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AGENDA

Committee	ENVIRONMENTAL SCRUTINY COMMITTEE
Date and Time of Meeting	TUESDAY, 3 JULY 2018, 4.30 PM
Venue	COMMITTEE ROOM 4 - COUNTY HALL
Membership	Councillor Patel (Chair) Councillors Derbyshire, Philippa Hill-John, Owen Jones, Lancaster, Jackie Parry, Owen, Wong and Wood

*Time
approx.*

1 Apologies for Absence

To receive apologies for absence.

2 Declarations of Interest

To be made at the start of the agenda item in question, in accordance with the Members' Code of Conduct.

3 Minutes (Pages 5 - 14)

To approve as a correct record the minutes of the meeting held on 5 June 2018.

4 Committee Membership

5 Planning, Transport & Environment Directorate Delivery Plan 2018/19 (Pages 15 - 94)

4.40 pm

- (a) Councillor Michael Michael, Cabinet Member for Clean Streets, Recycling & Environment and Councillor Caro Wild, Cabinet Member for Strategic Planning & Transport have been invited to attend the meeting and make a brief statement on the item titled 'Planning, Transport & Environment Directorate Delivery Plan 2018/19' (if they wish);
- (b) Officers from the Planning, Transport & Environment Directorate

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have been invited to attend to deliver a presentation on the item titled 'Planning, Transport & Environment Directorate Delivery Plan 2018/19' and answer Member questions;

(c) Questions by members of the Committee.

6 Planning, Transport & Environment Directorate - Quarter 3 & 4 Performance Reports 2017/18 (Pages 95 - 120) 5.40 pm

(a) Councillor Michael Michael, Cabinet Member for Clean Streets, Recycling & Environment and Councillor Caro Wild, Cabinet Member for Strategic Planning & Transport have been invited to attend the meeting and make a brief statement on the item titled 'Planning, Transport & Environment Directorate – Quarter 3 & 4 Performance Reports 2017/18' (if they wish);

(b) Officers from the Planning, Transport & Environment Directorate have been invited to attend to deliver a presentation on the item titled 'Planning, Transport & Environment Directorate – Quarter 3 & 4 Performance Reports 2017/18' and answer Member questions;

(c) Questions by members of the Committee.

7 Section 106 Local Infrastructure Proposal Lists - Member Briefing Note (Pages 121 - 130) 6.25 pm

- Principal Scrutiny Officer to provide Members with a briefing note on the Cabinet paper titled 'Section 106 Local Infrastructure Proposal Lists' that is due to be presented at the Cabinet meeting on the 12 July 2018. Members are asked to note the content of the report and suggest any future actions relating to the item (if appropriate).

8 Public Space Protection Orders - Dog Controls - Member Briefing Note (Pages 131 - 182) 6.35 pm

9 Environmental Scrutiny Committee - Work Programming 2018/19 Verbal Update 6.45 pm

- Principal Scrutiny Officer to provide Members with a verbal update on the development of the Environmental Scrutiny Committee Work Programme for 2018/19.

10 Date of next meeting - 4 September 2018

Davina Fiore

Director Governance & Legal Services

Date: Wednesday, 27 June 2018

Contact: Graham Porter, 02920 873401, g.porter@cardiff.gov.uk

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ENVIRONMENTAL SCRUTINY COMMITTEE

5 JUNE 2018

Present: Councillor Patel(Chairperson)
Councillors Philippa Hill-John, Owen Jones, Lancaster,
Jackie Parry, Wong and Wood

73 : APPOINTMENT OF CHAIRPERSON AND COMMITTEE MEMBERSHIP

The Committee noted that Annual Council on 24 May 2018 appointed Councillor Ramesh Patel as Chair of the Committee and the following Members to the Committee:

Councillors Henshaw, Philippa Hill-John, Owen Jones, Lancaster, Jacqui Parry, Owen, Wong and Wood

74 : TERMS OF REFERENCE

Members of the Committee were asked to note the Committee's Terms of Reference.

75 : APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Oliver Owen and Councillor Mackie.

76 : DECLARATIONS OF INTEREST

The following declarations of interest were received in accordance with the Members Code of Conduct and the Local Government Act 1972:

Councillor Jacqui Parry	Agenda Item 6	Former Chair of Licensing and Public Protection Committees
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77 : MINUTES

The minutes of the meeting held on 15 May 2018 were approved by the Committee as a correct record and were signed by the Chairperson.

78 : SHARED REGULATORY SERVICE - BUSINESS PLAN 2018/19 AND ANNUAL REPORT 2017/18

The Committee received a report on the Shared Regulatory Service Business Plan 2018/19 and the Shared Regulatory Services Annual Report 2017/18. Members were asked to note the content of each document and consider whether they wish to make any comments.

Members were advised that the Shared Regulatory Service (SRS) is a collaborative service formed between the partner local authorities Bridgend, Cardiff and Vale of Glamorgan Councils. The SRS aimed to provide a fully integrated service under a single management structure for the Trading Standards, Environmental Health and

Licensing functions with shared governance arrangements. The creation of the service was originally driven by the need to reduce budgets whilst building resilience within the operation.

The SRS operates under a Joint Working Agreement and the Head of the Service reports to a Joint Committee of Elected Members drawn from the three partner local authorities. The delegations of policy and the functions from partners to the Joint Committee and Head of Service are set out in the Joint Working Agreement, including:

- The functions to be carried out
- The terms of reference and constitution of the Joint Committee, Management Board, etc
- Staffing, services to be provided by the host and other partners, financing and other functional issues
- The finance operating model.

The report provided Members of the Committee with an overview of the core services provided by the SRS.

The SRS produces a Business Plan and Annual report each year. The two documents are designed to focus on future service delivery and reflect on the outcomes of the previous year.

The SRS Business Plan 2018/19 was attached to the report at Appendix 1. The Business Plan set out the resources, targets, challenges and priorities for the coming year in six main sections: Overview of Services; Service Aims and Strategic Priorities; Challenges; Budget and Resources; Workforce Development; and Turning Actions into Outcomes. The Business Plan is also supported by a risk assessment and action plan.

The Annual report was attached at Appendix 2. The main purpose of the Annual report is to reflect on the performance and financial position for the previous financial year.

The Chairperson welcomed Councillor Michael Michael, Cabinet Member for Clean Street, Recycling and Environment and the following officers from SRS: Dave Holland, Head of Shared Regulatory Services; Christina Hill, Operational Manager, Occupational Health and Community Health; Helen Picton, Operational Manager, Consumer Services Team; and Will Lane, Operational Manager, Public Protection; to the meeting. Dave Holland, Head of the Shared Regulatory Service was invited to deliver a presentation. Members of the Committee were then invited to comment, seek clarification or raise questions on the information received. Those discussions are summarised as follows:

- Members sought clarification of the arrangements for scrutiny of the Shared Regulatory Service. Officers advised that there have been lengthy discussions regarding how to best scrutinise the service. The three partner authorities have different scrutiny arrangements in place. Officers from SRS have appeared before scrutiny committees a number of times at each Council and SRS has been challenged to demonstrate how they achieve the

corporate priorities on each occasion.

- Members asked for details of the level of project savings in SRS in 2018/19, 2019/20 and 2020/21. Members were advised that SRS have been asked to deliver 5% savings year on year for three years. A consultation exercise is currently being undertaken with staff as staff numbers are likely to be reduced through redundancies. Members asked whether the SRS will be able to maintain its enforcement capabilities if staff numbers are reduced. Officers indicated that potentially 12 FTE posts will be lost and there will be challenges. However, the set of proposals set out in the Business plan 2018/19 are achievable and the priority areas will be delivered.
- SRS are developing new areas of income. For example, as regulations in Wales are different to those in England, large organisations are approaching SRS, as the 'Primary Authority' in order to access assured advice to businesses that are trading across county boundaries. Another successful area where income has grown has been the provision of food hygiene training to small business.
- Members noted that the performance target SRS/TS/002 – relating to the number of significant breaches that remain outstanding – has not been achieved for a number of years. Members asked officers to comment on these results. Officers stated that significant breach investigations can run for quite some time and are often not concluded within the financial year. Therefore, where investigations are not closed they appear as 'red' and this was misleading. Members asked whether officers considered if there was a better target or better metric that could be employed. Officers replied that potentially there was, but the indicator is a national indicator across Wales. Members were advised that a recent court prosecution against a rogue trader ran for 2 years.
- The Committee noted that sickness absence levels in SRS are lower than the Council average. Members asked whether there were any lessons the Council could learn from this. Officers stated that SRS has a flexible culture that trusts and empowers staff. The Cabinet Member considered that Members should be cautious about comparing sickness absence levels across directorates as working conditions in all services areas are not the same.
- Members asked officers to comment on the measures set out on Page 75 of the Business Plan relating to empty private sector properties. Officers advised that the authority has an empty homes officer who has been tasked with bringing empty properties back into beneficial use. A number of service areas will feed into this. The officer engages with property owners and attempts to signpost them to schemes which are aimed at bringing vacant properties into use. Targets have not yet been set but work is ongoing to develop meaningful targets to be included in the Business Plan in the future. The Cabinet Members stated that a recent officer decision will mean that the authority now has the power to bring large vacant properties back into Council ownership.

- Members asked officers to comment on the success of the Single Point of Contact telephone number. Members were advised that the Single Point of Contact telephone number and the contact centre technology was providing valuable data on the numbers of calls received, the issues, the areas those issues are occurring. SRS will be able to interrogate this data in order to identify trends and prioritise resources.
- Members raised concerns that the elderly or vulnerable people who participate in the assisted list scheme for the waste collections, whereby an orange diamond ticket is displayed, may be targeted by rogue traders and other types of doorstep scams. The Cabinet Member advised that he had heard these concerns expressed previously and he was yet to see any evidence that those participating in the scheme are more likely to be victims of crime. The Cabinet Member felt that the orange diamond scheme was simple and it worked well, however, he would welcome any further information provided by the Committee.
- Members noted that SRS was reaching its targets and it has high rates of satisfaction from customers. Members asked whether there were any plans to further expand SRS in the future. Officers were unaware of any proposals to further expand SRS. However, SRS has demonstrated that local authorities can come together and work in partnership successfully and therefore the partner authorities may well wish to continue with SRS in its current form.
- The Committee considered that feedback received from residents in 'cold calling zones' indicated that these schemes were well received and worked well in practice. Members asked whether cold calling zones could be considered in new areas in the future. Officers stated that the Welsh Government source of funding for such schemes no longer existed. However, SRS do have a supply of stickers/signage that can still be provided to more vulnerable residents.

AGREED – That the Chairperson write to the Cabinet Members on behalf of the Committee to convey their comments.

79 : CABINET RESPONSE TO RESTORE OUR RIVERS

The Environmental Scrutiny Committee 'Restore Our Rivers' report was presented to the Cabinet on 21 September 2017. The Cabinet response was agreed by the Cabinet on 16 November 2017. The 'Restore Our Rivers' report set out to evaluate and address the current problems in Cardiff's rivers and watercourses. The Scrutiny report made 140 key findings and 20 recommendations; 18 recommendations were accepted in principle, one recommendation was partially accepted and one recommendation was rejected.

The Committee received a report setting out the Cabinet's response. Officers from the Planning, Transport and Environment Directorate were invited to attend the meeting to summarise the Cabinet response and answer any questions from the Committee.

The Chairperson welcomed Councillor Michael Michael and Gary Brown, Operational Manager, Assets, Engineering and Operations to the meeting. Councillor Michael was invited to make a brief statement.

Councillor Michael stated that the report presented to Cabinet was an excellent report from former Members of the Environmental Scrutiny Committee. Councillor Michael's only concern was that most of the recommendations relate to some form of partnership working and there was only so much that Cardiff Council alone could do. The Committee was invited to consider inviting Welsh Government and Natural Resources Wales to address the recommendations in the report as it is within the Committee's remit to do so.

The Chairperson invited comments from the Committee. Those discussions are summarised as follows:

- Members noted that the report addressed river restoration on a catchment area level. Members asked why the authority should not adopted an informal shared approach in order to address the recommendations in the report. The Cabinet Member stated that WG and NRW are already working across local authority boundaries and they have the powers to implement change. The Committee is able to hold both bodies to account.
- Members considered that other local authority could be encouraged to adopt the principals set out in the report.
- The Committee sought clarification of the status of the Clean Waterways Directive. The Cabinet Member stated that he was unable to provide an answer as the directive is the responsibility of the NRW. The Cabinet Member considered that NRW should take the lead in following up the recommendations in the report.

AGREED – That the Chairperson write to the Cabinet Members on behalf of the Committee to convey their comments.

80 : TREE MANAGEMENT

The Committee received a report which provided Members with an opportunity to review how Tree Management is delivered by the Council and to consider existing and potential future arrangements.

Members were advised that trees bring many health, social, environmental and economic benefits. The management of trees on Council land represents a significant challenge in terms of tree management as it attracts a great deal of public interest. The Tree Management Unit is responsible for all trees located on Council land and across all service areas. The maintenance of street trees is delivered through a framework contract and the budget for this contract is £96,000. The Tree Management Unit employs 10 FTE staff and operates an emergency call out service 24 hours a day, 365 days of the year.

The net revenue budget for Tree Management in Cardiff for 2017/18 was £428,000 plus and additional one-off sum of £100,000 allocated to reduce the backlog of

outstanding works. The net revenue budget for Tree Management in Cardiff in 2018/19 is £431,530.

The income target required to achieve a net budget position of £429,020 for 2017/18 was £129,160. The service generated £113,734 which represented a shortfall of £15,426. The income target for 2018/19 is £134,160 – an increase of £5,000. Based on the 2017/18 income figure, the service will need to increase income by £20,426. The main income sources are for surveys and works undertaken on behalf of the School Service, Housing, Strategic Estates and Development Control.

Members were advised that the Council's Tree Management Policy is based on risk management and legislative requirements. Liability claims can be made against the Council if it is alleged that the Council's negligence is deemed to have caused injury, loss or damage. The Council is able to mitigate the risk of successful claims by demonstrating it has a reasonable risk based approach to the inspection and maintenance of its trees.

The Council does not undertake tree maintenance on private land and concerns regarding trees on private land are principally a matter for the landowners to resolve. However, the Council does possess powers to require a landowner to make safe a tree that poses an imminent danger. The Council may intervene and undertake works if a landowner fails to act within a reasonable timescale. The Health and Safety Executive (HSE) Guidance on managing trees recommends that a reasonable and balanced approach is taken when dealing with problem trees. The key elements recommended by the HSE were set out in the report.

The programme of works is risk based and priorities are dictated based on the level of risk posed. The programme of work changes constantly and it is not uncommon for work to be delayed or for completion to take longer than expected. Prioritisation of work is also consistent with the HSE guidance. The categorisation of this risk is as follows:

Perceived Nuisance – unnecessary work rarely considered for action
Low – necessary work completed with five years
Medium – necessary work completed within three years
High – essential work is completed within 1 year
Urgent – work completed within 7 days
Emergency – site made safe within 2 hours

Members were advised that in 2017/18 the Council commissioned APSE to deliver a 'Tree Management Policy and Operational Management Review' and the findings of the review were published in a report entitled 'APSE Solutions – Tree Management Policy and Operational Management Review – Report for Cardiff City Council'. The report was attached at Appendix 1. The report made 6 recommendations, details of which were provided in the cover report.

The Chairperson welcomed Councillor Peter Bradbury, Cabinet Member for Culture and Leisure; Jon Maidment, Operational Manager, Parks and Sport; and Kevin Matthews, Team Leader, Tree Management Unit to the meeting.

Councillor Bradbury addressed the Committee and stated that Tree Management was an important issue that was the subject of a great deal of public interest and correspondence received. The Cabinet Member was reassured that the review of Tree Management Policy had concluded that the authority was correct to employ a risk-based approach. The Cabinet Members concluded by saying that Council Policy and Tree Management in the City in general was carried out by an excellent team of officers.

Jon Maidment delivered a brief presentation. The Committee were invited to seek clarification, comment or raise questions on the information received. Those discussions are summarised as follows:

- Members asked how many trees there are in Cardiff. Officers stated that there are approximately 573,400 known trees, but they were unable to estimate how many of that number are the responsibility of the Council.
- Members asked how a net reduction in the budget of £96,000 would impact on the service and whether risk will increase as a result. Officers stated that the reduction would inevitably impact on the amount of work the service is able to do. The risk based methodology would still mean that high risk jobs are prioritised. In mitigation, the service can call upon colleagues in the Ground Maintenance Team, who are qualified in basic chainsaw certification and are able to undertake basic works. The Cabinet Members stated that no decision to reduce budgets is easy but care should be taken not to be too alarmist. Storm Eileen proved that the service is equipped to respond quickly and ensured that public safety is protected.
- Members noted that during the last financial year £100,000 of additional resource was spent addressing 125 high priority jobs. Members asked how this shortfall would be mitigated in the future. Officers stated that the street tree contract has been brought back in house and it may be necessary to call upon other budgets within the Parks Service.
- Members asked what possibilities have been considered in terms of increasing income, such as sponsorship of trees or the sale of logs from felled trees. Officers advised that wood chip and bark is either sold on or used in parks and allotments. Firewood is given to the Harbour Authority for use in their biomass heating system. All waste products are recycled.
- An officer explained that a record of the trees inspected is kept on their tree management database. The software provided information on the conditions of the trees, any works necessary and the dates of any inspections.
- Members commended officers in the Tree Management unit for their response to exceptional circumstances during Storm Eileen. Members asked whether there had been an opportunity for officers to feedback lessons learned during the event. Officers stated that after emergency events there is an opportunity for officers to feedback lessons learned during debriefings. The Tree Management unit was part of the authority's wider Emergency Management response and the Emergency Management Plan is well rehearsed.

- Members noted that Cardiff's tree stock is one of the best in the UK. Members agreed that more could be done to get this message across to the public and that the potential sponsorship of trees is an area which should be seriously considered. A Members was aware that in some countries newly planted trees are given a 'birth certificate' and this raises interest and community ownership of those trees. Officers confirmed that there are 300 Champion Trees in the City – that is the oldest and largest tree of that species in the country. The authority does have a sponsorship programme and between 20 and 30 memorial trees are requested annually.
- The Cabinet Member stated that the Tree Management unit did not only remove trees, but they also did a lot of work in supporting charities to plan new trees. However, the APSE review report did concluded that the authority could do more to maximise commercial opportunities and work was ongoing to put those recommendations into practice.
- The Cabinet Member stated that the LDP and the new developments in the City brought a challenge. New trees are planted and in years 1 to 5 there are generally no problems. As the trees grow problems start to materialise and, therefore, it is important to plan how these are managed in future.
- Members asked officers to explain the process for recording trees on the tree management software and also whether the costs associated with tree management increase as risk increases. Officers advised that surveying of trees in the city is underway, however, it would not be possible to conduct a full survey without a significant increase in resources. There are 5 main categories for the condition of trees. Low risk require cosmetic works only. High priority trees are generally more expensive to manage. There are other criteria to consider, particularly for street trees, such as damage to infrastructure or insurance claims due to damage to property.
- Members asked officers to explain the rationale for removing street trees. Officers stated that trees are replaced on a 3-year cycle. There is often not enough time to allow for the felling of trees and the replanting new stock during the same year. The Tree Management Unit work closely with colleagues in the Highways Department such as recently in St John's Crescent in Whitchurch, where mature ash trees were causing damage to the footway. Colleagues in highways 'peeled back' the footway allowing for the problem trees to be removed and replaced. The Highways team then reinstated the footway after these works were completed.
- The Committee asked for comments on the problems the services was having in recruiting and retaining staff. Officers stated that recruitment has been problematic for some time now and some positions have been vacant for 12 months or more. The lack of suitably qualified staff is also a problem in the private sector. Members asked whether the services could do more to compete with the private sector. Officers stated that in order to compete externally with private sector tree management companies the service would need additional capacity. The service currently has a backlog on internal works.

- Members asked what degree of protection is afforded by Tree Preservation Orders (TPOs). Officers stated that TPOs are managed by the Planning Department and they can be used by members of the public to protect existing trees. Developers must state how many protected trees there are within the boundaries of their planning applications. The Cabinet Member stated that whether or not a tree qualifies for a TPO is supported by a bureaucratic process and it was important to manage expectations.
- Officers confirmed that the Tree Management Unit provide in-house training.
- Officers confirmed that the Park Service sell plants and shrubs, though this is not part of the Tree Management service. Recent successes include new contracts with the Business Improvement District and the Vale of Glamorgan Council. Income in this area is increasing year on year.
- Members asked whether more could be done to provide residents with information on the categorisation of the conditions of trees. The Cabinet Members considered that this was a fair point and agreed to reflect upon this.

AGREED – That the Chairperson write to the Cabinet Members on behalf of the Committee to convey their comments.

81 : ENVIRONMENTAL SCRUTINY COMMITTEE - WORK PROGRAMME PLANNING 2018/19

The Principal Scrutiny Officers invited Members to comment on the structure of the Committee's Work Programme for 2018/19. It was suggested that the Committee meet informally to discuss the structure and potential items for inclusion on the Work Programme.

The Committee requested that Principal Scrutiny Officer circulate potential dates and times for the informal discussion, to include dates and times of existing Committee meetings.

Members considered that there was also value in the suggestion that outside bodies be invited to the Work Programme discussion so that those bodies can be invited to suggest which areas or topics the Environmental Scrutiny Committee might wish to focus on.

82 : DATE OF NEXT MEETING

Members were advised that the next Environment Scrutiny Committee is scheduled for 3 July 2018.

The meeting terminated at 7.25 pm

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**CYNGOR CAERDYDD
CARDIFF COUNCIL****ENVIRONMENTAL SCRUTINY COMMITTEE****3 JULY 2018**

**PLANNING TRANSPORT & ENVIRONMENT – DIRECTORATE DELIVERY PLAN
2018-2019**

REASON FOR THE REPORT

1. To enable Members to gain an overview of the Planning, Transport & Environment Directorate services (which falls within the responsibilities of this Committee) and its contributions to the Council's Corporate Plan, its key achievements during the previous year and an outline of the future challenges facing the directorate.

SCOPE OF SCRUTINY

2. This report will provide the Committee with an opportunity to gain an understanding of the operation of the Planning, Transport & Environment Directorate and its key priorities for this year. It will also enable Members to enquire as to:
 - How these key priorities were identified and what criteria were used?
 - How was it judged that the associated key tasks would help either improve/ make the services provided more effective?
 - Identify the key challenges for the next year.

THE COUNCIL'S STRATEGIC PLANNING FRAMEWORK

3. The Council's integrated strategic planning framework (see diagram overleaf) sets out the "golden thread" in meeting the Council's four key priorities of:
 - Working for Cardiff;
 - Working for Wales;
 - Working for the Future;
 - Working for Public Services.



4. The Delivery Plan follows a standard format, which is:

- Introduction;
- Directorate Profile;
- Directorate Self-Assessment of Performance 2017/18;
- Moving Forward: Context, Opportunities and Challenges;
- Contributing to Cardiff's Well-Being Objectives;
- Delivering Welsh Language Standards;
- Strategic Directorate Priorities.

DELIVERY PLAN 2018 - 2019

5. The Plan is attached at **Appendix 1**. To assist Members, listed below are the pages relevant for each key section:
 - Directorate Profile – **pages 3 to 8** of the Plan;
 - Directorate Self-Assessment of Performance 2017/18 – **pages 9 to 15** of the Plan;
 - Moving Forward: Context, Opportunities and Challenges – **pages 16 to 17** of the Plan;
 - Contributing to Cardiff's Well-Being Objectives – **pages 18 to 19** of the Plan;
 - Delivering Welsh Language Standards – **page 20** of the Plan;
 - Strategic Directorate Priorities – **pages 21 to 67** of the Plan.
6. The Directorate's **Self-Assessment of Performance during 2017-18** (pages 9 to 15) sets out what the Directorate has done well, what the Directorate could/should have done better and what opportunities and challenges the Directorate faced.
7. The **Moving Forward: Context, Opportunities and Challenges Section** (pages 16 to 17) sets out issues that the Directorate must take into account in planning future delivery.
8. The **Strategic Directorate Priorities** Section (page 21 onwards) sets out in detail, under each Strategic Directorate Priority, the following:
 - Summary of Priorities;
 - Key Performance Indicators;
 - Risk Management;
 - Dependencies;
 - Key Actions - Individual Headline Actions with start/end date; responsible officer; key milestones for each quarter in 2018/19; a link to an equality objective.

Way Forward

9. At the meeting, Councillor Michael Michael (Cabinet Member for Clean Streets, Recycling & Environment) and Councillor Caro Wild (Cabinet Member for Strategic Planning & Environment) may wish to make statements. They will be supported by officers from the Planning, Transport & Environment Directorate who will attend to brief

the Committee on the work undertaken by the service and the key challenges facing the Directorate during the coming year.

10. Members may wish to explore the following areas:

- How the Directorate is supporting delivery of the Council's Key Priorities and Cardiff's Well-Being Objectives via the commitments detailed in the Strategic Directorate Priorities Section;
- How the Directorate's priorities were identified and what criteria were used;
- Whether the milestones and timescales for commitments are appropriate and achievable;
- What the arrangements are for monitoring the implementation of the Delivery Plan commitments;
- Whether the performance measures are appropriate and fit for purpose;
- The Directorates' resource levels and whether these are sufficient to resource the commitments in Strategic Directorate Priorities Section;
- The key challenges facing the Directorate and how they are planning for the future; and,
- The Directorate' key achievements during 2017/18.

Legal Implications

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

Financial Implications

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

RECOMMENDATIONS

The Committee is recommended to:

- (i) Review the information contained in this report; and,
- (ii) Identify any issues that should be considered for inclusion on the Committee's 2018/19 work programme.

