification for the first programme comprised six lots providing for themed packages of services. Each of these packages is led by a Lead Provider who has entered into sub contracts with a range of other providers. In this way, each package provides a number of different projects or services. The packages are:

- Early Years – led by Cardiff and Vale University Health Board
- Child and Youth Engagement – led by City of Cardiff Education Services
- Sustainable Employment – led by Sova
- Healthy Lifestyles – led by Cardiff and Vale University Health Board
- Emotional and Mental Health and Wellbeing – led by Barnardo's
- Disability Focus – led by Action for Children

9. Under the same Programme although commissioned under a separate procurement process, there is a further service. This is the Team Around the Family service for which a contract is in place with a single provider, namely Tros Gynnal Plant.

10. A number of smaller Infrastructure projects also support delivery across the Programme. These are mainly delivered in-house or secured by way of grant, although an additional contract was entered into during the current financial year to support the development of Time Credits. This contract is managed by the Housing and Communities Directorate through a joint funding arrangement.

11. The Families First grant funding for this programme remained at the same level between 2012/13 and 2015/16 at £5,743,339 but was reduced to £5,072,763 in 2016/17.

12. In July 2016, the Cabinet Secretary, Carl Sargeant, confirmed that there would be another Families First programme. His decision paper is attached to this report as **Appendix A**. The decision paper sets out his intentions for the new programme and clarifies the distinctive contribution that Welsh Government want the Families First programme to make alongside other programmes and initiatives. The paper confirms the elements of provision that they want to continue, and identifies some areas of service that they will not fund in the new programme and some potential gaps that they want to be addressed.

13. Funding for the programme post March 2017 has not yet been confirmed. However, the Welsh Government's draft budget proposes that funding for 2017-18 will be at the same level as for 2016-17. The overall budget is scheduled for agreement on 13th December and Welsh Government officers have said that they will try to confirm individual funding with local authorities as soon as possible after this date.

14. The final guidance for the new programme is not expected to be available before 31st March 2017. However, the decision paper provides the direction of travel for the Families First programme and allows for a transition period. The decision paper suggests that this will take a minimum of six months and further correspondence with officials has indicated that they will allow for a longer transition period should this be required.

15. Welsh Government is not in a position to be able to confirm how long the next programme will last or to provide indicative budgets at the present time. The Cabinet Secretary has confirmed his commitment to continue to support the Families First programme and the Directorate is preparing for re-commissioning on this basis. Accordingly, this Report sets the interim decisions currently before Cabinet in the context of outline longer term plans. However, these will be the subject of further reports when the Directorate has the final Guidance, and confirmation of funding and length of programme.

16. In the meantime, with the existing contracts due to expire at the end of March 2017, the Directorate needs to put in place interim arrangements to cover the transition period under the Families First Programme whilst it awaits a copy of the final guidance from the Welsh Government and is therefore in a position to determine and commission the longer term arrangements. Hence the purpose of this report is to seek authority for the interim arrangements.

Proposed Interim Arrangements

17. The proposed interim arrangements for the transition period include varying some of the existing contracts in order to extend their initial contract term, decommissioning some of the services currently provided under the Families First Programme and potentially commissioning/ putting in place pilot/alternative arrangements during the transitionary period.

Proposed extension of contract term

18. Working with officers from Legal Services and Procurement, the central Families First team have put together a proposed outline project plan for the re-commissioning process, subject to the confirmation of funding. This builds in the timescales needed for stakeholder engagement, decision-making via Council and Cardiff Partnership governance arrangements, compliance with OJEU regulations and a transition period to ensure a smooth progression to new arrangements for service users.

Governance Arrangements	Commencement Date	End Date
Cabinet decision to proceed with extension of current arrangements	15 Dec 2016	15 Dec 2016
Notify current Provider Organisations of the outcome of Cabinet decision	Jan 2017	Jan 2017
Stakeholder Engagement Regarding Existing Programme	July 2016	March 2017
Cabinet Approval for re-commissioning process	June 2017	June 2017
Future Commissioning and Procurement Process	June 2017	Jan 2018
Award of contract		Jan 2018
Transition Period	Jan 2018	31 March 2018
New Contract Start Date		1 April 2018

19. Based on this project plan, it is proposed that the Directorate seeks permission for a 12 month transition. The Cabinet Secretary's paper suggests a transition of at least six months. In subsequent correspondence, Welsh Government officials have confirmed that they regard this as the minimum needed and are prepared to agree to a longer period of up to 12 months.

20. The current contracts provide for extensions on an annual basis of 12 months provided that the contract does not extend beyond 31 March 2019, subject to continued grant funding from the Welsh Government. Accordingly, the Directorate is proposing to extend the following contracts and service level agreement for a 12-month period commencing on 1 April 2017:

- Early Years contract with Cardiff and Vale University Health Board and dated 28 March 2013 (current value £616,484)
- Healthy Lifestyles in respect of the services currently delivered under the contract with Cardiff and Vale University Health Board – dated 28 March 2013 save for those services/projects identified in paragraph 17 B) below (current value £445,344)
- Emotional and Mental Health and Wellbeing contract with Barnardo Services Ltd and dated 12 March 2013 (current value £1,004,124)
- Disability Focus contract with Action for Children and dated 28 March 2013 (current value £482,508)
- Team Around the Family service contract with Tros Gynnal Plant and dated 6 March 2013 (current value £486,908)
- Child and Youth Engagement service level agreement with the Council's in-house Education department (current value £1,313,849)

Decommissioning of some of the services

21. As part of the Cabinet Secretary's decision paper located at **Appendix A**, certain elements of the programme will no longer be supported by the Families First Grant, namely:

- Debt/benefit advice/income maximisation/financial literacy
- Worklessness/employability/training
- Some health services, e.g. sexual health, substance misuse.
- Childcare services (except crèche facilities)

22. In line with this indication, the Directorate is proposing to decommission a small number of services. Namely;

A. the Sustainable Employment package delivered by Sova (whole contract - current value £251,486)

B. the Sex and Relationships Education and ASSIST (smoking prevention) projects (current value £40,587)

23. Equalities Impact Assessments [EIAs] for these projects which it is proposed are decommissioned have been carried out and copies of the same are attached as **Appendices B-D**. A further EIA has also been completed for the remaining programme, with a copy attached as **Appendix E**.

24. Welsh Government's decision not to support these services via Families First Grant is based on their clarification of the role of Families First alongside other initiatives which were not in place when the first programme guidance was issued.

25. In relation to worklessness, Welsh Government anticipates that other programmes like Communities 4 Work and LIFT will continue to provide more specialist support for parents who need this form of support. Their evaluation of the first Families First programme concluded that this kind of support was not 'viable' as part of Families First because the programme was working with parents who had more complex needs and needed to deal with other things before they were able to progress into employment.

26. Accordingly, the Directorate is not seeking to extend the existing contract currently in place with Sova in relation to the Sustainable Employment services under the Families First Programme and this contract will, therefore, automatically expire on 31 March 2017 in accordance with its contract terms.

27. In relation to SRE, there are clear requirements for schools in relation to delivery. All maintained secondary schools are required under section 101(1)(c) of the Education Act 2002 to include sex education for all registered pupils, as part of the 'basic curriculum' of the school. Primary schools are advised to deliver SRE although it is not a legal requirement. The current projects supports schools to put effective delivery into place but

given the legal and advisory responsibility of schools, it is proposed that this does not fit with the forward direction of Families First.

28. In relation to ASSIST, which is a smoking prevention programme, Public Health Wales now delivers a Smoke Free Schools Programme. While the value of this work is not questioned, it would appear to be within Public Health Wales's remit and not appropriate for further Families First funding.

29. However, delivery of both of the health-related services is via schools. Therefore, it is recommended that we continue to fund these elements to deliver in Quarter 1 of 2017-18 (April – June 2017) so that they can complete delivery within the current school year. Further discussions with Welsh Government officials have clarified that the transition period will allow for the continuance of some projects which will no longer fit with the new guidance to allow for appropriate exit arrangements to be put into place. Accordingly, the proposal is to vary the Healthy Lifestyle contract in part to allow for an extension of 3 months commencing upon 1 April 2017 in respect only of the Sex and Relationships Education and ASSIST (smoking prevention) projects. The contract value provided in paragraph 23 above has been adjusted to take this into account.

30. Welsh Government say that "If local authorities wish to retain any health services which are currently being delivered through the programme, they will need to be able to demonstrate clear links to parenting, youth support and ACE [Adverse Childhood Experiences] prevention". There are a number of other health-related projects which we are proposing should continue through the transition, including the Sexual Health Outreach Team/C-Card service and health and nutrition projects. The analysis and planning that we will do to prepare for the new specifications will explore how these services can be embedded to demonstrate the clear links required.

31. The decision paper located at **Appendix A** also identifies childcare as an element that they will not fund in the new programme. The Cabinet Secretary's decision is based on the fact that childcare will now be provided via the Parents, Childcare and Employment project (PaCE), which provides support to economically inactive parents into education, training and employment, where childcare is the main barrier. Welsh Government are also introducing an enhanced early years childcare offer which is aimed at working families and will subsidise the provision of 20 hours of childcare for three and four year olds in addition to the 10 hours of early years education which is already available under the Foundation Phased for 38 weeks of the year. However, it is not proposed that we decommission the early years childcare project delivered by Ely and Caerau Children's Centre at the present time. This new childcare offer has not yet been rolled out and so, while childcare will not feature in the new programme, this provision will be maintained during the transition to allow time for alternative arrangements to be put into place.

32. The Directorate is proposing to enter into arrangements to extend infrastructure elements as appropriate for the way in which they are delivered and/or were commissioned.

Alternative/Pilot arrangements during the transition period

33. The priority is to manage the transition to the new programme while maintaining services and support for families. It is anticipated that decommissioning of the identified services will release funding for the development of other services which will start to fill gaps and strengthen provision for families in line with the new directions. It will also be used to improve communication around provision for children, young people and their families in response to feedback from stakeholders and inspection reports from Young Inspectors during the current programme.

34. The stakeholder engagement and analysis will identify areas where services could be developed or piloted during the transition period. It will require flexibility to respond to emerging themes effectively. Therefore, it is proposed that decision-making in relation to the short-term commissioning of services during this phase is delegated to the Director of Social Services, where needed, and to that end it is anticipated that the level of funding will be in the region of approximately £300,000 and that the alternative/pilot arrangements will not continue beyond 31 March 2018.

Commissioning the next Families First programme

35. Contract monitoring and stakeholder engagement have confirmed that Families First has delivered services that have made a real difference to families in Cardiff. These services provide a wide range of help, ranging from light touch advice and information to more intensive support for longer periods of time to around 20,000 individuals each year. However, we also know that our systems for identifying when families need help and ensuring that they receive the support they need, could be clearer and better embedded. The context in which we are working has also changed, with a greater emphasis on early intervention and prevention through Cardiff's Early Help Strategy and in the implementation of the Social Services and Wellbeing Act and the Wellbeing of Future Generations Act.

36. While it will be a priority to maintain provision during the transition phase, the re-commissioning in Phase 2 gives us a chance to learn from our experience during the first programme to do some things better. We also need to address some of the gaps that have been identified in the Cabinet Secretary's decision paper and locally during stakeholder engagement. This is a real opportunity for Social Services to recommission in line with the new Welsh Government guidance, to build on areas of success and address areas for development.

37. The financial guidance for Families First specifies that the funding must not be used to deliver statutory services. However, we have received clarification that funding may be used to deliver wider early help services which contribute to the provision of Information, Advice and Assistance under the Social Services and Wellbeing Act.

38. The Directorate has started to prepare for new commissioning during the transition period, including consulting with all relevance stakeholders. Once the Directorate is in a position to propose a model for the longer term arrangements and having taken into account the final Welsh Government (WG) guidance (when this has been received) a further report will be submitted to Cabinet for approval.

Equality Impact Assessment

39. Equality Impact Assessments have been carried out on the changes above and these can be found at Appendices B, C, D and E. Findings from the assessments have informed the proposals for the interim arrangements. Further EIAs will be completed and will inform changes to the programme recommended as part of the recommissioning process during the transition period.

Consultation

40. Lead Providers for the packages directly affected by the decommissioning proposals for Phase 1 have been notified and asked to provide an exit strategy but also information about the impact on their service users that they wished to be taken into consideration in the Equalities Impact Assessments.

41. The draft Cabinet report was considered by the Children & Young People Scrutiny Committee on 6 December 2016. The Committee welcomed the report, which they considered addressed all the issues that they had previously raised in relation to the transition period, and agreed to commend it to Cabinet. A copy of the letter received from the Chair of the Committee is attached at **Appendix F.**

42. Workshops have been held with current and potential providers of services. While they have not been asked to comment on the specific proposals contained here, their general observations have informed this Report and will continue to inform planning and development of specifications for Phase 2.

43. Officers will continue to work closely with providers, third sector partners and other stakeholders to learn lessons from recent and current commissioning arrangements Every effort will be made to involve stakeholders and in particular Service Users in the specification of services and in the evaluation process.

44. This report does not relate to a local issue as the Families First Programme is delivered city-wide.

Reason for Recommendations

45. To note the approach to the recommissioning of the Families First programme and agree the arrangements for management of the transition period.

Financial Implications

46. The report seeks approval for the extension, for 12 months, of a number of contractual arrangements currently in place and funded from the Families First grant. The extension reflects the need for a transition process prior to the development of a new Families First programme. It is also proposed that some existing schemes are de-commissioned and some new schemes potentially piloted during the transitional period. The Families First grant amounts to £5,072,763 in 2016/17. At this stage, the level of funding for 2017/18 has not been confirmed. The report therefore indicates that approval for the proposed contract extensions should be subject to funding confirmation being received. It is noted that initial budget indications from WG suggest that overall Families First funding will be maintained at 2016/17 levels. The final allocations to individual authorities will not however be evident until final settlement figures are received. Subject to the current grant funding level being maintained, the proposed extensions to the specified existing contracts can be met within existing resources. Any new piloted schemes would also need to be contained within the overall grant funding level. It is understood that the proposals in the report will be reviewed when final grant funding for 2017/18 is confirmed. It is also understood that the schemes to which the contract extensions relate will be in line with WG proposals for the new Families First programme and hence eligible for funding under the grant.

Legal Implications

47. The proposed recommendation relates to a number of contractual arrangements currently in place and, put simply, seeks to vary the same by way of extending the contract terms, subject to receiving a formal offer of grant funding from the Welsh Government.

48. The contracts contain provisions to extend the same for twelve months subject to continuation of Welsh Government grant funding. In addition Legal Services are instructed that the appointed contractors are in agreement with the proposed extensions and hence the proposals should not present any issues in terms of contract law.

49. With regard to procurement law, it is noted that when the contracts were initially procured, the tender documentation was clear that the contracts could be further extended (provided that the same do not extend beyond 31 March 2019). Accordingly the proposal to extend the contracts is within scope of the original procurement.

50. In relation to the proposed recommendations and TUPE, please refer to the employment implications set out in the HR Implications of this report.

Equality duty

51. In considering this matter the decision maker must have regard to the Council's duties under the Equality Act 2010. Pursuant to these legal duties Councils must, in making decisions, have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and

(3) foster good relations on the basis of protected characteristics. Protected characteristics are: (a). Age, (b) Gender reassignment(c) Sex (d) Race – including ethnic or national origin, colour or nationality, (e) Disability, (f) Pregnancy and maternity, (g) Marriage and civil partnership, (h) Sexual orientation (i) Religion or belief – including lack of belief.

52. The report identifies that Equality Impact Assessments have been carried out and are appended at Appendices B, C, D and E. The purpose of the Equality Impact Assessment is to ensure that the Council has understood the potential impacts of the proposal in terms of equality so that it can ensure that it is making proportionate and rational decisions having due regard to its public sector equality duty. The decision maker must have due regard to the Equality Impact Assessments in making its decision.

HR Implications

53. The central Families First team is currently located within the central business section of Social Services. Members of staff are employed on temporary contracts until 31st March 2017. These employment contracts will also need to be extended, or arrangements made to put new roles into place to manage the central functions through Phases 1 and 2.

54. Families First currently funds the following posts in the central team:

- 58% Project Manager Post
- 100% Commissioning Officer
- 100% Outcome Delivery Officer
- 50% Commissioning Support Officer
- 100% Admin Post

55. Families First funding also contributes to two other posts in other service areas:

- 60% Finance Officer in Finance
- 20% Analyst in Cardiff Research Unit

56. It is unlikely that there will be TUPE implications during Phase 1. However, the recommissioning of services in Phase 2 may or may not have implications under the Transfer of undertakings (Protection of employment) regulations 2006 (TUPE) for the incoming and outgoing providers. An assessment will be made by the Council and referred to in any tender documentation. At this point, it will be recommended that any contractors take their own legal advice on whether TUPE applies or not as they will be the ones with the legal responsibility.

RECOMMENDATIONS

Cabinet is recommended (subject the Council securing written confirmation of grant funding from the Welsh Government at a level which is sufficient to cover the cost of the proposed variations and pilot arrangements) to;

1. approve the proposed variation to the existing contracts referred to under ***paragraph 20*** of this report (with the exception of the Healthy Lifestyles contract referred to recommendation 1b) by way of an extension of 12 months commencing on 1 April 2017;

2. approve the proposed variation to the existing Families First Healthy Lifestyles contract with the Cardiff and Vale University Health Board:-

   i. by way of an extension for a period of 3 months commencing upon 1 April 2017 in respect of those elements of the services referred to as 1) the Sex and Relationship Education project and 2) the ASSIST (smoking prevention) project;

   ii. by way of an extension for a period of 12 months commencing upon 1 April 2017 in respect of the remaining elements of the services within the said contract.

3. Delegate authority to the Director of Social Services in consultation with the Cabinet Member for Early Years Children and Families and the Cabinet Member for Corporate Services and Performance, and Section 151 and Monitoring Officer for all aspects of commissioning the proposed short term pilot arrangements which may be put in place during the transition period as further detailed in **paragraph 34** of the report.

4. Agree that further a report will be submitted to Cabinet to seek approval to the proposed model for the longer term arrangements for the Families First Programme once the final Welsh Government Guidance and financial information in relation to the new programme has been received.

TONY YOUNG
Director
9 December 2016

The following appendices are attached:

Appendix A – Cabinet Secretary Decision Paper from Welsh Government
Appendix B – Equality Impact Assessment (Sex and Relationships Education)
Appendix C – Equality Impact Assessment (ASSIST)
Appendix D – Equality Impact Assessment (Sustainable Employment package)
Appendix E – Equality Impact Assessment (remaining programme)
Appendix F– Letter from Chair of Children's and Young People Scrutiny Committee.

Mae'r dudalen hon yn wag yn fwriadol

Future development of the Families First programme

Cabinet Secretary's decision

The Cabinet Secretary has considered advice on the future of the Families First programme and has come to the following decision:

- The key elements of the JAF, TAFF and disability focus will remain unchanged, with £3 million per year ring-fenced funding for disability-related services being retained.
- The focus of the strategic projects commissioned through the programme will be narrowed to concentrate on the delivery of parenting support and support for young people.
- There will be a transitionary period of at least six months from 1 April 2017 before these new arrangements are rolled out nationally.

Why has this decision been made?

The Cabinet Secretary has made this decision to ensure the Families First programme is able to develop services which address identified gaps in service provision for parents and young people and link the work of the programme clearly with the prevention of Adverse Childhood Experiences (ACEs).

What does this mean?

Parenting support

Parenting plays a central role in relation to outcomes for children. Good quality parenting can help promote resilience, positive self-esteem and have a positive impact on a child's learning and outcomes and school. Children who grow up in a nurturing environment where parenting is fair, consistent and structured are also less likely to be exposed to adverse childhood experiences which may detrimentally affect their physical and mental health over the longer term. These children are also less likely to bring up their own children in households where ACEs are commonplace.

A recent mapping exercise has identified gaps in existing provision and all local authorities will need to consider these when designing and commissioning services. Current identified gaps in service provision include:

- Universally available parenting groups
- Support for couple relationships
- Support for parents with a learning disability
- Support for adoptive/foster parents/kinship carers
- Support for families affected by a parent in prison
- Support for families following family breakdown

Each local authority will be expected to offer services under the following age related themes:

- Perinatal and support in the early years to age 7
- Support for parents of children in middle childhood aged 7-12
- Support for parents of teenagers

Each of these age-related themes will then need to be underpinned by the following cross-cutting themes:

- Relationship support
- Early intervention support vulnerable families
- Positive parenting
- Evidence based theories of child development

It may be necessary for local authorities to undertake further assessments to identify the extent to which these gaps need to be filled in their local area to ensure services can be commissioned accordingly. The needs of local populations will vary, and there is no "one size fits all" approach which should be taken so local authorities will still have a certain degree of flexibility in how they design and commission services, as is the case currently. However, it will be important for local authorities to ensure, and be able to demonstrate, they are providing services which fill these identified gaps.

There are some clear benefits to widening the provision of parenting support, these have been summarised below:

- Families First will be able to enhance existing parenting support to fill the identified gaps in provision and provide services ranging from universal support to targeted/specialist interventions.
- The programme will have a sharper focus on ensuring families are confident, nurturing, resilient and safe. Evaluation evidence tells us that families' presenting needs most often fall into these categories and recent feedback indicates this remains a clear need amongst local populations.
- The broad range of parenting support which can be delivered will also be able to address a variety of other issues, such as:
    - low level mental health and emotional health and well-being
    - domestic violence support
    - support for young carers
    - family engagement support

<u>Support for young people</u>

Providing support for young people directly complements the support which will be provided for parenting and is entirely in keeping with Families First's whole family approach to service provision.

Services should be focussed to concentrate on ensuring young people are resilient and confident and equipped with skills which will help them make a meaningful contribution to society. This could mean services are developed which will complement those which are proposed for parents, and include interventions for a range of age groups which promote resilience and positive self-esteem to encourage long term positive outcomes for all children and young people.

Families First and the prevention of ACEs

Whilst our parenting proposals have clear links with ACE prevention, continuation of youth provision will provide valuable services which could help to mitigate the effects of exposure to ACEs for those children and young people who are living in difficult circumstances. Enhancement of existing services, such as youth clubs, advocacy, counselling and mentoring services, as well as those which provide access to work placements and education may help to reduce the acute and long-term impacts of ACEs on the health and behaviour of young people.

Where local authorities are not currently providing youth services, these services should be developed alongside new parenting support to ensure young people in the local area are receiving appropriate support along with their parents.

Services which will no longer be funded through Families First

A simple mapping exercise has been carried out using information contained in the Families First Delivery Plans 2016-17 and we have identified the following main services which will be affected as a result of the Cabinet Secretary's decision:

- Debt/benefit advice/income maximisation/financial literacy
- Worklessness/employability/training
- Some health services, e.g. sexual health, substance misuse.
- Childcare services (except crèche facilities)

Debt/benefit advice/income maximisation/financial literacy

Many families who enter the programme require some kind of financial advice however services are available outside of the programme to which families could be signposted. Organisations such as the Citizen's Advice Bureau and the Money Advice Service provide free information and support to families and, whilst it is important that families know where they can get help, it is not essential for these services to be provided through Families First.

Worklessness/employability/training

The Families First evaluation reports have made it clear that the programme does not perform well in terms of helping people seek or gain employment. Families' presenting needs most often fall into the categories of wellbeing, confidence, resilience and safety and it is essential for families to address these issues before they can move on to addressing other challenges such as gaining employment.
We do not, therefore, consider it viable for the programme to continue funding services such as these.

Some health services, e.g. sexual health, substance misuse

Some health services, for example, those which promote healthy living or substance misuse support, could be refined to ensure stronger links with parenting, in the context of providing a healthy environment for children to thrive. If local authorities wish to retain any health services which are currently being delivered through the programme,

they will need to be able to demonstrate clear links to parenting, youth support and ACE prevention.

Childcare (except crèche facilities)

Services currently funded by the programme include:

- Assisted childcare places
- Contributions towards the cost of childcare
- Provision of affordable day care
- Crèche facilities

We know that crèche facilities are particularly useful in helping parents who have no childcare support access services, such as parenting programmes. We are, therefore, recommending that the provision of crèche facilities be retained where it will encourage parents to engage with services.

With regard to other childcare services, these were developed prior to other Welsh Government initiatives which are now available or in development. These include:

- **Parents, Childcare and Employment project (PaCE)** which provides support to economically inactive parents into education, training and employment, where childcare is the main barrier.
- **The enhanced early years childcare offer** which is aimed at working families and will subsidise the provision of 20 hours of childcare for three and four year olds in addition to the 10 hours of early years education which is already available under the Foundation Phased for 38 weeks of the year.

As these new initiatives are implemented, we would expect to see a reduction in need for services to be delivered through Families First and so do not consider it appropriate for childcare services to continue to be funded through the programme.

Transition

We understand that it will take time to move from the current arrangements to another, and we are proposing a transitionary period of at least six months from 1 April 2017, which will mean the new arrangements will be operating nationally from 1 October 2017 at the earliest. This should allow local authorities sufficient time to undertake relevant needs assessments and consider how services should be delivered in each local authority and develop appropriate commissioning arrangements.

Local authorities will be able to decide how they wish to proceed during this transitionary period. We do, however, recommend they explore whether existing contracts can be extended during this period which would mean the programme continuing to operate in its current form for six additional months to allow for a more effective exit period for families currently receiving support through the programme.

Next steps

We will welcome your input in a number of key areas as we move towards these new arrangements and we will be seeking your support over the coming months to consider the following:

- The development of new guidance
- Suitable data monitoring and performance management arrangements.

Further details on the new arrangements will be available in due course, including funding arrangements. The Cabinet Secretary is expected to make a formal announcement on the future of the programme in the autumn.

If you have any immediate queries at this stage, please contact Hannah Williams, Senior Family Support Policy Manager at hannah.williams@wales.gsi.gov.uk or 029 2082 5677.

The Families First Team

Mae'r dudalen hon yn wag yn fwriadol

CARDIFF COUNCIL

Equality Impact Assessment

Corporate Assessment Template

Policy/Strategy/Project/Procedure/Service/Function Title: Sex and Relationships Education
New/Existing/Updating/Amending: New

Who is responsible for developing and implementing the Policy/Strategy/Project/Procedure/Service/Function?	
Name: Angela Bourge	Job Title: Operational Manager – Strategy, Performance & Resources
Service Team: Families First	Service Area: Social Services
Assessment Date: 10/11/16	

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

Families First is a Welsh Government-funded initiative which aims to support families, particularly those living in poverty.

The Sex and Relationships education service within Families First works in schools across Cardiff offering support to staff and pupils in delivery of high quality sex and relationship advice. This assessment considers the impact of ceasing funding to the SRE service in March 2017 in line with the direction of travel outlined by Welsh Government.

The early indications outlined within the Cabinet Secretary's decision paper highlights that certain elements of the programme will no longer be supported by the Families First Grant, namely;

- Debt/benefit advice/income maximisation/financial literacy
- Worklessness/employability/training
- Some health services, e.g. sexual health, substance misuse.
- Childcare services (except crèche facilities)

Due to this indication regarding the future of the programme, the proposal is to cease funding for those projects and/or programmes that fall under the categories that Welsh Government have indicated will no longer be supported in the future. Welsh Government have highlighted that health related projects must have a clear link to parenting or the prevention of Adverse Childhood Experiences if they are to remain within the Families First portfolio.

CARDIFF COUNCIL

Equality Impact Assessment
Corporate Assessment Template

2. Please provide background information on the Policy/Strategy/Project/Procedure/Service/Function and any research done [e.g. service users data against demographic statistics, similar EIAs done etc.]

The Healthy Lifestyles package currently offers a project entitled Sex and Relationships Education which supports the delivery of sex and relationships education in primary and secondary schools, colleges and training providers.

During 2015/16, 13 schools, colleges and training providers in Cardiff received training, with 1404 children and young people attending lessons. Of these 1191 individuals felt their knowledge had increased in relation to Sex and Relationship Education, and 1187 felt more confident in accessing sexual health provision.

Whilst SRE is seen as a key priority for young people it is not felt that the remit of the programme fits with Families First grant funding. The Education Act 2002 requires secondary school to provide sex education as part of the 'basic curriculum'. Whilst the programme has delivered successes, it is not seen as appropriate that such programmes should rely on grant funding rather than be built into school processes. Although this project has provided added value, Families First funding should not be used for anything which is a statutory requirement.

Public Health Wales Healthy Schools programme contains 7 key topics, one of which is relationships. This service offers schools a Toolkit and lesson plans to purchase or loan. The role of the SRE service has been to provide mentoring and support for this programme.

Cardiff Council's Healthy Schools coordinator has highlighted that between April 2015 – March 2016:

- 18 Schools borrowed Healthy Schools SRE resources:
- 11 schools borrowed the toolkit
- 7 Schools purchased the toolkit

The SRE service has provided additional information or support to supplement this, should schools need it. The schools wishing to have this additional support will no longer receive it via this route and as such it will need to be picked up in other ways. For instance, some schools already purchase external support for SRE from other providers.

It is proposed that the Sexual Health Outreach Team (Shot) and C-Card scheme will continue to operate from within Families First, embedded within the provision of Youth Support. If approved, these schemes will continue to be available for young people who need additional support or advice in relation to sex and relationships.

CARDIFF COUNCIL

Equality Impact Assessment
Corporate Assessment Template

3 Assess Impact on the Protected Characteristics

3.1 Age

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

	Yes	No	N/A
Up to 18 years	Negative		
18 - 65 years	Negative		
Over 65 years			X

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
The loss of SRE education within the current settings would impact on those currently receiving the service, young people under the age of 25 in education and training settings. Healthy Schools feel that the loss of this service would have a negative impact in terms of the quality and consistency of what is delivered by schools in relation to this subject area leading to lack of confidence in teachers as well as a lower standard of delivery to young people in schools.
What action(s) can you take to address the differential impact?
Meetings and engagement have been held with both Public Health Wales and Healthy Schools coordinators. Whilst the service is currently delivered through Families First Funding this is not the case across the city or across Wales. As such, the central team will work with existing providers to identify how to ensure that those schools that had previously used this service will be able to access ongoing support. Much of this work would be picked up as part of Healthy Schools and the general duties relating to SRE/PSE education within schools: ensuring quality delivery of SRE is the responsibility of schools and inspected by Estyn. Schools and training providers will also be able to refer into the SHOT/C-Card scheme where necessary.

3.2 Disability

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

	Yes	No	N/A
Hearing Impairment			**X**
Physical Impairment			**X**
Visual Impairment			**X**
Learning Disability			**X**
Long-Standing Illness or Health Condition			**X**
Mental Health			**X**

Substance Misuse			**X**
Other			**X**

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
There is not expected to be a differential impact relating to these characteristics.
What action(s) can you take to address the differential impact?

3.3 Gender Reassignment

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

	Yes	**No**	**N/A**
Transgender People (People who are proposing to undergo, are undergoing, or have undergone a process [or part of a process] to reassign their sex by changing physiological or other attributes of sex)			x

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
There is not expected to be a differential impact on transgender people.
What action(s) can you take to address the differential impact?

3.4. Marriage and Civil Partnership

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on marriage and civil partnership?

	Yes	**No**	**N/A**
Marriage			x
Civil Partnership			x

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
There is not expected to be a differential impact on marriage and civil partnership
What action(s) can you take to address the differential impact?

3.5 Pregnancy and Maternity

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

	Yes	No	N/A
Pregnancy			x
Maternity			x

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
There is not expected to be a differential impact on pregnancy and maternity
What action(s) can you take to address the differential impact?

3.6 Race

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

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

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
There is not expected to be a differential impact on race
What action(s) can you take to address the differential impact?

3.7 Religion, Belief or Non-Belief

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

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

Sikh			x
Other			x

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
There is not expected to be a differential impact on religion
What action(s) can you take to address the differential impact?

3.8 Sex

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

	Yes	**No**	**N/A**
Men			x
Women			x

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
There is not expected to be a differential impact on sex
What action(s) can you take to address the differential impact?

3.9 Sexual Orientation

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

	Yes	**No**	**N/A**
Bisexual			x
Gay Men			x
Gay Women/Lesbians			x
Heterosexual/Straight			x

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
There is not expected to be a differential impact on sexual orientation.
What action(s) can you take to address the differential impact?

CARDIFF COUNCIL

Equality Impact Assessment
Corporate Assessment Template

3.10 Welsh Language

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

	Yes	No	N/A
Welsh Language			x

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
There is not expected to be a differential impact on Welsh Language
What action(s) can you take to address the differential impact?

4. Consultation and Engagement

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

Consultation has been held with the Lead Provider for the Healthy Lifestyles package who has shared this information with key partners in Health. The proposal has been shared with the Steering Group for Early Years and Healthy Lifestyles for comment. Partners in Education have been made aware of the consideration to remove this funding and have been given an opportunity to comment. Stakeholder Engagement sessions have been held advising of the change in focus for the Families First programme, away from Health focussed projects.

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

Groups	Actions
Age	Much of this work would be picked up as part of Healthy Schools and general SRE/PSE education, with the ability for providers to refer into the SHOT/C-Card scheme where necessary.
Disability	
Gender Reassignment	
Marriage & Civil Partnership	
Pregnancy & Maternity	
Race	
Religion/Belief	
Sex	
Sexual Orientation	

Welsh Language	
Generic Over-Arching [applicable to all the above groups]	The 2002 Education Act highlights that high quality Sex and Relationship Education should be delivered as part of a standard curriculum within schools. The responsibility for delivery in this area is a priority for Education and Public Health. Much of the work that would be included within the SRE package will be expected to be picked up via Healthy Schools and general SRE/PSE education. The continuation of the Sexual Health Outreach Team (SHOT) and C-Card also ensures provision is available for those most at risk.

6. Further Action

Any recommendations for action that you plan to take as a result of this Equality Impact Assessment (listed in Summary of Actions) should be included as part of your Service Area's Business Plan to be monitored on a regular basis.

7. Authorisation

The Template should be completed by the Lead Officer of the identified Policy/Strategy/Project/Function and approved by the appropriate Manager in each Service Area.

Completed By : Dr Ceri George	Date: 10-11-16
Designation: Improvement Project Manager – Prevention and Partnerships	
Approved By: Angela Bourge	
Designation: Operational Manager – Strategy, Performance & Resources	
Service Area: Social Services	

7.1 On completion of this Assessment, please ensure that the Form is posted on your Directorate's Page on CIS - *Council Wide/Management Systems/Equality Impact Assessments* - so that there is a record of all assessments undertaken in the Council.

For further information or assistance, please contact the Citizen Focus Team on 029 2087 3059 or email citizenfocus@cardiff.gov.uk

CARDIFF COUNCIL

Equality Impact Assessment

Corporate Assessment Template

Policy/Strategy/Project/Procedure/Service/Function Title: ASSIST
New/Existing/Updating/Amending: New

Who is responsible for developing and implementing the Policy/Strategy/Project/Procedure/Service/Function?	
Name: Angela Bourge	Job Title: Operational Manager – Strategy, Performance & Resources
Service Team: Families First	Service Area: Social Services
Assessment Date: 8/11/16	

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

Families First is a Welsh Government Funded initiative which aims to support families, particularly those living in poverty.

With the current Families First programme due to finish in March 2017, this proposal relates to how the programme will move forward into 2017/18. Initial statements released by Welsh Government highlight a number of areas will not be funded through the Families First grant in the future.

The Healthy Lifestyles package of care currently includes the ASSIST/JustB programme, a smoking prevention service which is being considered as an area that should no longer funded through the Families First Grant given the new focus of the programme. Welsh Government have highlighted that health related projects must have a clear link to parenting or the prevention of Adverse Childhood Experiences if they are to remain within the Families First portfolio. In relation to smoking prevention there is not a robust argument to sustain this funding in the future.

2. Please provide background information on the Policy/Strategy/Project/Procedure/Service/Function and any research done [e.g. service users data against demographic statistics, similar EIAs done etc.]

The Healthy Lifestyles package currently offers a project entitled ASSIST/JustB which aims to reduce and prevent smoking in young people through a school based programme that trains young people to work as 'peer supporters'. During 2015/16 9 schools took part in the scheme with 318 pupils being trained as peer supporters. All participating schools stated that the project had a positive impact on behaviour and 293 pupils trained felt their knowledge and understanding had increased.

Whilst smoking prevention and cessation is vital in ensuring the health of young people it is not felt that such programmes should fall within the Families First programme given guidance received from Welsh Government. Smoking cessation and prevention is generally delivered as a Public Health concern.

It is recommended that young people involved in the programme as peer supporters be referred into similar initiatives within Public Health Wales to deliver ongoing support such as the Smoke Free Schools programme and other peer mentoring schemes led by Public Health Wales. SmokeFree Schools aims to take a whole school approach to tobacco control as well as supporting a peer influence model as used in the ASSIST/JustB programme to date. SmokeBugs is also delivered by the Healthy Schools programme, offering kits to be loaned out and with additional support for teachers.

3 Assess Impact on the Protected Characteristics

3.1 Age

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

	Yes	No	N/A
Up to 18 years	Negative		
18 - 65 years			X
Over 65 years			X

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
The loss of ASSIST/JustB within the current settings would result in the 9 participating schools without the service. The participating group would fall mainly into the 0-18 category who would suffer a loss of service
What action(s) can you take to address the differential impact?
Referral of those needing sustained service involvement into other programmes. Other forms of preventative work such as Healthy Schools and National Campaigns could pick up the majority of this work. Project will be asked to provide an exit strategy.

3.2 Disability

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

	Yes	No	N/A
Hearing Impairment			**X**
Physical Impairment			**X**
Visual Impairment			**X**
Learning Disability			**X**
Long-Standing Illness or Health Condition			**X**
Mental Health			**X**
Substance Misuse			**X**
Other			**X**

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
It is not expected that this proposal will have a differential impact on any members of this group as aimed primarily at secondary schools as a preventative measure.
What action(s) can you take to address the differential impact?

3.3 Gender Reassignment

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

	Yes	No	N/A
Transgender People (People who are proposing to undergo, are undergoing, or have undergone a process [or part of a process] to reassign their sex by changing physiological or other attributes of sex)			x

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
It is not expected that this proposal will have a differential impact on any members of this group.
What action(s) can you take to address the differential impact?

CARDIFF COUNCIL

Equality Impact Assessment
Corporate Assessment Template

3.4. Marriage and Civil Partnership

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on marriage and civil partnership?

	Yes	No	N/A
Marriage			x
Civil Partnership			x

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
It is not expected that this proposal will have a differential impact on any members of this group.
What action(s) can you take to address the differential impact?

3.5 Pregnancy and Maternity

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

	Yes	No	N/A
Pregnancy			x
Maternity			x

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
It is not expected that this proposal will have a differential impact on any members of this group.
What action(s) can you take to address the differential impact?

3.6 Race

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

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

Other Ethnic Groups			x

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
It is not expected that this proposal will have a differential impact on any members of this group.
What action(s) can you take to address the differential impact?

3.7 Religion, Belief or Non-Belief

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

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

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
It is not expected that this proposal will have a differential impact on any members of this group.
What action(s) can you take to address the differential impact?

3.8 Sex

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

	Yes	**No**	**N/A**
Men			x
Women			x

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
It is not expected that this proposal will have a differential impact on any members of

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

3.9 Sexual Orientation

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

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

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
It is not expected that this proposal will have a differential impact on any members of this group.
What action(s) can you take to address the differential impact?

3.10 Welsh Language

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

	Yes	No	N/A
Welsh Language			x

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
It is not expected that this proposal will have a differential impact in relation to Welsh Language.
What action(s) can you take to address the differential impact?

CARDIFF COUNCIL

Equality Impact Assessment
Corporate Assessment Template

4. Consultation and Engagement

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

Consultation has been held with the Lead Provider for the Healthy Lifestyles package who has shared this information with key partners in Health. The proposal has been shared with the Steering Group for Early Years and Healthy Lifestyles for comment. Partners in Education have been made aware of the consideration to remove this funding and have been given an opportunity to respond. Stakeholder Engagement sessions have been held advising of the change in focus for the Families First programme, away from Health focussed projects.

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

Groups	**Actions**
Age	Preventative work such as Healthy Schools, PSE and National Campaign work will be required to pick up service lost in this area.
Disability	
Gender Reassignment	
Marriage & Civil Partnership	
Pregnancy & Maternity	
Race	
Religion/Belief	
Sex	
Sexual Orientation	
Welsh Language	
Generic Over-Arching [applicable to all the above groups]	Schools will already be involved in the Healthy Schools scheme which will pick up much of this work. The Smoke Free Schools programme and other peer mentoring schemes should be used to divert those currently using the service.

CARDIFF COUNCIL

Equality Impact Assessment
Corporate Assessment Template

6. Further Action

Any recommendations for action that you plan to take as a result of this Equality Impact Assessment (listed in Summary of Actions) should be included as part of your Service Area's Business Plan to be monitored on a regular basis.

7. Authorisation

The Template should be completed by the Lead Officer of the identified Policy/Strategy/Project/Function and approved by the appropriate Manager in each Service Area.

Completed By : Dr Ceri George	Date: 10-11-16
Designation: Improvement Project Manager – Prevention and Partnerships	
Approved By: Angela Bourge	
Designation: Operational Manager – Strategy, Performance & Resources	
Service Area: Social Services	

7.1 On completion of this Assessment, please ensure that the Form is posted on your Directorate's Page on CIS - *Council Wide/Management Systems/Equality Impact Assessments* - so that there is a record of all assessments undertaken in the Council.

For further information or assistance, please contact the Citizen Focus Team on 029 2087 3059 or email citizenfocus@cardiff.gov.uk

CARDIFF COUNCIL

Equality Impact Assessment

Corporate Assessment Template

Policy/Strategy/Project/Procedure/Service/Function Title: Families First: Sustainable Employment
New/Existing/Updating/Amending: New

Who is responsible for developing and implementing the Policy/Strategy/Project/Procedure/Service/Function?	
Name: Angela Bourge	Job Title: Operational Manager – Strategy, Performance & Resources
Service Team: Families First	Service Area: Social Services
Assessment Date: 07/11/2016	

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

Families First is a Welsh Government Funded initiative which aims to support families, particularly those living in poverty.

With the current programme due to finish in March 2017, this proposal relates to how the programme will move forward into 2017/18 in light of early indications from Welsh Government on how the future programme will look.

The early indications outlined within the Cabinet Secretary's decision paper highlights that certain elements of the programme will no longer be supported by the Families First Grant, namely;

- Debt/benefit advice/income maximisation/financial literacy
- Worklessness/employability/training
- Some health services, e.g. sexual health, substance misuse.
- Childcare services (except crèche facilities)

The Sustainable Employment package currently delivered under Families First provides employment and training support to parents across the Cardiff area. With Welsh Government advising this type of programme will not be supported in the future, the proposal is to cease funding for Sustainable Employment at the end of the 2016/17 financial year.

2. Please provide background information on the Policy/Strategy/Project/Procedure/Service/Function and any research done [e.g. service users data against demographic statistics, similar EIAs done etc.]

The Sustainable Employment Service provides intensive mentoring for unemployed adults in families within the Tackling Poverty agenda. They assess individuals to identify needs and barriers to employment, offering 1-1 support to address these and build resilience. The service operates across Cardiff and is funded 100% through the Families First grant.

In 2015/16 Sustainable Employment supported 292 individuals with 117 of these securing employment. Sova successfully provided 33% employment outcomes in 2015/16 and are on target to achieve the same in 2016/17 with an average participants journey being 4.6 months.

Whilst the service has successfully met its targets it no longer fits with the direction of travel outlined by Welsh Government. The National Evaluation of Families First highlighted that workstreams aimed at worklessness/employability and training did not perform well with families presenting needs that were more around confidence, resilience and safety prior to considering employment. The new directions for Families First also emphasise the particular contribution that Families First should make. Welsh Government will continue to support other, specialised initiatives in relation to worklessness and employment and concludes that delivery within the context of Families First is no longer viable.

Sustainable Employment is available to those across Cardiff, and is not bound by geographical limitations within the city. Service users accessing or wishing to access support will be signposted to similar programmes within other Welsh Government work programmes such as LIFT and Communities 4 Work as well as other projects within Families First aimed at building confidence.

An exit strategy is being considered by the existing providers to ensure service users to not experience a sudden loss of service.

3 Assess Impact on the Protected Characteristics

3.1 Age

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

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

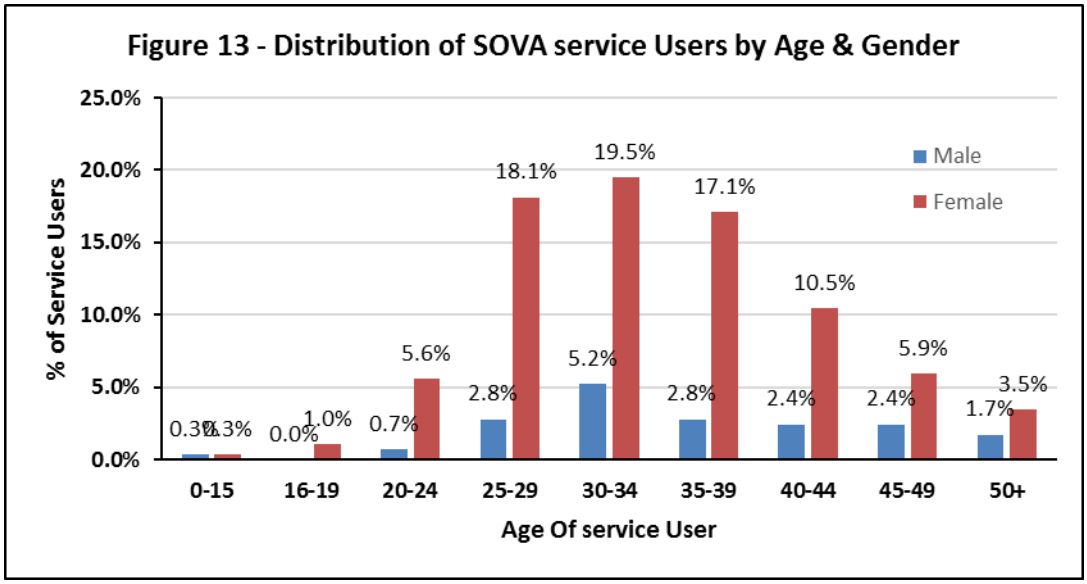
CARDIFF COUNCIL

Equality Impact Assessment
Corporate Assessment Template

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

The vast majority of service participants fall into the 18 – 65 year bracket (i.e. working age) and although there are other employability services available to them they have chosen to engage with Sova.

The graph below, taken from the analysis of Anonymised data produced by Cardiff Council for the financial year 2015/16, highlights that the majority of service users accessing the project fall within the 18-65 years age bracket.



The decommissioning of this service would result in these service users not receiving a service.

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

As the project will be ceasing in March 2017 Sova will be ceasing to take new referrals from January 2017 and will be focussing their resources in 2 ways.

Participants who are furthest away from the employment market and unlikely to achieve outcomes before the closure of the project will be identified and referred to other services, ensuring there is a full handover of the support they have received and their goals and aspirations to the receiving project.

Participants who are closer to achieving outcomes will receive increased support as the caseload diminishes in an endeavour to achieve employment goals. During March 2017 those that have not will receive the support to transition to alternative support.

CARDIFF COUNCIL

Equality Impact Assessment
Corporate Assessment Template

3.2 Disability

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

	Yes	No	N/A
Hearing Impairment		x	
Physical Impairment		x	
Visual Impairment		x	
Learning Disability		x	
Long-Standing Illness or Health Condition		x	
Mental Health		x	
Substance Misuse		x	
Other		x	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
No significant differential impact, using information gathered from the anonymised data report the service has worked primarily with those who do not class themselves as disabled and as such is not expected to have a differential impact on disability.

Response	Number	%
Disabled Child	17	5.7
Disabled Adult	15	5
Not Disabled	267	89.3
Total Service users	***299***	

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

3.3 Gender Reassignment

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

	Yes	No	N/A
Transgender People (People who are proposing to undergo, are undergoing, or have undergone a process [or part of a process] to reassign their sex by changing physiological or other attributes of sex)			x

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
The proposal is not expected to have a differential impact on gender reassignment.
What action(s) can you take to address the differential impact?

3.4. Marriage and Civil Partnership

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on marriage and civil partnership?

	Yes	**No**	**N/A**
Marriage			x
Civil Partnership			x

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
The proposal is not expected to have a differential impact on marriage and civil partnership as it is open to all parents across the Cardiff area.
What action(s) can you take to address the differential impact?

3.5 Pregnancy and Maternity

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

	Yes	**No**	**N/A**
Pregnancy			x
Maternity			x

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
The proposal is not expected to have a differential impact on pregnancy or maternity. However, due to the nature of the service Sova have engaged a high percentage of parents (female participants) who have been seeking to return to work after a significant period of unemployment due to having children and therefore they may be

disproportionately impacted by the closure of this project.
What action(s) can you take to address the differential impact?
Sova have agreed to identify appropriate referral routes dependent on the needs of all participants.

3.6 Race

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

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

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

Although not specifically targeting BAME communities Sova have a disproportionate number of participants from a variety of different cultural backgrounds.

This may be due to the manner in which the Sova service is delivered or that there are no specifically targeted projects for this client group. This could potentially lead to disengagement and further social exclusion.

The table below outlines the breakdown of service users by ethnicity who used the service in 2015/16.

Ethnicity	Total	Ethnicity	Total
White British/Northern Irish[1]	167	Asian British Indian	5
Black British African	33	Asian British Pakistani	4
Asian British Other	10	Mixed Other	3
Other White	10	Black British Caribbean	2
Mixed White and Black Caribbean	8	Black British Other	2
Other	6	Mixed White and Black African	1
Asian British Bangladeshi	5	***Total***	***257***

[1] Note that this sub-category includes White British, White Welsh, White Scottish, White English, and White Northern Irish.

What action(s) can you take to address the differential impact?
Sova are due to receive business plan approval from WEFO to access ESF funds and launch a project specifically for BAME and migrant individuals in the area. Sova have already commenced this activity in the 17 local authorities that make up the West Wales & Valleys region and hope to be commencing the East Wales aspect of the project in early 2017. Sova will be procuring subcontractors to provide activities in Cardiff (The Vale, Newport & Monmouthshire) and will be in a position to publicise this new service to BAME & migrant participants before the end of the CFF activity even if a direct referral route cannot be opened at the time. We will also (in agreement with participants) pass contact details onto the subcontractor for them to offer support directly.

3.7 Religion, Belief or Non-Belief

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

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

x

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
The proposal is not expected to have a differential impact on religion, belief or non-belief.
What action(s) can you take to address the differential impact?

3.8 Sex

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

	Yes	No	N/A
Men			x
Women			x

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
It is possible that the proposal will have some differential impact on gender. Although the service is available to males and females, female referrals (234) significantly outnumbered male referrals (53) during the last year. As noted above, the project has provided support for women wanting to return to work after having a family.
What action(s) can you take to address the differential impact?
Sova will identify appropriate referral routes dependent on the needs of all participants.

3.9 Sexual Orientation

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

	Yes	**No**	**N/A**
Bisexual			x
Gay Men			x
Gay Women/Lesbians			x
Heterosexual/Straight			x

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
The proposal is not expected to have a differential impact on sexual orientation
What action(s) can you take to address the differential impact?

3.10 Welsh Language

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

	Yes	**No**	**N/A**
Welsh Language			x

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
The proposal is not expected to have a differential impact on Welsh Language.

CARDIFF COUNCIL

Equality Impact Assessment
Corporate Assessment Template

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

4. Consultation and Engagement

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

Initial consultation has been undertaken with the provider, SOVA. Stakeholder Engagement has been carried out across Cardiff highlighting the changes outlined in the initial indications from Welsh Government inclusive of the reduction of funding for Employment based packages. This information has been shared with Families First Providers, Communities First areas, members of the C3SC network and Elected Members.

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

Groups	Actions
Age	As the project will be ceasing in March 2017 Sova will be ceasing to take new referrals from January 2017 and will be focussing their resources in 2 ways. Participants who are furthest away from the employment market and unlikely to achieve outcomes before the closure of the project will be identified and referred to other services, ensuring there is a full handover of the support they have received and their goals and aspirations to the receiving project. Participants who are closer to achieving outcomes will receive increased support as the caseload diminishes in an endeavour to achieve employment goals. During March 2017 those that have not will receive the support to transition to alternative support
Disability	
Gender Reassignment	
Marriage & Civil Partnership	
Pregnancy & Maternity	Sova will identify appropriate referral routes dependent on the needs of all participants.

CARDIFF COUNCIL

Equality Impact Assessment
Corporate Assessment Template

Race	Sova are due to receive business plan approval from WEFO to access ESF funds and launch a project specifically for BAME and migrant individuals in the area. Sova have already commences this activity in the 17 local authorities that make up the West Wales & Valleys region and hope to be commencing the East Wales aspect of the project in early 2017. Sova will be procuring subcontractors to provide activities in Cardiff (The Vale, Newport & Monmouthshire) and will be in a position to publicise this new service to BAME & migrant participants before the end of the CFF activity even if a direct referral route cannot be opened at the time. We will also (in agreement with participants) pass contact details onto the subcontractor for them to offer support directly.
Religion/Belief	
Sex	Sova will identify appropriate referral routes dependent on the needs of all participants.
Sexual Orientation	
Welsh Language	
Generic Over-Arching [applicable to all the above groups]	Sova have agreed to identify appropriate referral routes dependent on the needs of all participants

6. Further Action

Any recommendations for action that you plan to take as a result of this Equality Impact Assessment (listed in Summary of Actions) should be included as part of your Service Area's Business Plan to be monitored on a regular basis.

7. Authorisation

The Template should be completed by the Lead Officer of the identified Policy/Strategy/Project/Function and approved by the appropriate Manager in each Service Area.

Completed By : Dr Ceri George	Date:10-11-16
Designation: Improvement Project Manager – Prevention and Partnerships	
Approved By: Angela Bourge	
Designation: Operational Manager – Strategy, Performance & Resources	
Service Area: Social Services	

7.1 On completion of this Assessment, please ensure that the Form is posted on your Directorate's Page on CIS - *Council Wide/Management Systems/Equality*

Impact Assessments - so that there is a record of all assessments undertaken in the Council.

For further information or assistance, please contact the Citizen Focus Team on 029 2087 3059 or email citizenfocus@cardiff.gov.uk

Mae'r dudalen hon yn wag yn fwriadol

CARDIFF COUNCIL

Equality Impact Assessment

Corporate Assessment Template

Policy/Strategy/Project/Procedure/Service/Function Title: Families First
New/Existing/Updating/Amending:

Who is responsible for developing and implementing the Policy/Strategy/Project/Procedure/Service/Function?	
Name: Angela Bourge	Job Title: Operational Manager – Strategy, Performance & Resources
Service Team: Families First	Service Area: Social Services
Assessment Date: 15/11/16	

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

The current Families First programme is due to finish in March 2017. This EIA relates to how Cardiff will respond to a proposed new programme into 2017/18 in light of early indications from Welsh Government on how the future programme will be shaped.