Davina Fiore

Director of Governance and Legal Services and Monitoring Officer

27 June 2018

Planning, Transport & Environment Directorate Delivery Plan 2018 - 19



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1. Introduction

1.1 Golden Thread



1.2 Directorate Delivery Plan (DDP)

With increasing pressure on many services the Council is responsible for, we must be clear about our priorities. The Council is doing this and the four key priorities are:

Our priorities:

- Working for Cardiff
- Working for Wales
- Working for the Future
- Working for Public Services

For each priority, a number of well-being objectives have been established; and for each well-being objective, high level “steps” and performance indicators have been identified.

1.3 Measuring Progress

To ensure there is clear accountability for delivering each objective, one or more Lead Member and Lead Director has been identified for each priority. The delivery of the Corporate Plan will continue to be monitored through the Council’s Performance Management Framework (PMF).

The alignment of monitoring and reporting cycles for finance and service performance information have strengthened the PMF and give greater visibility of the Council’s overall performance position – against which progress will be monitored on an ongoing basis

Key Terms

The Well-being of Future Generations (Wales) Act

- This Act is about improving the social, economic, environmental and cultural well-being of Wales.

The 7 Well-being Goals

- To make sure all public bodies are working towards the same vision, the Act puts in place seven wellbeing goals.

City Wide Outcomes

- Seven high level outcomes have been by agreed Cardiff’s Public Services Board partners
- Achieving these outcomes requires action across a range of organisations.

Council Priorities

- The Council’s priorities recognise the most important areas that need to be addressed in the short to medium term.

Well-being Objectives

- 7 Well-being Objectives have been identified across the 4 Priorities. These reflect specific areas where the Council wishes to see improvement and the specific outcome we want to achieve.

Steps

- Steps are specific initiatives that the Council will undertake to deliver the Well-being Objectives and contribute to City Wide Outcomes.

Measuring Progress

- Progress will be measured by a basket of indicators.

2 Directorate Profile

2.1 Introduction

The Planning Transport and Environment Directorate (PTE) has a major role in bringing together the place-based services to ensure that Cardiff is able to achieve its Capital City Ambition. This ambition includes ensuring that the streets in the city centre and residential areas are clean and well maintained, that waste services offer great customer services, the highways network is well-managed, and new development is of a high quality. We aim for the city to among the very best in the UK and Europe.

To achieve this ambitious vision, the Directorate will lead on delivering a range of high profile projects in terms of transport, regeneration, highway network, waste, and cleansing. These projects include guiding the delivery of the new central transport interchange, measures being developed in the transport and clean air green paper such as cycle super highways, refreshed public transport, and new sustainable communities. The Directorate will specifically focus on the delivery of high quality Street-Scene Services, engaging communities, in street cleansing, waste collections, Recycling and Street Quality and improving overall street and highways management /enforcement in a step change improvement.

In addition, the intention is to deliver transformed services in a way that is cost effective, people focussed, engaged, well delivered, with UK best practice and where appropriate commercialised services. Digital transformation will be a priority to underpin these changes. Making all this happen will not always be a straightforward process but this programme demonstrates how we intend to deliver this ambitious strategy for Cardiff.



Andrew Gregory
Director; Planning, Transport & Environment



2.2 Directorate Teams

There are currently circa 1,116 FTE staff in the Directorate's establishment, operational teams, services delivered and locations are as follows:

Planning (56 staff) - Operating from County Hall

- Implementing and Monitoring the Local Development Plan (LDP) for Cardiff
- Delivering the masterplanning and infrastructure planning approach to secure high quality new developments consistent with the aims of Capital Ambition
- Contributing to regional planning collaborative working through the South East Wales Strategic Planning Group and other initiatives
- Contributing to emerging National Development Framework and the Strategic Development Plan for Cardiff Capital Region
- Preparation of Planning Policy Guidance to support the LDP
- Minerals planning
- Delivering the Council's Development Management function
- Investigating alleged breaches of planning through the enforcement functions
- Undertaking the Housing Land Availability Study

Transport Policy, Strategy & Delivery (88 staff) - Operating from County Hall

- Regional and City Transport Planning
- Statutory functions for transport planning process
- Provision of Building Control Services / Building Regulation Enforcement / Dangerous Structures / Demolitions / Statutory safety at Sports grounds enforcement and event inspections / Fire risk assessments
- Detailed Design / Project management and contract management / Contract Management Landscape Design
- Instigating delivery of S278 / S38 agreements / highway works
- Street Referencing
- Transport investigation & Assessments

- Concept Development, Feasibility and Consultation
- Traffic Regulation Orders
- Network Management / control room (UTC)
- Road Safety & technical standards
- Street Works
- Penalty charge notice processing appeals and blue badges

Street Scene - Neighbourhood Services and Waste Services (868 staff) - Operating from City Hall, County Hall, Bessemer Close, Brindley, Lamby Way, Wedal Road and Millicent Street

- Leading on the delivery of the Clean air Strategy
- Strategic Delivery and Improvement of Neighbourhood Services including contract & procurement management of service provision and digitalisation of services.
- Maintenance Operations / Winter Maintenance / Emergency Service provision
- Asset Management / Public Rights of Way (PROW) & Highway Assessments / Highway Safety Inspection / Highway Licensing / Claims
- Water & Flood Risk Management
- Bridges, Structures & Tunnel
- Telematics, Traffic Signals, CCTV & Street Lighting excluding the control room.
- Delivery of S278 / S38 agreements / highway works for highway infrastructure associated with new developments.
- Street Referencing
- Street Cleansing (Events Cleansing, Fly-Tipping Clearance, High Speed Route Cleansing, Campaigns, City Centre Cleansing, Provision of Commercial Services and SLA's)
- Neighbourhood Services Education and Enforcement (Waste and Recycling Education, Highways and Waste FPN's and Prosecutions, Provision of Commercial Services)
- Civil Parking Enforcement including management of on street pay and display parking and car parks.
- Passenger and Public Transport
- Road Safety Education & Training including School Crossing Patrols

- Community Engagement through the ‘Love Where You Live Campaign’
- Shared Regulatory Services – Client function for decision-making and managing performance.
- Recycling and Waste Management Strategy and Policy
- Statutory performance and recycling data
- Recycling Waste Management Services including; Collections of recycling; Food waste; Garden waste; Hygiene General waste
- Waste transfer and bulking operations
- Education and Awareness
- Recycling Materials Facilities, materials brokerage and income
- Bulky items and reuse services
- Commercial waste services, including skip and multi-service contracts
- Household waste recycling centres
- Commercial recycling centres
- Partnership contract management for Project Gwyrdd and Organics
- Landfill and aftercare management
- Stores, deliveries and bin repairs

Bereavement, Registration Services and Dogs Home (70 staff), Operating from Thornhill Crematorium, City Hall, various Cemeteries and Westpoint Industrial Estate

- Provision of Burial, Cremation and Memorialisation Services to address the loss of human life
- Provision of Exhumation services
- Partnership working with other authorities to provide burial services
- The registration of births, deaths, marriages, civil partnerships and still births that occur in the Cardiff Registration District.
- Taking notices of marriage and civil partnership for Cardiff residents and also for those requiring a “Designated Office” and conducting marriage and civil partnership ceremonies in Cardiff
- Issuing certificates of birth, death, marriage and civil partnership from archived records in the custody of the Superintendent Registrar

- Undertaking Nationality Checking Service and conducting Citizenship ceremonies.
- Provision of Cardiff Dogs Home & the rehoming of dogs.
- Provision of outreach and volunteer programmes and training placements at Cardiff Dogs Home
- Promotion of Animal Welfare in line with Nationally recognised standards

Energy & Sustainability (10 staff), Operating from County Hall

- Manage, monitor and administer energy consumption and carbon emissions across the Council's estate.
- Develop and deliver the Council's programme of renewable energy, and energy innovation projects.
- Develop and deliver the Council's programme of energy efficiency and energy retrofit activity across the Council's operational and residential estate.
- Develop and Deliver the Council's statutory and local responsibilities, policies and actions for Sustainable Development

Business Support (24 staff including Director & Secretary) – Operating from County Hall

- Delivery programming for finance / budget Strategic capital / revenue
- Supporting directorate governance & control
- Commercial & business improvement
- Equality development, implementation & monitoring
- Health & Safety co-ordination
- Performance management & measurement
- Business delivery planning
- Risk management
- Correspondence support

3 Self-Assessment of performance during 2017-18	
	During September 2017 the Directorate undertook a self-assessment to further understand our capacity to deliver against Well-Being Goals, Capital Ambition Commitments and Strategic Directorate Priorities (see section 6), further consideration was also given to identify what we are doing well, what we could have done better and a review of challenges and opportunities (see section 3.1)
3.1 What the Directorate did well / could have done better (utilising the Balanced Scorecard approach)	

<p><u>Delivering key commitments & objectives</u></p>	<p><u>What we did well / good news</u></p> <ul style="list-style-type: none"> • Growth of the ‘Love where You Live’ campaign working in Partnership with Keep Wales Tidy. • Introduction of new digital solution for Neighbourhood Services and Highways Enforcement – 27,338 enforcement processes and 2,500 highway licenses. • 14,000 street lights on the strategic road network converted to LED with central management system for remote control and monitoring. • Greener Grangetown sustainable drainage (partnership with Welsh Water and Natural resources Wales) substantially complete. • Delivery of £1M investment to hostile vehicle measures • Strategic patching programme for road alleviating concerns for small-deteriorated areas of roads. • Asset Management for infrastructure progressed to allow work scheduling for defects. • 3,824 street inspections, 44,627 defects on the highway and 21,177 m2 patching completed to ensure a highway asset is safe and well-maintained. • 27,338 environmental education and enforcement actions increasing service provision by 362% since 2015/16. 	<p><u>What we could do better / next steps</u></p> <ul style="list-style-type: none"> • Delivery of a Clean Air Strategy • Improve management and governance of projects relating to key priorities. • Ensure that priorities and commitments are cascaded and aligned to key staff. • Exceed the statutory recycling targets • Increase the household waste recycling rates • Delivering Cardiff’s transport & Clean Air Green Paper
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	<ul style="list-style-type: none"> • Coastal Risk Management Programme progressing with Cabinet approval for detailed design to progress. • Delivery of Hostile Vehicle Mitigation measures through £1M partnership fund with Welsh Government. • Achieved Recycling Statutory targets • Delivered the New Lamby way household Recycling Centre, June 2017 • Next revision of the Waste strategy is out for consultation • Established a new Reuse partnership (Dec 2017) • Transport Strategy approved • Parking Strategy approved • Cycle Strategy approved • Integrated Network Map for Cycling Approved • Local Sponsor for Cycle Hire scheme secured • Cardiff Bay Programme / Action Plan prepared • Major Development Planning Programme delivered 	
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<p><u>Customers</u></p>	<p><u>What we did well / good news</u></p> <ul style="list-style-type: none"> • Reduction of complaints by 10% in Neighbourhood Services by improving areas of concern such as leaf clearance and waste in the city centre. • ‘Love where you live’ campaign and blitz programme successfully delivered to improve cleanliness of communities. • Litter picking kits in 7 hubs across the City to support litter champions and Keep Tidy groups. • Neighbourhood Services Teams now operate across the City outside traditional core working hours (2pm – 10pm) • Refurbishment/replacement of 10% of litter bin stock. • Digitalisation of highway licensing to support business customers apply for licenses on-line. • New Pay & Display and Pay by Phone introduced for on street pay and display and car parks to support the 	<p><u>What we could do better / next steps</u></p> <ul style="list-style-type: none"> • Develop Ward Action Plans to support Local Member and citizen engagement on improving wards. • Provide digital communication by having improved engagement systems – “report it app”. • Improve engagement with citizens and promotion of citizen-based campaigns such as ‘refill’ and ‘no straw stand’. • Improve open data for citizens relating to services and productivity. • Develop ‘virtual’ residential parking permits and permits for builders. • Look at how citizen and business advocacy could work to promote the work we do with
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	<ul style="list-style-type: none"> 1,000,000 parking activities taking place annually. • 3,300 Smart parking sensors delivered in Cardiff. • 69.8% of resident parking permits are now digital. • AMX infrastructure management system now allowing recording of complaints and concerns against assets improving data held for informed decision-making. • 2,162 school children provided with road safety training. • Through the specification of the LED street lighting Cardiff is proud to be the only UK member of the International Dark-Sky Association • Bereavement Services finalists in the Good Funeral Awards and APSE Service Provision Awards • Cardiff Dogs Home awarded Gold by RSPCA Cymru • Provision of Green Flag cemetery sites • Roll out Bus Lane enforcement measures 	<p>citizens and businesses.</p> <ul style="list-style-type: none"> • Base line a new KPI for missed collections
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<p><u>Financial</u></p>	<p><u>What we did well / good news</u></p> <ul style="list-style-type: none"> • Parking and Civil Enforcement of parking and moving traffic offences now generating income of £11.1M supporting investment in key strategic transport and environmental projects. • LED street lighting on strategic road network created savings of £800,000 per annum. • Commenced Commercialisation Project – established sponsorship partner. • Progressed digitalisation of Directorate – increased the number of on-line licensing applications by 40%. • Delivered pilot hybrid mail project currently projecting savings of £50k for next year on printing and delivery of 210,000 traffic fines. • Reduced number of external bills raised – introduced payment over the phone system. • Partnership with FOR Cardiff for delivery of cleansing 	<p><u>What we could do better / next steps</u></p> <ul style="list-style-type: none"> • LED delivery programme for residential street lighting and traffic signals commenced. • Widen the scope of the commercialisation project. • Grow hybrid mail across other services. • All licensing applications to be on-line including payment. • Continue to reduce external bill and increase payment over phone, which will eventually be replaced by on line payments • Progress further the integration of directorate budgetary monitoring processes for monthly reporting. • Ensure digital, business improvement and commercial programmes have resource to
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	<p>services – additional £150,000 invested to clean the City Centre.</p> <ul style="list-style-type: none"> • Partnerships with UHW and Cardiff University for provision of Neighbourhood Services enforcement services • AMX infrastructure management system is able to support the reduction and repudiation of claims by 23%. • Highways working with CSS successfully lobbied Welsh Government to achieve an investment of £2.571M for 18/19. • Growth of our commercial waste service for income and new services offered. • Provision of agreements with other authorities to provide Burial services and Abatement burden sharing. 	<p>ensure timely delivery.</p> <ul style="list-style-type: none"> • Provision of online memorial /registration services & online payments.
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<p><u>Service Improvement</u></p>	<p><u>What we did well / good news</u></p> <p><u>Performance indicators</u></p> <ul style="list-style-type: none"> • Highways inspected of a high or acceptable standard of cleanliness increased from 86.8% to 92.8% for 2014-17 • Fly-tipping incidents cleared within 5 working days has increased from 82.6% to 98.3% for 2014-17 • Reported fly tipping incidents which lead to enforcement activity increased from 79.8% to 92.8% for 2014-17 • Highway condition - A, B and C Roads that are in overall poor condition reduced from 6.85% to 6.0% for 2014-17 • Category 1 highway safety defects repaired by the next working day increased from 86% to 96% for 2014-17 • Recycling performance • Bereavement Services attained Gold Standard in national benchmarking through the ICCM Charter for the Bereaved for both burial and cremation services 	<p><u>What we could do better / next steps</u></p> <ul style="list-style-type: none"> • Improve use of data to support measuring productivity of services and informed decision-making. • Use of the Well-being of Future Generations Act in decision-making. • Identify and implement value adding performance indicators. • Further develop arrangements for recording and reporting how delivery is improving over time and as a result of new initiatives • Further develop interface with community groups and volunteers. <p>Reap benefits of new technology to improve service delivery by making processes leaner and more effective</p>
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<u>Employee & workforce</u>	<u>What we did well / good news</u>	<u>What we could do better / next steps</u>
	<ul style="list-style-type: none"> • Staff engagement and working group sessions implemented across Directorate to deliver key messages and service improvements. • Use of Balanced Scorecards at Service and Team plan level to support the golden thread from Corporate Plan through to Personal Development Plans. • Increase of the number of apprentices and trainees across operations • Employees attending NVQ and essential skills training – Cleansing, Waste services, Design & Delivery, Civil Enforcement, Neighbourhood services Enforcement. • Thornhill Crematorium staff named finalists in national Good Funeral Awards • Thornhill crematorium staff qualified to the new infant and baby cremation standards • Registration staff achieved Nationally recognised Qualification in Registration Practices 	<ul style="list-style-type: none"> • Deliver a Workforce Development Plan for Planning, Transport and Environment including a skills plan for workforce planning. • Improve agile working arrangements. • Improve welfare facilities in all depots. • Improve sickness absence through effective action planning • Improve timeliness and quality of PP&DRs

3.2 Integrating the Five Ways of Working – what we are doing to help create a shift in focus

Way of Working	Examples of actions taken / to be taken
<p>Long-term Thinking far enough ahead so that today's solutions are not tomorrow's problems</p>	<ul style="list-style-type: none"> • 50:50 modal split between sustainable and non-sustainable transport by 2021 and 60:40 split by 2026 • Development of Resilience Strategy; clean air, zero carbon renewal fuels, retrofitting and solar projects • Development of Clean Air Strategy; clean air, zero carbon renewal fuels, retrofitting and solar projects • Create an agile workforce that is able to adapt to new technology and changes in service delivery. • Sustainable investment in Infrastructure Assets to support the delivery on maintenance above steady state levels. • Long-term sustainable model for Civil Enforcement and Neighbourhood Services enforcement based on activity and scope of powers. • Recycling and Waste strategy to 2025. • LDP integration to help manage impact of predicted growth in the city over the next 20 years • Masterplanning and infrastructure planning approach to secure high quality new developments • Longer term bereavement strategy – future burial space requirement • Longer term financial planning • Cardiff Bay transformation • UK Best Practice Cycle Network – 18% travel to work
<p>Prevention Acting to stop problems happening in the first place, or getting worse</p>	<ul style="list-style-type: none"> • Delivering the Coastal Risk Management Programme. • Phased programme of well-maintained highway asset and public realm. • Innovative design and asset management solutions for highway and transportation infrastructure. • Working towards a climate change resilient and low carbon energy capital • Income growth to protect against loss of grant funding
<p>Integration Considering how our actions may impact on others</p>	<ul style="list-style-type: none"> • Balanced scorecard approach commencing to help align customer, financial, service improvement and employees • Use of new technology to support delivering leaner and more effective services such a LED programme and Central Management Systems to control lighting. • Spatial master-planning and transport proposal master-plans for Cardiff Bay and City Centre • Starting to address Well-being of Future Generations Act through priorities and commitment in Cabinet and

	Officer Decision reports.
<p>Collaboration Acting together with others</p>	<ul style="list-style-type: none"> • Neighbourhood Services – working in partnership with Keep Wales Tidy to support community and volunteer groups • Shared Regulatory Services Model review to see success of this collaboration – provide lessons learnt. • Regional approaches to Recycling infrastructure and working • Consultation through Cardiff Capital Region Transport Authority, South East Wales Directors of Environment and Regeneration, South East Wales Strategic Planning Group, Association of Public Service Excellence etc
<p>Involvement The importance of involving people in what we do</p>	<ul style="list-style-type: none"> • Working with citizen groups to support citizen backed campaigns • Working with voluntary sector and community groups to add value to services and provide direction setting. • Consultation exercises across major strategies, policies and plans • Staff engagement sessions rolled out • Equality Impact Assessments

4 Moving Forward: Context, Opportunities and Challenges

	<u>Factors</u>	<u>Opportunities</u>	<u>Challenges</u>
P	Political	<ul style="list-style-type: none"> • Longer Term aspirations and planning for the City. Benefits from Cardiff Capital Region City Deal 	<ul style="list-style-type: none"> • Welsh Government Direction issued on Cardiff relating to the air quality plan for improving nitrogen dioxide levels within a prescribed timeline. • Implementing and demonstrating the Future Generations Act 5 Ways of Working
E	Economical	<ul style="list-style-type: none"> • Outcomes and benefits from City Deal • Maximise commercialisation in terms of staff capability/approach and in terms of income generation streams • Further progress for the integration of directorate budgetary processes. • Working collaboratively and commercially with key partners to support service improvements in the City. • Robust programme and project management to deliver key strategic outcomes. • Commercial growth and new services 	<ul style="list-style-type: none"> • Mitigating the delays and budgets pressures that may emerge. • Ensure all major budgetary savings / income programmes have resource to ensure timely delivery. • Delivering current and future a balanced budget positions. • Delivering the Local Development Plan (LDP) in relation to infrastructure required to facilitate and sustain the city's projected level of growth – lag in investment. • Increasing volume of work within existing resources • Global Recycling market decline
S	Social	<ul style="list-style-type: none"> • Delivering LDP commitments - sustainable development, resilience and inclusiveness • To engage with Local Members and citizens with Ward Action Plans so there is an improved understanding of service delivery and the removal of concerns in wards • Waste ownership 	<ul style="list-style-type: none"> • Delivery of the Clean Air Strategy within the timelines given in the Welsh Government Direction. • Managing expectations in relation to projections that Cardiff being Britain's fastest growing core city • Demonstrating the productivity of services to Local Members and citizens. • Meeting LDP targets • Delivery of a balanced approach of education and enforcement. • Restructure of the Coroner's Office & potential impact on service delivery for local residents.

T	Technological	<ul style="list-style-type: none"> • Digital and business improvement through the delivery of key digital systems • Improving an understanding of citizens through digital engagement. • Working with emerging technology 	<ul style="list-style-type: none"> • Identifying, implementing and integrating new technology • Ensuring the service and staff are ready to adapt to new technologies
L	Legal	<ul style="list-style-type: none"> • Development of powers and structures to enable enforcement to tackle highways related issues • Adoption of new enforcement areas and public protection orders • Environment Bill 	<ul style="list-style-type: none"> • Implementation of Future Generations Act • Ensuring sufficient central (legal) resources to support increase in activity from waste enforcement • Potential changes to the Development Planning framework • Delivery of the Sustainable Drainage Approval body.
E	Environmental	<ul style="list-style-type: none"> • Sustainable development • Delivering Programme of energy projects • Development of Resilience Strategy • Deliver safer neighbourhoods • Reduce, reuse, recycling • Alternative fuels mediums • Supporting citizen based campaigns 	<ul style="list-style-type: none"> • Achieving target of a 50:50 modal split between sustainable (cycling, walking, public transport) and non-sustainable (car) forms of transport by 2021, and an even more challenging 60:40 split by 2026. • Carbon reduction • Reducing Pollution • Retaining Green Dragon accreditation

5 Making the Connections - Contributing to Cardiff's Priorities and Well-being Objectives

The Directorate supports the Council's Capital Ambition Priority of **"Working for the Future"** and Wellbeing Objective: **"Cardiff Grows in a Resilient Way"**.

Setting the Scene:

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

Housing

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

Transport

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

Waste and Recycling

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

Clean Streets

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

The above priorities will be taken forward through a framework of Strategic Directorate Priorities, headline actions (objectives), planned quarterly milestones and supporting measures to help gauge the extent of progress throughout the duration of this Directorate Delivery Plan.

Population Growth

The projected growth of the population in Cardiff puts significant pressure on both the Registration and Bereavement Services. Increased population means more births and marriages will need to be registered and subsequently an increased death rate which requires planning now to ensure this additional pressure can be adequately managed by these core services in the future.