Welsh Government have highlighted a transitionary period is likely until at least October whilst local authorities prepare for commissioning in line with the new guidance.

Whilst the decision paper released by Welsh Government in August 2016 advises that there will be a future Families First programme, the early indications outlined within the Cabinet Secretary's decision paper highlights that certain elements of the programme will no longer be supported with funding by the Families First Grant, namely:

- Debt/benefit advice/income maximisation/financial literacy
- Worklessness/employability/training
- Some health services, e.g. sexual health, substance misuse.
- Childcare services (except crèche facilities)

Due to this, the proposal is to cease funding for those projects and/or programmes that fall under the categories that Welsh Government have indicated will not be supported in the future when current contracts come to an end in March 2017.

The projects and/or programmes that are intended not to continue funding beyond March 2017 are:

- the Sex and Relationships Education Service and Assist which fall under Healthy Lifestyles, and
- the Sustainable Employment package,

We anticipate that the removal of funding for these packages has the potential to result in negative impact for some protected characteristic groups and as a result, separate Equalities Impact Assessments have been completed in relation to these individual services.

This Assessment relates to the future proposed remaining Families First programme.

CARDIFF COUNCIL

Equality Impact Assessment
Corporate Assessment Template

2. Please provide background information on the Policy/Strategy/Project/Procedure/Service/Function and any research done [e.g. service users data against demographic statistics, similar EIAs done etc.]

Families First is a Welsh Government funded programme, which aims to provide more effective early intervention support for families as part of the Anti-Poverty Agenda. The programme commenced in 2012.

In Cardiff there are 6 commissioned packages of services, namely;

- Early Years – led by Cardiff and Vale University Health Board
- Child and Youth Engagement – led by City of Cardiff Education Services
- Sustainable Employment – led by Sova
- Healthy Lifestyles – led by Cardiff and Vale University Health Board
- Emotional and Mental Health and Wellbeing – led by Barnardo's
- Disability Focus – led by Action for Children

These services are underpinned by another service, the Team Around the Family, which is delivered by Tros Gynnal Plant.

The below table is taken from the Anonymised Data report for 2015/16. The anonymised data report contains data on fewer service users than the entirety of those worked with across Families First due to data quality and collection. Whilst it does not relate to all service users it highlights the split of service users across each of the themed service packages.

Name of Package	No. of service user records	% of service user records	% of programme's service funding allocated to package
1. Child & Youth Engagement	4,480	44.0	28.8
2. Early Years	1,631	16.0	15.4
3. Team around the Family	1,505	14.8	9.4
3. Emotional Health and Wellbeing	1,315	12.9	22.2
4. Disability Focus	780	7.7	7.7
6. Sustainable Employment	303	3.9	5.7
7. Healthy Lifestyles	170	1.7	10.8
Total	***10,184***		

The proposal is to sustain the remainder of the programme for an interim 12 months whilst new commissioning arrangements are put in place. This will serve the purpose of providing continuity of service for families during this transitionary period, with minimum disruption on families and interdependent services such as Education and Social Services, amongst others.

Referrers into the Families First programme are outlined below. Sustaining the programme in its current format for an additional 12 months will ensure continuity of service for these referrers.

Source of referral	Total	Source of referral	Total	Source of referral	Total
Schools and other education services	3744	Other primary care services	158	Job Centre Plus	35
Self-referral	2883	Housing services	89	STAR Communities First	23
Third Sector	875	GPs	88	TAF (Team Around the Family)	18
Health visitors	734	Child and adolescent mental health services	85	Communities 4 Work	12
Children's social services	628	JCP Alexandra House	66	Gingerbread	11
other	293	Police	63	ACE Communities First	10
Other employment support services	183	JCP Charles Street	57	***Total***	***100 55***

During 2015/16 the Families First programme provided services to 22,681 individuals, with 97% of participants reporting that they were satisfied with their service and 87.6% completing the intervention for which they were referred.

Unlike other Welsh Government funded programmes, Families First covers the whole of Cardiff, the below table highlights where participants come from, illustrating that the programme provides benefits across the city.

Neighbourhood Partnership Area	**2014-15** *(Base = 9,585)*	**2015-16** *(Base = 9,834)*	**PP Difference** *Base Diff = 249*
City and Cardiff South	12.9%	12.6%	-0.3
Cardiff South West	28.6%	25.9%	-2.7
Cardiff West	12.5%	10.8%	1.7
Cardiff North	12.5%	14.4%	1.9
Cardiff East	17.8%	18.8%	1.0
Cardiff South East	15.7%	17.5%	1.8

3 Assess Impact on the Protected Characteristics

3.1 Age

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

	Yes	**No**	**N/A**
Up to 18 years	Positive		
18 - 65 years	Positive		
Over 65 years			

CARDIFF COUNCIL

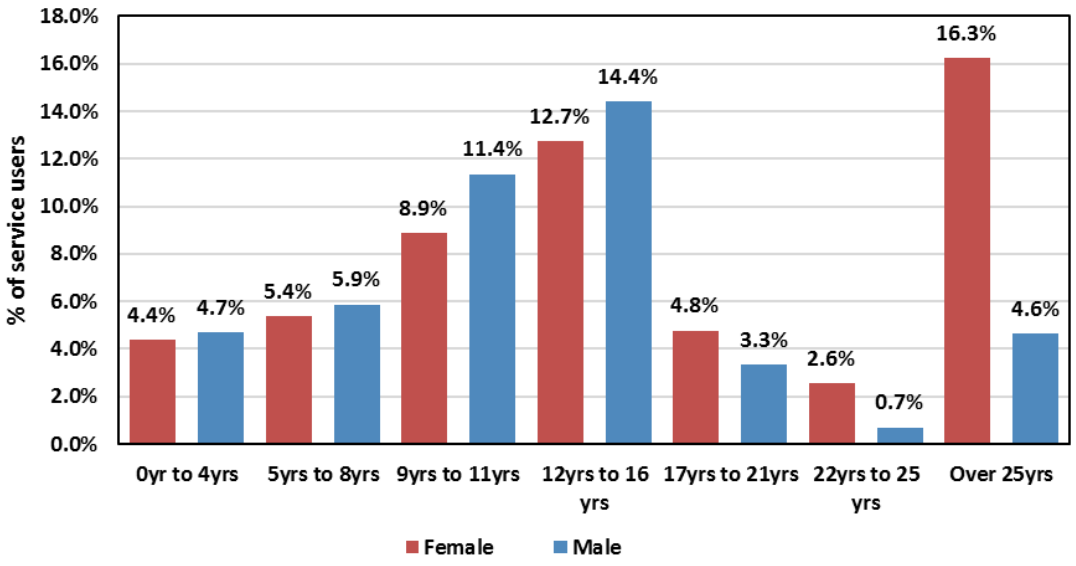
Equality Impact Assessment
Corporate Assessment Template

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

The extension of the current project, with those exceptions outlined in other Equality Impact Assessments, will have a positive impact on those that have used the programme, ensuring continuity of service whilst new arrangements are put into place.

The below table highlights the main age ranges covered by the Families First programme.

Figure 5 - Distibution of All Package service users by age and gender



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

3.2 Disability

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

	Yes	No	N/A
Hearing Impairment	Positive		
Physical Impairment	Positive		
Visual Impairment	Positive		
Learning Disability	Positive		
Long-Standing Illness or Health Condition	Positive		
Mental Health	Positive		
Substance Misuse			**n/a**

Other			

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
Welsh Government have committed to continuation of the ring-fenced funding for services and support for families with a disabled child. As such the proposal to sustain funding for an additional 12 months will result in those families and individuals receiving support, sustaining this at the same level. Whilst data is not held on individual disabilities, the table below, which is taken from the Anonymised data report, highlights the numbers of those affected by a disability who have accessed Families First services. This may not include all service user numbers, for example those who only contact looking for advice.

Response	Number	%
Disabled Child	929	9.6
Disabled Adult	293	3.0
Not Disabled	8,539	87.8
Total Service users	***9,729***	

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

3.3 Gender Reassignment

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

	Yes	**No**	**N/A**
Transgender People (People who are proposing to undergo, are undergoing, or have undergone a process [or part of a process] to reassign their sex by changing physiological or other attributes of sex)			x

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
There is not an expected differential impact on transgender people.

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

3.4. Marriage and Civil Partnership

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on marriage and civil partnership?

	Yes	No	N/A
Marriage			x
Civil Partnership			x

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
There is not seen to be a differential impact in relation to marriage and civil partnership as services across the programme are open to both married people and those in civil partnerships, or single people. Sustaining the current programme will ensure continuity for those that do access the programme. Whilst there is no evidence collated via anonymised data, many of the services on offer would be additional support for parents, whether they are single, living together, married or in civil partnerships. As such, sustaining service provision will ensure support is continued.
What action(s) can you take to address the differential impact?

3.5 Pregnancy and Maternity

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

	Yes	No	N/A
Pregnancy	Positive		
Maternity	Positive		

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
The programme contains services providing targeted support for pregnant women and women who have just given birth. Sustaining service will have a positive impact on

those who may suffer a loss in service if funding was lost.
What action(s) can you take to address the differential impact?

3.6 Race

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

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

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

The majority of services within the Families First programme are available to all residents of Cardiff**.** The table below highlights the take up of service broken down by ethnicity.

Ethnicity	Total	Ethnicity	Total
White British[1]	6,639	Arab	140
White Other	440	Black British Other	101
Other[2]	372	Mixed White and Black African	90
Asian British Other	284	Asian British Bangladeshi	83
Black British African	270	Black British Caribbean	74
Mixed Other	265	Asian British Chinese	65
Asian British Indian	158	Mixed Multiple ethnic Groups	24
Asian British Pakistani	152	Gypsy/Romany/Traveller	19
Mixed White and Black Caribbean	144	***Total***	***9,320***

However, there are also a small number of projects that provide additional targeted support for families from other ethnic groups, including:

- Educational Support for EU Roma pupils

[1] Note that this sub-category includes White British, White Welsh, White Scottish, White English, and White Northern Irish.

[2] Note that the 'Other' sub-category comprising all ethnic groups classed as other and 14 ethnicities that reported 10 or fewer service users (below 0.1%)

• Learning Together project, which works with parents who speak other home languages to support their children in school • An asylum seeker and refugee project The continuation of these services will have a positive differential impact on the families concerned.
What action(s) can you take to address the differential impact?

3.7 Religion, Belief or Non-Belief

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

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

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
There is not expected to be a differential impact in the basis of religion, belief or non-belief.
What action(s) can you take to address the differential impact?

3.8 Sex

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

	Yes	No	N/A
Men		x	
Women	positive		

CARDIFF COUNCIL

Equality Impact Assessment
Corporate Assessment Template

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
Whilst the programme is open to males and females, the anonymised data provides evidence that more females than males access services across the whole programme and significantly outnumber males in the 25+ age group: females in this age group make up 16.3% of total service users while males make up only 4.6% (see graph provided in 3.1 above). A small number of services within Families First are primarily targeted at females, where this is linked to pregnancy and maternity. For this reason, sustaining provision will have a positive differential impact in ensuring continuity of service provision.
What action(s) can you take to address the differential impact?

3.9 Sexual Orientation

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

	Yes	**No**	**N/A**
Bisexual			x
Gay Men			x
Gay Women/Lesbians			x
Heterosexual/Straight			x

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
There is not expected to be a differential impact in relation to sexual orientation.
What action(s) can you take to address the differential impact?

3.10 Welsh Language

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

	Yes	**No**	**N/A**
Welsh Language	Positive		

CARDIFF COUNCIL

Equality Impact Assessment
Corporate Assessment Template

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
Two projects within Families First are delivered through the medium of Welsh, and are specifically designed to promote use of Welsh language in families. For this reason, maintaining the services is likely to have a positive differential impact. In relation to the wider programme, in 2015/16 only 2% of participants requested services to be delivered in Welsh. However, providers are required to ensure that they ask families what language they wish to receive the service in and to respond to their language needs.
What action(s) can you take to address the differential impact?

4. Consultation and Engagement

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

Consultation has been held with the Lead Providers via initial stakeholder engagement sessions and dialogue regarding the future directions of Families First. They have been informed about plans for extending contracts for the majority of services. They have also been offered the opportunity to provide information about potential impact on service users of the plans.

Wider Stakeholder Engagement sessions have also been held advising of the change in focus for the Families First programme. These have explored what has worked and what has not worked so well with the aim of informing the next round of commissioning.

Plans will be developed for the next round of commissioning during the transition year. The proposals for changes made in services for the next programme will be the subject of further stakeholder engagement and further EIAs.

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

Groups	**Actions**
Age	
Disability	

Gender Reassignment	
Marriage & Civil Partnership	
Pregnancy & Maternity	
Race	
Religion/Belief	
Sex	
Sexual Orientation	
Welsh Language	
Generic Over-Arching [applicable to all the above groups]	Whilst this Equalities Impact Assessment relates to the whole programme, there are elements which have been recommended not to continue beyond March 2017. For these elements separate EIAs have been completed and mitigating actions have been identified.

6. Further Action

Any recommendations for action that you plan to take as a result of this Equality Impact Assessment (listed in Summary of Actions) should be included as part of your Service Area's Business Plan to be monitored on a regular basis.

7. Authorisation

The Template should be completed by the Lead Officer of the identified Policy/Strategy/Project/Function and approved by the appropriate Manager in each Service Area.

Completed By : Dr Ceri George	Date: 15-11-16
Designation: Improvement Project Manager – Prevention and Partnerships	
Approved By: Angela Bourge	
Designation: Operational Manager – Strategy, Performance & Resources	
Service Area: Social Services	

7.1 On completion of this Assessment, please ensure that the Form is posted on your Directorate's Page on CIS - *Council Wide/Management Systems/Equality Impact Assessments* - so that there is a record of all assessments undertaken in the Council.

For further information or assistance, please contact the Citizen Focus Team on 029 2087 3059 or email citizenfocus@cardiff.gov.uk

Mae'r dudalen hon yn wag yn fwriadol

CARDIFF
CAERDYDD

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Neuadd y Sir
Caerdydd,
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Date 8 December 2016

My Ref SS/CYP/MJH
Your Ref:

Councillor Sue Lent
Deputy Leader and Cabinet Member for Families, Children and Early Years
County Hall
Atlantic Wharf
CARDIFF
CF10 4UW

Dear Sue

On behalf of the Committee, I would like to thank you, Tony Young, Director of Social Services, Angela Bourge, Operation Manager Resources and Ceri George, Improvement Project Manager for attending the Children and Young People Scrutiny Committee on 6 December to present the **Draft Cabinet Report on Families First** During the way forward section of the meeting the Members considered the information in the report, together with answers to their questions and agreed to provide you with the following comments and concerns.

The Committee was pleased with the draft Cabinet report and considered it to be a positive response to the concerns raised around the transitions arrangements by Committee in October. The Members reviewed the plans for the interim arrangements for the extension of some contract terms, de-commissioning of some of the services, the alternative / pilot arrangements during the transition period and the commissioning the next families first programme.

The Committee noted that the Directorate has started to prepare for new commissioning during the transition period, including consulting with all relevant stakeholders. Once the Directorate is in a position to propose a model for the longer term arrangements and having taken into account the final WG guidance a further report will be submitted to Cabinet for approval. The Committee recommends that all appropriate providers must be considered as part of the tendering process i.e.: both large and small organisations, and that the draft Cabinet report should be brought back to this Committee prior to its consideration by Cabinet. The Committee also noted the contents of the letter sent by Sova Wales, which was circulated at the start of the item.

Finally, the Committee wished to thank the Officers for their work in developing and drafting the report, and subsequently commended the draft report to Cabinet.

Yours sincerely

COUNTY COUNCILLOR RICHARD COOK
Chairperson – Children and Young People Scrutiny Committee

CC: Tony Young, Director of Children's Services
Melanie Jackson - Personal Assistant to Deputy Leader
Angela Bourge, Operational Manager Resources
Ceri George, Improvement Project Manager

CYNGOR DINAS CAERDYDD
CITY OF CARDIFF COUNCIL

CABINET MEETING: 15 DECEMBER 2016

ACCOMMODATION REQUIREMENTS AT CANTONIAN HIGH SCHOOL

REPORT OF DIRECTOR OF EDUCATION AND LIFELONG LEARNING

AGENDA ITEM: 6

PORTFOLIO: EDUCATION (COUNCILLOR SARAH MERRY)

Appendix A to this report is exempt from publication as it contains information of the kind described in paragraph 16 of parts 4 of Schedule 12A to the Local Government Act 1972

Reason for this Report

1. To seek Cabinet approval for funding to address the medium term accommodation requirements at the Cantonian High school site.

Background

2. In the cabinet report titled Realignment of the 21st Century Schools Programme, of the 19Th March 2015, it was noted that "a significant number of educational properties, including both primary and secondary schools were in a poor state of repair". Whilst improvements have been delivered through the implementation of the 21st Century School Capital programme, the Education estate still has some significant condition, suitability and maintenance issues to resolve.

3. Recent works at Cantonian High School led to the discovery that Block A of the school contained non-compliant electrical wiring. The immediate and rapid response to assure safety was to close the whole block, whilst a options appraisal was undertaken. This block contained over 32 classrooms and included a significant number of specialist spaces including IT, Textiles, Food Technology, 5 Science Laboratories, the school canteen and dining facilities and the main gymnasium.

4. Pupils have been subsequently accommodated in emergency accommodation until a medium term solution is identified. This temporary accommodation of 23 "Titan" demountable units, have allowed the school to function short term but are not a suitable medium term solution. The above units were hired directly on an interim basis only. However,

because of their size and shape they are not suitable classrooms and cannot meet the requirements of the curriculum on an ongoing basis.

5. A number of options have been considered with regard to providing a medium term accommodation solution for Cantonian High, these are as follows:-

- **OPTION 1 - Do Nothing** – Not an option as the current temporary accommodation is undersized and does not fulfil the full curriculum needs of the school.

- **OPTION 2 - Refurbish Block A** – Not considered a viable option as to bring the non-compliant Block A back into use would cost in excess of £5 million and would require temporary accommodation for up to 18 months whilst this was being undertaken. This work would include removal of all asbestos, installation of new ceilings, electrical re-wiring, windows and a complete refurbishment of the block. This work would be extensive and need comprehensive design, then procurement, and would require the temporary solution to remain in place whilst this process was undertaken, in the knowledge that this temporary accommodation does not meet the full curriculum needs.

- **OPTION 3 - FastTrack a new school building** - Not considered a viable option currently as there is no definitive timescale for the approval of the Welsh Government Band B 21st Century School Programme Funding, with the earliest potential approval being the autumn of 2017 and monies not being available until April 2019. If prioritised, a new school building would not be in place until Sept 2021 and a medium term solution will be required in the interim period.

- **OPTION 4 – Purchase a Modular Accommodation Block** – Not considered a viable option as a 30 classroom block, with specialist curriculum provision, would require significant capital investment and cost in excess of £10 million to procure. In addition, the design, procurement and installation could take up to 18 months to achieve. The school would need to remain in their existing emergency accommodation until such time as the new accommodation was ready.

- **OPTION 5 - Lease a Modular Accommodation Block** – Considered as the most viable and cost effective option to deliver a curriculum-compliant accommodation solution for the medium term. This could be delivered and installed within 16 weeks of a decision date. The capital and revenue costs associated with this proposal are outlined in paragraphs 10 to 12 below.

6. On the basis of the options appraisal outlined above it is considered that Option 5, leasing a modular accommodation block, would be the most cost effective solution in the medium term.

7. In addition, the emerging situation at Cantonian High has highlighted the need for enhanced rigour between the Local Authority and Schools and clarity around the delegated responsibility between Governing Bodies and the Local Authority as the maintaining authority.

Issues – Lease of a Modular Accommodation Block

8. There is currently no collaborative framework available for temporary accommodation hire. However, from discussions with market providers, confirmation has been received of the availability of a 30 block classroom provision of demountables, known as a "Superblock". This has a number of ancillary offices and breakout spaces that are of the required size and has large scale classrooms able to accommodate specialist provision, science, textiles and food technology. The "Superblock" units are available now and they could be installation at the beginning of January 2017. This would not however provide a school kitchen or dining facilities and would need to be procured via the framework specialist school catering provider.

9. There are only a small number of providers of demountable accommodation in the UK and it is unlikely that any other provider would have the bespoke unit that meets the size and space requirements of Cantonian High School in the short term. To run a tender exercise for this next step would also mean that units would not be able to be installed for some time. This would lead to the Authority incurring additional costs through hire of existing temporary units, as well as prolonging the use of accommodation that does not fulfil educational or curriculum needs and that could compromise the wellbeing of staff and pupils at the school. It is proposed, therefore, that a direct award of works contract be provided to the market provider, Portakabin, for the installation and supply of the "Superblock" for a period of three years. The approval of such contracts would be dealt with in a separate report using Director's delegated powers.

10. The capital costs associated with the scheme are estimated to be £1 million and would be incurred during the 2016/17 financial year. This would be for the installation of the "Superblock" including groundworks, ICT and connecting the required utilities. In addition, there are refurbishment works being undertaken to bring the gymnasium back into use and to reconfigure the existing Block B of the school to accommodate the school's ICT suite. These are currently both situated in the closed Block A.

11. There is currently no allocation within the Council's agreed capital programme for this scheme. However, due to the urgent nature of the situation, a business case is being submitted to Welsh Government to utilise an identified £1m underspend within the Band A 21st Century School Programme to fund the capital requirements of the modular accommodation installation at Cantonian High. There would be no detriment to the overall delivery of the approved Band A school priorities,

however it is reliant on agreement from both a Welsh Government Capital Panel and the Minister before the reallocation of monies could take place. Should this business case not be approved by Welsh Government then a further report which outlines alternative methods of funding the capital installation will be brought forward in the New Year.

12. In light of the urgency of the situation, it is proposed that the installation of the preferred solution would take effect from 1st January 2017. The block would be complete for occupation by the end of March 2017, thereby the agreement would commence on 1st April 2017. The total revenue costs per year for the hire of the modular accommodation are anticipated to be £623,333 per year, £481,000 of which relates to the modular "Superblock" of classrooms and £142,333 to the catering unit, which contains a kitchen and dining facility. The total revenue cost of the preferred solution is, therefore, £1.870 million over three financial years, with the intention being to either fund the total cost of the catering unit from the Catering Reserve or to refurbishing the existing building to provide a catering unit. This is currently being considered and will be confirmed in the separate report mentioned in paragraph 8.

13. In addition to the costs of the modular block and catering unit, costs are currently being incurred in relation to the interim solution that is currently in place on the school site. From the date of installation of these temporary units to the end of March 2017, it is anticipated that the cost will be in the region of £150,000.

14. To summarise, given that this school is in poor condition overall, the temporary accommodation is only viable in the short term, it is prudent to put in place a compliant and more affordable option now. The provision of a "Superblock" of modular accommodation, demountable canteen and dining facility, in addition to the consequential improvements to the existing block B, would provide the most appropriate way to resolve the medium term accommodation issues at Cantonian High.

Local Member consultation

15. Local Members were notified of the proposals on 13 December 2016 prior to publication of the report.

Reason for Recommendations

16. To resolve the temporary accommodation situation at Cantonian High School for the medium term.

Financial Implications

17. This report seeks approval to procure and install a three-year temporary accommodation solution at Cantonian High School, ensuring that the school can continue to operate following the permanent closure of one of the main teaching blocks. This solution represents a significant financial investment, both in terms of initial capital costs and ongoing revenue

costs. The urgent nature of the situation and the lack of availability of suitable solutions within the market, identified within the report, is a significant factor. As a result, procurement advice has been to undertake direct award of contracts, ensuring the implementation of the solution is not delayed.

18. The capital costs associated with both elements of this scheme are estimated to be £1 million and would be incurred during the 2016/17 financial year. There is currently no allocation within the Council's approved capital programme for this scheme. However, an underspend of £1 million has emerged within the overall envelope for the Council's 21st Century Schools Band A Programme. On this basis, a business case has been submitted to Welsh Government requesting a reallocation of funds from existing schemes to a new scheme for Cantonian High School. This funding, which would be on a 50%/50% basis, would be contained within the overall financial envelope for Band A and, therefore, would not result in the need for the Council to identify additional capital funding. Should the bid not be successful, alternative funding options will need to be considered and a new recommendation brought to Cabinet for future consideration.

19. This report assumes installation of the preferred solution will have been completed as at 31st March 2017. As such, the three-year revenue costs will be incurred until 31st March 2020 and cover three financial years. Total revenue costs are anticipated to be a maximum of £623,333 per year, of which £481,000 relates to the modular block of classrooms and £142,333 to the catering unit. The total revenue cost of the preferred solution is, therefore, £1.870 million.

20. Of the £1.870 million identified in the preceding paragraph, £427,000 relates to the catering unit. Due to the connection with the Catering Service, this cost will be funded from the Catering Reserve, which, subject to the reprioritisation of planned resource utilisation, has a sufficient balance to fund the entire cost.

21. The residual revenue cost, relating to the modular "Superblock" of classrooms therefore totals £1.443 million. In line with the budget framework set out as part of the approved 2016/17 Budget Report, Cabinet, subject to the Section 151 Officer raising no objection, have authority to commit expenditure and use of reserves in future years up to a total of £1.5 million. This report, therefore, requests Cabinet approval to commit £1.443 million in future revenue costs. A financial pressure bid will be made, as part of the Council's 2017/18 budget process, to provide for the annual base funding required to meet the cost of the preferred solution. Should this not be approved, alternative means of funding will need to be identified and considered as part of the 2017/18 budget process.

22. In addition, revenue costs are currently being incurred in 2016/17, in relation to the interim solution that will be in place until the preferred solution is implemented. The revenue costs in 2016/17 are anticipated to total approximately £150,000. The intention is for this cost to be absorbed within the in-year budget monitoring position for the Education directorate. This cost will be met through managed underspends and, where required or appropriate, supplemented by the use of earmarked reserves.

Legal Implications

21. Please see exempt appendix A.

HR Implications

22. There are no direct HR implications arising from this recommendations contained in this report. However, it is important that trade unions and staff at the school are kept in informed of the proposed accommodation improvements.

RECOMMENDATIONS

The Cabinet is recommended to:

1. Note that that an application for the £1 million capital funding, from within the current 21st Century School Programme, has been submitted and is subject to Welsh Government approval.

2. Agree to commit expenditure of £1.443 million over the next three years for the supply of modular accommodation at Cantonian High School, subject to confirmation of the approval of capital funding by Welsh Government and the Section 151 Officer raising no objection,

3. Agree that, should the application not be approved by Welsh Government, a report outlining an alternative source of capital funding for the Cantonian High School scheme will need to be considered by Cabinet in the New Year.

NICK BATCHELAR
Director
13 December 2016

The following appendix is attached:

- Appendix A – exempt legal implications

The following background papers have been taken into account

- Realignment of the 21st Century Schools Programme, Cabinet Report of the Director of Education & Lifelong Learning, 19Th March 2015.

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o Ddeddf Llywodraeth Leol 1972.