6 Delivering the Welsh Language Standards

Objective	Responsible Officer
As part of ongoing activities a review Welsh language Compliancy within the Planning, Transport and Environment directorate, will be completed by March 31 st 2019. This will inform the directorate of shortfalls and opportunities.	Rob Gravelle
Welsh language standards have been adopted holistically across the directorate. However, it must be noted that resource limitations e.g. lack of welsh speakers in some face to face situations has an impact; but mitigations are implemented upon request / need; such as Welsh speakers made available from other sources.	Directorate Management Team
Welsh Matters // Materion Cymraeg brief is distributed to the directorate (Planning, Transport and Environment) officers are encouraged to use it as a resource and adopt the principles prescribed within.	All officers
Officers are encouraged to take up any Welsh Language training opportunities.	All officers
Sophia Churchill has been newly appointed as the new Welsh language coordinator for Planning, Transport & Environment.	Completed

Strategic Directorate Priorities

Summary of Priorities – Statement of what we are trying to achieve

No.	Strategic Directorate Priority	Cabinet Member	Directorate Lead	Contributing to:		
				Well-being Goals	Capital Ambition Priority	Council's Well-being Objectives
1	Transforming and improving services	Cllr Weaver	Andrew Gregory	2: Resilient 4: Healthy 5: Cohesive communities 6: Vibrant & thriving 7: Globally responsible	Working for the Future	Cardiff Grows in a Resilient Way
2	To deliver a sustainable transport system through more collaborative working enabling Cardiff to compete effectively on a UK basis, including improving air quality in Cardiff	Cllr Wild	Paul Carter	2: Resilient 4: Healthy 7: Globally responsible	Working for the Future	Cardiff Grows in a Resilient Way
3	To deliver and manage future growth through a master-planning, infrastructure planning and place-making approach	Cllr Wild	James Clemence	: Resilient 4: Healthy 7: Globally responsible	Working for the Future	Cardiff Grows in a Resilient Way
4	Join up frontline street scene services to provide clean, well-managed and sustainable communities focusing on delivering the best for citizens, communities and the city	Cllr Michael	Matt Wakelam	2: Resilient 4: Healthy 5: Cohesive communities 6: Vibrant & thriving 7: Globally responsible	Working for the Future	Cardiff Grows in a Resilient Way
5	To develop Cardiff as a sustainable climate change resilient, Low Carbon Energy Capital	Cllr Michael	Gareth Harcombe	2: Resilient 4: Healthy 7: Globally responsible	Working for the Future	Cardiff Grows in a Resilient Way

6	Deliver high quality bereavement and registration services to ensure customer excellence. Deliver high quality and sustainable animal services.	Cllr Michael	Martin Birch	2: Resilient 4: Healthy 5: Cohesive communities 6: Vibrant & thriving 7: Globally responsible	Working for the Future	Cardiff Grows in a Resilient Way
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8 Individual Priorities

Strategic Directorate Priority 1 (CIS Objective Ref: 2646): Transformation and improved services

Performance – How we will measure our performance against each priority

Ref	Key Performance Indicators (outcome based where possible)	2016-17 Result	2017-18 Result	2018-19 Target	Owner
PAM/013	Percentage of empty private sector properties brought back into use during the year through direct action by the local authority	New	1.3%	2.8% ?	Dave Holland
PAM/014	Number of additional dwellings created as a result of bringing empty properties back into use	New	19	20 ?	Dave Holland
PAM/023	The percentage of food establishments which are 'broadly compliant' with food hygiene standards	90.74%	92.71%	93%	Dave Holland

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Risk Management – 'Managing risks that could impact upon the achievement of the Directorate's priorities

Definition of Risk	RAG Rating	Strategic Directorate Priority affected	Headline Action Reference
Need to ensure all changes are defined, consulted and implemented in a timely people focussed manner and outcome		1	All
Each service to have robust monitoring and control for finance and productivity		1	Governance arrangements

Dependencies – Factors that affect performance of the Directorate priorities or, how the Directorate priorities affect other areas

No.	Description of dependency	Strategic Directorate Priority or Area affected
	Cardiff Ambition Delivery Team	1
	Enterprise Architecture	1
	ICT	1

Key actions that will be taken to achieve the Strategic Directorate Priority 1

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42682	Explore and develop a commercial and collaboration strategy for key services by looking at how Cardiff can work in partnership to deliver services providing positive outcomes by December 2018 (Corporate Plan step)	1/4/18	Dec 18	Matt Wakelam	Q1 – Review lessons learnt from Commercialisation Team and existing arrangements in place with key stakeholders. Q2 – Identify key opportunities for commercial growth with key stakeholders and associated risks. Preliminary discussion on services with stakeholders. Q3 – Develop a business plan for a range of services delivered directly in-house either by service team or by new arrangements / partnership working. Q4 – Commence delivery of approved key projects.	1. Meet our Specific Equality Duties and build equality into everything we do
Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42685	Adopt Smart City approaches to managing city infrastructures, beginning by using new technology and predictive software to support	1/4/18	31/3/19	Matthew Wakelam	Q1 Deliver Central Management System to street lighting to control lighting levels. Q2 Develop a SMART City infrastructure plan – current position associated with	5. Provide support to those who may experience

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
	intelligent management of networks across the city. (Directorate Plan objective)				street scene. Q3 Develop a SMART city infrastructure strategy linking with the Corporate Chief Digital Officer SMART City Strategic Programme. Q4 Deliver pilot projects on aspects such as air monitoring, drainage sensors.	barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42686	Retain Cardiff Bus in public ownership and enhance the public bus transport infrastructure: c) Explore smart ticketing options, integrated with the Metro (SMART city will be a strategic programme taken forward by the Chief Digital Officer. Specific projects will be delivered by specific service areas and sit within the strategic programme) (Directorate Plan objective)			Matt Wakelam		

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42687	Ensure directorate integration for waste, neighbourhood services and highways (Directorate Plan objective)	1/4/18	Dec 18	Matt Wakelam / Jane Cherrington	Q1 – Delivery of Draft Workforce Development Plan including integration of finance, governance and performance. Q2 – Analysis of workforce profile to identify key risks for future service delivery. Q3 – Deliver skills and training plan to upskill and develop teams. Q4 – Deliver skills and training plan to upskill and develop teams..	5. Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42688	Improve services through digital enhancements (Directorate Plan objective)	1/4/18	Dec 18	Matt Wakelam	Q1 – Develop and enhance team resources to lead and support delivery of defined projects. Q2 – Investigation of future project and delivery of business plans and project mandates. Q3 – Identify and source funding to deliver future projects through investment review and budget setting for delivery in 2019/20 Q4 - Development of digital implementation identifying savings and improved outcomes for service delivery and improving customer experience	1. Meet our Specific Equality Duties and build equality into everything we do

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42689	Enhance governance arrangements across directorate (Directorate Plan objective)	1/4/18	Dec 18	Deb Samuel	Q1 – Produce a Governance policy and a budget management guidance document and time table for the Directorate Q2 – Develop SMAS to OM2 and team leader level - strengthen lower scoring assurance statements Q3 – Review governance arrangements to ensure similar arrangements are in place throughout the new Directorate. Q4- highlights and develop action plan to ensure governance is as uniformed as possible	1. Meet our Specific Equality Duties and build equality into everything we do

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42690	Public conveniences strategy and implementation, based on Welsh Government Public Health Wales Bill. (Directorate Plan objective)	1/4/18	31/3/19	Rob Gravelle	Q1 – Consultation response to WG Public Health Wales Bill Q2 - Revise strategy based on WG Q3 - Ratifying strategy based on WG Q4 – Implementation	1. Meet our Specific Equality Duties and build equality into everything we do

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42691	Central square – engagement and communication with vulnerable users to deliver an inclusive street scape and environment (Directorate Plan objective)	1/4/18	31/3/19	Rob Gravelle	Q1 – Identify public realm solutions to address legal challenge initiated by RNIB/ Guide Dogs Q2 – Present / work up solutions with RNIB / Guide Dogs Q3 – Work up costing and scheduling implications	1. Meet our Specific Equality Duties and build equality into everything we do

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
					Q4 – Implement and retrofit. Consider ongoing implications of/on Transport Hub	

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42692	Welsh Government Accessible Transport Panel. Sole Local Government representation intended to guide, supporting and develop national strategies for inclusive transport (Directorate Plan objective)	1/4/18	31/3/19	Rob Gravelle	Q1 – Ongoing Provision of Local Authority View regarding Disability / Inclusion with regards to the built environment and Infrastructure Q2 – Contribution towards Accessible Transports Standards Bill. Q3 - Q4 -	1. Meet our Specific Equality Duties and build equality into everything we do

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42693	Take forward Equality Impact Assessments and associated support provision for equalities as required by the directorate and other key interested parties (Directorate Plan objective)	1/4/18	31/3/19	Rob Gravelle	Q1 – Promotion of Equality Impact Assessment and Community Needs Assessment via all team leaders and OMs. Q2 – As above but additionally ensuring prominent Equality Impact Assessments and Community Needs Assessment are conducted in accordance with the Equalities Act 2010 e.g. Central Square, Cycling Super Highways etc. Q3 - Ensure that an appropriate list of Equality Impact Assessments and Community Needs Assessment are Publishing.	1. Meet our Specific Equality Duties and build equality into everything we do

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
					Q4 – Ensuring that Budget related Equality Impact assessments are conducted in accordance with the Equalities Act 2010 and published in a timely manner.	

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42694	Reduce the number of problem and vacant houses through the Empty Homes Policy (Directorate Plan objective)	1/4/18	31/3/19	Dave Holland	Q1- Q4. <ul style="list-style-type: none"> • Build on the proactive work undertaken by SRS in relation to empty homes in order to increase the number of empty homes brought back into reuse in Cardiff. • Work in conjunction with Cardiff Council's Housing Strategy Team to maximise opportunities to reduce the number of empty homes. 	Meet our Specific Equality Duties and build equality into everything we do

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42695	Ensure taxi users and visitors to the city experience a consistently high-quality and safe service and that Cardiff taxi drivers are provided with a level playing field by using our regulatory powers to support customers and providers (Directorate Plan objective)	1/4/18	31/3/19	Dave Holland	Q1 – N/A Q2 <ul style="list-style-type: none"> • Engage with Welsh Government on proposed new taxi legislation to govern the licensing of hackney carriage and private hire vehicles • Review the current written Hackney Carriage/Private Hire Drivers knowledge test to incorporate questions relating to child sexual exploitation in line with the 	Meet our Specific Equality Duties and build equality into everything we do

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
					CSE booklet produced in 2017. Q3 – N/A Q4 - Review outputs of the quarterly Taxi Fora that facilitates engagement with drivers, operators and vehicle owners and consider any proposals for changes to the taxi licensing regime in Cardiff and the fora as a mechanism for effective engagement.	

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
2696	Help protect the public and ensure businesses act responsibly through the provision of the collaborative Regulatory Service (Directorate Plan objective)	1/4/18	31/3/19	Dave Holland	Q1-4 - Deliver the programme outlined in the Shared Regulatory Services Business Plan 2018/19 in relation to environmental health, trading standards and licensing functions.	Meet our Specific Equality Duties and build equality into everything we do

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**Strategic Directorate Priority 2 (CIS Objective Ref: 2647):
To deliver a sustainable transport system through more collaborative working enabling Cardiff to compete effectively on a UK basis**

Performance – How we will measure our performance against each priority

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2016-17 Result	2017-18 Result	2018-19 Target	Owner
LTPPI/011	Mode of Travel to Work by: Sustainable Transport	44.9%	45.8%	46.3%	Paul Carter
CL/AIR/001	The amount of NO2 measured annually across the City	New	New	35µg/m3	Gary Brown

Risk Management – ‘Managing risks that could impact upon the achievement of the Directorate’s priorities

Definition of Risk	RAG Rating	Strategic Directorate Priority affected	Headline Action Reference
There is a need for management to proactively ensure resources are identified and in place to deliver the programme which the Council is committed to, particularly in relation to the development of Cycle Superhighways, other routes in the Integrated Network Map.		2	Improve the cycling and walking network in Cardiff by delivering prioritised routes within the Active Travel Integrated Network Map, including phase 1 of the Cycle Super Highway by 2021. Phase 1: Connecting the Heath Hospital, City Centre (Dumfries Place) and Newport Road / Broadway
The timescale for completing the technical work on compliance of nitrogen dioxide limits required under the direction from Welsh Government is extremely challenging.		2	Develop a plan for achieving compliance with legal limits for nitrogen dioxide in the shortest possible time, as required by the direction from Welsh Government, by June 2019
City Centre Master Plan proposals - There is a risk that funding may not become available in time to enable bus priority and public realm works on Westgate Street to be progressed in time to coincide with completion of new Central Transport Interchange		2	Develop a spatial masterplan to create new high quality shared space for pedestrians, cyclists and vehicles throughout the city centre by 2018/19

<p>Development of Cycle Superhighway Phase 1 -There is a risk that the consultation on the early phases of the CSH may highlight issues that need programme adjustments</p>		<p>2</p>	<p>Improve the cycling and walking network in Cardiff by delivering prioritised routes within the Active Travel Integrated Network Map, including phase 1 of the Cycle Super Highway by 2021. Phase 1: Connecting the Heath Hospital, City Centre (Dumfries Place) and Newport Road / Broadway</p>
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Dependencies – Factors that affect performance of the Directorate priorities or, how the Directorate priorities affect other areas

No.	Description of dependency	Strategic Directorate Priority or Area affected
1	Delivery of infrastructure measures dependent on Welsh Government funding.	To deliver a sustainable transport system through more collaborative working enabling Cardiff to compete effectively on a UK basis
2	Delivery of 20mph schemes, schemes forming part of the Active Travel Integrated Network and Bus priority schemes dependent on Traffic Regulation Orders being processed by Legal Services	As above
3	Technical input on air quality issues required from specialist staff in Regulatory Services for feasibility work Clean Air zone and developing Transport and Clean Air Vision White Paper	As above
4	Delivery of Active Travel Plans for Schools and active travel routes and Active Plans for Band B Schools dependent on commitment of Education Service to collaborate with Transport and Planning teams and to contribute towards additional staff resources that will be necessary	As above
5	Development of a business case and future technical options for the South East Transport Corridor is funded by Welsh Government	As above
6	Delivery of the Central Transport Interchange & Cycle Hub Development dependent upon private developer	As above
7	Barrage bus route feasibility being investigated in partnership with Vale of Glamorgan Council	As above

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Key actions that will be taken to achieve the Strategic Directorate Priority

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42697	<p>Develop and launch a new Transport & Clean Air Vision for the city by September 2018 – following the Green Paper consultation which includes a consideration of Clean Air Strategy & Active Travel Solutions</p> <p>(Further detail: Following the Green Paper consultation, develop and consult on a new White Paper setting out a Transport & Clean Air Vision for the city by autumn 2018)</p> <p>(Corporate Plan step)</p>	1/4/18	Sep 18	Gary Brown	Q1 – Support engagement with key stakeholders/public during Green Paper consultation; start preparation of proposals for inclusion in draft budget to be prepared in Q2.	5. Provide support to those who may experience barriers to achieving their full potential
					Q2 – Consider feedback from Green Paper consultation & develop Clean Air Strategy proposals as part of preparation of draft Transport & Clean Air White Paper and feeding into draft budget	
					Q3 – Support publication of and engagement on Transport & Clean Air White Paper	
					Q4 – Consider feedback and finalise Transport & Clean air budget proposals for 2019/2020 financial year	
42698	<p>Undertake a scoping assessment for a Clean Air Zone in Cardiff by December 2019</p> <p>(further detail: Develop a plan for achieving compliance with legal limits for nitrogen dioxide in the shortest possible time, as required by the direction from Welsh Government, by June 2019)</p>	1/4/18	Dec 19	Gary Brown	<p>Q1 - Procure consultants to carry out feasibility study and commence feasibility study setting out options within indicative costings and timescales.</p> <p>Q2 - Based on feasibility study work, develop an Initial Plan setting out the case for change, possible options and indicative costings and timescales (by 30th September 2018)</p> <p>Q3 - Building on the Initial Plan and public</p>	5. Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
	(Corporate Plan step)				and stakeholder responses to the Transport and Clean Air Green Paper, identify and begin the development of a Final Plan including a business case for a preferred option for delivering compliance with legal limits for nitrogen dioxide Q4 - Maintain progress with development of Final Plan to enable its completion and submission to Welsh Government by the end of June 2019.	

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42699	Develop a spatial masterplan to create new high quality shared space for pedestrians, cyclists and vehicles throughout the city centre and key neighbourhoods by 2018/19 (Corporate Plan step)	1/4/18	31/3/19	Jason Dixon	Q1 – Continue to refine master plan proposals for shared spaces, active travel routes (including proposed cycle superhighways) and bus priority/bus routing improvements; - Progress concept designs for Westgate Street bus routing and public realm measures to support bus interchange Q2 – Consultation on Westgate Street proposals Q3 – Detailed design Q4 – tendering for construction subject to funding	5. Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42700	Support the delivery of the Council's Active Travel agenda by working with the Active Travel Advisory Groups (Corporate Plan step)	1/4/18	31/3/19	Miriam Highgate	<p>Q1 – Continue to work collaboratively with active travel stakeholders through regular meetings of the Cycling Advisory Group., HSBC Officer Working Group and ad-hoc engagement on specific projects and events including Cardiff Car Free Day and HSBC Let's Ride City Ride in May 2018</p> <p>Q2 - Continue to work collaboratively with active travel stakeholders through regular meetings of the Cycling Advisory Group., HSBC Officer Working Group and ad-hoc engagement on specific projects</p> <p>Q3 - Continue to work collaboratively with active travel stakeholders through regular meetings of the Cycling Advisory Group., HSBC Officer Working Group and ad-hoc engagement on specific projects</p> <p>Q4 - Continue to work collaboratively with active travel stakeholders through regular meetings of the Cycling Advisory Group., HSBC Officer Working Group and ad-hoc engagement on specific projects</p>	5. Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42701	Make Cardiff roads safer by implementing 20mph speed limits through a phased programme delivery, focusing on Gabalfa, Butetown & Grangetown during	1/4/18	31/3/19	Miriam Highgate	<p>Q1 – Finalise design and prepare for public consultation on Grangetown 20 mph limit area.</p> <p>Q2 –Public Consultation</p> <p>Q3 – Tendering</p>	5. Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
	<p>2018-19</p> <p>Note: Gabalfa has already been delivered and Butetown is part of an another scheme</p> <p>(Corporate Plan step)</p>				Q4 – Implementation of 20 mph limit area and commence preparation for Plasnewydd and Adamsdown schemes.	

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42702	<p>Improve the cycling and walking network in Cardiff by delivering prioritised routes within the Active Travel Integrated Network Map, including phase 1 of the Cycle Super Highway by 2021.</p> <ul style="list-style-type: none"> Phase 1: Connecting the Heath Hospital, City Centre (Dumfries Place) and Newport Road / Broadway <p>(Corporate Plan step)</p>	1/4/18	31/3/19	Gail Bodley-Scott	<p>Q1</p> <ul style="list-style-type: none"> Finalise concept designs for St Andrews Crescent – St Andrews Place – Senghennydd Road - Cathays Terrace Phase, carry out public consultation and apply for Traffic Regulation Orders Commence investigation work to inform development of concept designs for next sections of Phase 1 of Cycle Superhighway Progress investigation and design work for other key routes including South West Link feasibility study <p>Q2</p> <ul style="list-style-type: none"> Consider consultation feedback on St Andrews Crescent – St Andrews Place – Senghennydd Road scheme and progress detailed design. Continue to progress investigation work to inform development of concept designs for next sections of Phase 1 of 	5. Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
					<p>Cycle Superhighway including internal external consultation</p> <ul style="list-style-type: none"> • Progress investigation and design work for other key routes including South West Link feasibility study <p>Q3</p> <ul style="list-style-type: none"> • Complete detailed design and tendering for St Andrews Crescent – St Andrews Place – Senghennydd Road scheme. • Continue to progress investigation work to inform development of concept designs for next sections of Phase 1 of Cycle Superhighway including internal external consultation • Progress investigation and design work for other key routes; completion of South West Link feasibility study <p>Q4</p> <ul style="list-style-type: none"> • Commence construction of St Andrews Crescent – St Andrews Place – Senghennydd Road scheme. • Continue to progress investigation work to inform development of concept designs for next sections of Phase 1 of Cycle Superhighway including internal external consultation • Identify preferred option(s) to progress to next stage of design of South West Link 	

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42703	Deliver the Annual Parking Report by August 2018 that includes enforcement activity, progress on the parking strategy and an assessment of pavement parking, by December 2018 (Corporate Plan step)	1/4/18	Dec 18	Matt Wakelam	Q1 <ul style="list-style-type: none"> Continue to monitor parking enforcement activity and gather data Produce outline draft of Annual Parking Report Q2 <ul style="list-style-type: none"> Continue to monitor parking enforcement activity and gather data Agree and publish Annual Parking Report by August 2018 Q3 <ul style="list-style-type: none"> Continue to monitor parking enforcement activity and gather data <ul style="list-style-type: none"> Q4 - Continue to monitor parking enforcement activity and gather data 	5. Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42704	Launch the On-Street Bike Hire Scheme in May 2018 (Corporate Plan step)	1/4/18	May 18	Miriam Highgate	Q1 – Support formal launch of scheme in May 2018 with the completion of Phase 1 - provision of 250 bikes on 25 stations; Support nextbike presence at Cardiff Car Free Day Q2 – Support scheme promotion and roll out of Phase 2 docking stations Q3 – Completion of Phase 2 roll out through provision of 500 bikes on 50 stations Q4 – Continue to support nextbike in promotion and operation of scheme	5. Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42705	<p>Ensure every school in Cardiff has developed an Active Travel plan - including training and / or infrastructure improvements by 2020</p> <p>(Corporate Plan step)</p>	1/4/18	31/3/19	Jason Dixon	<p>Q1</p> <ul style="list-style-type: none"> Work with Education team to formulate and agree action plan and programme for the roll out Active Travel Plans across all Cardiff Schools by 2020 Work with Education team to agree and recruit additional staff to support Active Travel Plans roll out <p>Q2 - Make arrangements to begin roll out of Active Travel Plans starting in academic year 2018/19</p> <p>Q3 - Progress roll out of Active Travel Plans programme</p> <p>Q4 - Progress roll out of Active Travel Plans programme</p>	5. Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42706	<p>Work with Schools Organisation Planning Team to secure mechanism(s) within the Band B Schools programme to ensure that all new schools delivered through Band B are fully integrated with high quality active travel routes and supported by Active Travel Plans</p> <p>(Directorate Plan objective)</p>	1/4/18	31/3/19	Jason Dixon	<p>Q1 - Work with Education team to agree and recruit additional dedicated resource(s) to provide transport planning and highways development management input to support the development of the Band B schools programme including project briefs and transport infrastructure elements.</p> <p>Q2 - Provide on-going transport planning and highways development management input to Band B schools programme and to</p>	5. Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
					inform and support development of Band B proposals including project briefs and transport infrastructure elements. Q3 - Provide on-going transport planning and highways development management input to Band B schools programme and to inform and support development of Band B proposals including project briefs and transport infrastructure elements. Q4 - Provide on-going transport planning and highways development management input to Band B schools programme and to inform and support development of Band B proposals including project briefs;	

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42707	Undertake a review of parking provision in appropriate areas to protect local residents from long stay commuter parking and support local neighbourhoods (Directorate Plan objective)	1/4/18	31/3/19	Miriam Highgate	Q1 –Undertake surveys of parking density in key areas including residential areas. Q2 –Develop options for better management of parking on street in and around residential areas of the city Q3 – Consult on options in identified areas. Q4 – Implement new schemes on street subject to the outcome of consultation.	5. Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42708	Work with Welsh Government and city-region partners to deliver the	1/4/18	31/3/19	Jason Dixon	Q1 – Maintain contact with Welsh Government team and provide support	5. Provide support to those who may

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
	first phase of the Cardiff Metro, supporting a step-change in how people commute into, and travel around the city (Directorate Plan objective)				where required pending announcement of appointment of contractor Q2 - Maintain contact with Welsh Government team pending announcement of appointment of contractor Q3 - Maintain contact with Welsh Government team pending announcement of appointment of contractor Q4 - Maintain contact with Welsh Government team pending announcement of appointment of contractor	experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42709	Investigate feasibility and develop designs for Bus Link between Penarth and Cardiff Bay via the Barrage (Directorate Plan objective)	1/4/18	31/3/19	John Gibson	Q1 - Complete trial hole investigations to establish structural integrity of access road and scheme feasibility Q2 - Subject to consideration of results of investigations and feasibility, commence investigation of design options Q3 - Subject to progress in Q1-Q2, produce concept designs and carry out internal consultation. Q4 - Subject to progress in Q1-Q3, review and amend concept designs, carry out public/stakeholder consultation on concept design.	5. Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42710	Progress development of Cardiff West / Waungron Rd Interchange in conjunction with proposed housing development on the site (Directorate Plan objective)	1/4/18	31/3/19	John Gibson	Q1 - Provide transport advice as required on emerging scheme for housing development Q2 - Provide transport advice as required on emerging scheme for housing development Q3 - Provide transport advice as required on emerging scheme for housing development Q4 - Provide transport advice as required on emerging scheme for housing development	5. Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42711	Engage with City Deal partnership in relation to funding and delivery of key infrastructure projects (Directorate Plan objective)	1/4/18	31/3/19	Jason Dixon	Q1 – Maintain dialogue with City Deal partners and Welsh Government regarding funding and delivery of key infrastructure projects through City Deal. Q2 - Maintain dialogue with City Deal partners and Welsh Government regarding funding and delivery of key infrastructure projects through City Deal. Q3 - Maintain dialogue with City Deal partners and Welsh Government regarding funding and delivery of key infrastructure projects through City Deal. Q4 - Maintain dialogue with City Deal partners and Welsh Government regarding funding and delivery of key infrastructure projects through City Deal.	5. Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42712	<p>Support the delivery of the Central Transport Interchange & Cycle Hub Development</p> <p>(Directorate Plan objective)</p>	1/4/18	31/3/19	Jason Dixon	<p>Q1 - Provide ongoing input to revised scheme on transport planning, highways development management issues and delivery of supporting city centre transport infrastructure to support delivery of scheme by 2020.</p> <p>Q2 - Provide ongoing input to revised scheme on transport planning, highways development management issues and delivery of supporting city centre transport infrastructure to support delivery of scheme by 2020.</p> <p>Q3 - Provide ongoing input to revised scheme on transport planning, highways development management issues and delivery of supporting city centre transport infrastructure to support delivery of scheme by 2020.</p> <p>Q4 - Provide ongoing input to revised scheme on transport planning, highways development management issues and delivery of supporting city centre transport infrastructure to support delivery of scheme by 2020.</p>	5. Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42713	Progress the development of a business case and future technical options for the South East Transport Corridor (Directorate Plan objective)	1/4/18	31/3/19	Jason Dixon	Q1 – Economic study of south east corridor commissioned Q2 – Liaise with consultants and Welsh Government to support economic study of south east corridor Q3 – Confirm next steps following completion of economic study Q4 – Joint commission with WG for next phases of work – procure and commence	5. Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42714	Progress development of bus priority on key radial routes – implement bus priority measures on the A470 Caedelyn to Tyn y Parc by March 2019 (Directorate Plan objective)	1/4/18	31/3/19	John Gibson	Q1 - Develop design Q2 - Carry out public consultation Q3 - Carry out tendering, let contract and commence construction. Q4 - Continue and complete construction	5. Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42715	Progress development of bus priority on key radial routes – implement bus priority measures on the A4119 bus corridor (Cathedral Road and Penhill Road) by March 2019 (Directorate Plan objective)	1/4/18	31/3/19	John Gibson	Q1 - Completion of section between Sophia Close and Cowbridge Road junctions; finalise concept designs for Penhill Road section and carry out public consultation. Q2 - Consider feedback from consultation and progress detailed design. Q3 - Finalise detailed design, prepare contract and carry out tendering;	5. Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
					Commence construction of scheme	
					Q4 - Continue and complete scheme construction	

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42716	Develop and deliver rolling programme of measures to upgrade the Taff Trail, based on the study undertaken by Sustrans in 2017 (Directorate Plan objective)	1/4/18	31/3/19	Gail Bodley-Scott	<p>Q1</p> <ul style="list-style-type: none"> Develop action plan and programme of improvements to be delivered in 2018/19 Commence engagement with stakeholders to inform development of concept and detailed designs for trail widening and improvements through Hailey Park – for delivery in 2019/20 <p>Q2 - Continue engagement with stakeholders to inform development of concept and detailed designs for trail widening and improvements through Hailey Park – for delivery in 2019/20</p> <p>Q3 - Continue engagement with stakeholders to inform development of concept and detailed designs for trail widening and improvements through Hailey Park – for delivery in 2019/20 – carry out public consultation on draft proposals</p> <p>Q4 - Review designs in light of feedback from public consultation and progress detailed design and preparation of contract documentation</p>	5. Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42717	<p>Develop programme for the phased implementation of improvements to the Bay Loop walking and cycling route, drawing on recommendations in Sustrans study</p> <p>(Directorate Plan objective)</p>	1/4/18	31/3/19	Gail Bodley-Scott	<p>Q1 - Develop programme for phasing of improvements for inclusion in next full revision of the Active Travel Integrated Network Map</p> <p>Q2 - Consider opportunities to deliver improvements as they may arise</p> <p>Q3 - Consider opportunities to deliver improvements as they may arise</p> <p>Q4 - Consider opportunities to deliver improvements as they may arise</p>	5. Provide support to those who may experience barriers to achieving their full potential

**Strategic Directorate Priority 3 (CIS Objective Ref: 2648):
To deliver and manage future growth through a master-planning, infrastructure planning and place-making approach**

Performance – How we will measure our performance against each priority

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2016-17 Result	2017-18 Result	2018-19 Target	Owner
PLA/011	Percentage of affordable housing at completion stage provided in a development on brownfield sites	New	New	20%	James Clemence
PLA/012	Percentage of affordable housing at completion stage provided in a development on greenfield sites	New	New	30%	James Clemence
PAM/018	Percentage of all planning applications determined within required time periods	New	awaited	60%	James Clemence
PAM/019	Percentage of appeals against planning application decisions dismissed	New	awaited	65%	James Clemence
PLA/004 M	Percentage of major planning applications determined within agreed time periods	New	66.22%	25%	James Clemence
PLA/004 H	Percentage of householder planning applications determined within agreed time periods	New	95.43%	80%	James Clemence

Risk Management – ‘Managing risks that could impact upon the achievement of the Directorate’s priorities

Definition of Risk	RAG Rating	Strategic Directorate Priority affected	Headline Action Reference
Risk of external/market factors resulting in lower levels of housing delivery	Amber	2 nd on list below	AWAITED

Dependencies – Factors that affect performance of the Directorate priorities or, how the Directorate priorities affect other areas

No.	Description of dependency	Strategic Directorate Priority or Area affected
	Dependent upon the timely submission of consultation responses on planning applications from internal and external consultees	1,2 & 5 below

Key actions that will be taken to achieve the Strategic Directorate Priority

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42718	<p>Support the delivery of high-quality and well-connected communities – as described by the Council’s Master Planning Principles – by using the Planning, Transport & Place-making services to secure Section 106 Agreements on Local Development Plan strategic sites</p> <p>(Corporate Plan step)</p>	1/4/18	31/3/19	Simon Gilbert	<p>Q1 - Cabinet Report on Section 106 process and new arrangements- May 2018</p> <p>Q2 - End of year overview of Section 106 contributions secured- March 2019</p> <p>Q3 - Progress Ward-based Actions Plans across the Directorate –March 2019</p> <p>Q4 - Define processes for collaboration with key Stakeholders in agreeing S106 Obligations – March 2019</p>	3. Support wide citizen consultation and engagement with the Council and the decisions it makes

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Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42719	Increase the delivery of new houses to meet housing need through the development of Local Development Plan strategic sites, including 6,500 new affordable homes by 2026 (Corporate Plan step)	1/4/18	31/3/19	James Clemence	Q1 - Capture delivery through quarterly monitoring reporting Q2 - Capture delivery as part of LDP Annual Monitoring Report- September 2018	3. Support wide citizen consultation and engagement with the Council and the decisions it makes

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42720	Convene regular Design Review Meetings to consider and make recommendations to development proposals submitted to the Local Planning authority, and publish an annual Design Review Monitoring document by January 2019 (Corporate Plan step)	1/4/18	31/3/19	Ross Cannon	Q1 - Complete Annual Design Review Report- March 2019	3. Support wide citizen consultation and engagement with the Council and the decisions it makes

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42721	To ensure that Cardiff's planning policy framework remains up to date and effective by contributing to the emerging National Development Framework (NDF), Strategic Development Plan (SDP), monitoring / reviewing the Local Development Plan (LDP) and	1/4/18	31/3/19	Stuart Williams	Q1 – SPG Tranche 4- Cabinet Report- April 2018 Q1 - SPG Tranche 5 – Consultation - May 2018 Q2 - Respond to NDF consultation- Q2 Q2 - SPG Tranche 6 – Consultation September 2018 Q3 – Submit LDP Annual Monitoring	3. Support wide citizen consultation and engagement with the Council and the decisions it makes

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
	<p>preparing Supplementary Planning Guidance (SPG) / Planning Briefs / Masterplans</p> <p>(Directorate Plan objective)</p>				<p>Report to Welsh Government – October 2018</p> <p>Q3 - SPG Tranche 5 – Cabinet Report November 2018</p> <p>Q4 - SPG Tranche 6 – Cabinet Report March 2019</p>	

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42722	<p>To maintain an effective and efficient Development Management Service through continued performance management, including working with stakeholders initiatives / Planning Committee Member training, enhanced forward planning and monitoring</p> <p>(Directorate Plan objective)</p>	1/4/18	31/3/19	James Clemence	<p>Q1 - Prepare updated Planning Service Business Plan- April 2018</p> <p>Q2 - Planning Committee Member Training- Further sessions- Q2, Q4</p> <p>Q3 - Embed the use of Planning Performance Agreements (PPAs) within the Directorate –March 2019</p>	1. Meet our Specific Equality Duties and build equality into everything we do

**Strategic Directorate Priority 4 (CIS Objective Ref: 2649):
Join up frontline street scene services to provide clean, well-managed and sustainable communities focusing on delivering the best for citizens, communities and the city**

Performance – How we will measure our performance against each priority

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2016-17 Result	2017-18 Result	2018-19 Target	Owner
PAM/010	Percentage of highways inspected of a high or acceptable standard of cleanliness	90.46%	94.27%	90%	Claire Cutforth
PAM/011	Percentage of reported fly tipping incidents cleared within 5 working days	98.35%	99.04%	90%	Claire Cutforth
PAM/020	Percentage of principal (A) roads that are in overall poor condition	4.1%	3.3%	5%	Gary Brown
PAM/021	Percentage of non-principal/classified (B) roads that are in overall poor condition	7.1%	5.6%	7%	Gary Brown
PAM/022	Percentage of non-principal/classified (C) roads that are in overall poor condition	6.9%	6.0%	7%	Gary Brown
PAM/035	Average number of working days taken to clear fly-tipping incidents reported to the authority during the year	New	New	TBC	Claire Cutforth
PAM/030	Percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way	58.12%	Awaited	62%	Jane Cherrington
PAM/043	Kilograms of local authority municipal waste that is not reused, recycled or composted during the year per person	New	New	TBC	Jane Cherrington
SC/001a	Percentage of highways inspected of a high or acceptable standard of cleanliness	90.46%	94.24%	90%	Claire Cutforth
STS/007	Percentage of reported fly tipping incidents which lead to enforcement activity	92.84%	80.43%	70%	Claire Cutforth
STS/008	The number of investigations and enforcement actions per month	New	New	250	Claire Cutforth
STS/009	The number of education and engagement actions per month	New	New	250	Claire Cutforth
WMT/013	The maximum permissible tonnage of biodegradable municipal waste sent to landfill	1,356	Awaited	<33,557 tonnes	Jane Cherrington

Risk Management – ‘Managing risks that could impact upon the achievement of the Directorate’s priorities

Definition of Risk	RAG Rating	Strategic Directorate Priority affected	Headline Action Reference
Declining or removal of global markets for the end recycling product	4	4	Recycling End markets
Increases is residual waste through commercial services	4	4	Commercial recycling pressures
Loss of public buy-in and increased contamination	4	4	Recycling Education
Loss of grant support funding or in year WG grant cuts	4	4	Loss of grant funding
Infrastructure investment for renewal and maintenance	4	4	Highway condition
Development of new street scene service to meet stakeholders expectations	4	4	Joined up street scene services

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Dependencies – Factors that affect performance of the Directorate priorities or, how the Directorate priorities affect other areas

No.	Description of dependency	Strategic Directorate Priority or Area affected
1	Procurement – support, advice and contracts	4
2	Financial – profiling and monitoring	4
3	Legal – compliance and contracts	4
4	H&S – compliance and support on changes	4
5	Welsh Government – partnership working and funding support	4
6	Central Transport Service – support, contracts and compliance	4

Key actions that will be taken to achieve the Strategic Directorate Priority

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42723	Develop options for long-term regional partnership recycling infrastructure arrangements by March 2019 (Corporate Plan step)	1/4/18	Mar 19	Jane Cherrington	Q1- Establish project team Q2 – Scope outline requirements and mandate Q3 – Research and investigations Q4 – Draft Outline business plan proposal	1. Meet our Specific Equality Duties and build equality into everything we do

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Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42724	Consult on amendments to Recycling Waste Strategy and collections - including introducing wheelie bins into new areas of the city and asking households to separate glass from their recycling - and implement the new approach in order to meet new Welsh Government blueprint for increasing recycling (Corporate Plan step)	1/4/18		Jane Cherrington	Q1 – Seek cabinet approval of the consultation documents and waste strategy	1. Meet our Specific Equality Duties and build equality into everything we do
Q2- Undertake consultation on the strategy and discussions on wheeled bin expansion						
Q3 – Wheeled bin expansion						
Q4 – Draft the Waste Strategy for final approval						

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42725	Explore opportunities for a new Household Waste Recycling Centre by reviewing all site options within Local Development Plan allocated areas as well as established communities (Corporate Plan step)	1/4/18		Jane Cherrington	Q1- Establish project team	1. Meet our Specific Equality Duties and build equality into everything we do
Q2 – Scope outline requirements and mandate						
Q3 – Research and investigations						
Q4 – Draft Outline business plan proposal						

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42726	Undertake targeted education campaigns in communities where recycling rates are low and increase performance of the recycling centres through education	1/4/18		Jane Cherrington	Q1 – establish an annual plan and identify areas	1. Meet our Specific Equality Duties and build equality into everything we do
Q2- targeted participation monitoring and information gathering						
Q3 – Targeted education campaign						

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
	initiatives (Corporate Plan step)				Q4 – review progress	
Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42727	Continue to build on the partnership with British Heart Foundation to support re-use in the city by expanding the usage of Re-use centres (Corporate Plan step)	1/4/18		Jane Cherrington	Q1 – review current arrangements Q2- seek wider partners for niche reuse Q3- secure increased number of reuse partners and material types. Q4 – Review contract arrangements and seek long term arrangements	1. Meet our Specific Equality Duties and build equality into everything we do
Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42728	Develop a ‘Total Street’ delivery Plan by September 2018 to keep streets and public spaces clean and well maintained, through: <ul style="list-style-type: none"> • Joining-up Council services and aligning resources; • Delivering added value services such as deep cleansing, blitzes, patching and local active travel improvements (Corporate Plan step)	1/4/18	Sep 18	Matt Wakelam	Q1 – Ward Action Plans (phase 1 – dashboard and heat maps - cleanliness, fly tipping & enforcement) Q2 – Ward Action Plans (phase 2 – dashboard and heat maps – highway condition, footway condition, s106 and active travel projects) Q3 – Aligning work priorities with Housing and Waste Services through street scene programme Q4 – Digital mapping and delivery of Ward Action Plans	1. Meet our Specific Equality Duties and build equality into everything we do

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42729	<p>Tackle fly-tipping, littering and highway licensing by:</p> <ul style="list-style-type: none"> • Enhancing the 'Love Where You Live' campaign- in partnership with Keep Wales Tidy- to encourage local volunteering • Undertaking education and citizen engagement campaigns • Developing and implementing ward Action Plans; • Using new enforcement powers and adopting new technology (Cabinet Report April 2018) <p>(Corporate Plan step)</p>	1/4/18	31/3/19	Matt Wakelam	<p>Q1 – Public Space Protection Order Cabinet Report – Policy and Dog Control</p> <p>Q2 – Development of policy statement and action plan for single use plastics including working with key stakeholders</p> <p>Q3 – Deliver a toolkit of Street Scene partnership initiatives for Cardiff – outward looking document</p> <p>Q4 – Deliver a City Partnership approach to 'Love Where You Live' working with citizens, keys stakeholders and businesses.</p>	1. Meet our Specific Equality Duties and build equality into everything we do

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42730	<p>Improve the productivity and performance of Street Scene Services by reviewing a range of customer-focused APSE benchmark indicators to establish relative performance and identify opportunities for further improvement</p> <p>(Corporate Plan step)</p>	1/4/18	31/3/19	Matt Wakelam	<p>Q1 – Productivity Key Performance Indicators and benchmark review for all Street Scene services – cleansing, flytipping, waste, highways and enforcement.</p> <p>Q2 – Developing and recording of productivity through digital systems.</p> <p>Q3 - Developing and recording of productivity through digital systems.</p> <p>Q4 – Digital mapping of performance and presentation of open data / annual reports.</p>	1. Meet our Specific Equality Duties and build equality into everything we do

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42731	<p>Improve the condition of the highways and address issues such as potholes by delivering active programmes of work from minor road repairs through to full scale resurfacing works</p> <p>(Corporate Plan step)</p>	1/4/18	31/3/19	Gary Brown	<p>Q1 – Appraisal and funding setting against highway assets for 2018/19.</p> <p>Q2 – Cabinet Report for LED residential street lighting and SMART city aspects following pilot in Radyr.</p> <p>Q3 – Delivery of main preventative and patching work for roads and footways.</p> <p>Q4 – Delivery of active travel improvements in localised areas.</p>	1. Meet our Specific Equality Duties and build equality into everything we do

**Strategic Directorate Priority 5 (CIS Objective Ref: 2650)::
To develop Cardiff as a sustainable climate change resilient, Low Carbon Energy Capital**

Performance – How we will measure our performance against each priority

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2016-17 Result	2017-18 Result	2018-19 Target	Owner
ES001	Capacity (in MW) of renewable energy equipment installed on the Council's land and assets	0.698	1.138	5.400	Gareth Harcombe
EEF/002	The percentage reduction in carbon dioxide (CO2) emissions in non-domestic public building stock under the control of the local authority calculated from a sample of building types and use	14.72%	13.53%	2%	Gareth Harcombe

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Risk Management – ‘Managing risks that could impact upon the achievement of the Directorate’s priorities

Definition of Risk	RAG Rating	Strategic Directorate Priority affected	Headline Action Reference
The 2018-19 target for renewable energy capacity is almost entirely reliant on the delivery of the Lamby Way Solar Farm – Cabinet is due to consider a report on this project in July where a decision on whether to proceed will be taken. A series of ecological constraints on the site limit the parts of the year when construction works can take place. As a result, we already know that construction won't start until May/June 2019 so the current target, as stated, will be missed. However, it will be achieved early in 2019/20, provided that Cabinet approve the scheme and that subsequent planning consent is secured.	Amber	5	ES001 - Capacity (in MW) of renewable energy equipment installed on the Council's land and assets

Dependencies – Factors that affect performance of the Directorate priorities or, how the Directorate priorities affect other areas

No.	Description of dependency	Strategic Directorate Priority or Area affected
	Our energy efficiency works across the Council Estate depends on good co-operation between our project managers and building managers to approve works etc. Our works are also affected by other service area plans to upgrade, close or dispose of estate assets. We manage these risks by taking our proposals to the Asset Management Working Group and by maintaining good communication with estate managers during implementation.	EEF/002 - The percentage reduction in carbon dioxide (CO2) emissions in non-domestic public building stock under the control of the local authority calculated from a sample of building types and use

Key actions that will be taken to achieve the Strategic Directorate Priority

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Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42732	Develop a City Food Strategy - supporting local food growth, sustainable use and street food (Cabinet Report by September 2018) (Corporate Plan step)	1/4/18	Sep 18	Elizabeth Lambert	Q1 – Background study and participate in Sustainable Food Cities Conference Q2 – Cabinet Report produced	5. Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42733	Progress a 5 Megawatt Solar Farm at Lamby Way by submitting a bid for planning consent by July 2018 in order to generate clean renewable energy and help Cardiff Council become Carbon Neutral (Corporate Plan step)	1/4/18	Jun 19	Gareth Harcombe	Q1 - Cabinet approval of business case May 18 Q2 - Q3 - Submission of planning application by end Oct 18 • Secure planning permission Formalise procurement position for a June	5. Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
					19 start on site	

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42734	Develop an outline business case for the District Heat Network proposal, subject to National Government Capital Grant award and Capital Budget approval from the Council, by Spring 2018 (Corporate Plan step)	1/4/18	2022	Gareth Harcombe	Q1 - Outline Business case approved April 18 Q2 - Procure external advisors to facilitate detailed scheme development Q3 - Submit grant funding bids to government Q4 - Finalise Head of terms with relevant heat suppliers and customers and formalise scheme procurement strategy	5. Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42735	Develop an electric vehicles strategy by December 2019 (Corporate Plan step)	1/4/18	2022	Miriam Highgate	Q1 - Strategy approved by Cabinet in April 18 Set in place a programme management arrangement to oversee implementation across service areas Q2 - Submit a grant application to OLEV for charging infrastructure Q3 - Steer fleet procurement strategy in accordance with the action plan Q4 - Develop relationships with partners and stakeholders to influence wider change	5. Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Responsible Officer	Key Milestones during 2018-2019	Link to Equality Objective
42736	Deliver Energy Retrofit programmes for Council's operational estate and residential schemes across the city (Directorate Plan objective)	1/4/18	31/3/2020	Mat Preece	Q1 – Submit bids to new Arbed 3 Scheme Manager by WG deadlines Q2 – Commence phase 2 of the Re:Fit estate retrofit project Q3 – Develop mechanism for maximising access to ECO3 funding stream Q4 – c	5. Provide support to those who may experience barriers to achieving their full potential

**Strategic Directorate Priority 6 (CIS Objective Ref: 2651):
 Deliver high quality bereavement and registration services to ensure customer excellence.
 Deliver high quality and sustainable animal services**

Performance – How we will measure our performance against each priority

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2016-17 Result	2017-18 Result	2018-19 Target	Owner
CORKPI4	Customer Satisfaction level for Bereavement Services	99.6%	98.73%	95%	Martin Birch
SLC06	Customer Satisfaction level for Registration Services	98.9%	97.91%	95%	Martin Birch
HPPB 29	Number of Funerals arranged through City & County of Cardiff Funeral Service	198	200	200	Martin Birch

Risk Management – ‘Managing risks that could impact upon the achievement of the Directorate’s priorities

Definition of Risk	RAG Rating	Strategic Directorate Priority affected	Headline Action Reference
Inability to provide adequate burial facilities for North Cardiff resulting in severe reputational damage to the Authority	Amber	7	Burial Space

Dependencies – Factors that affect performance of the Directorate priorities or, how the Directorate priorities affect other areas

No.	Description of dependency	Strategic Directorate Priority or Area affected
	Finance	7
	Planning – assistance to be provided for ongoing planning application for new burial ground and potential new site for Dogs Home	7
	Legal – assistance to be provided for tenders, projects and new burial land and dogs home projects	7
	Procurement – as above	7

Key actions that will be taken to achieve the Strategic Directorate Priority

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018-2019	Link to Equality Objective
42737	Deliver a long-term solution to ensure adequate burial space is provided for the future that will meet the needs of an increased city population (Directorate Plan objective)	1/4/18	31/3/20	Martin Birch	Q1 - Secure Planning Consent Q2 - Serve Notice on Tennant Q3 - Finalise Specification & Tender Q4 - Issue Tender Documents 2019 – Commence development	7. Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity

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Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018-2019	Link to Equality Objective
42738	Develop a sustainable and enhanced service for the kennelling and re-homing of stray dogs (Directorate Plan objective)	1/4/18	31/3/19	Martin Birch	Q1 – Develop Business Case for new services & Confirm Location Q2 – Submit Cabinet report for approval Q3 – Develop Full Specification of Works Q4 – Identify Costs and Funding Options & Confirm Partners	7. Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018-2019	Link to Equality Objective
42739	Develop a customer service strategy for Bereavement and Registration Services (Directorate Plan objective)	1/4/18	31/3/19	Martin Birch	Q1 - Develop Strategy Q2 - Implement Actions of strategy Q3 - Monitor Actions of strategy Q4 - Review actions in readiness for 2019-2020	7. Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018-2019	Link to Equality Objective
42740	Improve our way of working through digitalisation, reflecting changes in customer needs by enabling them to interact with our services through their preferred methods and enabling the council to adopt more efficient working practices at Bereavement Services, Registration Services and Animal Services (Directorate Plan objective)	1/4/18	31/3/19	Martin Birch	Q1 - Undertake website improvements & explore the establishment of new stand-alone websites for registration & animal services Q2 - Investigate improved digital services at first point of contact and on line payments Q3 - Implement improvements Q4 - Monitor improvements.	7. Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018-2019	Link to Equality Objective
42741	Develop a Funeral Poverty Strategy (Directorate Plan objective)	1/4/18	31/3/19	Martin Birch	Q1 - Develop Strategy	7. Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity
					Q2 - Get cabinet approval	
					Q3 - Implement Actions of strategy	
					Q4 - Monitor Actions of strategy	

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018-2019	Link to Equality Objective
42742	Improvements to infrastructure at Dogs Home (Directorate Plan objective)	1/4/18	31/3/19	Martin Birch	Q1 - Investigate improvements to Dogs Home reception area & office space	7. Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity
					Q2 - Implement decision & undertake procurement process	
					Q3 - Carry out phase 1 of works (Vets Facilities)	
					Q4 - Carry out phase 2 of works (reception area)	

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018-2019	Link to Equality Objective
42743	Improvements to infrastructure at Thornhill Crematorium chapels (Directorate Plan objective)	1/4/18	31/3/19	Martin Birch	Q1 - Plan changes to chapel	7. Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity
					Q2 - Implement decision & undertake procurement process	
					Q3 & 4 - Implement works	

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018-2019	Link to Equality Objective
42744	Develop a customer service strategy for Cardiff Dogs Home to enhance the visitor and volunteer experience (Directorate Plan objective)	1/4/18	31/3/19	Martin Birch	Q1 - Develop Strategy Q2 - Implement Actions of strategy Q3 - Monitor Actions of strategy Q4 - Review actions in readiness for 2019-2020	7. Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity

Appendix 1 – Directorate Profile

Our Finances

This narrative sets out specific financial pressures, commitments and savings in relation to the Planning, Transport & Environment Directorate.

Funding of £773,000 has been allocated to reflect specific financial pressures identified during the budget process. The first of these amounts to £250,000 and relates to the need to increase school transport provision in response to demographic pressures. These pressures relate to primary school pupils, Additional Learning Needs (ALN) and pupils educated outside of mainstream education. This amount will be held as part of a corporate contingency whilst a review of the service is undertaken. In addition, £523,000 has been allocated to support the growth of dry recycling processing and to compensate for the reduction in income received due to a global decline in market prices. In addition to the accepted financial pressures, £3.923 million has been allocated in relation to the transfer of certain elements of the Single Revenue Grant into the Council's RSG. The value of the transfer is lower than the 2017/18 grant amount and, therefore, an additional £189,000 is being allocated to the Directorate to reflect this, in order that the same level of service is provided in 2018/19.

A total of £2.102 million is also being allocated as part of the Council's FRM to support one-off investment in priority areas. This includes £200,000 to promote the free recycling collection service and to enhance public awareness of recycling services and locations together with £165,000 to support changes to kerbside recycling collections and the implementation of the first year of separate glass collection. An allocation of £720,000 is also being made to enable localised highway asset improvement works and £400,000 is being allocated in relation to essential road markings, signs and street furniture refurbishment including public litter bins. In addition, £150,000 has been made available for city centre public realm improvements, including those connected with the Central Square development. Furthermore, £427,000 is being allocated to further the work undertaken in previous years to complete additional street cleansing works and enforcement activities with £40,000 allocation to continue the taxi enforcement service.

In addition to the Council's FRM allocations £250,000 has been allocated to further the reuse and recycling of materials, enabling the achievement of statutory recycling targets. £100,000 is also being allocated to Waste Services to reflect demographic pressures in relation to recycling and waste collections.

The following table sets out Planning, Transport & Environment's Directorate savings proposals for 2018/19.

2018/19 Savings	£000's
Income Generation	675
Collaboration	180
Business Process including Digitalisation	501
Review of External Spend	482
Total	1,838

Savings totalling £675,000 relate to a range of income generation proposals. The first of these totals £212,000 and is based on improved charging and income generation projects across the Directorate, in line with increased fees and charges and the use of digital solutions. In addition, a net £160,000 has been proposed in relation to Trade Waste with the intention to expand the Council's market share in Cardiff and explore opportunities to work in partnership. Within Central Transport Services, £60,000 has been proposed and is intended to be achieved by utilising capacity in the fleet maintenance facility to bring external contracts back in-house and increase external income. Bereavement Services, Cardiff Dogs Home and Planning Services plan to increase income by £50,000, £15,000 and £55,000 respectively as a result of price and volume increases. Both Transportation Policy and Street Lighting intend to increase income by £30,000 each as a result of improved recharging for services, including in relation to capital schemes. A further saving of £38,000 has been proposed in relation to twin stream waste and recycling collections, which should increase income and reduce costs at the same time. Furthermore, a total of £25,000 is anticipated as a result of renewable energy schemes, enabling the sale of energy and income from feed-in tariffs, and phasing in the reduction of certain bus passes within School Transport.