Document is Restricted

Mae'r dudalen hon yn wag yn fwriadol

CYNGOR DINAS CAERDYDD
CITY OF CARDIFF COUNCIL

CABINET MEETING: 15 DECEMBER 2016

TITLE EASTERN BAY LINK

REPORT OF DIRECTOR CITY OPERATIONS

AGENDA ITEM: 7

PORTFOLIO: TRANSPORT, PLANNING AND SUSTAINABILITY (COUNCILLOR RAMESH PATEL)

Reason for this Report

1. To seek authority to engage with the Welsh Government to progress a joint study of options for the next phases of the Eastern Bay Link Road between the Butetown Tunnels and A48 Eastern Avenue funded by the Welsh Government.

Background

2. South Glamorgan County Council identified a need for the Peripheral Distributor Road (PDR) in 1974. The PDR has subsequently been built in stages and the latest sections that were completed include the Pentwyn Link which, with the new motorway interchange, was opened in June 1994, and the Butetown Link Viaduct and Tunnels, which were opened in March 1995. The EBL has been included in the adopted Local Plan (January 1996), adopted Structure Plan (April 1997), Local Transport Plan (August 2000) and deposit Unitary Development Plan (October 2003).

3. South Glamorgan County Council granted planning permission for the Eastern Bay Link in 1994 (28 July 1994). The scheme was described as a dual 7.3m carriageway with a minimum design speed of 70kph between the end of the Butetown Link and the nose of the southern slip roads of the Lamby Way/Rover Way junction and 60kph from this point to Southern Way to match the alignment of the existing East Moors viaduct.

4. The County Council granted planning permission for the revision of the 1994 planning consent in 1997 (6 August 1997). The development was permitted on condition that it was begun before the expiration of five years from the date of planning permission. Application to renew the consent was submitted in 2002 (15 July 2002) and was subsequently withdrawn (4 November 2003) because an appropriate environmental assessment had not been prepared due to insufficient funds available from the WG to provide the supporting information. The planning consent has now lapsed.

5. Cardiff County Council prepared a report, “Eastern Bay Link – Scheme Re-appraisal” dated 1 December 1998, and submitted it to the former Welsh Office for consideration in 1999. The aim of the study was to re-examine the scheme to determine whether savings in cost could be achieved to ease funding difficulties without compromising the objectives of the Eastern Bay Link.

6. Options were investigated in 2000 for scaling down the section of EBL from Butetown Link to Ocean Way Interchange at the request of the Welsh Government. The results were published in the report, “Feasibility Report for Scaled Down Options Butetown Link to Ocean Way Interchange”, Volumes 1 to 3, Project No 147, Rev 1.4, October 2000 including a NATA Assessment (Volume 3) prepared by Babtie Group. Various work on the scaled-down options continued in 2001 before the Welsh Government withdrew Transport Grant funding in 2002.

7. Options were also investigated in 2008 and 2009 as part of the Cardiff Transportation Partnership.

8. On 10th July 2013, the written Statement by the Minister for Business, Enterprise and Technology stated that the Eastern Bay Link is an important element in improving access to the Central Cardiff Enterprise Zone and enhancing connectivity within the city region.

The Current Scheme

9. Phase 1 of the Eastern Bay Link is being constructed between Butetown Tunnels and Ocean Way Roundabout at a cost of £57m. It will be 1km in length. The construction started in 2016 and will be completed in 2017.

10. The scheme will reduce the need for traffic to use Central Link, Adam Street and Windsor Road as they will have a direct link between Rover Way and Cardiff Bay.

11. The road being constructed by the Welsh Ministers is not a trunk road. There is no cost to Cardiff Council. There is a legal agreement with Cardiff Council being the owner of the infrastructure once it is completed. The s38/s278 Agreement is intended to cover all associated costs to the Council.

12. The Eastern Bay Link potentially offers the opportunity to provide complementary strategic highway capacity which may assist with enhancing any benefits of reallocating adopted highway space to Metro related and Active Travel improvements in the local network.

Key Issues

13. There are a number of important issues that remain to be considered in terms of the EBL project.

i. LDP Support:

14. The Local Transport Plan (LTP) includes the Eastern Bay Link as a scheme to be funded by the Welsh Government (and potentially with developer contributions) between 2020 and 2030. The LDP does identify it as a project that the Council will strongly support. Paragraph 5.239 of the Adopted Local Development Plan states:

> *"The Eastern Bay Link Road is a longstanding aspiration of the Council and is featured in the South East Wales Transport Alliance (Sewta) Regional Transport Plan (RTP). The road would complete a peripheral distributor road running between M4 Junction 33 in North West Cardiff and Llanedeyrn Interchange in the East of the city. It would provide additional capacity for road-based access to the Cardiff Central Enterprise Zone from the East and supporting development in that area."*

15. The scheme provides the opportunity to improve network resilience for the strategic highway network whilst facilitating local measures to improve the attractiveness of walking, cycling and travelling by public transport particularly in the City Centre and Cardiff Bay and surrounding corridors.

16. In addition, there exists significant potential linkage between the transport impacts that would result for this project and the larger regional projects of the City Region Metro and the M4 Relief road.

ii. Project Completion:

17. Currently (see plan) the EBL remains uncompleted. Following the current phase of development a further 5km of development will be required to ensure connection to the eastern linkage to the A48.

18. A number of route alignment options will need to be evaluated including:

- Grade separated options that would provide a continuous route (uninterrupted by junctions);
- At-grade options that would minimise the structures required including junctions to provide local access; and finally
- Inland and foreshore alignment options.

19. These options will need to consider alternative alignments, costs, benefits, impact of the highway capacity improvements on sustainable modes, environment, economic and social impacts. It is estimated that Phase 2 of the Eastern Bay Link would take approximately 3-5 years from funding becoming available to completion of construction.

20. In addition, a range of other factors will need to be considered including:

- Flood risk;
- Development Opportunities;
- Opportunities for leisure and tourism; and
- M4 Relief Road.

iii: Flood Risk

21. The study of options for the Eastern Bay Link will need to consider the issues and options of the flood and coastal defence appraisal work associated with the Coastal Risk Management Programme to ensure there is a collective understanding and appropriate solutions are developed to achieve best value. The City of Cardiff Council (CCC) has successfully submitted a flood and coastal defence project proposal for inclusion in the Welsh Government's (WG) Coastal Risk Management Programme (CRMP). Grant approval for a Project Appraisal Report (PAR) has now been secured and JBA consultancy have been appointed to undertake the appraisal including an assessment of the existing defences, recession rates and potential inundation extents to identify the most appropriate management option. The PAR will identify a preferred option, or series of options, across the coastal area at Rover Way, for the management of coastal erosion and coastal flooding. The full scope of the PAR includes the entire flood cell of the Rhymney estuary; stretching from the Dwr Cymru Welsh Water (DCWW) treatment works in the west to the extent of Lamby Way Tip in the east, including the area of extent of tidal influence up the estuary of the River Rhymney.

22. The appraisal is required to be completed by March 2017 and the WG programme indicates construction of the successful projects between 2018 and 2021; however, given the risk associated with the potential failure of the defences in the area of Rover Way, it is likely that any WG approved project would take place early in the WG construction programme (2018). The private Dwr Cymru Welsh Water defences are currently the subject of a separate assessment commissioned by DCWW; however, the CCC PAR is looking to identify the potential for partnership working in the hope to align the two projects and realise multiple benefits.

v: Development Opportunities

23. The scheme provides opportunity to help facilitate development and job growth in South-East Cardiff through improved access to land in Splott north and south of Rover Way and in Rumney and Trowbridge north and south of Lamby Way.

vi: Opportunities for Leisure and Tourism

24. The Eastern Bay Link has the potential to enhance the city's tourism and leisure offer providing improved access to new regeneration opportunities and improvements in accessibility to wetlands and the coast.

vii: M4 Relief Road

25. The Welsh Government is progressing proposals for a new section of the M4 motorway between Magor and Castleton. Preparations are being made for consideration of the proposals at a Public Inquiry to be held in 2017. This project will have clear strategic opportunities in terms of economic benefits for the national, regional and local economy. The letter from the Welsh Government dated 4th November 2016 makes the following statements:

"The M4 Project is considered to be a vital part of our vision to create a united, connected and sustainable integrated transport system for Wales, linking with measures to improve transport links, of all modes within Cardiff. Design of the project is of course taking into account Metro proposals for the city region, as well as the expectation for Severn crossing tolls to reduce and ultimately be removed."

"Enhancement of the capacity of the M4 east of Cardiff will of course complement the previously widened M4 north of Cardiff between J29 and 32, the current work to the Eastern Bay Link and any further development of that route. The reclassification of the existing M4 around Newport and A48 (M) will improve connectivity between Cardiff and Newport for classes of vehicle not permitted on the motorway."

26. However, the impacts of the proposed M4 on the highway network in Cardiff are yet to be fully understood. Nonetheless, the delivery of the EBL final phase will be essential to ensure that the impacts of the M4 project are effectively mitigated. Welsh Government has invited Council Officers to meet with the M4 Project Team to discuss the scope and potential impacts of the M4 project. This will also provide an opportunity to identify and agree the further technical work required to identify options for progressing the completion of the Eastern Bay Link and the funding that would be required from Welsh Government for this work.

27. In view of all these factors further work will need to take place, as well as engagement with Welsh Government to ensure that any proposals that come forward meet the wide range of requirements and maximise opportunities for Cardiff.

Local Member consultation

28. Consultation would proceed as the study progresses.

Reason for Recommendation

29. To enable the Council to engage with the Welsh Government to progress a study of options for the next phases of the Eastern Bay Link Road between the Butetown Tunnels and A48 Eastern Avenue funded by the Welsh Government.

Financial Implications

30. As the Eastern Bay Link (EBL) feasibility study will be funded by the Welsh Government there will not be any direct financial implications for the Council. No Council funding, either Capital or Revenue, has been identified to undertake this study with any additional external professional advice required being funded by the Welsh Government. Input from Council Officer's into the study will be funded from existing resources with any additional staffing requirements being funded by the Welsh Government.

31. This report focuses solely on the engagement with the Welsh Government to undertake the feasibility study. Any consideration of the options that arise from the EBL feasibility study will need to be the subject of a separate report which will fully consider the implications for the Council arising at that time.

Legal Implications

32. The Welsh Ministers have powers to construct new highways pursuant to section 24 of the Highways Act 1980, which contains requirements for notice to be given to the local highway authority and for its representations to be considered. Section 4 of the Act provides for an agreement to be made between the Welsh Ministers and the local highway authority where the Ministers intend to carry out the Council's functions in regard to constructing a highway which crosses or enters the route of a trunk road, with the Ministers contributing to consequent additional liabilities for the local highway authority.

HR Implications

33. None. HR implications associated with the Eastern Bay Link will be investigated in the study.

RECOMMENDATIONS

Cabinet is recommended to delegate authority to the Director of City Operations to engage with the Welsh Government to progress a joint study of options for the next phases of the Eastern Bay Link Road between the Butetown Tunnels and A48 Eastern Avenue funded by the Welsh Government.

ANDREW GREGORY
Director
9 December 2016

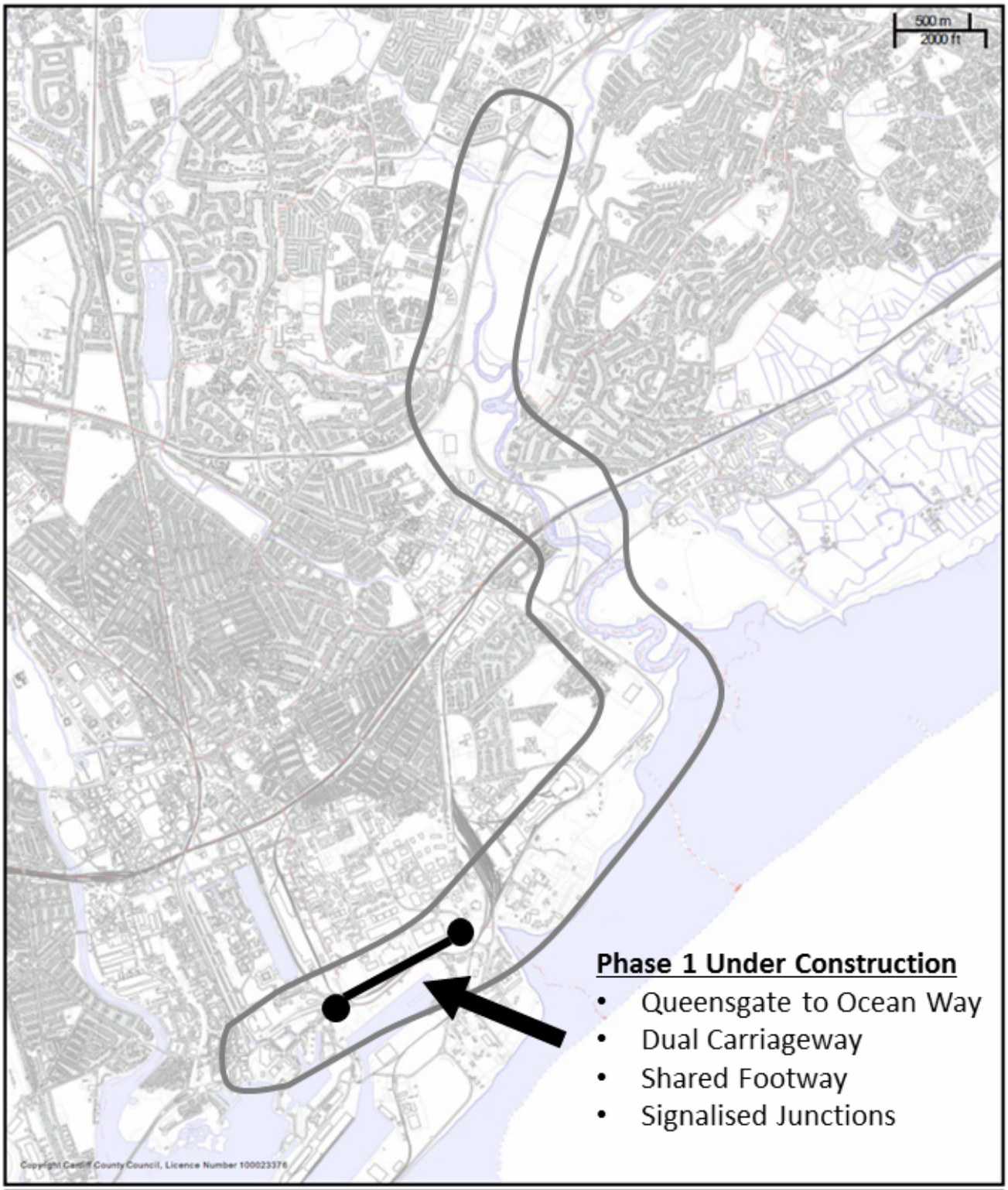
The following appendix is attached:

Appendix A: Location Plan of the Eastern Bay Link

The following background papers have been taken into account:

1. *"Background Technical Paper No.6, Infrastructure Plan", updated November 2014 (Local Development Plan Examination Document Library Reference ED009.11).*

2. *"Cardiff Infrastructure Plan", September 2016 (Community Infrastructure Levy supporting documents, Reference CIL009).*



CHIEF EXECUTIVE
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City of Cardiff Council

Cyngor Dinas Caerdydd

CARDIFF
CAERDYDD

Route of the Eastern BayLink

Scale: 1:35000

Date: 16/11/2016

Coordinates:

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Ordnance Survey 100023376 (2014).

Mae'r dudalen hon yn wag yn fwriadol

CYNGOR DINAS CAERDYDD
CITY OF CARDIFF COUNCIL

CABINET MEETING: 15 DECEMBER 2016

INTEGRATED NETWORK MAP

REPORT OF DIRECTOR CITY OPERATIONS

AGENDA ITEM: 8

PORTFOLIO: TRANSPORT, PLANNING AND SUSTAINABILITY (COUNCILLOR RAMESH PATEL)

Reason for this Report

1. This report is to enable Cabinet Members to consider the draft Integrated Network Map (INM) and seek Cabinet approval to publish the draft INM and undertake a 12 week public consultation.

2. This report sets out the methodology used in developing the draft INM and the proposals for undertaking public consultation.

3. The draft Integrated Network Map for Walking is provided at Appendix 1 and the draft Integrated Network Map for Cycling is provided at Appendix 2.

Background

4. The Active Travel (Wales) Act 2013 places a requirement on local authorities in Wales to plan for provision for active travel routes and demonstrate continuous improvement in delivery for active travel. The mechanism through which local authorities are required to plan their active travel routes is the Existing Route Map (ERM) and Integrated Network Map (INM).

5. The Statutory Guidance for the Delivery of the Active Travel (Wales) Act 2013 defines “active travel” as “walking and cycling as an alternative means to motorised transport for the purpose of making everyday journeys”. The definition of “walking” includes people who use wheelchairs and other mobility aids.

6. The Existing Route Map (ERM) sets out existing active travel routes which have been audited using the Audit Tool in the Welsh Government Active Travel Design Guide and have achieved an audit score of 70% or above. This use of the Audit Tool is a requirement of Welsh Government. The ERM for Cardiff was submitted to Welsh Government and approved in April 2016 following stakeholder engagement and a 12 week period of public consultation (Appendix 3).

7. The INM sets out the plans of the local authority to develop or improve active travel routes over the next 15 years. It will include short to medium term schemes (within the next 5 years) which are clearly defined and have a clear intention for delivery subject to funding, and longer term schemes which are more aspirational and speculative and as such are less clearly defined. Following submission of the first INM to Welsh Government in 2017, the ERM and INM must be reviewed and resubmitted every 3 years.

8. Although the transport and health benefits of walking and cycling are similar, pedestrians and cyclists have different needs and different levels of existing provision within Cardiff. Therefore the approach taken to developing the ERM and the INM in Cardiff has been to develop two separate sets of maps for each user group with a different methodology to route identification, following the Welsh Government Guidance.

Integrated Network Map for Walking

9. Routes have been audited using the Welsh Government walking Audit Tool to assess whether they provide the required level of service in accordance with the Active Travel Act which enables them to be included on the Existing Routes Map.

10. In order to identify routes to be improved through the INM, networks of local routes to key local destinations were identified covering areas where there are known pedestrian safety issues which have already been investigated by the Council through the rolling programme of Area Studies investigations and appear as prioritised schemes on the Transport Projects Future Programme (Appendix 4).

11. Although, some Priority Local Walking Route Networks have been initially identified, these will be further reviewed as a part of the consultation process. These are draft proposals and priorities may be subject to change as a result of feedback received through the planned public consultation. New proposals may also be identified to ensure that all key routes across the city are identify and in a phased programme improved.

12. The draft networks incorporate schemes prioritised within the Transport Projects Future Programme for delivery within the next five years and were audited using the Welsh Government Audit Tool to ensure that proposed improvements meet the minimum standards set out in the Welsh Government Active Travel Design Guide and to identify additional improvements that may be required to improve the attractiveness, comfort, directness, safety and coherence of the routes.

13. A schedule of schemes has been developed for the Priority Walking Route Networks, taking into account:

    - Pedestrian safety improvement schemes within the Transport Projects Future Programme
    - School Safety Improvement schemes

- Improvements identified through the Route Audit Tool
- Improvements scheduled to be delivered through other Council programmes and identified through internal consultation with Council Officers.

14. Future work will take place to identify and improve strategically important new and existing walking routes.

Integrated Network Map for Cycling

15. In contrast to the network of existing walking routes, existing provision for cycling in Cardiff is fragmented and incomplete. The majority of cycle routes audited as part of the work to produce the ERM did not meet the minimum standards required by the Welsh Government Audit Tool.

16. Cycling routes which were audited as part of the ERM development work were identified from the following sources:

- Existing off road routes (e.g. Taff Trail)
- Existing signed on road routes (e.g. route from Sophia Gardens to Victoria Park)
- Routes which have been developed through the Council's Enfys programme to deliver routes set out in the Strategic Cycle Network Plan, which connect communities with the highest propensity to cycle to key destinations
- Routes identified by cycling stakeholders as existing routes

17. All routes which were considered for the ERM have been included in the scope for the INM. In order to create a comprehensive aspirational future network of routes which will connect communities to destinations across the city, further routes were identified for inclusion in the INM from the following sources:

- Routes identified in the Strategic Cycle Network Plan which have yet to be developed
- Schemes set out in the Cardiff Local Transport Plan.
- Routes which have been identified through the investigation of cycling issues raised by members of the public on an ongoing basis
- Routes identified through a spatial gap analysis to complete missing links, including access to strategic development sites and cross city routes.

18. A schedule of schemes has been developed to improve the routes shown on the Integrated Network Map, taking into account:

- Improvements set out in the Local Transport Plan which meet Welsh Government Active Travel Design Guide minimum standards
- Improvements identified through the route audit process to improve the cohesion, directness, safety, comfort and

attractiveness of the routes and ensure that the minimum standards set out in the Audit Tool would be met
- Improvements within the programme of minor network improvements, identified following investigation of cycling issues raised by members of the public on an ongoing basis
- Improvements scheduled to be delivered through other Council programmes and identified through internal consultation with Council Officers.

19. Two primary route corridors have been identified as part of the Integrated Network Map which connect strategic development sites and existing communities to major destinations including the City Centre and the Bay. The schedule of schemes proposed for the primary route corridors is intended to deliver a step change in provision for cycling by providing facilities for all ages and abilities cycling in line with the aspirations of the emerging Cardiff Cycling Strategy.

20. The cycle routes and schedule of schemes within the draft Integrated Network Map have not been prioritised. It is proposed to undertake a prioritisation exercise following public consultation on the draft Integrated Network Map and Cycling Strategy. The Integrated Network Map sets out an aspirational network of routes and does not imply any funding commitment to complete the routes or the phasing of the programme.

Public consultation

21. The Integrated Network Map Engagement Plan at Appendix 5 sets out the activities planned to engage stakeholders and the public throughout the 12 week public consultation period, including online engagement, stakeholder group meetings, consultation events and direct engagement with schools.

Local Member consultation

22. Local Member consultation was undertaken in November 2016 where briefing notes were circulated to Ward Members highlighting proposed active travel schemes within their own wards. The responses received from Members so far have been considered in detail.

Reason for Recommendations

23. Cabinet approval is required to publish the draft Integrated Network Map for public consultation. The 12 week consultation period is required by Welsh Government as set out in the Statutory Guidance for the Delivery of the Active Travel (Wales) Act 2013.

Financial Implications

24. As this report is recommending the launch of a consultation period there are no direct financial implications arising from this report. Any detailed proposals to improve the Walking and Cycling Network could have financial implications for the Council and at the appropriate time when

decisions to proceed with specific proposals are being considered these will need to be supported by robust financial analysis, including funding arrangements.

Legal Implications

25. The report seeks approval of the proposed engagement and consultation plan for the Integrated Network Map. Paragraph 4 of the body of the report sets out the requirement for The City of Cardiff Council to consider active travel routes and demonstrate continuous improvement. The City of Cardiff Council outline proposals for encouraging active travel and long term improvement are contained within the body of the report. The Active Travel (Wales) Act 2013 places a duty on the City of Cardiff Council to engage and consult on outline plans. Welsh Government have produced detailed guidance on the delivery of Active travel plans and Legal Services are instructed that the requirements as set out in the legislation and accompanying guidance have been considered in proposing this consultation and engagement plan.

26. In general consultation and engagement must (a) be carried out when the proposal is at a formative stage (b) consultees must be given sufficient information to understand the project and to respond (c) consultees must be given sufficient time to respond and (d) responses must be conscientiously taken into account when finalising the relevant decision. There is a requirement that the consultation should last for a minimum of 12 weeks as recommended by Welsh Government guidance and it is understood the proposal accords with this time frame. It should be noted this minimum timeframe, however the City of Cardiff Council should have due regard to any complexities of the proposal, such that a longer time should be given due consideration. The guidance also makes reference to the Equality Act 2010 and the principles of the UN Convention on the Rights of the Child.

27. In considering this matter Cabinet must have regard to the City of Cardiff Council's duties under the Equality Act 2010. Pursuant to these legal duties The City of Cardiff Council must, in making decisions, have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. Protected characteristics are: (a). Age, (b) Gender reassignment(c) Sex (d) Race – including ethnic or national origin, colour or nationality, (e) Disability, (f) Pregnancy and maternity, (g) Marriage and civil partnership, (h) Sexual orientation (i) Religion or belief – including lack of belief. Due consideration must be given as to whether an Equality Impact Assessment should be carried out so that the City of Cardiff Council may understand any potential impacts of the proposal in terms of equality so as to ensure that it is making proportionate and rational decisions having due regard to its public sector equality duty. In addition due regard must be had for principles of the UN Convention on the Rights of the Child and the method by which Local authorities should use the Children and Young People's National Participation Standards

for Wales to plan and deliver effective engagement with children and young people.

28. The proposal must be subject to any relevant health and safety assessment, and Section 17 of the Crime and Disorder Act 1998 also imposes a general duty on the City of Cardiff Council, when exercising its functions, to take account of community safety dimension, with a view to reduce local crime and disorder in its area.

RECOMMENDATION

Cabinet is recommended to approve the proposed engagement and consultation plan for the Integrated Network Map as set out in this report and attached appendices.

ANDREW GREGORY
Director
9 December 2016

The following appendices are attached:

Appendix 1: Cardiff Integrated Network Map for Walking
Appendix 2: Cardiff Integrated Network Map for Cycling
Appendix 3: Cardiff Existing Route Map
Appendix 4: Transport Projects Future Programme
Appendix 5: INM Public Consultation Plan

The following background papers have been taken into account

1. Cardiff Integrated Network Map for Cycling (Arup)
2. Cardiff Strategic Cycle Network Plan 2011
3. Cardiff Local Transport Plan 2015-2020

INTEGRATED NETWORK MAP: PRIORITY WALKING NETWORKS

LISVANE & THORNHILL STATION
CYNCOED NORTH
RADYR
WHITCHURCH
ROATH PARK
LLANEDEYRN
FAIRWATER
PONTCANNA
ROATH
WATERLOO GARDENS & NEWPORT ROAD

KEY

- PRIORITY WALKING NETWORKS
- FUTURE PROGRAMME OF PEDESTRIAN SAFETY IMPROVEMENTS 17/18 - 21/22
- FUTURE PROGRAMME OF PEDESTRIAN SAFETY IMPROVEMENTS 22/23 - 32/33
- SCHOOL SAFETY IMPROVEMENTS REQUIRED
- EXISTING ROUTES MAP (PEDESTRIAN IMPROVEMENTS UNDERTAKEN WITHIN LAST 5 YEARS)
- CITY CENTRE MOVEMENT STRATEGY (MULTI MODAL IMPROVEMENTS TO BE IDENTIFIED)
- BAY TRAIL (PEDESTRIAN IMPROVEMENTS TO BE IDENTIFIED)
- PEDESTRIAN SCHEMES DELIVERY IN PROGRESS

CYNCOED NORTH

KEY

IMPROVEMENTS

FOOTPATH

Hurford Place

CY2 a. Resurface footways.

Hampton Crescent West

CY3 a. Resurface footways.
b. Replace radius kerbs at driveways with modern dropped kerb arrangement.

CY1 b. Provide dropped kerb and tactile paving at the junction of Black Oak and Hurford Place.

CY6 c. Provide dropped kerbs and tactile paving at zebra crossing outside school.

CY6 b. Provide pedestrian crossing facilities in conjunction with new development

Gwern-Rhuddi Road

CY6 a. Resurface footways.

CY5 c. Provide pedestrian crossing facilities at Cyncoed Rd/Rhyd y Pennau Rd junction.