Collaboration savings proposed amount to £180,000. The first totals £93,000 and is in connection with the Shared Regulatory Service and a further year's saving from the creation of the shared service under a single management structure. In addition, £37,000 is proposed in relation to collaborative working with a neighbouring authority to merge the passenger transport team enabling efficiencies in employee and external expenditure. In addition £50,000 has been proposed within Waste Services, where new opportunities for income generation through partnership and cross-boundary working are intended to be achieved from a focus on back office support provision and direct services.

Savings totalling £501,000 have been proposed in relation to Business Process reviews. Of this total, £271,000 has been proposed as a result of the use of new technology to improve collection efficiency, reduce vehicle costs and reduce agency usage within domestic collection rounds. Other proposals within Waste Services amount to £70,000 and are anticipated to be achieved by increasing productivity in relation to treatment and disposal, and improving attendance at work within Domestic Waste Collection to reduce the reliance upon agency staff. £60,000 is also intended to be achieved by reducing vehicle costs within the corporate fleet through reduced damage and insurance claims enabled by better reporting, monitoring, training and the new fleet management system. In addition £100,000 is planned to be achieved by digitalisation of Waste Services, including hybrid printing and digitalisation of income recovery, and using technology to control lighting levels and faults across the city.

A number of savings totalling £482,000 have been proposed in connection with reviews of external expenditure. The most significant of these relates to a reduction in energy costs due to changes in procurement, other savings are expected to be achieved by identifying energy efficiencies within Council buildings and through improved management and behaviour change as part of the Carbon Reduction Strategy. Further savings are anticipated from the full year effect of replacing main route lighting with LEDs to reduce energy expenditure.

External expenditure savings totalling £152,000 have also been proposed within School Transport. These include a review of the transport provided to ALN pupils including route optimisation and mergers, with a particular focus on those pupils within 2-3 miles of their respective school. In addition, roll out of the travel support allowance, as opposed to provision of transport, will be continued and a phased approach to the reduction of bus passes provided to Llanishen High School pupils outside of the catchment area will be introduced. £50,000 has also been proposed in relation to contract rationalisation and improved business process efficiencies and £40,000 has been proposed in connection with a review of the delivery of maintenance work currently undertaken by external companies, for areas such as Housing and Parks, within Infrastructure & Maintenance.

Our Workforce

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Workforce Delivery Plan

Planning, Transport and Environment are producing a departmental Workforce Delivery Plan for determining our staff priorities and managing any established opportunities or challenges. By understanding the skills, size, organisation and diversity of our workforce, we can better ensure our structure has the right skills, in the right place, at the right time. The plan aims to evaluate the composition of our service area in terms of age range, ethnicity, gender, inclusiveness, recruitment and retention as well as compare this to the wider demography of the Cardiff city region.

Further to this, we recognise that managing change is an inevitable part of the normal public service scene and it is intended that the plan will consider recent changes in structure, with Waste recently joining the department and Parks moving to another service area. New teams will present their own practices and skills that will need to be aligned in order to deliver an efficient and successful service to the public.

At its heart, our plan will use a balanced score card approach adopting the following four priorities which the Workforce Delivery Plan will aim to address:

- Improving Health, Wellbeing and Growth
- Enhancing Internal Processes
- Maximising Financial Practices
- Nurturing Citizen Engagement

By utilising this approach, we have established a strategic framework for capturing a holistic range of actions to better foster a safe, healthy and positive working environment that benefits both the workforce and goals of the directorate, resulting in an effective, inclusive service area while supporting a successful city economy.

Appendix 2 – Additional Directorate Key Performance Indicators

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2016-17 Result	2017-18 Result	2018-19 Target	Owner
	None, all included in body of plan				

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**CYNGOR CAERDYDD
CARDIFF COUNCIL**

ENVIRONMENTAL SCRUTINY COMMITTEE

3 JULY 2018

**PLANNING, TRANSPORT & ENVIRONMENT DIRECTORATE – QUARTER 3
& 4 PERFORMANCE REPORTS 2017/18**

Reason for the Report

1. To present the performance reports relevant to the terms of reference of the Environmental Scrutiny Committee for Quarter 3 (October to December) and Quarter 4 (January to March) of 2017/18. To facilitate this scrutiny Corporate Plan Scorecards and Council Overview Scorecards for 2017/18 are attached to this report as:
 - Corporate Plan Scorecard – Corporate Priority 3 – Quarter 3 – 2017/18 (**Appendix 1**);
 - Corporate Plan Scorecard – Corporate Priority 4 – Quarter 3 – 2017/18 (**Appendix 2**);
 - Council Overview Scorecard - Quarter 3 – 2017/18 (**Appendix 3**);
 - Corporate Plan Scorecard – Corporate Priority 3 – Quarter 4 – 2017/18 (**Appendix 4**);
 - Corporate Plan Scorecard – Corporate Priority 4 – Quarter 4 – 2017/18 (**Appendix 5**);
 - Council Overview Scorecard - Quarter 4 – 2017/18 (**Appendix 6**).
2. It should be noted that the approach used by the performance reports changed in Quarter 3 2017/18 to better reflect the Council's performance against the Well-being Objectives. This change is now reflected in the structure of the revised Corporate Plan Scorecard.

Background

3. The Environmental Scrutiny Committee has a role in reviewing the performance of Council services that fall within the Committee terms of reference. A copy of the terms of reference has been attached as **Appendix 7**. The Directorates that required regular scrutiny in 2017/18 by the Committee were the City Operations Directorate and Economic Development Directorate. A Council reorganisation was completed in the beginning of 2018/19. This means that the performance measures relevant to the Environmental Scrutiny Committee are now delivered by the newly formed Planning, Transport & Environment Directorate.
4. Members agreed to consider performance issues during the municipal year 2017/18. In doing this the Committee decided to look at the sections of the Quarterly Performance Reports relevant to the terms of reference of the Committee twice a year.
5. The February 2016 'Wales Audit Office (WAO) Corporate Assessment Follow On Report' stressed the importance of the Council building on its capacity and mechanisms for internal challenge and self-assessment.
6. In response to the 'WAO Corporate Assessment Follow On Report' the Council acknowledged that there is a need for more consistency around performance management and benchmarking. The Council is of the view that the framework and mechanisms for effective performance management and reporting have been in place for a while; however, there is scope for further improvement – particularly in terms of the scope for strengthening the relationship between the Central Performance Team and Service Directorates.
7. To drive further improvement the Council recruited a new Head of Performance & Partnerships in early 2016. After his appointment he was given the task of refreshing the Council's performance management approach and as a consequence of this work, the structure of the Quarterly performance reports have been altered from the format used pre 2015/16.

The Council's Strategic Planning Framework

8. The Council has recently launched Capital Ambition which sets out the Administrations commitments for Cardiff. Capital Ambition aims to help Cardiff move forward based on the successes of the past whilst dealing with key future challenges such as growth, inequality and sustainability. It outlines the Council's vision for Cardiff to become a leading city on the world stage. Capital Ambition is based on a five-year plan and features as the guiding document to drive performance management across all aspects of Council service delivery. Within the document each Cabinet member has outlined their key aims and ambitions for their term of office. The Capital Ambition focuses on four priorities, these are:
- Working for Cardiff - making sure everyone who lives and works here can contribute to, and benefit from, the city's success;
 - Working for Wales - a successful Wales needs a successful capital city;
 - Working for the future - managing the city's growth in a sustainable way.
 - Working for public services - Making sure public services are delivered efficiently, effectively and sustainably in the face of rising demands and reduced budgets.
9. The priorities of Capital Ambition have been being built into the Corporate Plan 2018-21 and follow the existing performance management structure which spans the City's overall performance (the Public Services Board Wellbeing Plan); Council performance via the Corporate Plan; Directorate performance via Directorate Delivery Plans; through to individual performance via Personal Reviews.
10. The performance management approach taken for 2017/18 is based on the Corporate Plan 2017-19 that was approved at Council on 23 February 2017. It set out four 'Priorities' and 13 'Well-being Objectives' for Cardiff. The four Priorities are listed as:
- Priority 1: Better education and skills for all;
 - Priority 2: Supporting vulnerable people;
 - Priority 3: An economy that benefits all citizens;
 - Priority 4: Working together to transform services.

11. The quarterly performance reporting structure is based upon:
- The Well-being Objectives;
 - The Corporate Plan Priorities;
 - The commitments made that contribute towards achieving the Corporate Plan Priorities;
 - The risk status of the Corporate Plan commitments;
 - The measures being targeted to help reach the Corporate Plan Priorities; and,
 - The targets and actual results created and achieved for the measure.

Performance Support Group

12. The Council's previous approach to performance management focused the use of performance information within the most strategic parts of the organisation, to ensure that these strategic audiences are considering strategic performance issues. It is also critical to ensure that underneath the strategic layer there are mechanisms in place, which allow for effective engagement and support of operational performance issues.
13. In parallel with developing a coherent cross-organisation approach to service planning (which will by default create a new body of consistent performance information) the Council has introduced the Performance Support Group. The Performance Support Group provides support to service performance and allows the Cabinet, scrutiny committees and the Senior Management Team to focus on strategic performance issues.
14. The primary roles of the Performance Support Group is to support specific areas of service improvement and investigate areas of performance that are highlighted by robust data analysis. It is hoped that this approach will provide the organisation with confidence that measures mandated by Welsh Government but not included in outcomes-focused scorecards are receiving due attention.
15. The Planning, Transport & Environment Directorate has a lead performance officer who along with the Corporate Performance Team, analyse and challenge work to help inform the Performance Support Group's agenda.

Improved Reporting Timelines

16. The Council refresh of performance arrangements has examined opportunities to increase the speed with which information flows through its performance-related processes. An essential part of moving the organisation away from monitoring performance and onto managing performance is providing information within a timescale that allows the use of data to influence decision-making and prompt appropriate intervention.
17. The final reports for Cabinet and scrutiny committees contain confirmed information; however, the reports that are used by the Performance Support Group and Senior Management Team can contain draft performance information, provided it is flagged as such.

Publishing Performance Information on the Internet

18. To reinforce the Council's move to a culture of accountability, the refresh of performance arrangements presents an opportunity for Cardiff residents to access key performance information in a way that is immediately engaging. Council employees should also have access to online performance information that helps them understand the contribution they are making towards achieving organisational aims. It is proposed that the Council will in future publish information about its performance on www.cardiff.gov.uk.
19. As with the newly developed performance reports, the published information will focus on the outcomes the Council is trying to achieve, i.e. the Wellbeing Objectives and, therefore, correlate to the performance measures used at Cabinet and scrutiny committees.

Refresh the Council's Performance Management Strategy

20. In light of recommendations made by WAO's, the Framework element of the Performance Management Strategy has been updated to include guidance around timelines that support current processes. The most significant aspect of the refresh has been the embedding of it into the organisation's culture. Mostly, this has been achieved through changing practices as outlined above. However, ensuring that the Council's Performance Management Strategy is acknowledged, understood and

used will require the Corporate Performance Team to engage and work proactively with service managers and performance leads.

Corporate Plan Scorecards & Council Overview Scorecards for Quarters 3 & 4 2017/18 – Sections relevant to the terms of reference of the Environmental Scrutiny Committee

21. The sections of the Corporate Plan Scorecards for Quarters 3 & 4 2017/18 that are relevant to the terms of reference of the Environmental Scrutiny Committee are attached to this document as **Appendices 1, 2, 4 & 5**. The reports measure progress made against the performance measures that the Council focuses against to achieve its Well-being Objectives. The Well-being Objectives relevant to the terms of reference of the Environmental Scrutiny Committee are contained within Corporate Priority 3 (an economy that benefits all of our citizens) and Corporate Priority 4 (working together to transform services).

21. The Corporate Overview reports for Quarters 3 & 4 of 2017/18 are attached to this document as **Appendices 3 & 6**. They provide a range of Council-wide performance information, which will help the Committee benchmark against the Council performance as a whole and other service areas. The documents include information on:
 - Customer contact;
 - Staff costs;
 - Financial tracking information;
 - Sickness absence levels;
 - Personal Performance and Development Review compliance.

Scope of the Scrutiny

26. This item will give Members the opportunity to consider the Planning, Transport & Environment Directorate performance relevant to the terms of reference of the Environmental Scrutiny Committee.

Way Forward

27. Councillor Michael Michael (Cabinet Member for Clean Streets, Recycling & Environment), Councillor Caro Wild (Cabinet Member for Strategic Planning & Transport) and officers from the Planning, Transport & Environment Directorate have been invited to attend for this item.

Legal Implications

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

Financial Implications

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

RECOMMENDATION

The Committee is recommended to:

- i. Note the contents of the attached report;
- ii. Consider whether they wish to pass on any comments following scrutiny of the item titled 'Planning, Transport & Environment Directorate – Quarter 3 & 4 Performance Reports 2017/18'.

DAVINA FIORE

Director of Governance & Legal Services

27 June 2018

CORPORATE PLAN PRIORITY 3 – AN ECONOMY THAT BENEFITS ALL OUR CITIZENS

Well-being Objectives	Commitments <small>(Commitments are not directly related to specific measures. All commitments contribute to the Wellbeing Objective)</small>	Commitment RAG				Measures <small>(Measures are not directly related to specific commitments. All measures contribute to the Wellbeing Objective)</small>	Q3 17/18 Actual	Q2 17/18 Actual	Annual 17/18 Target	Q3 16/17 Actual	16/17 Actual
		Q1	Q2	Q3	Q4						
3.1 - Cardiff has more and better paid jobs	Facilitate jobs growth by working with partners to deliver 300,000 square feet of Grade A office accommodation within Central Square by March 2019 (ED)	G	G	G		New and safeguarded jobs in businesses supported by the Council, financially or otherwise (ED)	4,518	3,861	500	632	1,290
	Work with partners to deliver the Cardiff Capital Region City Deal (ED)	G	G	A/G		Amount of 'Grade A' office space committed to in Cardiff (sq. ft.) (ED)	366,000	96,000	150,000	285,070	317,732
	Progress delivery of Indoor Arena to attract visitors, overnight stays and increase visitor spend (ED)	G	G	G		Gross Value Added per capita (compared to UK average) (ED)	Annual	Annual	> Wales Average	Annual	89.9%
	Commence delivery of International Sports Village phase 2 by 2018 (ED)	G	G	G							
	Support growth in the creative industries sector through the development of creative hubs (ED)	G	G	G		Unemployment (compared to Wales average) (ED)	Annual	Annual	< Wales Average	Annual	4.8%
	Develop an integrated approach to the management of the city centre with the business community with the Business Improvement District (ED)	G	G	G							
	Implement the Tourism Strategy with a view to attracting more visitors to the city who stay longer and spend more by March 2018 (ED)	G	G	G		Increase number of staying visitors (ED)	Annual	Annual	2% + pa	Annual	2,025k (+1.1%)
	Undertake a detailed feasibility study as the basis for securing investment to enable the maintenance and refurbishment of City Hall (ED)	G	G	G		Increase total visitor numbers (ED)	Annual	Annual	3% + pa	Annual	20,380k (-0.7%)
	Develop a revised International Strategy for Cardiff in 2017-18 reflecting implications of and opportunities from last year's referendum decision for the UK to leave the EU (ED)	G	G	G							
	Work with major contractors and providers to deliver increased social value through Council contracts by creating opportunities for apprenticeships, work placements and employment, with a focus on reducing long term economic inactivity (R)	G	G	A/G							
Make Cardiff a Living Wage City by encouraging suppliers, contractors and providers to secure accreditation through the Living Wage Foundation over and above the National Living Wage (R)	G	G	G								
3.2 - Cardiff has a high quality city environment where population growth and transport needs are managed sustainably	Develop a resilience strategy including harmonising other policies in relation to clean air, zero carbon renewal fuels, energy retrofitting and solar projects in line with UK and European best practice by March 2018 (CO)	G	A/G	A/G		People travelling to work by sustainable transport (CO)	Annual	Annual	45.1%	Annual	44.9%
	Work with developers, transport operators and businesses to deliver a new central transport interchange in Capital Square on agreed programme (CO)	A/G	A/G	A/G		People travelling to work by cycling (CO)	Annual	Annual	11.2%	Annual	10%
	Develop a programme of phased improvements to city wide bus routes (CO)	G	G	G		% of major applications determined within agreed time period (CO)	65.22%	76.19%	25%	New	New
	Work with Welsh Government, regional partners and the transport industry to progress proposals for the Cardiff City Region Metro as part of the City Deal (CO)	R/A	R/A	A/G		% of householder planning applications determined within agreed time periods (CO)	95.89	95.47%	80%	New	New
	Adopt the Active Travel Integrated Network Map and the Cardiff Cycling Strategy and deliver a prioritised programme of walking and cycling infrastructure schemes (CO)	A/G	A/G	A/G		Capacity (in MW) of renewable energy equipment installed on the Council's land and assets (CO)	Annual	Annual	6MW	Annual	0.698
	Work with partners on developing a public, on street, cycle hire scheme with hire stations at key locations throughout the city (CO)	A/G	A/G	A/G							
	Develop and deliver aligned spatial planning and transport development programmes for Cardiff Bay and the City Centre (CO)	G	G	G		Maximum permissible tonnage of biodegradable municipal waste sent to landfill (ED)	Awaiting Results	86	37,627t	342	1,356
	Ensure the delivery of design-led, sustainable, master-planned developments through the Local Development Plan (CO)	G	G	G		% of municipal waste collected and prepared for re-use and / or recycled (ED)	Awaiting Results	61.11%	58%	58.29%	58.12%

Appendix 1 - Corporate Plan Scorecard – Corporate Priority 3 – Quarter 3 - 2017-18

Achieve the statutory recycling / landfill diversion targets (ED)		A/G	A/G	G							
3.3 - All young people in Cardiff make a successful transition into employment, education or training	Deliver the 'Cardiff Commitment' to youth engagement and progression by (ELLL): - Ensuring early identification of young people most at risk of disengagement - Deliver stronger tracking systems pre and post 16 to keep in touch with and support young people - Strengthening curriculum and skills pathways - Improving the range of employment, education and training opportunities available to young people across the city - Enabling better brokerage of support and opportunities for young people	A/G	A/G	A/G		% of Year 11 leavers making a successful transition from compulsory schooling to education, employment or training (ELLL)	2016-17 Prov. 98.3% (1.7% NEET)	Q3 prov Q4 final	97.5% (2.5% NEET)	N/A	YE 15/16 97% (3% NEET)
		A/G	A/G	A/G		% of Year 13 leavers making a successful transition from schooling to education, employment or training (ELLL)	2016-17 Prov. 97.6% (2.4% NEET)	Q3 prov Q4 final	98% (2% NEET)	N/A	YE 15/16 96.9% (3.1% NEET)
	Increase provision of apprenticeships, traineeships and work placements for young people and work-based training enabling them to develop appropriate skills, knowledge and experience (R)	G	A/G	G		Number of young people in Cardiff, aged 16 -18 years old, known not to be in education, employment or training (Careers Wales Tiers 2 & 3) (ELLL)	274	362 out of 7250	300	N/A	426

CORPORATE PLAN PRIORITY 3 – AN ECONOMY THAT BENEFITS ALL OUR CITIZENS (continued)

Well-being Objectives	Commitments (Commitments are not directly related to specific measures. All commitments contribute to the Wellbeing Objective)	Commitment RAG				Measures (Measures are not directly related to specific commitments. All measures contribute to the Wellbeing Objective)	Q3 17/18 Actual	Q2 17/18 Actual	Annual 17/18 Target	Q3 16/17 Actual	16/17 Actual
		Q1	Q2	Q3	Q4						
Page 104 3.4 - The Council has high-quality and sustainable provision of culture, leisure and public spaces in the city	Work in partnership with Cardiff University to deliver the Creative Cardiff initiative (ED)	G	G	G		% of young people in Cardiff Schools achieving a recognised qualification by the end of Year 11 (ELL)	TBC	Available in Q3	99.5%	N/A	99%
	Deliver phased Coastal Risk Management Programme to manage the risks associated with current coastal flood protection conditions (CO)	G	G	A/G		Number of apprenticeships, traineeships and work placements opportunities created by the Council in 2017-18 (R)	102	74	100	New	
	Deliver phased programme of well-maintained highway asset and public realm (CO)	R/A	R	A/G		Number of Green Flag Parks and Open Spaces (CO)	Annual	Annual	11	Annual	10
	Deliver improvements in street cleansing, grounds maintenance, highway maintenance and enforcement through our Neighbourhood Services programme (CO)	G	G	A/G		% of highways inspected of a high or acceptable standard of cleanliness (CO)	94.40%	95.52%	90%	N/A	76.9%
	Deliver benchmarked improved engagement with citizens with regards to how services are delivered and embrace partnership and volunteer working with Citizen Groups across Neighbourhood Services (CO)	R/A	A/G	A/G		% of reported fly tipping incidents cleared within 5 working days (CO)	98.52%	100%	90%	98.57%	98.7%
	Deliver high-quality and well-maintained Bay and water ways at Harbour Authority (CO)	G	G	G		Number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity (CO)	Annual	Annual	8266	Annual	7263
	Deliver an updated Parks and Green Spaces Strategy by March 2018 including maintaining and increasing the Green Flag status of parks (CO)	G	G	G		% of principal (A) roads, non-principal/classified (B) roads and non-principal/classified (C) roads that are in overall poor condition (CO)	Annual	Annual	7%	Annual	6.07%
	Ensure Leisure Centres deliver high-quality service according to contract (CO)	G	G	G		% of pupils achieving a Level 2 qualification (A*-C grade GCSE) in Welsh first language at the end of Key Stage 4 (Year 11) (ELL)	80.7%	83.2% (P)	82%	Not available	79.8%
	Develop a strategy to help modernise and expand a sustainable financing dogs home service to ensure the welfare of animals in our care by promoting and supporting responsible pet ownership, consolidating work with partners, stakeholders and increasing opportunities for further community engagement by March 2018 (CO)	G	G	G		% of pupils achieving a Level 2 qualification (A*-C grade GCSE) in Welsh second language at the end of Key Stage 4 (Year 11) (ELL)	Not yet available	Not available	83.5%	Not available	83.2%

Appendix 1 - Corporate Plan Scorecard – Corporate Priority 3 – Quarter 3 - 2017-18

	<p>Work with partners to double the number of Welsh speakers in Cardiff by 2050 through the Bilingual Cardiff Strategy, in line with Welsh Government’s vision. Key to this will be (GL):</p> <ul style="list-style-type: none"> - Accommodating the growth projections for children entering Welsh medium education each year and ensuring a good qualification in Welsh for Welsh first language and Welsh second language pupils - Supporting Council employees in undertaking Welsh language training 	G	G	G		<p>The number of Council employees undertaking Welsh language training (GL)</p>	3	78	TBC	New	184
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CORPORATE PLAN PRIORITY 4 – WORKING TOGETHER TO TRANSFORM SERVICES											
Well-being Objectives	Commitments (Commitments are not directly related to specific measures. All commitments contribute to the Wellbeing Objective)	Commitment RAG				Measures (Measures are not directly related to specific commitments. All measures contribute to the Wellbeing Objective)	Q3 17/18 Actual	Q2 17/18 Actual	Annual 17/18 Target	Q3 16/17 Actual	16/17 Actual
		Q1	Q2	Q3	Q4						
4.1 - Communities and partners are involved in the redesign, development and delivery of local public services	Continue with the implementation of the peripatetic delivery model for the provision of play services within communities across the city with full implementation by March 2018 (CO)	A/G	A/G	G		Number of visitors to Libraries and Hubs across the City (CHCS)	1,910,375	1,328,285	3.2m	1,839,464	3.241m
	Continue to deliver the Community Hubs development programme to provide access to a wide range of services, including advice, support and library provision within communities (CHCS)	G	G	G		% of customers who agreed with the statement “Overall the Hub met my requirements/I got what I needed” (CHCS)	98%	99%	95%	97%	99%
	Review our Neighbourhood Partnerships to ensure we are working with citizens and partners to address need on a locality basis by March 2018 (CHCS)	A/G	A/G	G							
	Consider options for a regional Youth Offending Service model by March 2018 in order to better align inter-agency resources (SS)	G	G			% of people who feel more informed about their locality as a result of attending a Neighbourhood Partnership Roadshow (CHCS)	Annual	Annual	70%	New	New
	Implement the Child Rights Partners programme over the three years to March 2020, to work towards Cardiff’s ambition to be a Child Friendly City (ELLL)	A/G	A/G								
4.2 - The Council has effective governance arrangements and improved performance in key areas	Implement the new Performance Management Strategy across the organisation to support the Council’s continued improvement (R)	A/G	A/G	A/G		% of Personal Performance and Development Reviews completed for permanent staff (R)	96%	N/A	95%	92.43%	90%
	Further reduce sickness absence by March 2018 through continued monitoring, compliance and support for employees and managers (R)	R	R	R		Number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence (R)	8.03	4.97	9	7.59	10.77
	Implement refreshed Personal Performance and Development Review (PPDR) scheme by March 2018 to improve staff performance (R)	G	G	G		The number of ‘Live’ webcast hits: (GL) i) Full Council Meetings ii) Planning Committees iii) Scrutiny Committees	246 280 129	260 175 7	1200 600 400	335 202 91	639 544 28
	Ensure the Council’s decision making process is timely, inclusive, open, honest and Accountable (GL)	G	G	G		The number of external contributors to Scrutiny meetings (GL)	TBC	TBC	TBC	New	New
		G	G	G		% of draft committee minutes published on the website within 10 working days of the meeting being held (GL)	79%	82%	80%	67.10%	75%
4.3 - Our services are transformed to make them more accessible, more flexible and more efficient	Deliver the Council’s property strategy for fewer but better buildings (ED)	G	G	G		Reduce the gross internal area of buildings in operational use Sq / ft (% change reduction) (ED)	30,634 0.4%	6,426 (0.1%)	70,000 (1%)	4.20%	7.9%
	Change our way of working through digitalisation, reflecting changes in customer preference by enabling them to interact with our services through their preferred methods, enabling the Council to adopt more efficient working practices (CHCS)	G	G	G		Customer contacts to the Council using digital channels (CHCS)	209,772	157,233	699,802	New	636,184
	The Council fleet to include 5% alternative fuelled, fuel-efficient vehicles by April 2018, continuing to increase alternative and efficient fuel usage by 10% per annum thereafter (ED)	G	A/G	A/G		Reduce the total running cost of occupied operational buildings (ED)	£184,414 0.5%	£27,942 (0.1%)	2.8%	5.3%	9.2%
	Commercialise key Council services to increase net gross income (ED)	A/G	G	G		Reduce the maintenance backlog (ED)	£710,932	£108,135	£1.3m	£2,335,961	£8.8m
	Further develop the Medium Term Financial Plan to inform the Annual Budget Setting Process, ensuring robust decision making which is sustainable in the longer Term (R)	G	G	R/A		Capital Income generated (ED)	£1,680,000	£80,000	£7.3m	Annual	£6m
	Implement the workforce strategy to develop and appropriately skill the workforce to meet the changing needs and demands of the Authority (R)	G	G	G		Commercial and Collaboration net gross income target (ED)	Annual	Annual	£459k	New	New
	Achieve the Silver Level of the Corporate Health Standard by March 2018 to promote and support the health and wellbeing of employees (R)	G	G	G		Increase customer satisfaction with Commercial and Collaboration Services (ED)	Annual	Annual	New	New	New
		G	G	G		Maintain customer/citizen satisfaction with Council services (R)	Annual	Annual	80.8%	Annual	68.20%

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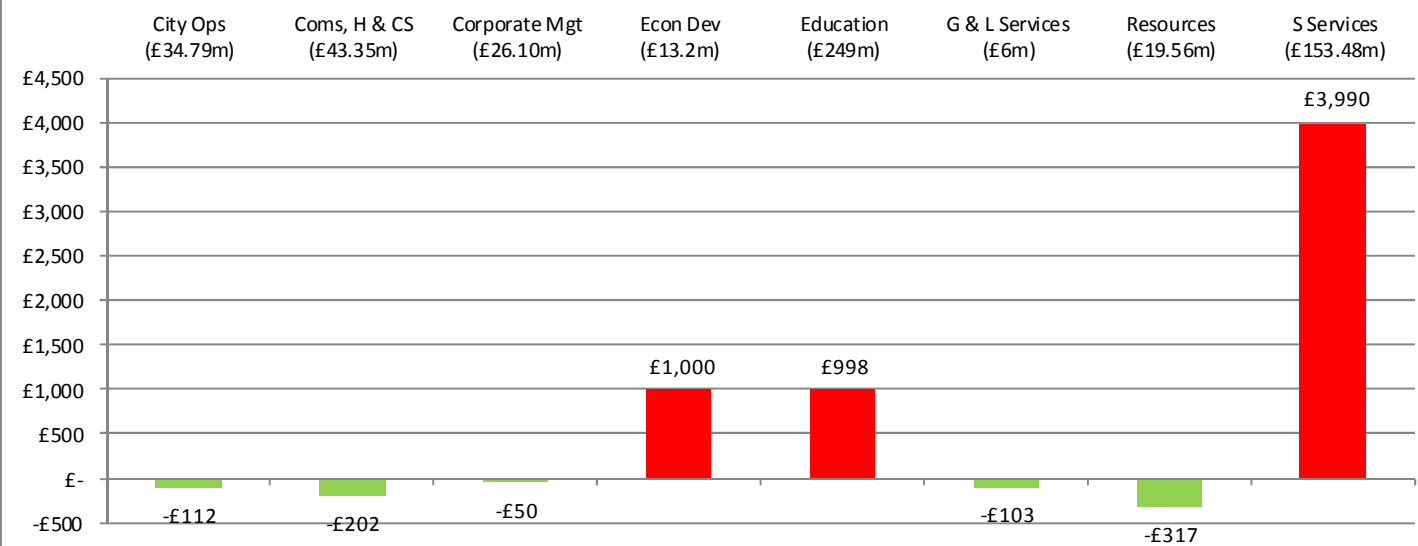
Council Overview Scorecard Quarter 3 2017-18

Financial - Tracking financial success and value

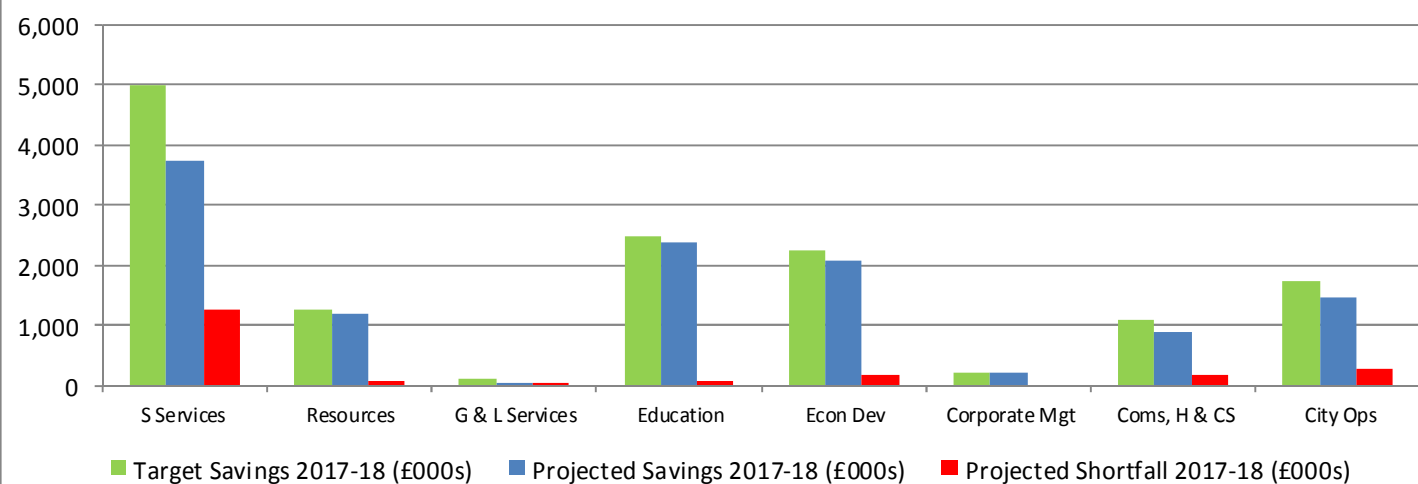
Staff Budgets, Overtime & Agency



Budget Variance in £000s



Projected Savings 2017-18 in £000s



Customer - Providing information, clarity and help to citizens



870
TOTAL RESULTS

27.3M
TOTAL REACH

261

79

39

38

Customer feedback via twitter

15.0K
TOTAL CLICKS

2.5K
TOTAL COMMENTS

6.4K
TOTAL LIKES

4.2K
TOTAL SHARES / RETWEETS

Most popular tweet (via clicks)

#Didyouknow... Recycling six mince pie foil cases in your green bags and saves enough energy to watch Eastenders on Christmas Day? Check what can be recycled here: <http://socsi.in/50Xic> 24 Dec 2017 9:01

57 Re-tweets 67 Likes 434 Clicks

@cardiffcouncil great to see leaves being cleared from Talbot street and pavement 2 Nov 2017

Great service from staff at Lamby Way waste centre today. Very helpful and friendly 3 Nov 2017

Thank you Cardiff council for clearing paths on the Coryton Gyrratory 15 Nov 2017

Hey @cardiffcouncil I really want to congratulate you on the road resurfacing team in Canton. Approachable & adaptable. A refreshing change. 2 Oct 2017

Thanks to @cardiffcouncil @sustrans for filling in those gutters under the bridge by Ysgol Glantaf on the #tafftrail @cardiffbybike 19 Oct 2017

Was. Token parcio uniaith Gymraeg gan @cyngorcaerdydd Da iawn. 23 Oct 2017

3 days until Christmas , my council garage door locked shut and won't budge, one call to @cardiffcouncil and a kind repair man arrives within 24 hours to save the day. Thanks! 22 Dec 2017

The terrible (and really dangerous) pot hole I told the council about only yesterday has already been temporarily filled. Well done @cardiffcouncil 20 Dec 2017

Credit where it is due, I reported an unoccupied house on your website this morning, due 2 its rubbish mountain.visited by an officer just now 2 find out more info. Well done on the quick response, hopefully they can work with the landlord to sort it out. #thanks 1 Dec 2017

cardiff.gov.uk caerdydd.gov.uk

Access via devices

35.55%
Desktop

64.45%
Mobile

*(49.29% Mobile / 15.17% Tablet)

Accessing Services Online

81.3%
Parking Permits

79.4%
Recycling and Waste bags

68.4%
Parking charge notices

140,917 calls

C2C (English)
98%

C2C (Welsh)
100%

Hubs
98%

Housing Repairs
97%



Customer focus: New design launched December 12 2017—The Web Team used analytic data, best practice information and carried out user testing to deliver a new look.

Information Requests

Compliance for both Data Protection requests and Freedom of Information requests were above target at 88.24% and 88.97% respectively. Information Governance training for all directorates is planned for quarter 4 to further improve compliance. Data protection requests processes continued to be reviewed as part of the Council's implementation plans for the General Data Protection Regulation and Data Protection Bill.

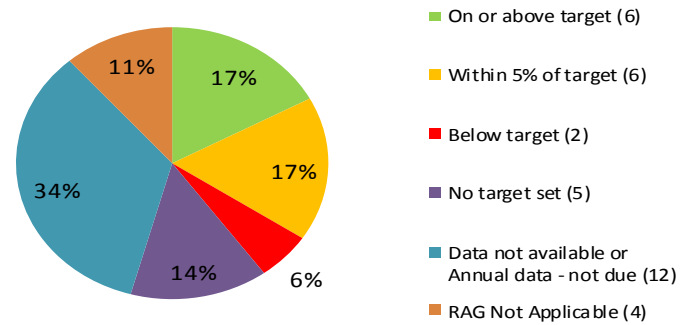
Council Overview Scorecard Quarter 3 2017-18

Internal Processes - Transforming the way that we do things

Learning & Growth - Inspired, competent, engaged & aligned workforce

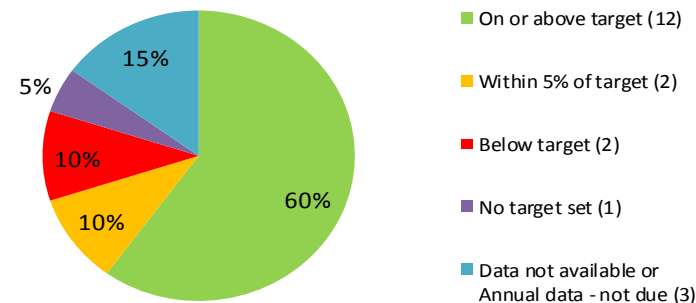
Corporate Plan Performance Indicator Performance by Priority

Total Indicators for Priority 1 (35 indicators)



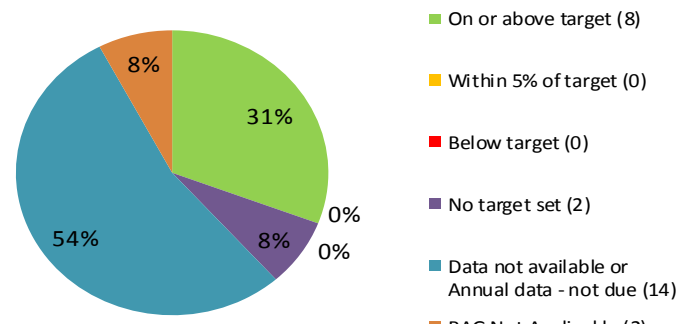
Better education and skills for all

Total Indicators for Priority 2 (20 indicators)



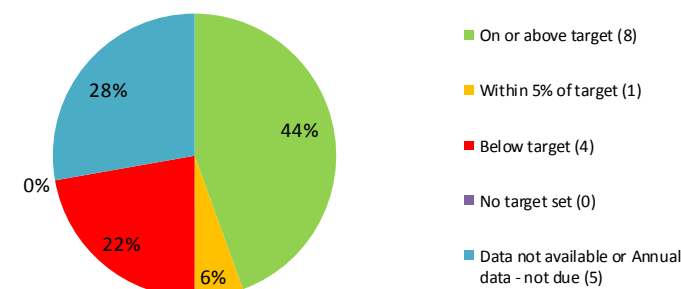
Supporting vulnerable people

Total Indicators for Priority 3 (26 indicators)



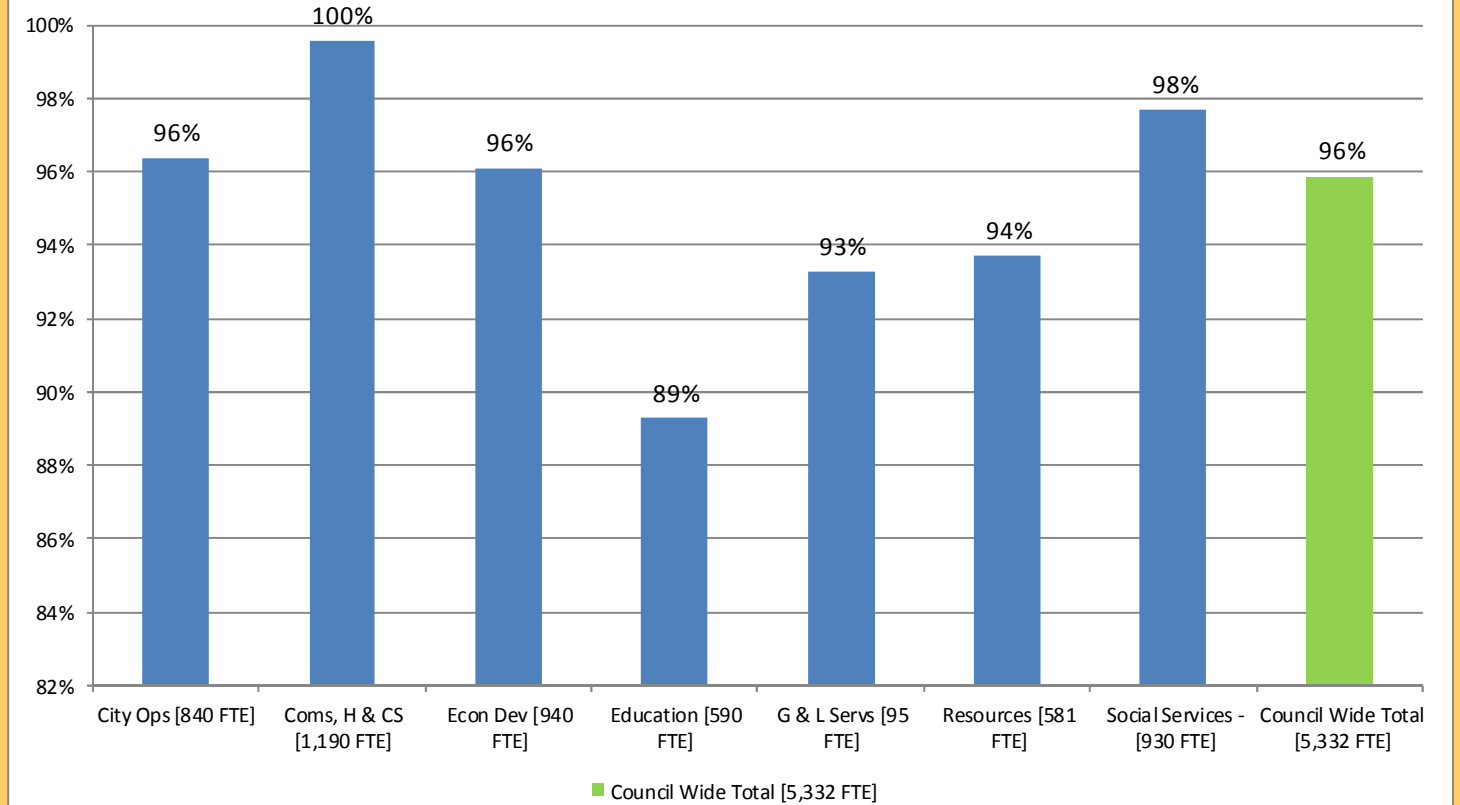
Creating more and better paid jobs

Total indicators for Priority 4 (18 indicators)

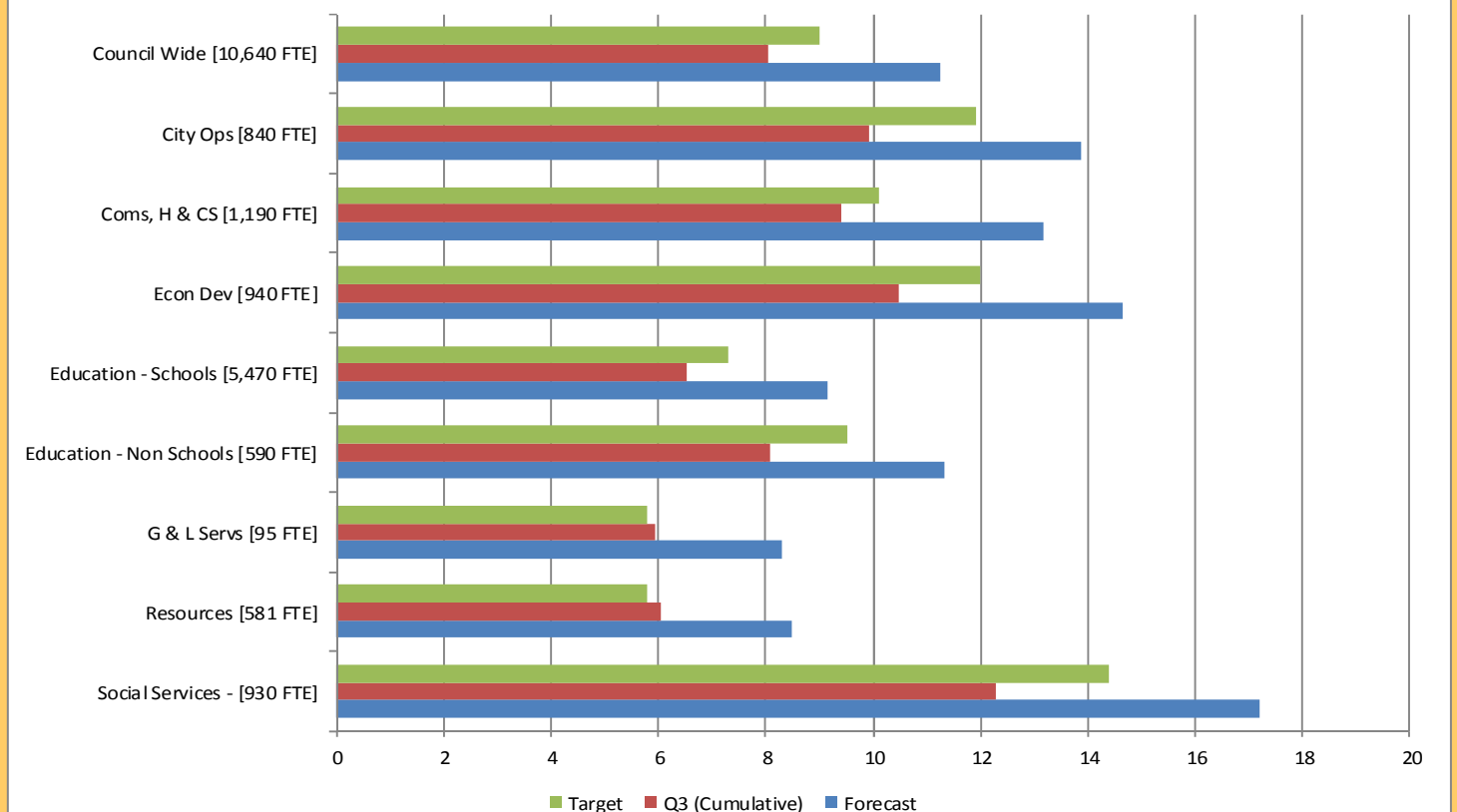


Working together to transform services

Initiation of Personal Review Compliance



Sickness Absence - FTE Days Lost Per Person



CORPORATE PLAN PRIORITY 3 – AN ECONOMY THAT BENEFITS ALL OUR CITIZENS

Well-being Objectives	Commitments (Commitments are not directly related to specific measures. All commitments contribute to the Wellbeing Objective)	Commitment RAG				Measures (Measures are not directly related to specific commitments. All measures contribute to the Wellbeing Objective)	17/18 Actual	Q4 17/18 Actual	Annual 17/18 Target	Q4 16/17 Actual	16/17 Actual
		Q1	Q2	Q3	Q4						
3.1 - Cardiff has more and better paid jobs	Facilitate jobs growth by working with partners to deliver 300,000 square feet of Grade A office accommodation within Central Square by March 2019 (ED)	G	G	G	G	New and safeguarded jobs in businesses supported by the Council, financially or otherwise (ED)	4,904		500		1,290
	Work with partners to deliver the Cardiff Capital Region City Deal (ED)	G	G	A/G	G	Amount of 'Grade A' office space committed to in Cardiff (sq. ft.) (ED)	366,000		150,000		317,732
	Progress delivery of Indoor Arena to attract visitors, overnight stays and increase visitor spend (ED)	G	G	G	G	Gross Value Added per capita (compared to UK average) (ED)	93.4 (2016)	Annual	> Wales Average	Annual	91.4 (2015)
	Commence delivery of International Sports Village phase 2 by 2018 (ED)	G	G	G	G						
	Support growth in the creative industries sector through the development of creative hubs (ED)	G	G	G	G	Unemployment (compared to Wales average) (ED)	6.5%	Annual	< Wales Average (5.0)	Annual	4.8%
	Develop an integrated approach to the management of the city centre with the business community with the Business Improvement District (ED)	G	G	G	G						
	Implement the Tourism Strategy with a view to attracting more visitors to the city who stay longer and spend more by March 2018 (ED)	G	G	G	G						
	Undertake a detailed feasibility study as the basis for securing investment to enable the maintenance and refurbishment of City Hall (ED)	G	G	G	G	Increase total visitor numbers (ED)	7.9% 21,980,000	Annual	3% + pa	Annual	20,380k (-0.7%)
Develop a revised International Strategy for Cardiff in 2017-18 reflecting implications of and opportunities from last year's referendum decision for the UK to leave the EU (ED)	G	G	G	G							

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CORPORATE PLAN PRIORITY 3 – AN ECONOMY THAT BENEFITS ALL OUR CITIZENS (continued)

Well-being Objectives	Commitments (Commitments are not directly related to specific measures. All commitments contribute to the Wellbeing Objective)	Commitment RAG				Measures (Measures are not directly related to specific commitments. All measures contribute to the Wellbeing Objective)	17/18 Actual	Q4 17/18 Actual	Annual 17/18 Target	Q4 16/17 Actual	16/17 Actual
		Q1	Q2	Q3	Q4						
3.1 - Cardiff has more and better paid jobs (cont)	Work with major contractors and providers to deliver increased social value through Council contracts by creating opportunities for apprenticeships, work placements and employment, with a focus on reducing long term economic inactivity (R)	G	G	A/G	A/G						
	Make Cardiff a Living Wage City by encouraging suppliers, contractors and providers to secure accreditation through the Living Wage Foundation over and above the National Living Wage (R)	G	G	G	G						
3.2 - Cardiff has a high quality city environment where population growth and	Develop a resilience strategy including harmonising other policies in relation to clean air, zero carbon renewal fuels, energy retrofitting and solar projects in line with UK and European best practice by March 2018 (CO)	G	A/G	A/G	R/A	People travelling to work by sustainable transport (CO)	45.8%	Annual	45.1%	Annual	44.9%
	Work with developers, transport operators and businesses to deliver a new central transport interchange in Capital Square on agreed programme (CO)	A/G	A/G	A/G	G	People travelling to work by cycling (CO)	11.4%	Annual	11.2%	Annual	10%