Westminster Drive

CY4 a. Resurface and widen footways.

Cyncoed Road

CY5 a. Resurface footways.
b. Replace radius kerbs at driveways with modern dropped kerb arrangement.

FAIRWATER

Cantonian High

FW15 a. Traffic calming and formal crossings

FW13 a. Traffic calming and formal crossing near Ysgol Gyfun Gymraeg Plasmawr

FW14 a. Formal crossing

FW8 b. Provide dropped kerb and tactile paving at Llangattock St and Doyle Ave

Mass action

FW17 a. Replace radius kerbs at driveways with modern dropped kerb arrangement

Plasmawr Road

FW10 a. Resurface footways.

Fairwater Road

FW12 a. Resurface footways.
b. Provide dropped kerbs and tactile paving at St Fagans Rd, Brook Rd and Norbury Rd
c. Traffic calming

St Fagans Road

FW6 a. Resurface footways.

FW6 c. Formal crossing facility

St Fagans Road

FW9 a. Resurface footways.

FW9 b. Provide dropped kerb and tactile paving at Norbury Rd and Shears Rd.

FW6 b. Provide dropped kerb and tactile paving at St Fagans Rise, Wellright Rd, Everswell Rd and The Drive

Fairwater Road

FW11 a. Widen and resurface footways.

Ely Road

FW5 a. Resurface footways
b. Provide dropped kerb and tactile paving at Ely Rd/Western Ave

Bwlch Road

FW16 a. Traffic calming

Ely Road

FW8 a. Resurface footways.

Western Avenue

FW4 a. Resurface footways.
b. Provide pedestrian crossing facilities

Wroughton Place

FW1 a. Resurface footways.

Cowbridge Road West

FW3 a. Resurface footways.

Finchley Road

FW7 a. Resurface footways.

KEY

IMPROVEMENTS

FOOTPATH

MASS ACTION

LISVANE & THORNHILL RAIL STATION

KEY

IMPROVEMENTS

FOOTPATH

Cherry Orchard Road

LI1 a. Resurface and widen existing footways.
b. Provide additional footway where space allows.
c. Traffic calming

LI1 c. Install dropped kerbs/tactile paving near Heol Cefn Onn

Cherry Orchard Road

LI2 a. Resurface footways.
b. Provide pedestrian crossing facilities at desire lines.

Llys Faen Primary

LI3 a. Formal crossing footway improvements in vicinity of school

LLANEDEYRN

Circle Way West/Glyn Coed

L3 a. Resurface footways.
c. Clear signage needed.

L3 b. Improve pedestrian facilities at Pentwyn Drive

L3 d. Redesign subway to remove steps or replace with at grade crossing.

L5 a. Provide footway

L4 b. Redesign subway to remove steps or replace with at grade crossing

L4 c. Improve crossing access to school.
d. Dropped kerbs and tactile paving at school car park entrance.

L1 e. Replace subway with at grade crossing.

Path connecting Llanedeyrn Drive to Circle Way West

L4 a. Resurface footways.
e. Provide clear signage

Llanedeyrn Drive Chapelwood to Roundwood

L1 a. Provide footways.
b. Widen existing footway.
c. Provide additional street lighting.
d. Remove overhanging vegetation.
f. Provide tactile paving

Llanedeyrn Drive

L2 a. Provide footways on both sides of road.
b. Resurface and widen existing footways.

L2 d. Redesign subway to remove steps or replace with at grade crossing.

L2 c. Tactile paving at Llanedeyrn Drive/Circle Way East

Llanedeyrn estate Mass action

L6 a. Improvements to footways across whole area, including resurfacing, widening and removal of steps

KEY

IMPROVEMENTS

FOOTPATH

MASS ACTION

PONTCANNA

KEY

IMPROVEMENTS

FOOTPATH

Fields Park Road

PO1 a. Resurface footway

PO1 b. Provide dropped kerbs and tactile paving at desire line at Fairleigh Rd/Fields Park Rd junction.

Severn Grove

PO8 a. Resurface footways.
b. Relocate crossing points to suit desire lines.

PO6 b. Pedestrian crossing improvements at Sneyd Street junction and Plasturton Avenue junction, including provision of dropped kerbs, tactile paving and improved layout along desire lines.

PO4 b. Provide dropped kerbs and tactile paving at Conway Road junction.

Pontcanna Street/Kings Road

PO6 a. Resurface footway

Conway Road

PO3 a. Resurface footway
b. Provide dropped kerbs and tactile paving.
c. Traffic calming

PO8 b. Improve junction layout to provide improved pedestrian crossing facilities at Romilly/Wyndham Crescent/Severn Grove/Severn Road junction.

PO8 a. Provide raised zebra outside school and school safety zone with traffic calming

Romilly Cres. / Wyndham Cres.

PO7 c. Resurface footway

Severn Road

PO9 a. Improvement to crossing facilities at Cowbridge Road E junction.

RADYR

KEY

IMPROVEMENTS

FOOTPATH

Ty Mynydd

R7 a. Widen and resurface footways.
b. Introduce dropped kerbs and tactile paving at crossings.

Min-y-Coed

R6 a. Widen and resurface footways.
b. Introduce dropped kerbs and tactile paving at crossings.

R6 c. Create formal crossing facility at Min-Y-Coed Junction

R8 a. School safety zone with traffic calming at Bryn Deri Primary School

R5 c. Improve pedestrian crossing facilities at Heol Isaf junction.

Heol Isaf

R4 a. Resurface footway.
b. Replace radius kerbs at driveways with modern dropped kerb arrangement.
c. Improve crossing facilities

Maes Yr Awel

R5 a. Widen footways.
b. Introduce dropped kerbs and tactile pavings at crossings.

Park Road

R3 a. Resurface footway.
b. Provide dropped kerbs and tactile paving.
c. Create school safety zone outside Radyr Primary School with traffic calming

Heol Isaf

R2 a. Resurface footway.
b. Provide dropped kerbs and tactile paving.
c. Provide additional crossing facilities

Station Road

R1 a. Dropped kerbs and tacile paving at Heol Isaf junction.
b. Provide signage to Radyr station.

R9 a. Traffic calming and school safety zone outside Radyr High School
b. Bollards to prevent footway parking

ROATH PARK

KEY

IMPROVEMENTS

FOOTPATH

R5 c. Dropped kerbs and tactile paving at junction of Cyncoed Rd/Rannoch Dr

Claerwen/Ogwen/Rannoch

R4 a. Resurface footways

Claerwen Drive

R3 a. Replace radius kerbs at driveways with modern dropped kerb arrangement

Cyncoed Road

R3 a. Resurface footways
b. Replace radius kerbs at driveways with modern dropped kerb arrangement

Celyn Avenue

R2 d. Rectify uneven surface at junction of Padarn/Celyn Ave

R3 c. Provide formal pedestrian crossings on Cyncoed Road

Lake Road North/East/West

R1 a. Resurface footways.
b. Provide crossing facilities at Lake Road E/W.

Celyn Avenue

R2 c. Provide tactile paving at Celyn Ave/Cyncoed junction

R1 d. Formal pedestrian crossing

Celyn Avenue

R2 a. Resurface footways.
b. Provide dropped kerbs and tactile pavings at junctions.

R1 c. Dropped Kerbs and tactile paving at all junctions with Lake Road E.

ROATH

KEY

IMPROVEMENTS

FOOTPATH

Mackintosh Place

C8 a. Provide pedestrian crossing at desire lines
b. Provide traffic calming

C1 b. Review pedestrian crossing stages at junction of Mackintosh Place, Albany Road, Richmond Road, City Road, Crwys Road.

Albany Road Primary School Safety Improvements

C7 a. Widen footway (Plasnewydd Road)
b. Provide formal crossing point (Strathnairn St)

City Road

C2 a. Repair and re-surface footways, where required.
b. Widen footways.
c. Identify locations for new formal crossings of City Road
d. Renew dropped kerbs and tactile paving.

C3 d. Install dropped kerbs near the Gate/Plasnewydd Road.

Keppoch Road

C3 a. Redesign/remove drainage channels.
b. Repair and re-surface footways.
c. Replace road narrowings with crossing tables.

C4 d. Install/replace dropped kerbs at City Road end of Kincraig Street.

Kincraig Road

C4 a. Redesign/remove drainage channels.
b. Repair and re-surface footways.
c. Replace road narrowings with crossing tables.

C6 b. Provide Formal Crossing on Lowther Road

C6 c. Review pedestrian crossing stages at Richmond Road crossing.

Arran Street

C5 a. Redesign/remove drainage channels.
b. Repair and re-surface footways.
c. Replace road narrowings at either end of route with crossing tables.

Lowther Road to Northcote Road

C6 a. Repair and re-surface footways

WATERLOO GARDENS & NEWPORT ROAD

P7 a. Junction improvements and traffic calming

P1 d. Widen footway near St Margarets Church

Albany Road

P2 a. Resurface footways

P2 b. Improve crossing facilities at Marlborough Rd/Waterloo Rd roundabout.

P3 a. Dropped kerbs at St Margarets Crescent

Stacey Road

P4 a. Resurface footways

Howardian Primary School Safety Improvements

P8 a. Traffic calming
b. Pedestrian crossings
c. Address footway parking

P1 b. Dropped kerbs at Westville Road and Waterloo Road

Waterloo Road

P1 a. Resurface footway
c. Additional crossing points at Waterloo Road.

P3 b. Resurface footways at entrance to Stacey Road

Dominion Way

P6 a. Resurface and widen existing footway.
b. Provide additional footway where needed.
c. Address footway parking.
d. Provide dropped kerbs and tactile paving.

P5 c. Provide tactile paving at Dominion Way crossing

Newport Road

P5 a. Resurface footways
b. Address footway parking

KEY

IMPROVEMENTS

FOOTPATH

WHITCHURCH

KEY

IMPROVEMENTS

FOOTPATH

Old Church Road

W4 a. Resurface and widen footways where possible.
b. Provide dropped kerbs and tactile paving.
c. Relocate bus stops to improve pavement widths

W4 d. Improve pedestrian crossing facilities at Northern Avenue.

Glan-y-Nant Terr./Glan-y-Nant Rd

W5 a. Resurface footways.

Penlline Road

W3 a. Resurface footways

W6 a. Upgrade existing crossing to include pedestrian facility

Merthyr Road

W2 b. Resurface footways.

Bishops Road

W1 a. Resurface footways
b. Radius kerbs to be removed

W2 d. Improve pedestrian crossing facilities at Mervyn Street

Mae'r dudalen hon yn wag yn fwriadol

INTEGRATED NETWORK MAP: CYCLE ROUTES

KEY

- CYCLE NETWORK ROUTES
- PRIMARY ROUTES
- PRIMARY ROUTES: ALTERNATIVE ALIGNMENT
- STRATEGIC SITES TO INCORPORATE EXTENSIVE INTERNAL NETWORK OF ROUTES

CANTON, GRANGETOWN AND BUTETOWN

90 a **Windway Avenue:** Traffic calming and extension of 20mph limit

b **Thompson Ave/Romilly Rd jct:** Refresh road markings

c **Windway Ave/Thompson Ave jct:** Raised table

93 a **Romilly Crescent to Romilly Road W:** Introduce 20mph limit, traffic calming, centre line removal, surface improvements and treatment of side roads

b **Romilly Cr/Llandaff Rd jct:** Provide Advance Stop Lines

57 Route to be re-assessed following completion of The Mill development

ROUTE 6: UPGRADE

25 a **Llandaff Rd Jct:** Early start for cyclists provided through signal timing changes at signal junction

b **Lansdowne Road jct:** Early start for cyclists provided through signal timing changes at signal junction

c **Llandaff Rd to Victoria Park:** 20mph limit

21 a **Penarth Road:** Provision of light segregation

b **Penarth Rd/Tresillian Way junction:** Improvements to allow southbound cyclists to access southwest bound cycle lanes on Penarth Road

c **North section of route:** On road cycle lanes

118 **City Centre Hub Tyndall Street between Central Link and Bute Street:** Widen northern footway and convert to shared use cycle track

138 a **Tyndall St/Schooner Way junction:** Provision of Toucan crossings on all arms of junction

b **Schooner Way:** Provision of traffic calming

119 **Length of section alongside dock:** Surface improvements

120 **Hemingway Road:** Provision of off road cycle facilities

ROUTE 5: UPGRADE

22 a **Existing footway along Taff Embankment:** Widen and convert to shared use

b **Near Blaenclydach Street:** Install traffic island

c **Corporation Rd/Redlaver St junction:** Improve link to zebra crossing

d **Clive Street/Penarth Rd junction:** Upgrade to Toucan crossing

ROUTE 8: UPGRADE

30 **Taff Embankment:** Traffic calming, resurfacing and side road entry treatments

18 a Widen sections of off road route

b **Southern end of Hamadryad Road:** Change access barrier

ROUTE 8: UPGRADE

29 a **James St between Bute St and Bute Pl junction:** Widen footway and convert to shared use and reduce traffic lanes and widen cycle lane

b **James St/Mermaid Quay:** Upgrade pedestrian crossing to Toucan and remove guard rail

c **Mermaid Quay:** Designate as shared use area

d **Harrowby Street junction:** Continue cycle lane through junction

e **Clarence Bridge:** Remove substandard cycle lanes, improve surface and install cycle symbols

f **James St/Bute St junction:** Early start for cyclists

KEY

- CYCLE NETWORK ROUTES
- PROPOSED EXTENSIONS TO CYCLE NETWORK
- STRATEGIC SITES TO INCORPORATE EXTENSIVE INTERNAL NETWORK OF ROUTES

CAERAU, ELY, FAIRWATER AND ST FAGANS & CREIGIAU

141 **Llantrisant Road:** Provision of off road facilities in conjunctionwith new development

131 **Fairwater Road from Pwllmelin Rd to Plas-Mawr Rd:** Centre line removal and provision of advisory cycle lanes, subject to space

125 **Bwlch Road:** Improvements to access barriers

26 **Cowbridge Road West:** Provision of off road cycle facilities or hybrid cycle track

27 **Grand Avenue:** Cycle Lanes

127 **a** **Path between Bromley Drive/Treseder Way:** Remove gates

b **Bishopston Road and Amroth Road:** 20mph speed restriction and review of traffic calming to ensure compliance, surface improvements

c **Bromley Drive and Treseder Way:** 20mph speed restriction and review of traffic calming to ensure compliance

126 **Heol Trelai:** Provide cycle bypasses through buildouts

KEY

- CYCLE NETWORK ROUTES
- PROPOSED EXTENSIONS TO CYCLE NETWORK
- STRATEGIC SITES TO INCORPORATE EXTENSIVE INTERNAL NETWORK OF ROUTES

LLANDAFF NORTH, LLANDAFF, RADYR, WHITCHURCH

139 A470 slip road: Improve crossing facility at slip road

38 Merthyr Road: Review traffic calming to ensure compliance with 20mph zone, centre line removal and possible cycle lanes; surface improvements, cycle bypasses at buildouts

72 Merthyr Road: Improvements to traffic calming and road surface

140 Entrance to Greenmeadow Springs Business Park: Provide cycle link from business park to Merthyr Road to bypass Coryton interchange

146 Manor Way/Pantmawr Road: Provide toucan crossing

75 Northern Avenue Railway bridge to Whitchurch High School: Improve signage to clearly mark shared use sections, remove/relocate potential obstacles on shared path

133 a Between College Road and Merthyr Road at water course: Dropped kerb

b Merthyr Road in vicinity of Mervyn Road: Widen existing advisory cycle lanes and remove centre line

c College Road: 20mph speed restriction, traffic calming features, centre line removal and provision of advisory cycle lanes, subject to space

d Merthyr Road along length of shopping area: 20mph speed limit and associated traffic calming, review of parking and waiting restrictions

142 Clos Parc Radyr: Provision of off road facilities in conjunction with new development

134 a College Road: Widen existing cycle bypasses

b Station Rd/Hawthorn Rd East junction: Install raised table

96 a Western Ave N/Aberteifi Crescent: Junction improvements to make crossing easier for cyclists

b Cardiff Met to Gabalfa Interchange: Widen shared use path

c Improve access to Taff Trail

141 Llantrisant Road: Provision of off road facilities in conjunction with new development

132 Gabalfa Avenue: Road marking treatments to alert motorists to presence of cyclists at roundabouts

143 Bridge Road: Provision of off road facilities in conjunction with new development

128 Llantrisant Road: Provide cycle lanes and reduce build-out widths. Provide off road cycle track on one side.

84 Llandaff Cathedral: Off road path to Llandaff Cathedral

131 a Fairwater Road: Existing off road facility

b Heol y Pavin: Signage improvements

129 Bridge Street: Provide signage to warn motorists of the presence of cyclists

KEY

- CYCLE NETWORK ROUTES
- PROPOSED EXTENSIONS TO CYCLE NETWORK
- STRATEGIC SITES TO INCORPORATE EXTENSIVE INTERNAL NETWORK OF ROUTES

LLANISHEN, LISVANE, CYNCOED, HEATH AND RHIWBINA

106 • **Heol Hir:** Centre line removal and provision of advisory cycle lanes, subject to space

• **Heol Hir priority working:** Southbound cycle bypass

105 a **Ty Glas Ave:** Widen advisory cycle lanes and bypasses through traffic calming, removal of centre line, prevent parking in cycle lanes at school start/finish times

b **Fidlas Road:** Provide traffic calming and removal of centre lines, review waiting restrictions and provide advisory cycle lanes, subject to space

c **Station Road:** Extend traffic calming, remove centre lines, review waiting restrictions and provide advisory cycle lanes, subject to space

146 Manor Way/Pantmawr Road: Provide toucan crossing

145 Maes Y Coed Road: Light segregation

135 Pantbach Road: Provide cycle lanes with no centre line including advanced stop lines

75 Northern Avenue Railway bridge to Whitchurch High School: Improve signage to clearly mark shared use sections, remove/relocate potential obstacles on shared path

136 Caerphilly Rd/Summerfield Place jct: Tabled junction and provision of right turn pocket for cyclists turning into Pedair Erw Road and Summerfield Place

85 a **Nant Fawr Woods path:** Widen to provide shared use path with appropriate lighting

b **Lake Road North:** Traffic calming, centre line removal and advisory cycle lanes, subject to space

144 Heathwood Ave/Ton-yr-Ywen Ave: Improved crossing facilities

2 a **Junction of King George V Drive and King George V Drive East:** Provide cycle exemption to road closure

b **Allensbank Road and Heath Park Avenue:** Provide traffic calming

107 **Cyncoed Road:** Traffic calming, centre line removal and advisory cycle lanes, subject to space

83 Rhydhelig Avenue: Removal of centre line and installation of advisory cycle lanes, subject to space

47 a **Lake Rd East and West:** Introduce one way system, 20mph restrictions

1 a **Allensbank Road between Wedal Rd and King George V Drive:** Review waiting restrictions and provide traffic calming and Advance Stop Lines at signal controlled junctions

KEY

CYCLE NETWORK ROUTES

PROPOSED EXTENSIONS TO CYCLE NETWORK

STRATEGIC SITES TO INCORPORATE EXTENSIVE INTERNAL NETWORK OF ROUTES

PENTWYN, LLANRUMNEY, RUMNEY, TROWBRIDGE & ST MELLONS

53 a **Ball Lane:** Amend access barrier

b **Off road link from Pentwyn Drive to Rumney Trail:** Provide lighting

52 Rumney Trail: Provide lighting

117 a **Ty Mawr Road:** Provide on road cycle lanes

b **Rumney Hill Gardens:** Widen woodland path to provide shared use cycle/footway with appropriate lighting

c **Newport Road:** Improve signage of existing shared use path

115 Trowbridge Road: Improvements to existing cycle lanes

110 Greenway Road: Alterations to traffic calming and provision of cycle bypasses at buildouts, surface improvements, tightening kerb radii at side roads

116 a **Brachdy Road/Quarry Dale junction:** Provide cycle bypass through road closure

b **Brachdy Rd and Llanstephan Rd:** Surface improvements

112 a • **Newport Road from Southern Way to New Road:** Widen existing shared use cycle/footway and extend to junction with New Road

• **New Road/Newport Road junction:** Provide link from New Road to off road facility

b **New Road:** 20mph speed restriction, amendments to existing traffic calming, provide cycle bypasses at priority workings

KEY

CYCLE NETWORK ROUTES

PROPOSED EXTENSIONS TO CYCLE NETWORK

STRATEGIC SITES TO INCORPORATE EXTENSIVE INTERNAL NETWORK OF ROUTES

PENYLAN, PLASNEWYDD, SPLOTT AND ADAMSDOWN

108 **Ty Gwyn Road:** 20mph speed restriction, review traffic calming, surface improvements

49 **Llanedeyrn Road:** Option 1: Provision of off road facilities
Option 2: Centre line removal and provision of advisory cycle lanes, improvements to existing traffic calming and provision of additional traffic calming

148 **Waterloo Road:** Provision of off-road facilities

47a **Lake Rd East and West:** Introduce one way system, 20mph restrictions

b **Fairoak Roundabout:** Remove cycle lane leading to Wedal Road

c **Lake Road East/Fairoak Road junction:** Install hatching around central island of roundabout

10a **Newport Road from Southern Way to Queen Street**: Review of existing route to improve on-carriageway cycle facilities.

b **Newport Road outside Carpet Right:** Relocate street furniture associated with bus stop.

c **East of Rover Way:** Widen existing shared use cycle track and improve levels / gradients

d **South western approach to junction of Newport Road and Rover Way:** Widen existing cycle track at expense of advanced stop line and provide toucan crossings; also improve visibility for pedestrians and cyclists crossing Rover Way.

e **Newport Road:** Relocate street furniture associated with bus stop outside No 302.

113 **Broadway:** Relocation of route to Broadway. 20mph speed restriction, traffic calming, centre line removal, entry treatments at side roads

6a **Lowther Road from Salisbury Road to Richmond Road:** Improve road surface and refresh markings

b **Lowther Road under railway bridge:** Priority working with cycle bypasses

56 **a** **Pearl Street**: Improve road surface and provide dropped kerb at road end

b **Beresford Road:** Remove centre line, widen ghost island for cyclists

7 **Richmond Road between Northcote Street and Lowther Road:** Revise road markings to provide clear route for cyclists

111 **Newport Rd to Four Elms Rd:** Shared use cycle/ footway or hybrid cycle track

147 **Richmond Road:** Provision of advisory cycle lanes and centre line removal, subject to space

55 **Junction of Central Link and Adam Street:** Provide toucan crossing and associated cycle track links

121 **Carlisle Street:** Surfacing and road marking improvements at junctions

118a **Sanquahar Street/ Windsor Road junction:** Crossing and link

122
- **Adam Street between Central Link and Morgan Street:** Creation of two way off road cycle track on eastern side of road
- **Between Central Link and Morgan Street:** Provision of signalled cycle crossing facility
- **Central Link junction:** Conversion of existing pedestrian crossing to provide cycle crossing to Davis Street and eastern side of Adam Street with as few stages as possible

KEY

CYCLE NETWORK ROUTES

PROPOSED EXTENSIONS TO CYCLE NETWORK

RIVERSIDE, CATHAYS AND GABALFA

45 a Footbridge over Western Avenue within Gabalfa Interchange: Remove cyclists dismount signs. Potentially provide higher parapets.

96 a Western Ave N/Aberteifi Crescent: Junction improvements to make crossing easier for cyclists

b Cardiff Met to Gabalfa Interchange: Widen shared use path

c Improve access to Taff Trail

1 a Allensbank Rd south of Wedal Rd: Review waiting restrictions and provide traffic calming

104 Cathays Cemetery: Permit cycling

ROUTE 1: UPGRADE

3 a Cathays terrace/Crwys Road junction: Early start for cyclists, right turn for cyclists only onto Crwys Road, feeder lane for westbound cyclists

b Woodville Pub: Introduce cycle access through road end and convert pedestrian crossing to Toucan crossing

c Cathays Terrace: Reduce central motor traffic lane and widen cycle lanes, remove existing traffic islands and introduce zebra crossings

d Cathays Terrace/Catherine Street junction: Cycle bypass

e Bridge linking to Corbett Road: Improve surface quality, reduce southbound lanes to one

ROUTE 9: UPGRADE

40 a Colum Road: Introduce 20mph limit and widen cycle lanes by reducing running lane

b Colum Road/North Road junction: Convert to single stage crossing

6 a Salisbury Road to Richmond Road: Improve road surface and refresh markings

b Lowther Road under railway bridge: Priority working with cycle bypasses

87 Access from Llandaff Fields to Fields Park Road: Relocation of bollard, surface improvements

92 a Ryder Street to Romilly Crescent: Improvements to surface and road markings

b Ryder Street/Plasturton Place, Plasturton Avenue/Sneyd Street, Kings Road/Severn Grove: Treatment of side roads

93 a Romilly Crescent to Romilly Road W: Introduce 20mph limit, traffic calming, centre line removal, surface improvements and treatment of side roads

b Romilly Cr/Llandaff Rd jct: Provide Advance Stop Lines

41 a Boulevard de Nantes/Park Place junction: Toucan crossing and associated cycle track links

b Between City Hall Road and park: Dropped kerb and direct cycle connection

99 North Road alongside road from Newport Road to Castle Street: Provide continuous segregated off road cycle route

ROUTE 6: UPGRADE

25 Delta Street junction: Cycle bypass at signals

91 Cathedral Road / Talbot Street junction: Early start for cyclists and surface improvements

137 Option 1 - **Cardiff Bridge to High Street:** Extension of existing hybrid cycle tracks

Option 2 - **Castle Street:** Eastbound traffic lane to be converted to bus lane shared with cycles or dedicated cycle track with bypass at bus stops

101 Queen Street: Permit cycling

102 a Reduce delay for cyclists at signal junctions

b Station Terrace from Bute Terrace to Newport Road: Provision of on road cycle lanes

ROUTE 6: UPGRADE

24 a Cardiff Bridge to Cathedral Road: Reduce traffic lane widths and widen cycle lanes

b Cathedral Road/Cowbridge Road junction: Early start for cyclists

c Cathedral Road to Neville Street: Reduce traffic lanes to one in each direction and widen cycle lanes

d Neville Street junction: Early start for cyclists

98 a Pedestrian link between Mill Lane and Tredegar Street: Permit cycling.

b St Mary Street: Provide contraflow or exemption to one-way street and utilise wide raised signal controlled crossing.

103 • **St Mary St/Wood St jct:** Early start for cyclists
• **On road section of St Mary St:** Provision of advisory cycle lanes

100 a Reduce delay for cyclists at signal junctions

b Bute Terrace from Customhouse St to Adam St: Provide continuous segregated off road cycle route

123 a Wood Street/Clare Street junction: Provision of a signalised bus gate & Advanced Stop Line on Tudor Street

b Wood Street junction: Advanced Stop Lines with access to railway station.

c Wood Street: Widen and convert southern footway to shared use between station access and bridge over River Taff

KEY

CYCLE NETWORK ROUTES

PROPOSED EXTENSIONS TO CYCLE NETWORK

STRATEGIC SITES TO INCORPORATE EXTENSIVE INTERNAL NETWORK OF ROUTES

PRIMARY ROUTE: EAST-WEST (SECTION 1)

EW1 Off road cycle track utilising wide southern verge/footway area.

EW2 Install Toucan Crossing

EW3 Provide segregated two-way cycle track on western side of carriageway using southern verge area (and carriageway where necessary).
Cycle track to have priority at junction with Willowdene Lane.
Crossing facility to be provided to allow cycle access to Pascal Close.