Appendix 4 - Corporate Plan Scorecard – Corporate Priority 4 – Quarter 4 - 2017-18

transport needs are managed sustainably	Develop a programme of phased improvements to city wide bus routes (CO)	G	G	G	G	% of major applications determined within agreed time period (CO)	66.22%		25%	New	New
	Work with Welsh Government, regional partners and the transport industry to progress proposals for the Cardiff City Region Metro as part of the City Deal (CO)	R/A	R/A	A/G	G	% of householder planning applications determined within agreed time periods (CO)	95.43%		80%	New	New
	Adopt the Active Travel Integrated Network Map and the Cardiff Cycling Strategy and deliver a prioritised programme of walking and cycling infrastructure schemes (CO)	A/G	A/G	A/G	G	Capacity (in MW) of renewable energy equipment installed on the Council's land and assets (CO)	1.138	Annual	6MW		0.698
	Work with partners on developing a public, on street, cycle hire scheme with hire stations at key locations throughout the city (CO)	A/G	A/G	A/G	G						
	Develop and deliver aligned spatial planning and transport development programmes for Cardiff Bay and the City Centre (CO)	G	G	G	G	Maximum permissible tonnage of biodegradable municipal waste sent to landfill (ED)	TBC	Validated by NRW	37,627t		1,356t
	Ensure the delivery of design-led, sustainable, master-planned developments through the Local Development Plan (CO)	G	G	G	G	% of municipal waste collected and prepared for re-use and / or recycled (ED)	TBC	Validated by NRW	61%		58.12%
	Achieve the statutory recycling / landfill diversion targets (ED)	A/G	A/G	G							
3.3 - All young people in Cardiff make a successful transition into employment, education or training	Deliver the 'Cardiff Commitment' to youth engagement and progression by (ELLL): - Ensuring early identification of young people most at risk of disengagement - Deliver stronger tracking systems pre and post 16 to keep in touch with and support young people - Strengthening curriculum and skills pathways - Improving the range of employment, education and training opportunities available to young people across the city - Enabling better brokerage of support and opportunities for young people	A/G	A/G	A/G	A/G	% of Year 11 leavers making a successful transition from compulsory schooling to education, employment or training (ELLL)	2016-17 Prov. 98.3% (1.7% NEET)	Annual	97.5% (2.5% NEET)	N/A	YE 15/16 97% (3% NEET)
						% of Year 13 leavers making a successful transition from schooling to education, employment or training (ELLL)	2016-17 Prov. 97.6% (2.4% NEET)	Annual	98% (2% NEET)	N/A	YE 15/16 96.9% (3.1% NEET)
						Number of young people in Cardiff, aged 16 -18 years old, known not to be in education, employment or training (Careers Wales Tiers 2 & 3) (ELLL)	Feb 2018 297		300	N/A	426
	Increase provision of apprenticeships, traineeships and work placements for young people and work-based training enabling them to develop appropriate skills, knowledge and experience (R)	G	A/G	G	G						

CORPORATE PLAN PRIORITY 3 – AN ECONOMY THAT BENEFITS ALL OUR CITIZENS (continued)

Well-being Objectives	Commitments (Commitments are not directly related to specific measures. All commitments contribute to the Wellbeing Objective)	Commitment RAG				Measures (Measures are not directly related to specific commitments. All measures contribute to the Wellbeing Objective)	17/18 Actual	Q4 17/18 Actual	Annual 17/18 Target	Q4 16/17 Actual	16/17 Actual
		Q1	Q2	Q3	Q4						
3.4 – The Council has high-quality and sustainable provision of culture, leisure and public spaces in the city	Work in partnership with Cardiff University to deliver the Creative Cardiff initiative (ED)	G	G	G	G	% of young people in Cardiff Schools achieving a recognised qualification by the end of Year 11 (ELL)	98.7%	Annual	99.5%	N/A	99%
	Deliver phased Coastal Risk Management Programme to manage the risks associated with current coastal flood protection conditions (CO)	G	G	A/G	G	Number of apprenticeships, traineeships and work placements opportunities created by the Council in 2017-18 (R)	123		100	New	New
	Deliver phased programme of well-maintained highway asset and public realm (CO)	R/A	R	A/G	G	Number of Green Flag Parks and Open Spaces (CO)	11	Annual	11	Annual	10
	Deliver improvements in street cleansing, grounds maintenance, highway maintenance and enforcement through our Neighbourhood Services programme (CO)	G	G	A/G	G	% of highways inspected of a high or acceptable standard of cleanliness (CO)	94.27%	Annual	90%	Annual	90.46%





Appendix 4 - Corporate Plan Scorecard – Corporate Priority 4 – Quarter 4 - 2017-18

Deliver benchmarked improved engagement with citizens with regards to how services are delivered and embrace partnership and volunteer working with Citizen Groups across Neighbourhood Services (CO)	R/A	A/G	A/G	G	% of reported fly tipping incidents cleared within 5 working days (CO)	99.04%	100%	90%	98.78%	98.35%
Deliver high-quality and well-maintained Bay and water ways at Harbour Authority (CO)	G	G	G	G	Number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity (CO)	7517	Annual	8266	Annual	7263
Deliver an updated Parks and Green Spaces Strategy by March 2018 including maintaining and increasing the Green Flag status of parks (CO)	G	G	G	A/G	% of principal (A) roads, non-principal/classified (B) roads and nonprincipal/classified (C) roads that are in overall poor condition (CO)	A – 3.3% B – 5.6% C – 6.0%	Annual	A – 5% B – 8% C – 8%	Annual	A – 4.1% B – 7.1% C – 6.9%
Ensure Leisure Centres deliver high-quality service according to contract (CO)	G	G	G	G	% of pupils achieving a Level 2 qualification (A*-C grade GCSE) in Welsh first language at the end of Key Stage 4 (Year 11) (ELL)	80.7%	Annual	82%	Annual	79.8%
Develop a strategy to help modernise and expand a sustainable financing dogs home service to ensure the welfare of animals in our care by promoting and supporting responsible pet ownership, consolidating work with partners, stakeholders and increasing opportunities for further community engagement by March 2018 (CO)	G	G	G	G	% of pupils achieving a Level 2 qualification (A*-C grade GCSE) in Welsh second language at the end of Key Stage 4 (Year 11) (ELL)	81.8%	Annual	83.5%	Annual	83.2%
Work with partners to double the number of Welsh speakers in Cardiff by 2050 through the Bilingual Cardiff Strategy, in line with Welsh Government's vision. Key to this will be (GL) : - Accommodating the growth projections for children entering Welsh medium education each year and ensuring a good qualification in Welsh for Welsh first language and Welsh second language pupils - Supporting Council employees in undertaking Welsh language training	G	G	G	G	The number of Council employees undertaking Welsh language training (GL)	171	Annual			184

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CORPORATE PLAN PRIORITY 4 – WORKING TOGETHER TO TRANSFORM SERVICES											
Well-being Objectives	Commitments (Commitments are not directly related to specific measures. All commitments contribute to the Wellbeing Objective)	Commitment RAG				Measures (Measures are not directly related to specific commitments. All measures contribute to the Wellbeing Objective)	17/18 Actual	Q4 17/18 Actual	Annual 17/18 Target	Q4 16/17 Actual	16/17 Actual
		Q1	Q2	Q3	Q4						
4.1 – Communities and partners are involved in the redesign, Development and delivery of local public services	Continue with the implementation of the peripatetic delivery model for the provision of play services within communities across the city with full implementation by March 2018 (CO)	A/G	A/G	G	G	Number of visitors to Libraries and Hubs across the City (CHCS)	3,331,807	Annual	3.2m		3.241m
	Continue to deliver the Community Hubs development programme to provide access to a wide range of services, including advice, support and library provision within communities (CHCS)	G	G	G	G	% of customers who agreed with the statement “Overall the Hub met my requirements/I got what I needed” (CHCS)	98%	98%	95%	99%	99%
	Review our Neighbourhood Partnerships to ensure we are working with citizens and partners to address need on a locality basis by March 2018 (CHCS)	A/G	A/G	G	A/G	% of people who feel more informed about their locality as a result of attending a Neighbourhood Partnership Roadshow (CHCS)	81.44%	Annual	70%	New	New
	Consider options for a regional Youth Offending Service model by March 2018 in order to better align inter-agency resources (SS)	G	G								
	Implement the Child Rights Partners programme over the three years to March 2020, to work towards Cardiff’s ambition to be a Child Friendly City (ELLL)	A/G	A/G	A/G	A/G						
4.2 - The Council has effective Governance arrangements and improved performance in key areas	Implement the new Performance Management Strategy across the organisation to support the Council’s continued improvement (R)	A/G	A/G	A/G	A/G	% of Personal Performance and Development Reviews completed for permanent staff (R)	95% (Prov)		95%	92.43%	90%
	Further reduce sickness absence by March 2018 through continued monitoring, compliance and support for employees and managers (R)	R	R	R	R	Number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence (R)	11.27		9	10.77	10.77
	Implement refreshed Personal Performance and Development Review (PPDR) scheme by March 2018 to improve staff performance (R)	G	G	G	G	The number of ‘Live’ webcast hits: (GL) i) Full Council Meetings ii) Planning Committees iii) Scrutiny Committees	i) 1,113 ii) 982 iii) 205		1200 600 400		1849 1001 119
	Ensure the Council’s decision making process is timely, inclusive, open, honest and Accountable (GL)	G	G	G	G	The number of external contributors to Scrutiny meetings (GL)	188		140	New	New
		G	G	G	G	% of draft committee minutes published on the website within 10 working days of the meeting being held (GL)	75%		80%		75%
4.3 - Our services are transformed to make them more accessible, more flexible and more efficient	Deliver the Council’s property strategy for fewer but better buildings (ED)	G	G	G	A/G	Reduce the gross internal area of buildings in operational use Sq / ft (% change reduction) (ED)	62,345 (0.8%)		1%		7.9%
	Change our way of working through digitalisation, reflecting changes in customer preference by enabling them to interact with our services through their preferred methods, enabling the Council to adopt more efficient working practices (CHCS)	G	G	G	G	Customer contacts to the Council using digital channels (CHCS)	784,567	236,873	699,802	New	636,184
	The Council fleet to include 5% alternative fuelled, fuel-efficient vehicles by April 2018, continuing to increase alternative and efficient fuel usage by 10% per annum thereafter (ED)	G	A/G	A/G	A/G	Reduce the total running cost of occupied operational buildings (ED)	1%		2.8%	%	9.2%
	Commercialise key Council services to increase net gross income (ED)	A/G	G	G	G	Reduce the maintenance backlog (ED)	£1,215,817 (1.2%)		£1.3m		£8.8m
	Further develop the Medium Term Financial Plan to inform the Annual Budget Setting Process, ensuring robust decision making which is sustainable in the longer Term (R)	G	G	R/A	G	Capital Income generated (ED)	£3,864,321		£7.3m		£6m
	Implement the workforce strategy to develop and appropriately skill the workforce to meet the changing needs and demands of the Authority (R)	G	G	G	G	Commercial and Collaboration net gross income target (ED)	£325,880 (prov.)		£459k	New	New
	Achieve the Silver Level of the Corporate Health Standard by March	G	G	G	G	Increase customer satisfaction with Commercial and Collaboration Services (ED)	90%		Establish baseline	New	New

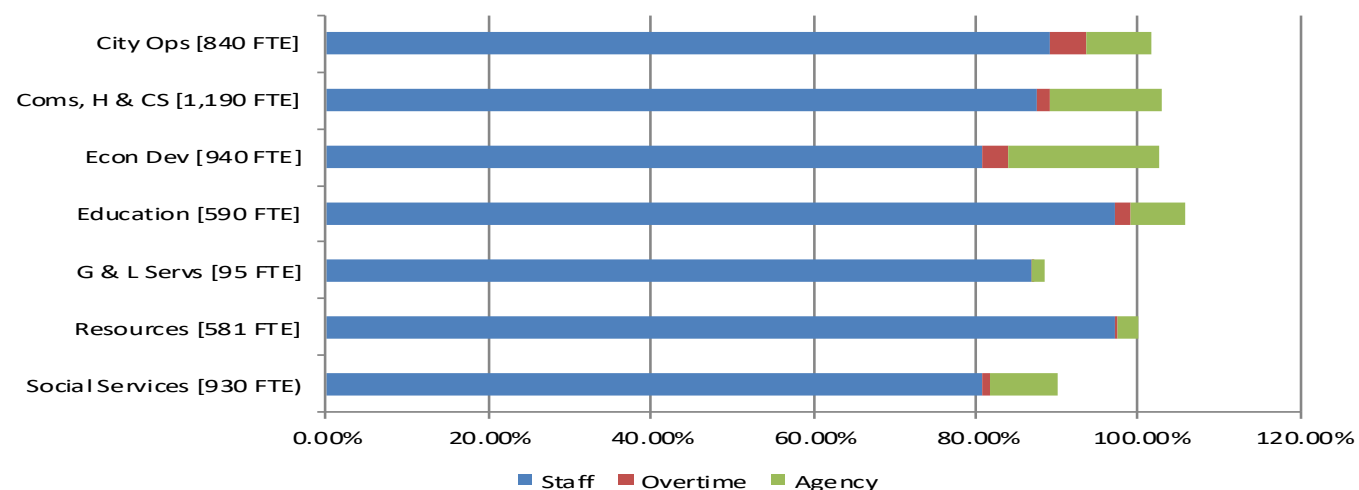
Appendix 5 - Corporate Plan Scorecard – Corporate Priority 4 – Quarter 4 - 2017-18

	2018 to promote and support the health and wellbeing of employees (R)					Maintain customer/citizen satisfaction with Council services (R)	57.4%	Annual	70%	Annual	68.20%
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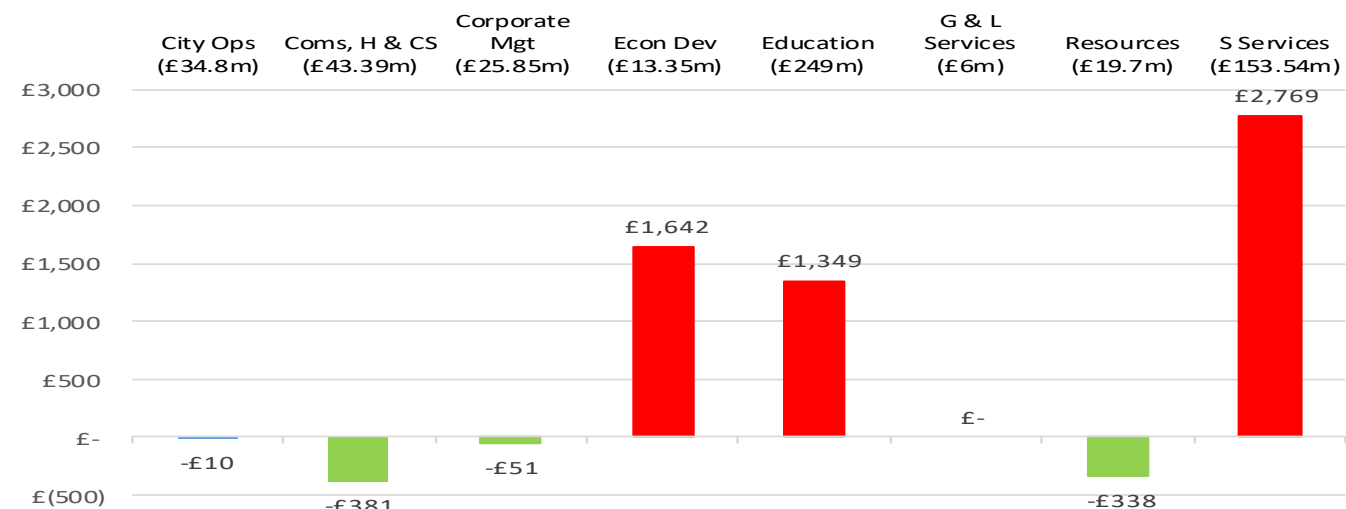
Council Overview Scorecard Quarter 4 2017-18

Financial - Tracking financial success and value

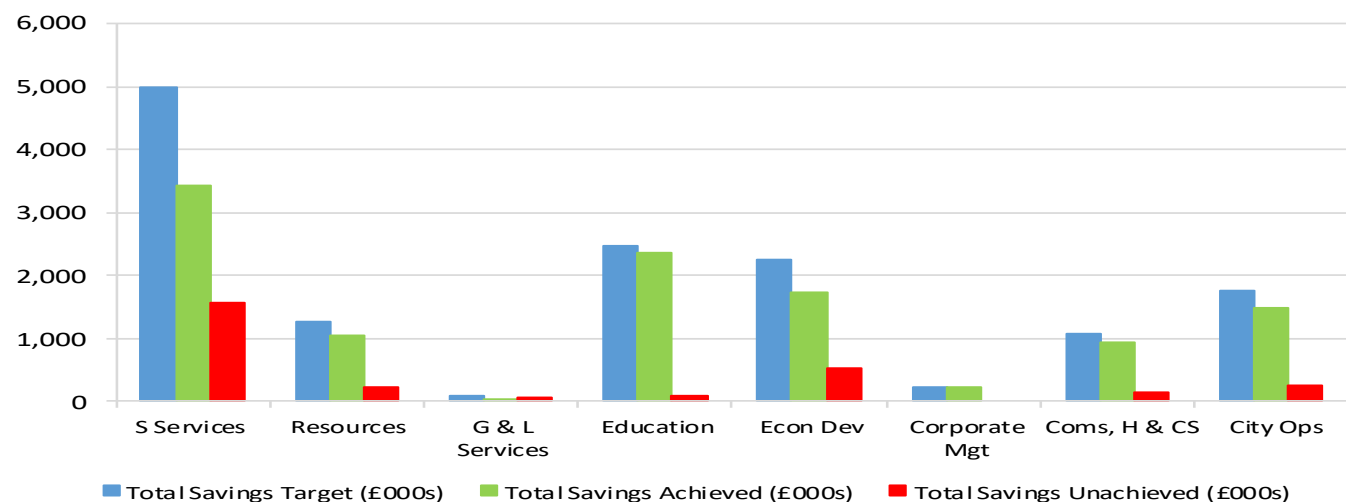
Staff Budgets, Overtime & Agency



Budget Variance in £000s



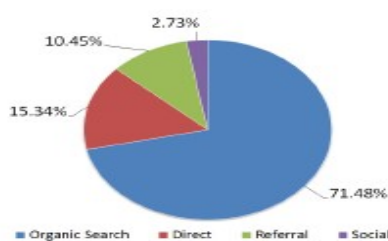
Outturn Savings 2017-18 in £000s



Customer - Providing information, clarity and help to citizens

About our visitors...

Search engines remain the dominant source of traffic to our website but we can see significant growth in both referrals from other websites and social engagement with our site. There was a spike in visitors from other (43,412) websites between 17th and 20th March when snow fell across the city.



3,090 arrived via Twitter

8,178 arrived via Facebook

Customer focus: Since we launched a new contact page in December evidence shows that customers are using fewer generic contact forms that need more officer time and possibly further customer contact.

Customers have accessed the options on the online contact us section 9,588 times. This has helped direct our customers more efficiently to the services they need and avoided unnecessary contact into C2C.

Below are the percentage of visitors that accessed the individual service options.

Only 7.60% of the total visitors (19,355) to the contact page accessed the message us section.

General enquiries



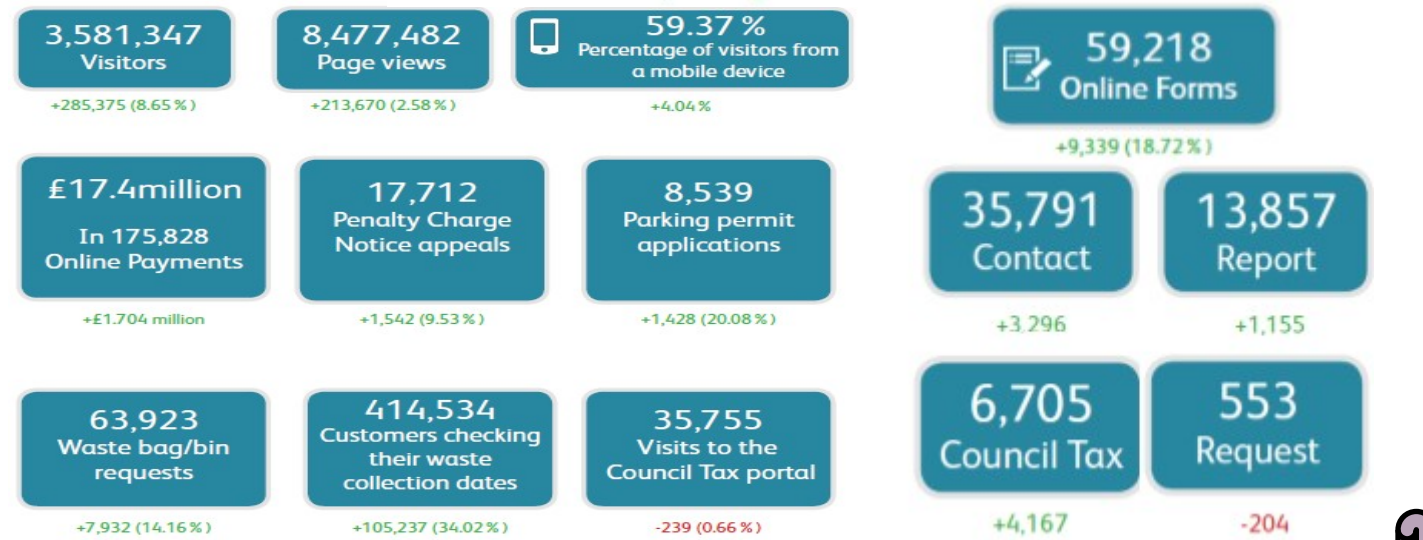
Previously visitors would have been presented with the contact us form or the phone number for C2C resulting in high numbers of general enquiries. We are now presenting customers with a list of top tasks that they can perform online.

Cardiff.gov.uk

2017-18

During the 2017/18 financial year www.cardiff.gov.uk received:

*Compared against 2016/17



Information Requests

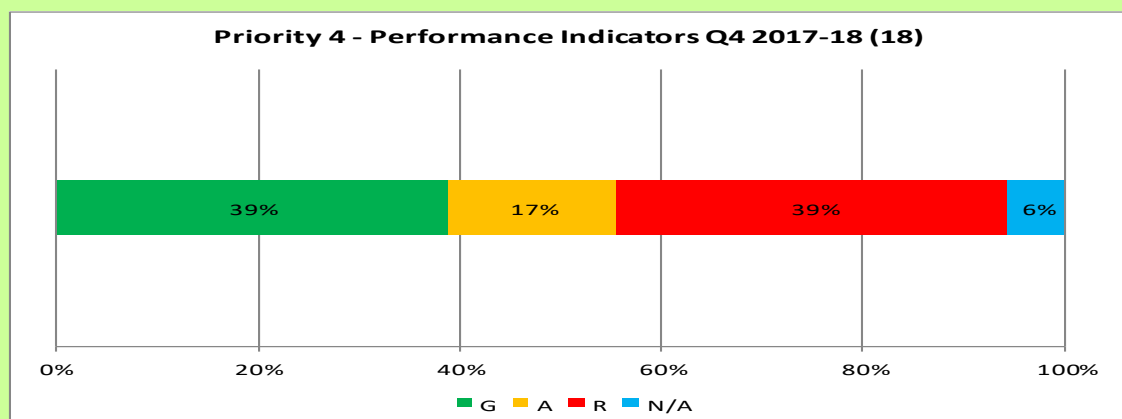
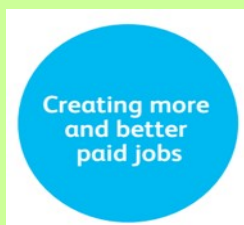
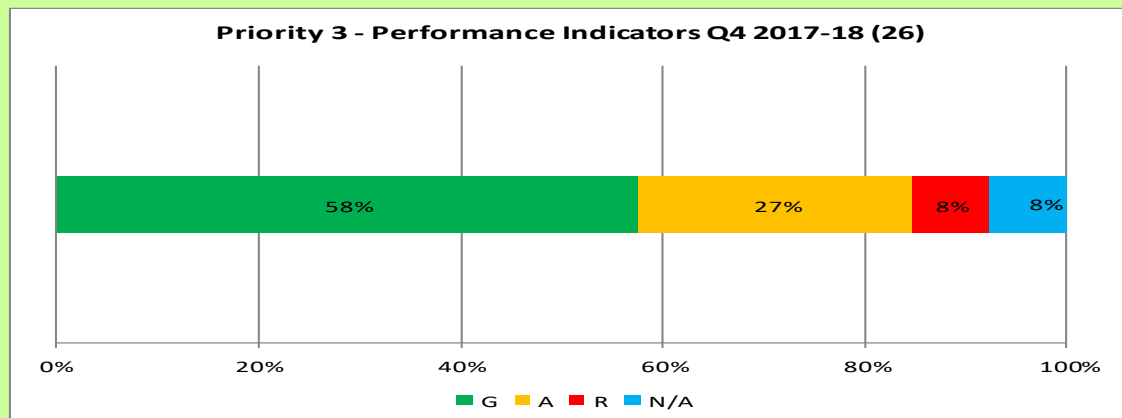
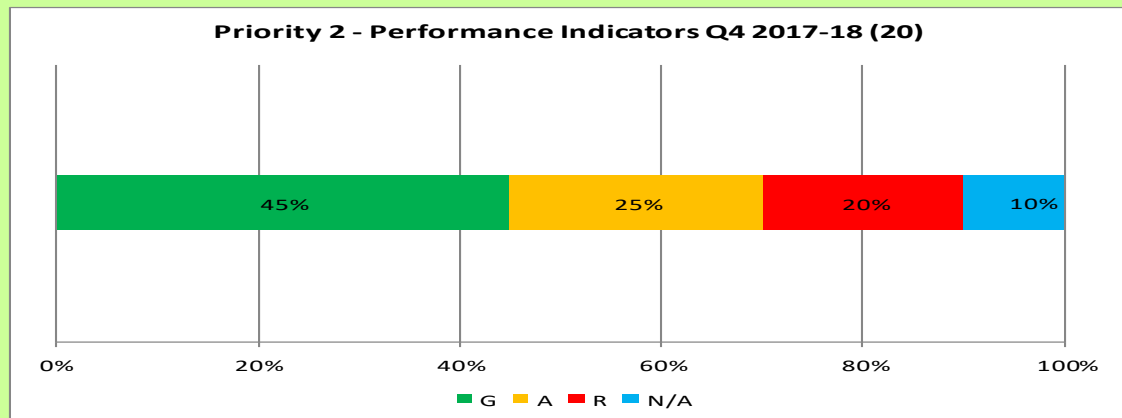
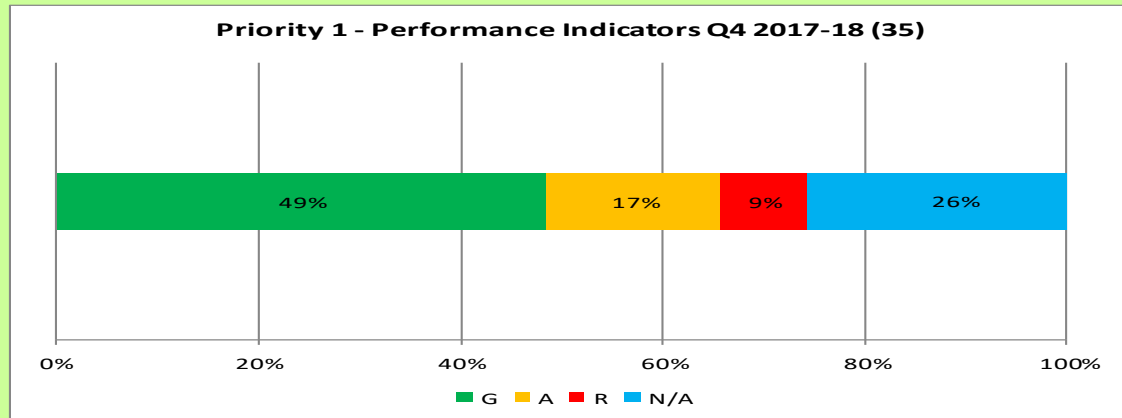
The outturn figure for information requests compliance for both Data Protection requests and Freedom of Information requests were above target at 86.69% and 87.84% respectively. Processes with requests under Data Protection are being redesigned to comply with the General Data Protection Regulation (GDPR) and the Data Protection Act 2018 and Data Protection Act 2018 from May 2018. It is anticipated that there will be a significant increase in requests for information from June 2018 onwards.