EW4 Provide two-way kerbed or light segregated cycle track through roundabout and continuing along southern side of Newport Road.

EW5 Provide Toucan Crossing between start of existing westbound bus layby and start of existing eastbound bus layby, linking to new off-road facility to Wern Fawr Lane.

EW6 Provide island bus stop (or suitable variation)

EW7 Continue proposed two-way cycle track on southern side of Newport Road.
Removal of existing mandatory cycle lanes.

EW8 Removal of roundabout control and replacement with traffic signals, including low level cycle aspects, to enable segregated two-way cycle facility to continue through junction.

EW9 Continue proposed two-way cycle track on eastern side of Newport Road. Cycle track to have priority at junctions with Clos Hendre Gadno and link to carpark.

EW10 Existing crossing to be incoprorated into signalled treatment to enable movement from one-way facility northeast bound to two way facility on southern side.

EW11 Widen existing cycle lanes on both sides of carriageway and introduce light segregation. Where necessary parking and loading to be provided on carriageway side of cycle lanes.

EW12 Widen bus lanes and install cycle lanes within the bus lanes.
Cycle lanes to continue through junction of Mount Pleasant Avenue. Signalised junction to include low level cycle signal aspects.

EW13 One directional segregated facility to be installed on either side of carriageway. Where necessary parking and loading to be provided on carriageway side

EW14 Introduce 'parking protected' cycle lanes on either side of carriageway and reduce motor traffic lanes to one lane in each direction.

EW15 Redesign carriageway to allow introduction of cycle lanes with light segregation or hybrid cycle lanes on either side of the carriageway

EW16 Provide signalised junction to include cycle facilities enabling cross-over movement from proposed single directional cycle lanes to bi-directional off-road cycle track under Southern Way. Proposed signalised junction to include low level cycle signals.

EW17 Option 1: Install high quality transition between segregated cycle lanes and off-road provision. Remove guardrail and reduce carriageway width to allow for widening of off-road provision to create cycle track separated from pedestrians.

Option 2: install additional cycle bridge alongside existing Rumney River Bridge.

EW18 Signals reviewed and altered where necessary. Crossing facilities for cyclists to be improved.

EW19 Introduce two-way segregated cycle track along east side of Newport Road.

EW20 Remove roundabout and replace with signalised junction with phase for cycle crossing with low level cycle signal aspects

EW21 Introduce two-way segregated cycle track along east side of Newport Road.

EW22 Redesign junction to allow cyclists to cross in all directions using low level cycle signal aspects and segregated crossing facilities such as toucan crossings.

EW23 Continue two-way segregated cycletrack along east side of Newport Road. Redesign junctions at Rover Way and Dominion Way to improve facility for cyclists.

EW24 Redesign junction to allow crossing from two- way cycle track to/from Newport Road and to/from Broadway using low level cycle signal aspects and segregated facilities where appropriate. Remove right hand right turn only lane on approach to junction from Broadway and convert to cycle track.

EW25 Option 1: Convert Broadway and Four Elms Road to one-way eastbound only, use remaining carriageway space for parking and 'parking protected' cycle lanes on both sides of carriageway. West of Fox Street 'parking protected' cycle lanes to continue on northern side of carriageway only, light segregation to continue on southern side.

Option 2: Convert Broadway to 'Bicycle Street'

EW26 Introduce signal junction to allow cycle access to/from eastbound bus lane to Four Elms Road using segregated facilities or low level cycle signal aspects as appropriate.

EW27 Redesign carriageway: cycle lane to be installed within eastbound bus lane, westbound cycle track, separated from pedestrians, remaining carriageway lane widths reduced

EW28a Option 1: Cycle lanes to be installed in both east and westbound bus lanes.
Option 2: Remove one or both bus lanes and install segregated cycle track alongside road, separated from pedestrians.

EW28b Eastbound: cycle track to continue.

Westbound (to tie into N-S Primary Route): Provide segregated two-way cycle track on western side of carriageway. Provide bus stop island(s) at northbound bus stops between Station Terrace and Windsor Place. Provide cycle priority crossing at junction of Windsor Place.

KEY

- PRIMARY ROUTES
- PRIMARY ROUTE ALTERNATIVE ALIGNMENT
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PRIMARY ROUTE: EAST-WEST (SECTION 2)

EW48 Option 1: Convert roundabout to signal controlled junction to allow for segregation of cyclists from general motor traffic.

Option 2: Continue segregated cycle facilities through roundabout with part signalisation.

EW47 Option 1: Cycle lanes to become cycle tracks using grass verge and carriageway to provide necessary widths. Cycle track to have priority at side roads.

Option 2: Remove centreline and install wide advisory cycle lanes.

Option 3: Install off road cycle track on one side only with appropriate crossings at each end.

EW45 Remove one northbound traffic lane and redesign carriageway to provide cycle lane with light segregation in each direction

EW44 Signalise junction with appropriate cycle and pedestrian facilities.

EW40 Widen existing route and provide cycle track away from road, separated from pedestrians.

EW50 Upgrade existing path to cycle track away from road, separated from pedestrians.

EW49 Clear signing to highlight route and presence of cyclists.

EW46 Convert roundabout to signal controlled junction to allow for segregation of cyclists from general motor traffic.

EW38 Install cycle track away from road, separated from pedestrians following desire line where possible.

EW29 Option 1: Install cycle track alongside road, separated from pedestrians.

Option 2: One existing westbound traffic lane to be converted to two way cycle track alongside road, separated from pedestrians.

Option 3: Further improve existing off-road cycle track, ensure widths meet WG guidance and provide junction schemes at either end to allow better continuity.

EW43 Clear signing to highlight route and presence of cyclists.

EW39 Widen waiting area.
Widen crossing area.
Adjust signals to be more reactive to pedestrians/cyclists at all times.
Investigate options for single stage crossing for cyclists.

EW30 Junction redesigned to allow for cycle movements through the junction from provision on Bld de Nantes to Bute Park entrance and from Bld de Nantes to proposed route on Castle Street.
Redesign to allow for bus and general traffic flow through junction.

EW42 Clear signing to highlight route and presence of cyclists.

EW41 Clear signing to highlight route and presence of cyclists.

EW37 Resurface, remove/replace humps, redesign roundabout. Potential to provide pedestrian improvements also.

EW36 Widen and resurface existing path to create cycle track away from road, separated from pedestrians.

EW35 Upgrade access to existing toucan crossing from proposed cycle track on Cardiff Bridge.

EW34 Amend layout to align with proposed treatment along rest of Castle Street route.

EW33 Redesign junction to incorporate proposed segregated cycle facilities and permit cyclist turning movements.

EW31 Kerb line and traffic lane amendments to provide segregated two-way cycle track along east side.

EW32 Kerb line and traffic lane amendments to provide segregated two way cycle track along south side

KEY

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- PRIMARY ROUTE ALTERNATIVE ALIGNMENT
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PRIMARY ROUTE: EAST-WEST (SECTION 3)

EW55 Segregated cycle route.

EW53 Segregated cycle route through new development with spur routes to local centres and priority at junctions over other transport modes

EW54 Segregated cycle route through new development with spur routes to local centres, and priority at junctions over other transport modes.

EW52 Segregated cycle route.

EW51 Segregated cycle route through new development with spur routes to local centres, and priority at junctions over other transport modes.

LLANTRISANT RD

CROFF-Y-GENAU RD

PENTREBANE RD

ST BRIDES RD

ST FAGANS DR

KEY

- PRIMARY ROUTES
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PRIMARY ROUTE: NORTH-SOUTH (SECTION 1)

NS23 Provide advisory cycle lanes on both sides of carriageway. Remove one traffic lane westbound under bridge and one traffic lane eastbound on approach to signal junction to accommodate. Amend signal staging to run east and westbound seperately. Provide high quality surfacing. Provide road markings for cyclists and consider coloured surfacing.

NS22 Option 1: Retention of priority control. Extend 20mph zone to St Andrews Crescent.
Option 2: Signalise junction.

NS21 Retain one-way system for all traffic with cyclists to be accommodated on-street given low traffic flows. Ensure surface is of appropriate quality. Provide appropriate signing and markings. Introduce 20mph speed limit.

NS20 Convert existing pedestrian crossing of Windsor Place to provide parallel single-stage crossing for cyclists. Widen central island at Windsor Place to accommodate pedestrians and cyclists. Convert existing two-stage toucan crossing across Stuttgarter Strasse to provide parallel single-stage crossing for cyclists, with low-level cycle signals.

NS18 Redesign junction to include dedicated cycle signals, allowing cyclists to connect to/from Station Terrace and Dumfries Place/Newport Road, including between the E-W and N-S primary routes.

NS17 Provide segregated two-way cycle track on southern/eastern side of carriageway

NS12 Continue segregated two-way cycle track on southern side of carriageway.

NS7 Continue proposed segregated two-way cycle track on southern side of carriageway. Relocate westbound bus stop or incorporate into design.

NS6 Redesign junction to allow for segregated two-way cycle track on eastern side of Lloyd George Avenue and southern side of Herbert Street.

NS5 Continue proposed segregated two-way cycle track on eastern side of Lloyd George Avenue. Remove signal control from side roads and convert each to priority junctions with parallel zebra crossings for Pedestrians & Cyclists. Remove guardrailing at side road junctions. Replace existing block paving with appropriate smooth surface suitable for cycling.

NS19 Provide segregated two-way cycle track on western/southern side of carriageway. Provide bus stop island(s) at northbound bus stops between Station Terrace and Windsor Place. Provide cycle priority crossing at junction of Windsor Place.

NS16 Convert existing advisory northbound cycle lane and convert to mandatory cycle lane with light segregation throughout.
Southbound cyclists to be accommodated on carriageway given low traffic flows. Resurface carriageway and clearly sign as primary route.
Provide transition between Guildford Crescent and proposed segregated two-way cycle track on eastern side of Guildford Street. Amendments to the existing kerb radii likely to be required.

NS15 Widen existing shared-use path to provide wide northbound segregated cycle track on western side of carriageway. Southbound cyclists to be accommodated on carriageway given one-way system and low traffic flows. Resurface carriageway and clearly mark as primary route.

NS14 Continue proposed segregated two-way cycle track on northern side of carriageway

NS13 Widen existing Toucan crossing to provide parallel cycle crossing with low-level cycle signals

NS11 Remove westernmost line of car parking spaces in Adam Street car park (18 spaces) and provide segregated two-way cycle track on eastern side of carriageway

NS10 Ensure clear continuity of route with appropriate signing

NS9 Option 1: Provide footpath and segregated cycle lanes in each direction

Option 2: Provide wide two-way raised cycle track on one side with footway on the other

Option 3: Retain existing unsegregated shared-use facility

NS8 Install puffin crossing with parallel signalised cycle crossing with low-level cycle signals

NS4 Widen existing Toucan crossing to provide parallel cycle crossing with low-level cycle signals. Remove guardrailing at side road junctions to allow continuity for cyclists.

NS3 Provide segregated two-way cycle track on eastern side of carriageway. Replace existing block paving with surface appropriate for cycling.

NS2 Convert existing two-stage toucan crossing to provide parallel single-stage crossing for cyclists, with low-level cycle signals.

NS1 Provide appropriate cycle markings on existing shared space area to clearly indicate the presence of a cycle route.

KEY

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PRIMARY ROUTE: NORTH-SOUTH (SECTION 2)

NS51 Ensure appropriate cycle provision at junction, dependent upon proposed stategic site access arrangements.

NS50 Remove priority workings and replace with road humps at appropriate spacings.
Remove carriageway centreline/hatched areas and refuges.
Provide large cycle logos.
Potential work to provide high quality surface.

NS49 Remove carriageway centreline and provide large cycle logos

NS48 Provide kerbed build-outs to introduce deflection at roundabout. Provide single lane entries on all approaches to reduce speeds and improve conditions for cycling with possible raised junction in association with above.

NS47 Remove carriageway centreline and provide large cycle logos

NS47a Continue off-road cycle path via existing reservoir paths, suitably improved with lighting and appropriate cycle signing and markings.

NS46 Remove existing central island and replace with parallel zebra crossing

NS44 Widen existing shared use footway on western side to provide wider shared-use facility up to Toucan crossing. Widen existing footway on eastern side between Toucan crossing and Nant Fawr Woods path to allow continuation of shared use facility. Provide raised table at crossing at junction with Cardiff High School with cycle priority.

NS45 Upgrade existing path to cycle track away from road separated from pedestrians. Path should be appropriately lit and surfaced, with cycle signing and markings.

NS42 Remove centreline markings/hatching. Provide road humps across full length. Provide cycle logo markings.

NS43 Widen existing path to north-west of roundabout to 3.0m and convert to segregated two-way cycle track. Path to be widened sufficiently to also accommodate pedestrians.
Widen existing zebra crossing on Lake Road North to allow cyclists to make right turn from path.
Provide cycle signing and markings.

NS41 Surfacing Improvements. Provide cycle signing / markings.

NS40 Option 1: Provide road humps across full length to reduce vehicle speeds and make route less attractive to motor vehicles.

Option 2: As above but convert to cycle street

NS38 Cyclists to be accommodated on-street given low traffic flows. Resurface carriageway where required to ensure appriopriate surface for cyclists. Provide appropriate premium quality route signing and markings.
Provide road humps to reduce speeds.

NS39 Option 1: Minor improvements to existing layout and signing to improve continuity for cyclists. Also option to provide raised table through junction to reduce speeds and highlight crossing movement.

Option 2: Signalise junction and include separate stage for east-west cycle movements. Include controlled pedestrian facilities.

NS37 Cyclists to be accommodated on-street given low traffic flows. Resurface carriageway where required to ensure appropriate surface for cyclists. Provide appropriate premium quality route signing and markings. Provide road humps to reduce speeds.

NS34 Provide signalised crossing facility for cyclists across northern leg of junction to enable cycle movements between north-south two-way cycle track on Allensbank Road and facility on King George V Drive East.

NS36 Replace block paving at King George V Drive East road-end with surface appropriate for cycling. Provide dropped kerbs and cycle bypass at existing road closure and appropriate signing/markings.

NS33 Provide two-way cycle track with light segregation on eastern side of carriageway.
Relocate kerbline on eastern side. May require some kerbline realignment on western side to north of bridge.

NS35 Continue wide two-way cycle track with light segregation on northern side of carriageway. Relocate kerbline on northern side. Remove traffic lane on King George V Drive East approach to junction.
Provide cycle route priority at alleyway and private driveway. Resurface footway.

NS32 Provide signalised cycle facility to allow crossing of Wedal Road for north and southbound cyclists.
Provide detection at signals for north and southbound cyclists to provide continuity.

NS31 Provide two-way cycle track with light segregation on eastern side of carriageway.

NS29 Amend existing cross section to provide footways, hybrid cycle lanes on both sides and 3 traffic lanes (as existing).
Continue hybrid cycle lanes through side road junctions.

NS30 Provide signalised cycle facility to allow north-west bound cyclists to cross from Whitchurch Road (westbound) to proposed two-way facility on eastern side of Allensbank Road.
Provide low-level cycle signal with early start for southbound cyclists to make left turn or provide signal bypass for left turn.

NS28 Provide low-level signals for cyclists and early start on Cathays Terrace approach.
Use existing footway area in front of Cathays Library to provide signaled right turn facility for cyclists from Whitchurch Road to Cathays Terrace.

NS27 Option 1: Improvements to existing arrangement/removal of built-out areas. Widen advisory cycle lanes where possible. Removal of central refuges.

Option 2: Provide hybrid cycle lanes in both directions with continuation through junctions. With option to permit loading in proposed hybrid cycle lane.

NS26 Replace existing pedestrian crossing with signal facility to incorporate cycle and pedestrian movements to link Cathays Terrace with Senghennydd Road.

NS25 Option 1: Improvements to existing arrangement. Widen advisory cycle lanes where possible. Replace existing cushions with road humps.

Option 2: Provide hybrid cycle lanes in both directions with continuation through junctions

NS24 Provide eastbound contraflow cycle facility.

KEY

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Mae'r dudalen hon yn wag yn fwriadol

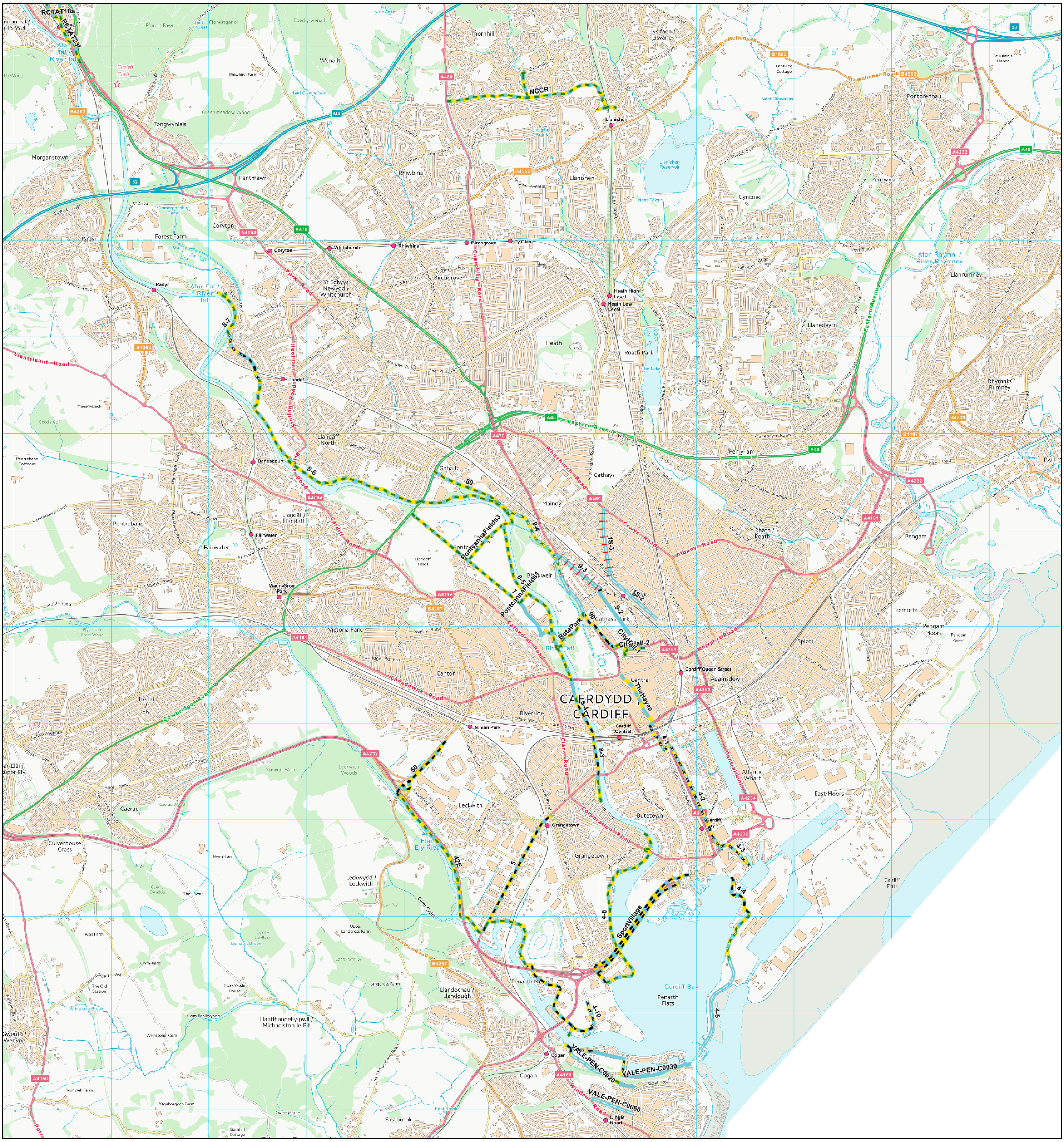
Cardiff Existing Routes Map Cycling

Appendix3

Cardiff Council
County Hall
Atlantic Wharf
Cardiff, CF10 4UW

CARDIFF
CAERDYDD

Produced by the Active Travel web site. Gynhyrchwyd gan y wefan Teithio Llesol.



Legend / Eglurhad

Active Travel Routes / Llwybrau Teithio Llesol

- Undefined path design / Dyluniad llwybr heb ei ddiffinio
- Footpath (away from road) / Llwybr troed (i ffwrdd o'r ffordd)
- Footway (alongside road) / Troedffordd (ochr yn ochr â ffordd)
- Cycle track (away from road) / Trac beicio (i ffwrdd o'r ffordd)
- Cycle track (alongside road) / Trac beicio (ochr yn ochr â ffordd)
- Shared use foot/cycle path (away from road) / Llwybr cerdded/beicio a rennir (i ffwrdd o'r ffordd)
- Shared use foot/cycle path (alongside road) / Llwybr cerdded/beicio a rennir (ochr yn ochr â ffordd)
- Segregated foot/cycle path (away from road) / Llwybr cerdded/beicio wedi'i wahanu (i ffwrdd o'r ffordd)
- Segregated foot/cycle path (alongside road) / Llwybr cerdded/beicio wedi'i wahanu (ochr yn ochr â ffordd)
- Cycle route (on road, not segregated) / Lôn feicio (ar y ffordd, heb ei gwahanu)
- Cycle lane (on road, segregated) / Lôn feicio (ar y ffordd, wedi'i gwahanu)
- Pedestrian zone / Ardal cerdded
- Pedestrian and cycle zone / Ardal cerdded a beicio
- Road without footway / Ffordd heb droedffordd
- Statement / Datganiad

- Line end points / Pwyntiau diwedd llinell

N

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20 Jan 2016 14:19 PM

Cardiff Existing Routes Map Cycling: Statement and Explanation

Colum Road

Route offers dedicated facilities for cyclists on a traffic calmed street and provides an important link to employment and education at Cathays Park, however the 1.7m cycle lanes do not meet the desirable minimum width for this type of facility. The Colum Rd/Corbett Rd Toucan crossing has high pedestrian flows at peak times during term time.

Cathays Terrace

Route offers dedicated facilities for cyclists and provides an important link to employment and education, however the 1.8m cycle lanes do not meet the desirable minimum width for this type of facility. Furthermore, there is currently no formal crossing for cyclists to link Cathays Terrace to Senghenydd Road, and cyclists are therefore currently required to dismount to continue their journey.

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

Cardiff Existing Routes Map Walking Ely and Caerau

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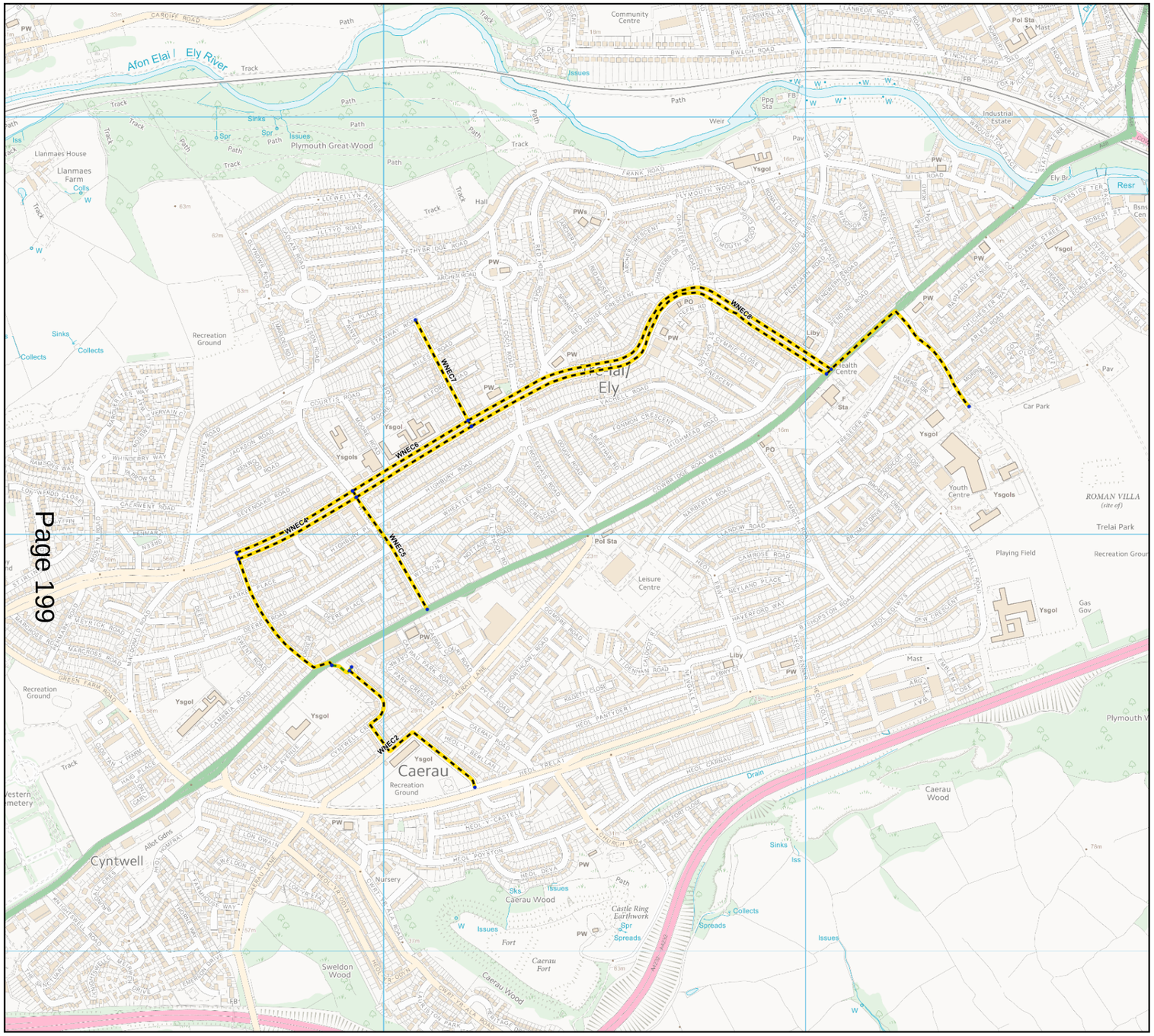

Legend / Eglurhad

Active Travel Routes / Llwybrau Teithio Llesol

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- Line end points / Pwyntiau diwedd llinell

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Cardiff Existing Routes Map Walking Grangetown

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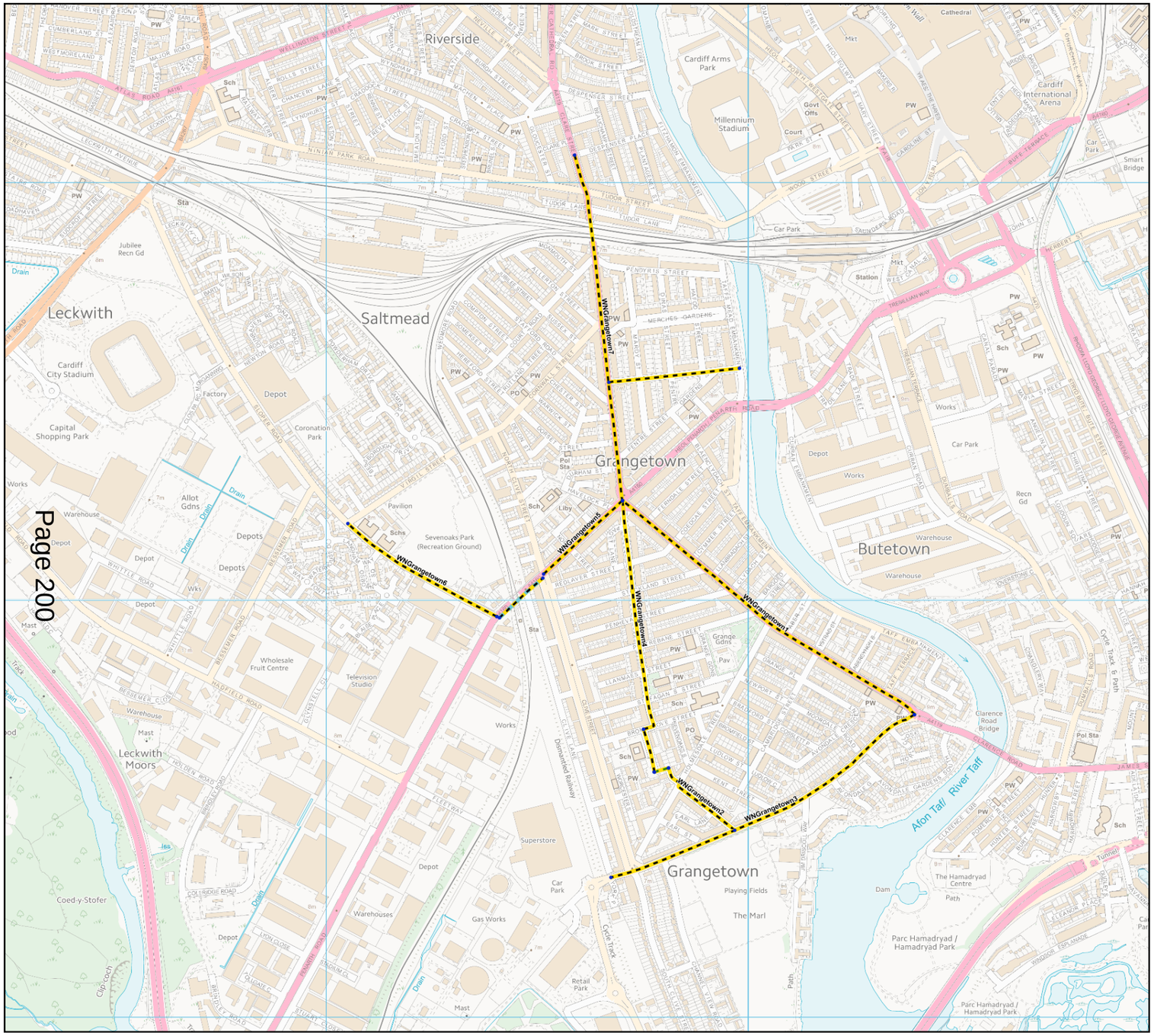

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- Line end points / Pwyntiau diwedd llinell

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Cardiff Existing Routes Map Walking Llanishen

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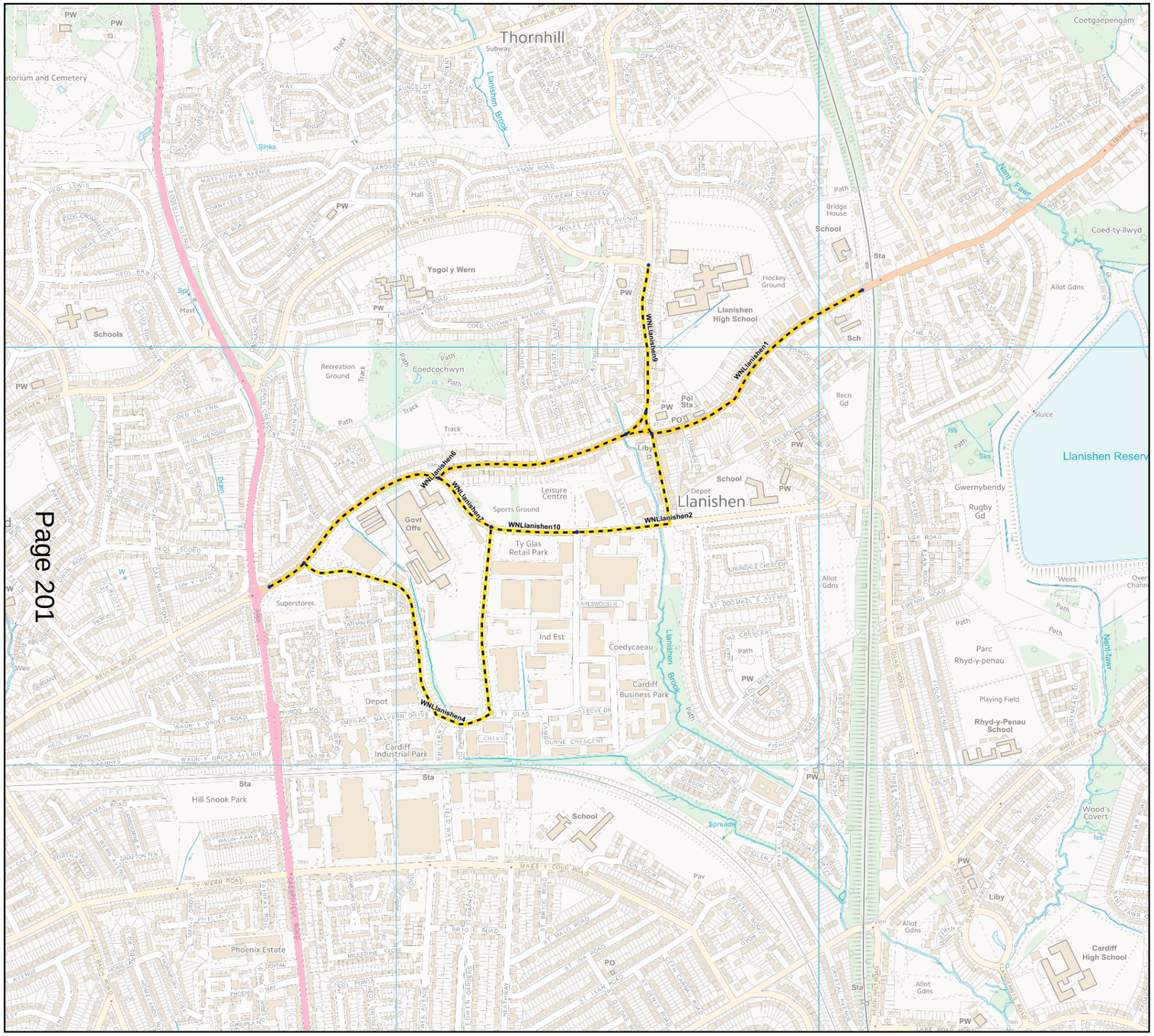

Legend / Eglurhad

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Cardiff Existing Routes Map Walking Llanrumney

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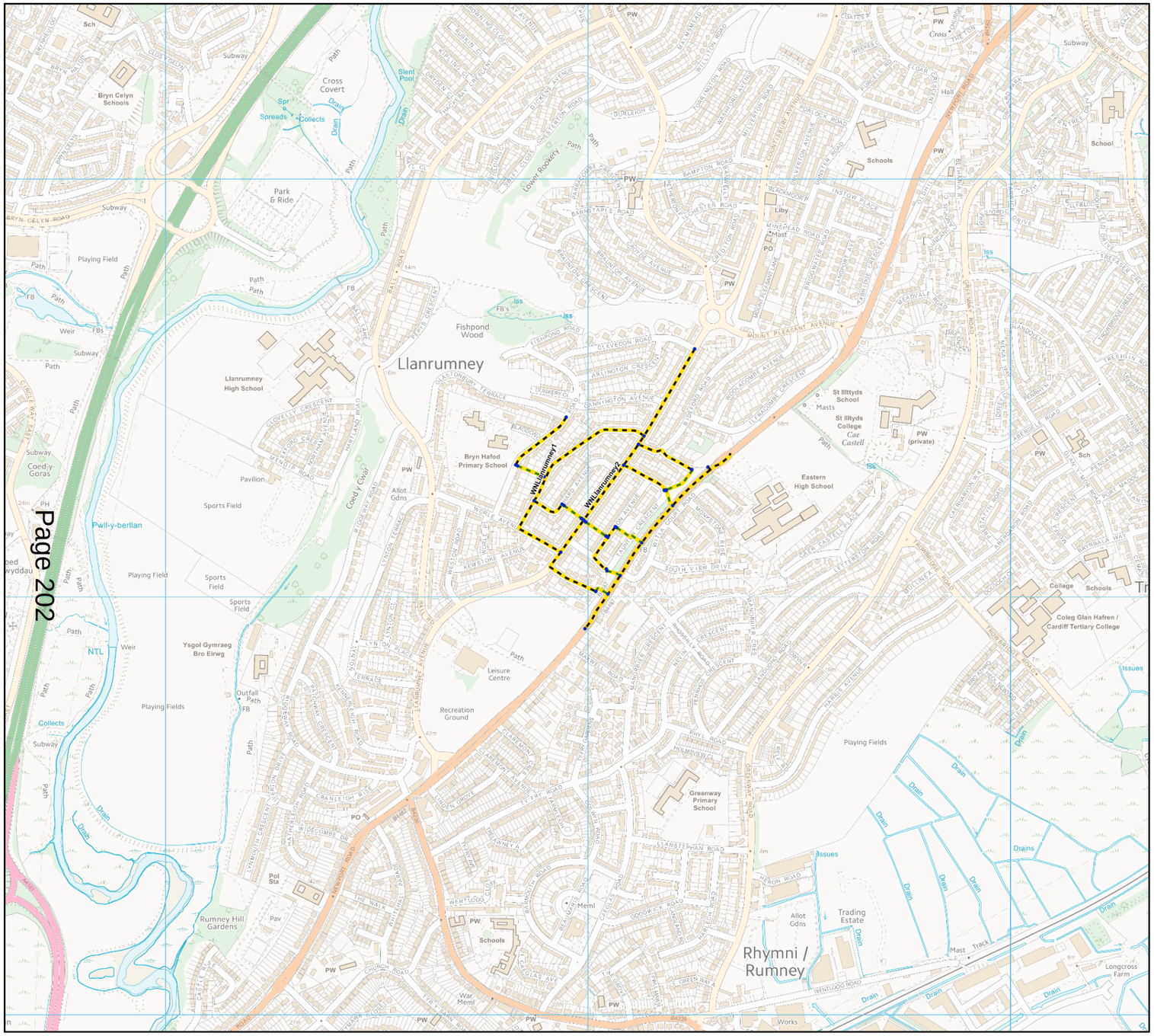

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Cardiff Existing Routes Map Walking Roath

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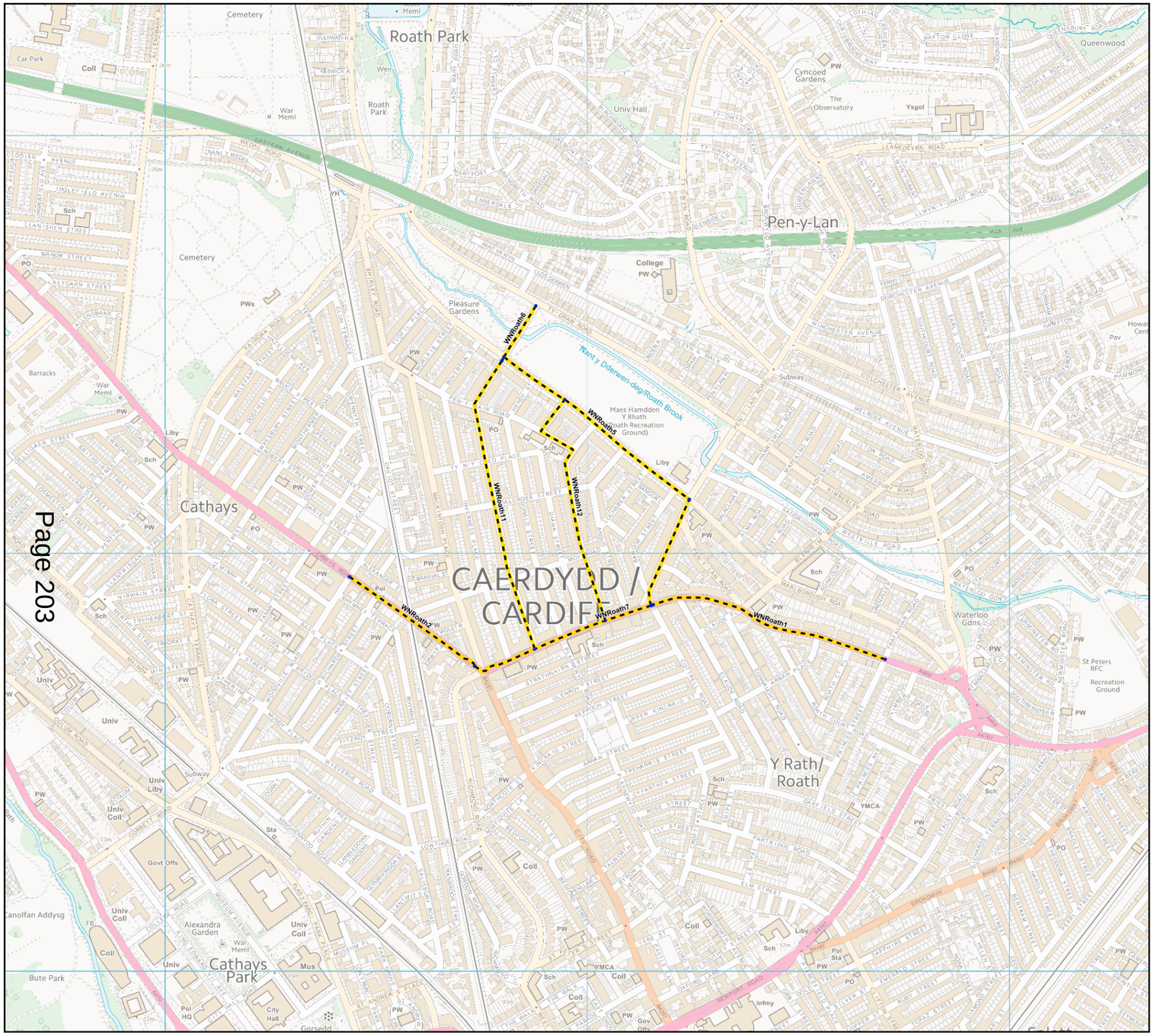

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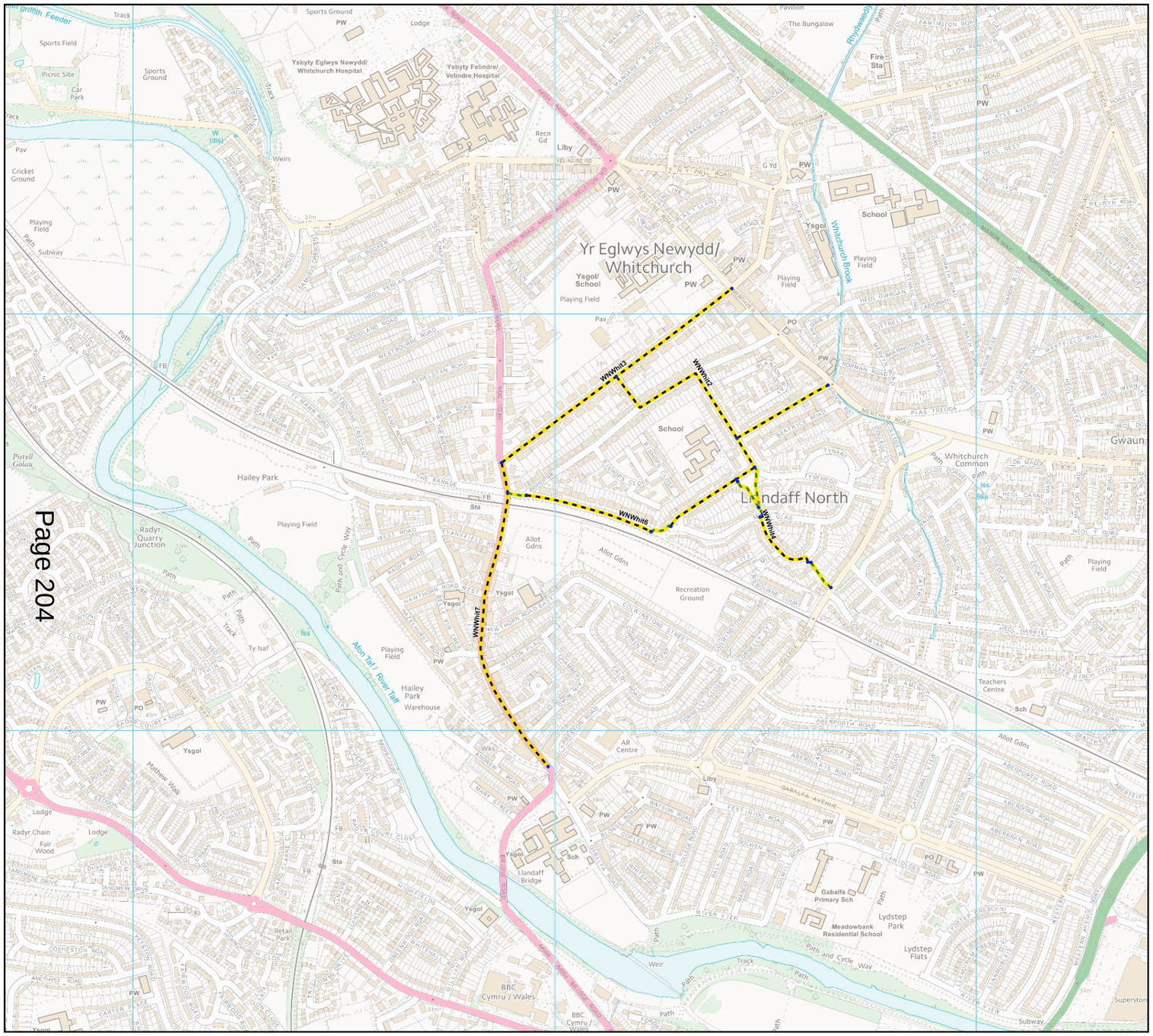

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Improvements - Crossings - Calming - Urban Safety - Low Cost Rankings For 16/17

Ranking Method	Pos	Cost/Benefit score	Letter ref. (civica)	Project No	Ward	ProjectTitle	Estimate
	1	78.93333	65876	PRJ148		Western Avenue - speed limit reduction	15
	2	18.16	60015	PRJ115	Gabalfa	Crown Way (nr Whitchurch Rd) Ped facilities	25
	3	15.9	16103	8133	Plasnewydd	Mackintosh Place - Ped Facilities	90
	4	14.28571	31626	PRJ040	Pentwyn	Circle Way West, Glyn Coed Road	35
	5	14.06667	39777 42467 38620	P126	Fairwater	St Fagans Road (Wellright Rd)	45
	6	12.93333	45583	PRJ034	Penylan	Waterloo Road Footway improvements.	30
	7	12.69333	19825	P074	Whitchurch / Tongwynlais	Old Church Rd/Church Rd/Merthyr Rd	75
	8	12.62	29563	P102	Cyncoed	Lake Rd East Zebra Crossing	50
	9	12.15556	CR7400	P035	Riverside	Kings Rd/Pontcanna St	45
	10	11.88889	24462 53066	PRJ006	Cyncoed	Gwern Rhuddi Road Traffic Calming Remodelling	90
	11	11.17	30069	P009	Pentwyn	Pentwyn Drive/Glyn Coed Rd Junct	100
	12	10.35	29700	P087	Lisvane	Blossom Drive/Cherry Orchard Rd Junct	60
	13	10.1875	22353	PRJ107	Cyncoed	Cyncoed Road pedestrian facilities	80
	14	10.02222	18828	P078	Radyr / Morganstown	Heol Isaf nr Min y Coed	45
	15	10	17354	8131	Riverside	Conway Rd/Severn Grove	50
	16	9.8	61607	PRJ089	Plasnewydd	Ninian Road near Tydfil Place zebra crossing	45
	17	9.755555	7150	3981	Heath	Pantbach Rd – Pedestrian Facilities	45
	18	9.155556	39778	8336	Grangetown	Virgil Street tabled zebra crossing	45
	19	8.622857	39883 40391 53811	P114	Penylan	Pen-y-Lan Road and Colchester Avenue Junction	350
	20	8.552941	48901	PRJ003	Llanishen	Thornhill Road Pedestrian Facilities	85
	21	8.0875	29130 51620	P092	Pontprennau / Old St Mellons	Ty'r Winch Rd	80
	22	7.52	57927	PRJ075	Llanrumney	Ball Road - Traffic Calming	150
	23	7.46	58794 58205	PRJ083	Llanishen	Lisvane Road / Woodside Court	50
	24	7.2	56504	PRJ079	Canton	Sloper Road Traffic Calming	80
	25	6.941667	13602	P001	Grangetown	Paget Street	120
	26	6.8	10192 9271	P107	Plasnewydd	Richmond Road / Lowther Road Junction Improvement	225
	27	6.75	74443	PRJ147	Penylan	Llanedeyrn Rd pedestrian crossing	32
	28	6.72	63032	PRJ133	Cathays	North Road / Corbett Road	225
	29	6.55	652 65267	P106	Riverside	Despenser St - Ped Facilities	20
	30	6.426667	51608 56709	PRJ045	Canton	Lansdowne Road Traffic Calming	75
	31	6.325	44643	3673	Cathays	St Andrew's Place	80
	32	6.266667	50507 51828	PRJ007	Fairwater	St Fagans Rd (Nr.Fairwater Green)	45
	33	6.171429	58685 49299	PRJ054	Creigiau / St.Fagans	Cardiff Road, St Fagans	35
	34	6.05	53190	PRJ041	Trowbridge	Cypress Drive Speed Reduction Scheme	150
	35	6.05		PRJ091	Grangetown	Corporation Rd near Avondale Road	60
	36	5.95	18576 55129	PRJ094	Grangetown	Cornwall Street - Traffic Calming	80
	37	5.95	61202	PRJ123	Fairwater	St Fagans Road near Shears Road	60
	38	5.883333	10440	P083	Cathays	Woodville Rd	60
	39	5.64	50361	PRJ009	Grangetown	Bessemer Road Traffic Management Measures	50
	40	5.466667	72834 43023	PRJ149	Llandaff North	Aberteifi Crescent one way system	15
	41	5.46	63946	PRJ137	Grangetown	Avondale Road Traffic Calming	100
	42	5.428	49770	PRJ047	Canton	Atlas Rd/Leckwith Rd/ Wellington St/Kitchener Rd	250
	43	5.3	70663	PRJ143	Penylan	Blenheim Road / Kimberley Road junction	50
	44	5.222222	60474	PRJ119	Caerau	Amroth Road / Llandow Road - Pedestrian Facility	45
	45	5.096	62483	PRJ114	Plasnewydd	Newport Rd / Rover Way Ped facilities (N side)	125
	46	5.075	27786	P112	Fairwater	Junction of Cartwright Lane and St Fagans Rd	200
	47	4.745454	CR38620	P111	Fairwater	St Fagans Road (Fairways Crescent) tabled zebra	55
	48	4.711111	48173	PRJ025	Fairwater	Pentrebane Road - Controlled crossing	45
	49	4.586667	60180	PRJ104	Penylan	Albany Road/Marlborough Road/Waterloo Road	75
	50	4.44	60440	PRJ110	Cyncoed	Lake Road West near park entrance	75
	51	4.24	10989	PRJ150	Caerau	Heol Trelai traffic calming	200
	52	4	34990	P113	Plasnewydd	Ty-Draw Rd/Pen-y-Lan/Kimberley Rd	200
	53	3.825	52852 51491	PRJ035	Pontprennau / Old St Mellons	Croescadarn Road Zebra crossing	40
	54	3.5	64862	PRJ136	Heath	King George V Drive West into UHW	10
	55	2.84	58142	PRJ131	Heath	Allensbank Road - UHW Pedestrian Facilities	100
	56	2.806667	57399 56060	PRJ095	Llanishen	Station Road (Llanishen) Fidlas Road junction	150
	57	2.733333	36595	P122	Cathays	Cathays Park Junction Buildouts	120
	58	2.235	52219 23786	PRJ081	Rhiwbina	Pantbach Road / Ty-Wern Road	200
	59	0.8388889	67297	PRJ005	Penylan	Cyncoed Road Llanederyn Road junction	350
	160			3075	Lisvane	Mill Rd - Footway (Phase 1)	160

Mae'r dudalen hon yn wag yn fwriadol

Integrated Network Map Engagement Plan

Pre-Network Plan Engagement

- Gehl Workshops on Cycling Strategy with internal and external stakeholders (June 2016 and Sept 2016)
- Cycle Liaison Group INM Workshop 28th June 2016
- Car Free Day Information Gathering 22nd September
- Cabinet Member Briefing on Integrated Network Maps – ongoing
- Internal consultation with Council Officers November 2016
- Ward Member consultation on proposed schemes in individual wards – November 2016
- Member Briefings on Integrated Network Maps – TBA November/December 2016
- Environmental Scrutiny Committee – Presentation on Integrated Network Maps

Formal Public Consultation on Draft Integrated Network Maps – December 2016 – March 2017

Online Engagement

- Information published on Cardiff Council website (www.cardiff.gov.uk/activetravel) and Keeping Cardiff Moving with associated online questionnaire
- Social media campaign
- Emails to:
    - Stakeholder contact lists
    - People and organisations who have requested to be consulted under the Active Travel Act (currently around 200 contacts)
    - Cardiff Research Centre Contact Lists

Stakeholder Group Meetings

- Cycle Liaison Group
- Additional meetings to be held with:
    - Cardiff Council Access Focus Group
    - Cardiff Cycle City
    - Sustrans Volunteers

Consultation Events

- Standalone consultation events to be undertaken, invitations to people that have requested to be consulted under the Active Travel Act and promotion through social media
- Opportunities to be identified throughout Consultation period to attend events to promote Cycle Strategy and Network Plan
- Explore possibility of running a community route audit in conjunction with Living Streets

Schools

- Sustrans Active Schools Engagement with Fitzalan High and Ysgol Gyfun Plasmawr
- Schools Community Street Audit in collaboration with Living Streets
- Emails to all schools

Mae'r dudalen hon yn wag yn fwriadol

CYNGOR DINAS CAERDYDD
CITY OF CARDIFF COUNCIL

CABINET: 15 DECEMBER 2016

CARDIFF WEST TRANSPORT INTERCHANGE

REPORT OF DIRECTOR CITY OPERATIONS

AGENDA ITEM: 9

PORTFOLIO: TRANSPORT, PLANNING AND SUSTAINABILITY (COUNCILLOR RAMESH PATEL)

Reason for this Report

1. To seek approval to proceed with the development (which has Planning Consent) of an Integrated Transport Hub on the site of the former Waungron Road Recycling Depot.

Background

2. The Cardiff Bus Network Study (see background paper 1) identified shortcomings in the current Cardiff local bus network, in that current local bus and rail networks are mainly radial from the City Centre in nature which limits opportunities to make orbital cross city journeys by bus. The study reviewed the existing infrastructure and analysed the levels of congestion and accessibility using sophisticated modelling techniques. It compared the infrastructure and services in Cardiff with best practice examples in Edinburgh (Note: 37.5% of journeys to work were by bus or coach in Edinburgh in 2011 compared to 13.3% in Cardiff), Tyne and Wear, Merseyside, Hull, Nottingham, Oxford, Brighton, Reading, Bristol, Dublin (Ireland), Geneva (Switzerland), Bremen (Germany) and Valence (France). Many of the exemplar cities operate a high proportion of core services as cross-city routes, with designated high quality interchange hubs on the periphery of the city centre and a small but high quality central bus station. The cities tend to operate with a mix of stopping and express services, on radial and orbital routes, and extended and consistent operating hours and service frequencies across the network.

3. The study suggested that the location of the former Civic Amenity site at Waungron Rd/Western Ave is ideally placed to facilitate modal interchange from radial routes from Western Cardiff at the adjacent Waungron Park rail station, and orbital bus journeys via Western Avenue and University Hospital Wales (UHW). The location plan is provided in Appendix A and the general arrangement is provided in Appendix B. The Western Transport Interchange has the potential to provide a highly

accessible interchange reachable from all parts of the city via the following routes:

- North West Cardiff – City Centre – East Cardiff;
- City Line Rail Services from Radyr to Central Station; and
- West Cardiff – City Centre – East Cardiff.

4. The study identified a need to ensure that the bus network is flexible such that it can be expanded to serve new development sites within Cardiff, in particular the proposed housing developments in the north-west and north-east of Cardiff as set out in the deposit Local Development Plan (LDP). There is significant opportunity to use developer contributions to pump prime these bus service expansions and the transport interchange at Waungron will contribute towards achieving services that can be operated on a commercial basis.

5. The study suggests how bus journey times and reliability could be significantly improved. The principles discussed in the report show how the use of an interchange facility can increase service frequency, create more reliable journeys and minimise transfer time by redesigning the operations of existing services without the need to add new services. Therefore, the study confirms that there is significant potential to grow bus patronage by creating a more efficient bus network through investment in infrastructure that provides operators the confidence to invest and improve their bus services, providing a wider choice of destinations and making them an attractive and reliable alternative to travelling by private car. The benefits will be further accentuated by future plans for integrated ticketing in the region.

6. Pedestrian and toucan crossing improvements will also be provided as part of the highway works surrounding the site to improve the attractiveness of key walking and cycling routes in the area.

7. The application for planning permission for the Western Transport Interchange has been approved, the road created will be adopted highway. Associated Traffic Regulation Orders (subject to the Council following due procedure as set out in the Act and the regulations) will restrict vehicle access to public service vehicles and vehicles needed for essential maintenance.

Issues

8. The Local Transport Plan (LTP) prioritises interventions which facilitate easy interchange between transport modes and services to improve access for all to employment opportunities, services, health care, tourism and leisure facilities. Investment is required in infrastructure to facilitate the introduction of new services and local interchanges in order to extend the range of destinations which can be reached by public transport and thus extend travel choices.

9. The Local Development Plan has a target of 50% of all trips on the network to be made by sustainable modes. Significant improvements in

the quality and attractiveness of sustainable travel choices are needed to facilitate the trips generated by the development sites in North West Cardiff, which will comprise 5000 housing units. The Cardiff Capital Region Metro study in 2013 (see background paper 2) identified the Cardiff north-west corridor as the highest priority of the project, encompassing new routes and stations to facilitate the expansion of Cardiff from Cardiff Bay to Rhondda Cynon Taf via Creigiau to support redevelopment and help alleviate congestion on the strategic highway network in the region. The Western Transport Interchange was not identified as a scheme in the Metro project. However, it provides an early opportunity to help facilitate development growth in the corridor and provide complementary measures that will enhance the effectiveness of any future Metro public transport improvements.

10. The Cardiff Infrastructure Plan (see background papers 3 and 4) identifies transport hubs as providing interchange facilities for several modes of transport at one location and opportunity to link services with Park and Ride (see Appendix C: Bus Network Opportunities for Cardiff West Interchange). Benefits include improved accessibility for commuters and an associated decrease in journey times for trips incorporating more than one mode of transport. Users will benefit from an increased choice of destinations and convenience by being able to travel on cross-city services that are not currently available and providing alternatives for those travelling into Cardiff from the Region. Hubs can also offer benefits for transport operators in terms of co-ordinating service timings. Transport hubs were identified as an infrastructure requirement to be brought forward in the early stages of the Plan's period to facilitate development. The Western Interchange together with the Cardiff Central Integrated Transport Hub will provide an early opportunity to achieve this.

11. The development of the Western Interchange will facilitate better public transport links from the North West corridor to areas of growing employment (Cardiff Bay, redeveloped Central Square, UHW, Cardiff Gate), health care (UHW, Llandough Hospital), and education (Cardiff University, Cardiff Met, USW). It will also facilitate regional links via the local and national rail network accessed via the adjacent Waungron Park station.

12. Micro-simulation modelling of the surrounding highway network with the junction improvements needed to provide the access for the Western Transport Interchange has been undertaken (see background paper 5). Following consultation with bus operators, the design was subsequently changed to provide 4 stands rather than the 5 included in the modelling work which included scenarios of up to 53 buses per hour. The modelling suggests that there will not be any significant additional congestion on the network with up to 40 buses per hour using the site. This level of service would equate to approximately 6 minutes between buses for each of the four stands (similar to service levels at Talbot Green in Rhondda Cynon Taf which also operates with 4 stands).

13. The initial budgeted estimate of the cost of the scheme included in the 2016/17 capital programme was £500,000, however this related solely to the works within the site curtilage. Improvements to pedestrian and cycle access and telematics works needed to enable the site to operate efficiently for buses by integrating with existing signalised junctions, together with issues to do with site topography, unforeseen land remediation works related to the site's former use and the necessity of providing some retaining measures to the adjoining Network Rail embankment have meant that the current estimate is now £1.7m (subject to soil contamination report outcome and tender). A soil contamination report has been prepared which confirms the mitigation measures that will be required. The cost estimate will be reviewed from the information in the report.

14. The works will also include remediation of the surplus land on the site and facilitate the access required for any development that might take place on it in the future.

15. Given the extended scope of the scheme, as outlined in paragraph 13 above, it is proposed that the future Bus Corridor Improvements budget in the Councils Indicative Capital Programme is used to fund this scheme. Future proposed bus corridor improvement schemes would be funded either from drawing down from the Parking Reserve, if resources permit, or by bidding for additional resources such as specific WG grant bids.

16. Using the Department for Transport WebTAG appraisal guidance, it is estimated that the improvement will generate a conservatively estimated economic benefit of £1.8 million to users of the interchange over the next 30 years. This estimate does not account for the wider benefits associated with facilitating growth, improving the journey time and reliability of bus services, and encouraging mode shift to sustainable modes of travel. There are also additional benefits of interchange with the Waungron Rail Station enabling improved access to travel regionally. Therefore, the overall economic benefits are likely to be significantly higher than the benefits to the users of the interchange.

17. The 2015 Ask Cardiff survey results show that 66% of respondents considered bus improvements were a priority.

18. The key timescales for delivery are as follows:

- Planning Permission –Consent obtained November 2016;

- Review Soil Contamination Report - November 2016;
- Prepare Traffic Regulation Orders (TRO's) – December 2016;
- Issue Invitation to Tender – December 2016;
- Construction Start (16 Week Construction Period) – February 2017;
- Sealed TRO's (subject to consultation) – May 2017; and
- Construction End – June 2017.

Local Member consultation

19. Consultation is proceeding through the planning process.

Reason for Recommendations

20. To enable the development of Western Transport interchange to proceed.

Financial Implications

21. As a result of the extended scope of the proposed scheme, the report identifies a significant increase in estimated expenditure of £1.2m between the initial estimate of £500,000 and the current projection of £1.7m. The report identifies the factors behind this increase to be the result of cycle and pedestrian access improvements, integration of telematics within the wider immediate network, site topography, land remediation work and retaining measures required for the Network rail embankment.

22. The report refers to the projected cost of £1.7m being subject to the soil contamination report outcome and the tender for the work. A risk remains therefore that the projected cost of £1.7m could further increase, however, budget contingencies and strong project and contract management should be put in place to manage any such potential variations.

23. In the absence of any external funding towards the facility, a budget needs to be in place before any award of contract. The proposed funding for this scheme is the bringing forward of alternative City Operations Capital Programme schemes over a four year period. This relates to Bus Corridor improvement budgets which are currently £335,000 p.a. in the Council's Indicative Capital programme. This will mean that future proposed bus corridor improvement schemes in the medium term would need to be funded either from the parking reserve, subject to adequate resources being available in the reserve, or other external resources such as WG grant bids.

24. A further element of funding for the Transport Interchange is the disposal towards the costs of developing the Interchange. Whilst strategic estates advice is that any disposal is realistic, this funding is not confirmed in either its timing or its amount.

25. The operating costs of the facility are not identified in the report but as this will be an unmanned facility the Directorate do not consider that these will be significant. Any ongoing maintenance and any future operating costs will need to be funded by the Directorate from within existing resources

Legal Implications

26. The recommendation within the report seeks authority to carry out a procurement for a Works contract with an estimated value of £1.7 million, with authority delegated to the Director of City Operations.

27. Given the estimated value of the contract falls below the EU Procurement not apply. That said, the proposal is still subject to the EU Treaty Principles of (amongst other things) equal treatment, non-discrimination openness and transparency and the Council's Contract Standing Orders and Procedure Rules. To this end, Legal Services are instructed a competitive tender process will be carried out and legal advice should be sought on the proposals and form of contract. It is understood that a separate report will be prepared in line with the delegation set out in recommendation 2.

28. In respect of the future arrangements, along with procurement and contract law implications detailed advice should be sought as to whether the same raise any property and planning law issues.

29. It is noted the body of the report refers to proposals to make traffic regulation orders. It must be appreciated the Council must comply with the procedure set out in the Act and the regulations and cannot guarantee the orders will be made. The making of any traffic regulation order is dependent upon, amongst other things, the outcome of the statutory consultation process.

Equalities/Public Sector Duties

30. In considering this matter the decision maker must have regard to the Council's duties under the Equality Act 2010. Pursuant to these legal duties Councils must, in making decisions, have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. Protected characteristics are: (a). Age,(b) Gender reassignment(c) Sex (d) Race – including ethnic or national origin, colour or nationality, (e) Disability, (f) Pregnancy and maternity, (g) Marriage and civil partnership, (h)Sexual orientation (i)Religion or belief – including lack of belief.

31. The decision maker must be satisfied that the proposal is within the Policy and Budget framework of the Council.

RECOMMENDATIONS

It is recommended that Cabinet;

1. Approve the proposed Western Transport Interchange development; and

2. Delegate authority to the Director of City Operations in consultation with the Cabinet Member for Finance, Cabinet Member for Transport, Planning and Sustainability, the Council's s151 Officer and the Director

of Law and Governance to deal with all aspects of the procurement of the Works for the Western Interchange Development as set out in this report, up to and including the award of the contract.

3. Approve the transfer of Indicative Capital Programme allocation from Bus Corridor improvements to the Cardiff West Interchange Scheme.

ANDREW GREGORY
Director
9 December 2016

The following appendices are attached:

Appendix A: Location Plan of the Western Transport Interchange
Appendix B: General Arrangement Drawings CO16017-2 and CO16017-3.
Appendix C: Bus Network Opportunities for Cardiff West Interchange.

The following background papers have been taken into account:

1. *"Transforming the Bus Network, Cardiff Bus Network Study", 6th November 2014, by Arup for Cardiff Council in Conjunction with Cardiff Bus (Local Development Plan Examination Document Library Reference ED026).*

2. *"Report to the Minister for Economy, Science and Transport, A Cardiff Capital Region Metro: Impact Study", October 2013.*

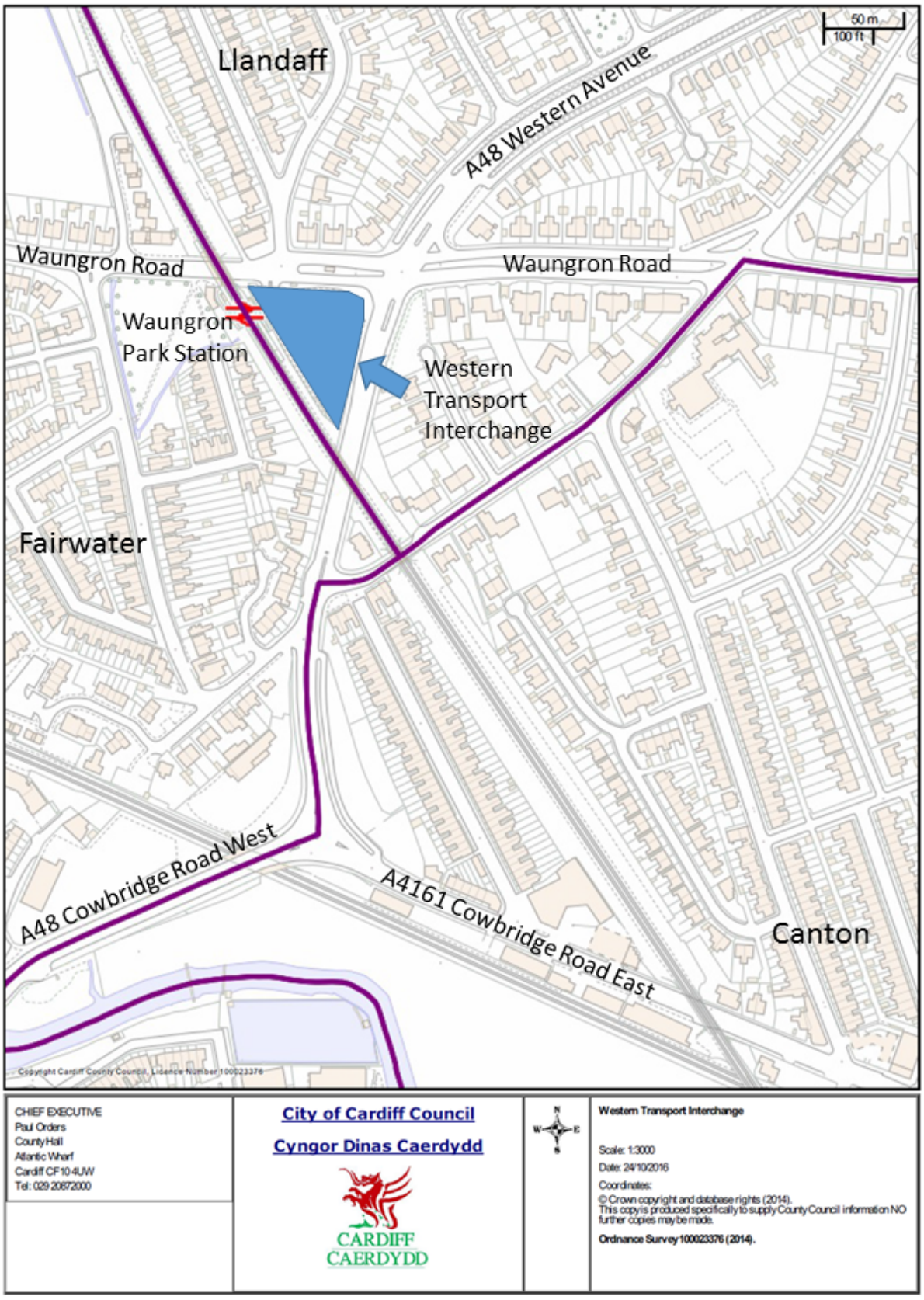
3. *"Background Technical Paper No.6, Infrastructure Plan", updated November 2014 (Local Development Plan Examination Document Library Reference ED009.11).*

4. *"Cardiff Infrastructure Plan", September 2016 (Community Infrastructure Levy supporting documents, Reference CIL009).*

5. *"Waun Gron Modelling – Two Way Bus Hub Modelling", update v2, by Aecom dated July 2016.*

Mae'r dudalen hon yn wag yn fwriadol

Location Plan of the Western Transport Interchange



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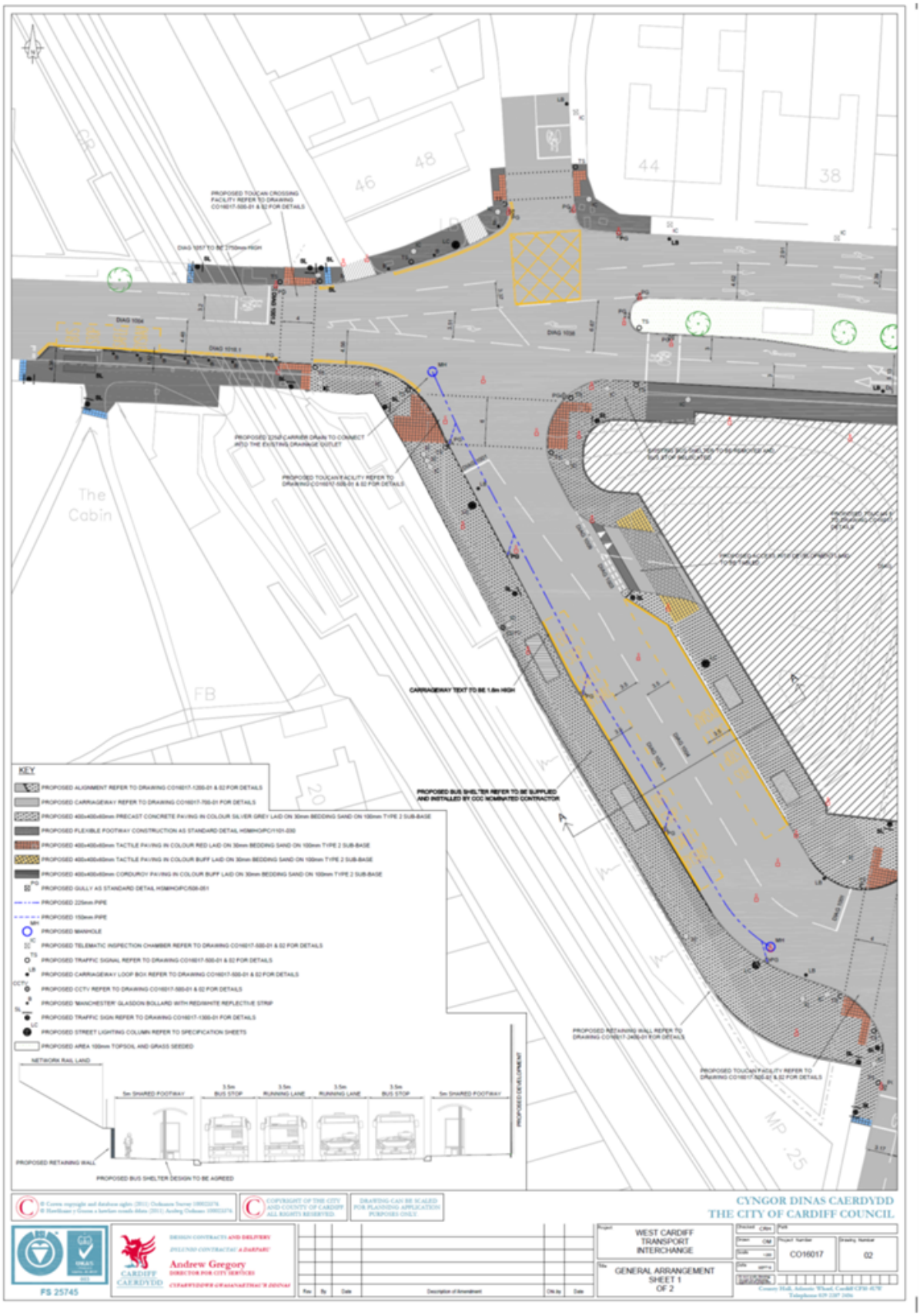
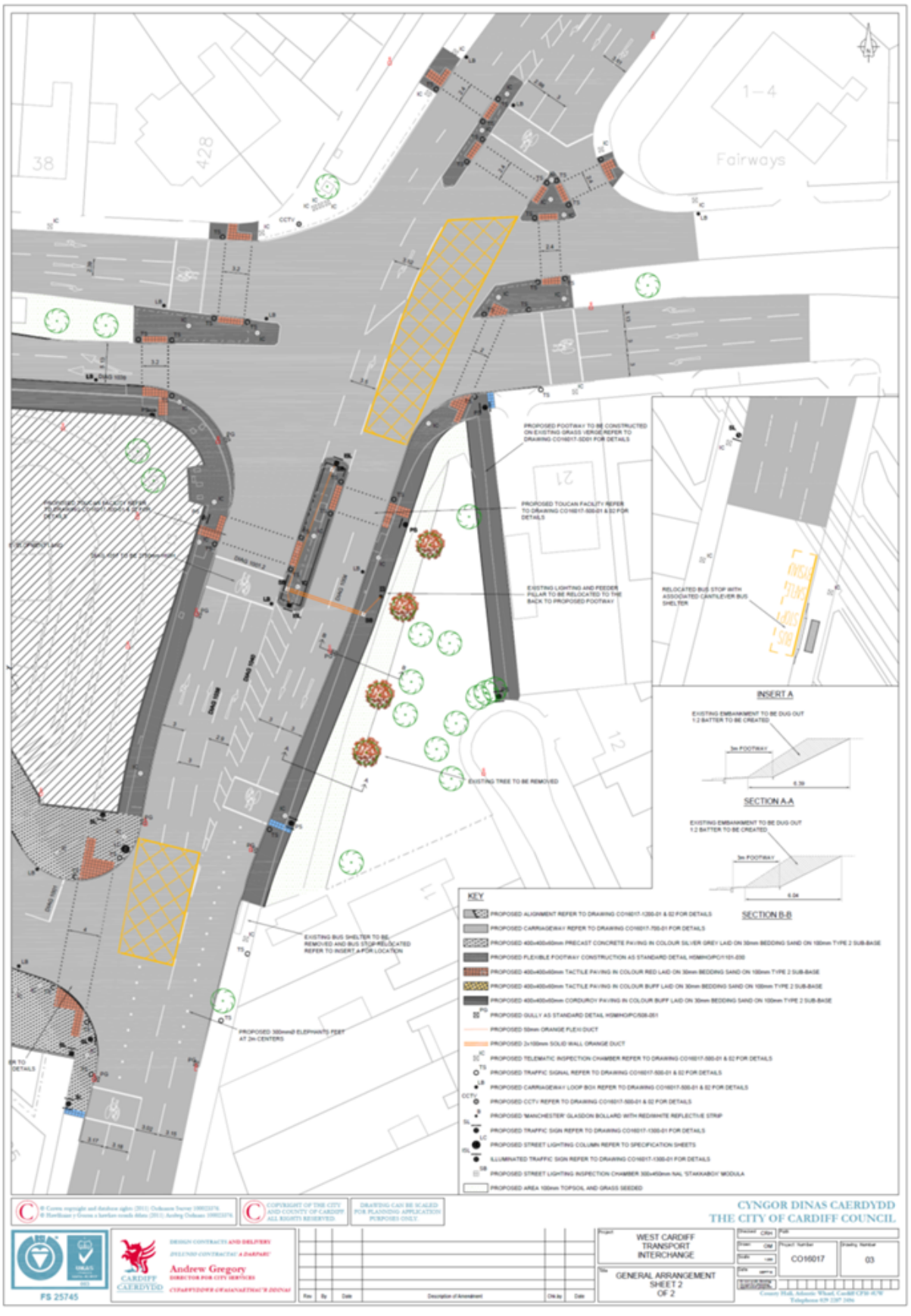
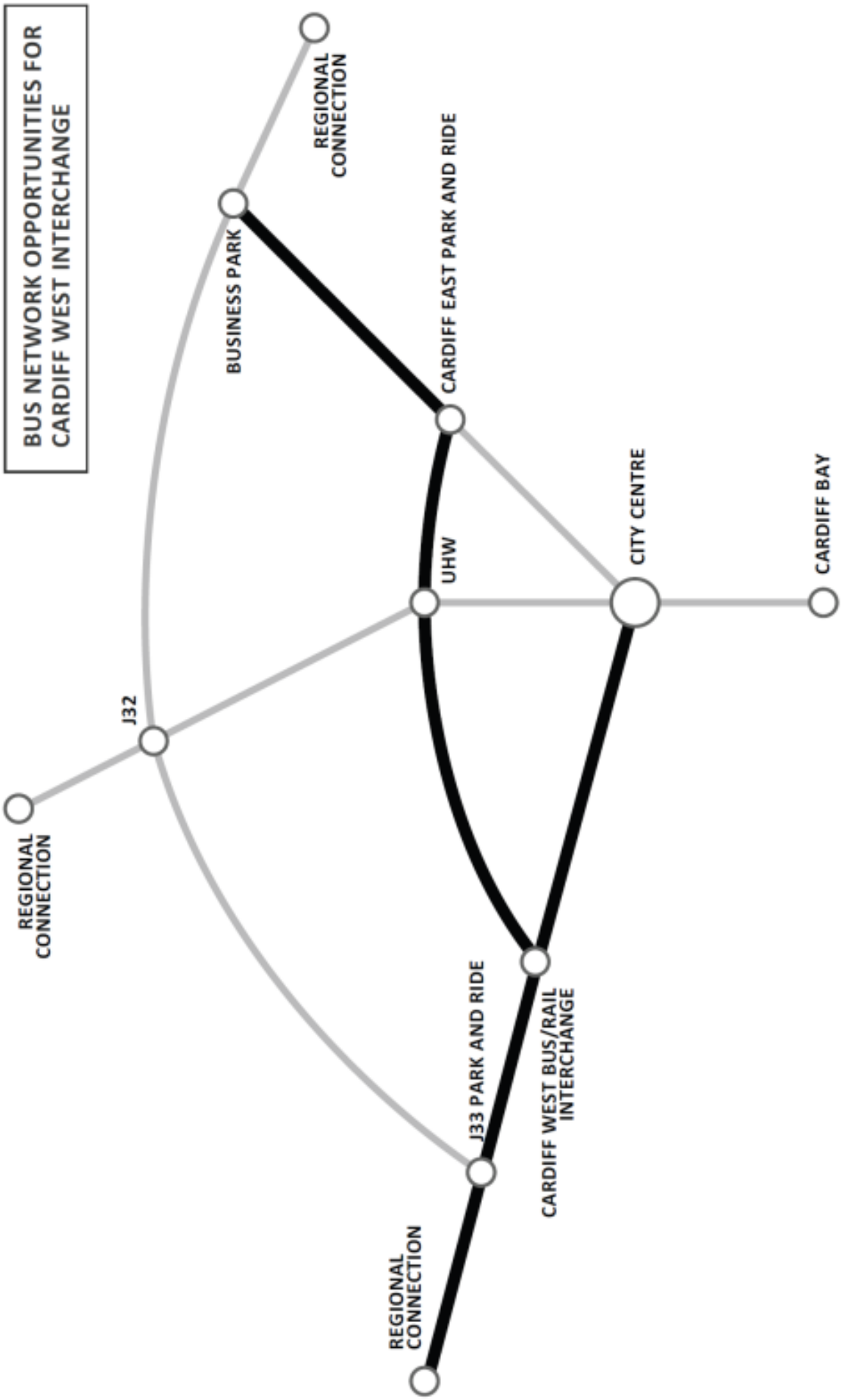
Appendix B: General Arrangement Drawing CO167017-2



General Arrangement Drawing CO167017-3




BUS NETWORK OPPORTUNITIES FOR CARDIFF WEST INTERCHANGE
REGIONAL CONNECTION
BUSINESS PARK
CARDIFF EAST PARK AND RIDE
UHW
CITY CENTRE
CARDIFF BAY
J32
REGIONAL CONNECTION
J33 PARK AND RIDE
CARDIFF WEST BUS/RAIL INTERCHANGE
REGIONAL CONNECTION

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