Council Overview Scorecard Quarter 4 2017-18

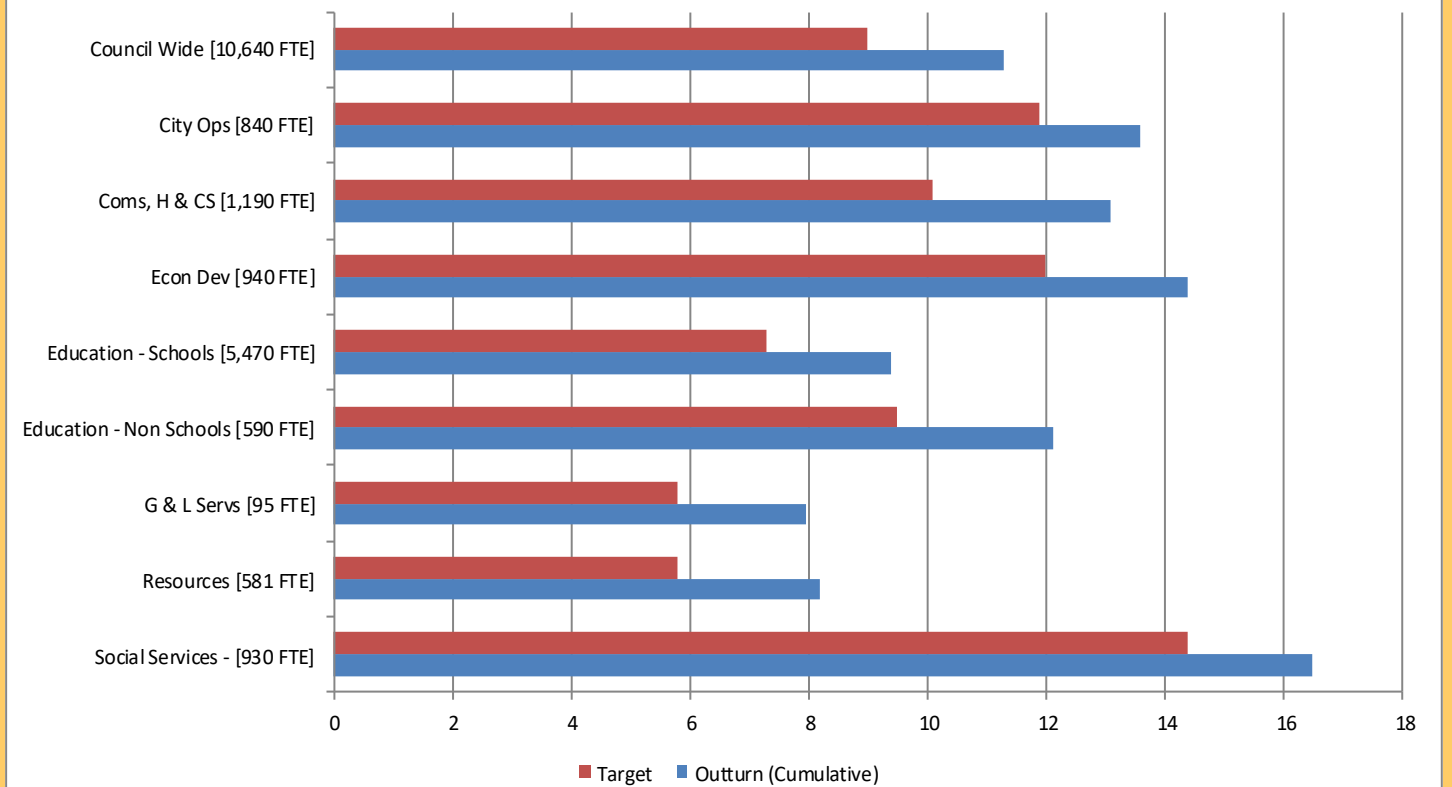
Internal Processes - Transforming the way that we do things

Learning & Growth - Inspired, competent, engaged & aligned workforce

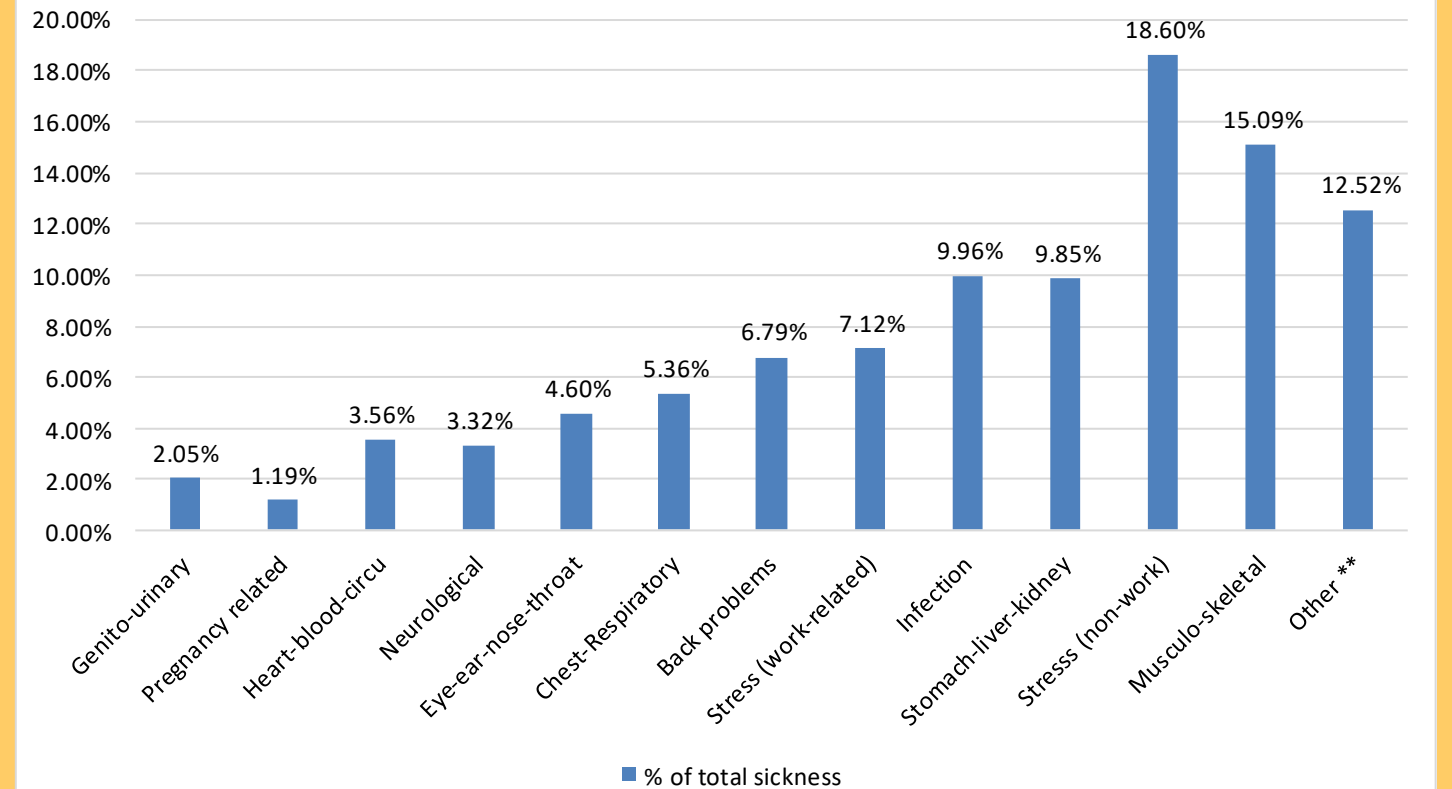
Corporate Plan Performance Indicator Performance by Priority



Sickness Absence - FTE Days Lost Per Person



Sickness Type by Percentage



Environmental Scrutiny Committee – Terms of Reference

The role of this Committee is to scrutinise, measure and actively promote improvement in the Council's performance in the provision of services and compliance with Council policies, aims and objectives in the area of environmental sustainability including:

- Strategic Planning Policy
- Sustainability Policy
- Environmental Health Policy
- Public Protection Policy
- Licensing Policy
- Waste Management
- Strategic Waste Projects
- Street Cleansing
- Cycling and Walking
- Streetscape
- Strategic Transportation Partnership
- Transport Policy and Development
- Intelligent Transport Solutions
- Public Transport
- Parking Management

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

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

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**CYNGOR CAERDYDD
CARDIFF COUNCIL**

ENVIRONMENTAL SCRUTINY COMMITTEE

3 JULY 2018

**SECTION 106 LOCAL INFRASTRUCTURE PROPOSAL LISTS – MEMBER
BRIEFING NOTE**

Reason for the Report

1. A report titled 'Section 106 Local Infrastructure Proposal Lists' is due to be received by Cabinet in September 2018. The report has been submitted to Cabinet for the following reasons:
 - To respond to the report published by the Environmental Scrutiny Committee and presented to Cabinet in September 2017 entitled 'Management of Section 106 Funding for the Development of Community Projects';
 - To seek Cabinet approval to prepare the 'Section 106 Local Infrastructure Proposal Lists' and supporting process, which will enable all Councillors to identify local infrastructure projects that may potentially be funded through S106 contributions or other sources of funding.

Background

2. New developments can have an impact on local infrastructure. For example, growth in population arising from a new residential development can lead to greater pressure on community facilities, open spaces or neighbouring roads and pedestrian routes. In these circumstances, planning obligations (also known as Section 106 Agreements) are used to require developers to either provide infrastructure (i.e. build facilities) or to contribute financially towards projects that help to manage and mitigate the impact of their development.

3. The Council secures a wide range of developer contributions towards infrastructure provision each year. Most recently, the progression of Strategic Sites (identified through the Cardiff Local Development Plan) has secured significant planning obligations towards new infrastructure provision, including affordable housing, transportation, education, community facilities and open spaces, which will be brought forward over the lifetime of the developments as part of the 'master planning approach' to the delivery of these sites. For other non-strategic developments, the Planning Service has prepared a 'Planning Obligations' SPG which specifies the policy framework and requirements for infrastructure provision.
4. The use of Planning Obligations is governed by legislation. Detailed policy guidance is provided by Planning Policy Wales (2016), the Cardiff Local Development Plan 2006-2026 and other associated documents. They can only be used where the obligations would meet three 'legal tests', i.e. that they are:
 - Necessary to make the development acceptable in planning terms;
 - Directly related to the development;
 - Fairly and reasonably related in scale and kind to the development.
5. In the past, the level (financial sum) and broad scope of a S106 contribution sought would be negotiated as part of a "live" planning application, with the item(s) on which the contribution would then be spent being identified at a later date (i.e. once the money had been received). In some circumstances, this could be several years after the application had been determined. Following the introduction of the Community Infrastructure Levy (CIL) Regulations, (which govern how S106 contributions can be secured), there is now the need to more explicitly identify what S106 contributions will be spent on at the point at which they are being negotiated (i.e. before a planning application is determined and any contributions are secured).

Environmental Scrutiny Committee

6. In 2017, the Environmental Scrutiny Committee undertook a task & finish exercise to explore and consider how Section 106 funding can be used for the development of community projects. The inquiry included the review of:
 - The definition of Planning Obligations (S106 Contributions);

- The regulations governing what type of community projects can be funded through the S106 process;
 - The resources used by the Council in managing the S106 funding process;
 - The consultation and engagement which takes place between Councillors, officers and the public;
 - How community projects are identified through the Section 106 process and potential improvements that could be introduced; and,
 - Examples of good practice in using S106 funding to develop community projects.
7. Having considered the evidence provided during the inquiry, the Environmental Scrutiny Committee report identified a single process recommendation, which included the following basic elements:
- The creation of a project list;
 - A project point of entry;
 - Project validation and assessment;
 - Project decision (approval or rejection);
 - Geographically based project lists;
 - Use with complementary services;
 - Provision of supporting resources.
8. The principles of the process as set out in the Environmental Scrutiny Committee's recommendation were agreed by Cabinet in November 2017. This report sets out full details of how a more effective process can be established and maintained.

Issues

9. Having taken into consideration the changes to the S106 process brought about by the CIL Regulations, the relevant planning policy guidance / legislation and the recommendations of the Environmental Scrutiny Committee, it is proposed that 'S106 Local Infrastructure Proposal Lists' are prepared.
10. It is intended that the creation of the Ward-based Lists will provide Councillors with the opportunity to identify local infrastructure proposals (relating to Public Open Spaces, Community Facilities and Local Highway Improvements) in a more strategic

manner and as part of a formalised process. These lists can then be taken into consideration by officers when securing S106 obligations as part of live planning applications and will supplement the consideration of other relevant information such as extant plans, programmes and strategies.

11. In terms of process, it is anticipated that the project will comprise three main elements as shown below (and covered in greater detail in **Appendix 1**):
 - A S106 handbook for Councillors;
 - A dedicated form (and an associated assessment and validation process) for submitting local infrastructure proposals;
 - The publication and maintenance of 29 Ward-based local infrastructure proposal lists.
12. It should be noted that having an item included on a Proposals List does not guarantee S106 funding will be secured. Whilst a proposal may be broadly eligible for S106 funding, it would need to directly relate to a proposed development (the need for the infrastructure having been generated by that development) and be consistent with Council policies and strategies before a contribution could be sought. The lists will however clearly help inform both Councillor observations on future applications and overall considerations of potential S106 requirements.
13. The cost to deliver an infrastructure project may be greater than the amount of S106 monies available from any single development. In these cases, contributions could be “pooled” to allow future developments to also contribute towards a larger community project. There are however rules with regard to the number of times contributions can be pooled for a single project (no more than five), and there may be limited opportunities to secure future funding if other qualifying developments are not forthcoming in the ward.
14. However, by identifying local infrastructure proposals in a more strategic manner, there will be enhanced opportunities for alternative funding sources to be explored, rather than being solely reliant upon S106 / developer contributions, which are limited, market-dependent and may not come forward within the required timescales for the projects.

Process Going Forward

15. As part of the preparation of the Proposal Lists, an officer-facilitated workshop is being arranged with volunteering Councillors (four Members of the Environmental Scrutiny Committee have currently volunteered for this role). The workshop will provide the opportunity for Councillors to undertake a trial run at completing the Proposal Lists and to share their views on the work that has been completed to date.
16. Following completion of the workshop and taking on board any associated feedback, it is anticipated that the project will be launched in the autumn. As part of the project launch, a series of workshop sessions will be provided for Councillors to introduce the Local Infrastructure Proposal Lists and to offer broader guidance and training on the S106 process.
17. Alongside the Proposal Lists, the Planning Transport and Environment Directorate are also preparing Ward Action Plans, which look at more day-to-day issues such as fly-tipping / graffiti and which will be provided as part of a coordinated process for Councillor dialogue and engagement.

Recommendations

18. The Cabinet report recommends that S106 Local Infrastructure Proposal Lists are prepared. Once the lists are created they will create an opportunity for all councillors to contribute to the identification of local infrastructure projects that may potentially be funded through Section 106 contributions and / or other sources of funding.

Financial Implications

19. The Cabinet report states that no direct financial implications are expected to arise as a result of the new process for the identification of eligible local infrastructure projects. The delivery of successful local infrastructure projects will continue to be dependent on securing appropriate levels of S106 resources and / or alternative external funding sources. The management of the S106 proposal list outlined in the report will be met from within existing resources.

Legal Implications

20. The Legal Implications contained within the Cabinet report are:
- Welsh Government Circular 13/97: Planning Obligations sets out the Welsh Government's policy for the use of planning obligations. The Community Infrastructure Levy Regulations 2010 (as amended) places statutory restrictions on the use of Section 106 planning obligations. Section 106 agreements assist in mitigating the impact of unacceptable development to make it acceptable in planning terms.
 - Any planning obligations in the section 106 agreement must be necessary to make the development acceptable in planning terms, directly related to the development, and fairly and reasonably related in scale and kind. There are also restrictions on the number of s106 contributions that can be pooled to pay for new infrastructure.
 - Any relevant legal implications will be identified in the recommendations that are part of the planning report for consideration by Planning Committee which is the regulatory committee established by the Council to discharge its planning functions

Way Forward

21. Members are to note the contents of the Member briefing note.

Legal Implications

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

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

Financial Implications

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

RECOMMENDATION

The Committee is recommended to:

- i. Note the contents of the Member briefing note.

DAVINA FIORE

Director of Governance & Legal Services

27 June 2018

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APPENDIX 1

1. The 'S106 Local Infrastructure Proposal Lists' and supporting process will be made digitally available to Councillors and will comprise of three main elements:

S106 Councillors Handbook

2. A handbook will be produced that provides a quick guide to Councillors about Planning Obligations (what they are, how they are secured, when / how contributions are paid etc.). It will identify where and how planning obligations fit into the planning application process, provide a guide as to how infrastructure needs are identified and how the S106 Local Infrastructure Proposal Lists can be used to contribute towards the process.

S106 Local Infrastructure Proposals Form

3. The following process is proposed to more effectively capture local infrastructure proposals from Councillors. The structure seeks to ensure that the process can be effectively co-ordinated by Officers and be capable of regular review / updating without becoming unwieldy and / or over resource intensive:

- Stage 1 - Defining Infrastructure Scope: Planning obligations are sought for a variety of infrastructure categories, including affordable housing and schools provision and there are a series of existing processes in place determining where and how these contributions are allocated. For the purpose of this project, the Proposal Lists will focus on three categories of local infrastructure works, namely: Public Open Spaces, Community Facilities and Local Highway Improvements.
- Stage 2 - Submitting local infrastructure proposals: The Councillors Handbook will provide further guidance as to the types of infrastructure that can be sought through S106 contributions (e.g. they can be used towards capital projects, but not revenue funding) and details of how any proposals will need to be considered against the 3 'legal tests'. Councillors will be able to submit their proposals using a dedicated Local Infrastructure Proposals Form, which will outline the information they need to provide. The Planning Department's S106 Officer will provide a point of contact for related queries.
- Stage 3 - Assessing Councillor Proposals: Once a proposal is received from a Councillor, it will be assessed by Planning Officers (against the relevant legal tests) to see whether it might be eligible for S106 funding. If a proposal is assessed as potentially eligible for S106 funding, it will be identified as such on the Local Infrastructure Proposal List and will be ready to be taken into consideration as part of the process of assessing future planning applications.

Proposals that are not considered within the scope for S106 funding (i.e. it do not meet the relevant legal tests), will still be included on the Lists in order to provide the opportunity for alternative funding sources to be explored.

S106 Local Infrastructure Proposal Lists

4. A series of 29 Ward Based Local Infrastructure Proposal Lists will be produced to capture information submitted by Councillors.
5. A copy of the Proposal Lists will be made available to Councillors and each of the relevant Council Service Areas, who will then be able to take proposals identified into consideration in the assessment of planning applications. Councillors will still be able to submit representations on individual planning applications as part of the statutory consultation process. Where the need arises as a result of a proposed development and an infrastructure proposal is consistent with the relevant planning policies, Service Areas will be able to use the Proposal Lists to help inform the contribution(s) sought, or the works that are requested be carried out by the developer.
6. It is intended that the Local Infrastructure Proposal Lists will be 'living documents' that are regularly updated and available to view via the Council's intranet. An annual review (summary sheet) for each Ward will also be provided.

**CYNGOR CAERDYDD
CARDIFF COUNCIL**

ENVIRONMENTAL SCRUTINY COMMITTEE

3 JULY 2018

**PUBLIC SPACE PROTECTION ORDERS – DOG CONTROLS – MEMBER
BRIEFING NOTE**

Reason for the Report

1. A report titled 'Public Space Protection Orders – Dog Controls' is due to be received by Cabinet at its meeting on the **5 July 2018**. The report has been submitted to Cabinet for the following reasons:
 - To consider widening enforcement powers, in order to deliver a cleaner and more sustainable environment across Cardiff by supporting the use of Public Space Protection Orders as defined in Cardiff Council's Policy Statement;
 - To consider authority to consult with members of the public and other relevant stakeholders to introduce a Public Spaces Protection Order (PSPO) under Section 59 of the Anti-Social Behaviour, Crime and Policing Act 2014. The purpose of the order is to improve and replace current outdated dog controls powers across the City of Cardiff.

Background

2. Cardiff Council's Policy Statement for Public Space Protection Orders is attached to this report as **Appendix A**.
3. PSPO's are available to Local Authorities to deal with specific nuisance problems in particular areas that are having, or are likely to have, a detrimental effect on the quality of life for those who live, work or play within the locality. An order can prohibit

or restrict certain activities and are designed to ensure that the law-abiding majority can use and enjoy public spaces, safe from anti-social behaviour.

4. The PSPO is different from other powers available under the Anti-Social Behaviour, Crime and Policing Act 2014 as they are led by the Council and concentrate on the identified problem behaviour. The final restrictions placed on a PSPO should be evidence based and shaped by the opinions of key stakeholders and the individuals who live, work or visit the public spaces.
5. The Council can make a PSPO in consultation with the Police and other relevant bodies who may be affected. The Order will have effect for a period of no more than three years. However, the Council may extend the Order for a further three years if there are reasonable grounds for doing so.
6. Once a PSPO is adopted by the Council, sanctions are available for persons who breach certain prohibitions within the order. A breach of the order can be enforced initially by way of a simple fine under a fixed penalty notice. If this fine is not paid then the enforcement action can be escalated through criminal powers available by way of a criminal prosecution through the Magistrates' Court. A maximum fine of level 3 or £1,000 may be imposed. Alternatively, the opportunity to pay a Fixed Penalty Notice (FPN) up to a maximum of £100 may be offered in place of prosecution and to avoid a criminal conviction.
7. The current fixed penalty notice for dog fouling is £80. The value of fines associated with dog controls from byelaws vary but enforcement has not taken place for a number of years.
8. Rhondda Cynon Taff County Borough Council and Denbighshire County Council have used the PSPO's to assist with the control of dogs. There are also other Councils, which have used the order to address access to public land, alcohol and intoxicating substances.
9. The byelaws currently in place in Cardiff were created under The Public Health Act 1875, The Open Spaces Act 1906, The Local Government Act 1972 and The Dog (Fouling of Land) Act 1996. The requirements of these byelaws are:

- That dogs are controlled, so as not to cause a nuisance within open spaces, which came into effect in 1964;
 - The prohibition of dog fouling within designated areas across Cardiff;
 - The exclusion of dogs within cemeteries, which came into force in 1986; and,
 - The exclusion of dogs from children’s playgrounds and certain pleasure grounds and open spaces, which came into force in 1991 and was updated in 1993.
10. The Anti-Social Behaviour, Crime & Policing Act 2014 repeals previous legislation and will eventually repeal The Dog (Fouling of land) Act 1996, which dealt with dog fouling and its enforcement. The Anti-Social Behaviour legislation enables a PSPO to introduce enforcement rules on the presence of dogs, as well as wider controls to deal with anti-social behaviour on land accessible to the public.
 11. Council officers will be able to enforce the restrictions and requirements. In addition, police officers and Police Community Support Officers will have the ability to enforce the order, although Council officers will deal with the issuing of FPN’s.
 12. Dog fouling is unsightly and unpleasant and in turn can lead to serious illness in humans, such as Toxocariasis, from direct contact with the faeces on the ground which can also lead to blindness. Particular concern is raised in relation to children and sports users using parks and open spaces.
 13. The majority of dog owners are responsible, clean up after their dogs and keep them under control. However, a minority of irresponsible dog owners create significant problems. Each year the Council receives many complaints in relation to dog fouling and out of control dogs in public places, which is a significant concern.
 14. The Council continues to receive a significant number of complaints in relation to dog fouling from local residents and Councillors. From April 2016 to April 2017 there were over 500 complaints made to the council in relation to dog fouling. **Appendix B** shows examples of complaints in parks relating to dog control in Cardiff.
 15. From reviewing the byelaws and complaints it is proposed the first phase of dog controls are:

- The prohibition of dog fouling in all public places owned and/or maintained by the Council;
 - The exclusion of dogs in all enclosed playgrounds, marked sports pitches and Schools, which are owned and/or maintained by Cardiff Council;
 - A requirement that dogs are kept on leads within all Cemeteries owned and/or maintained by Cardiff Council;
 - A requirement allowing authorised officers to give a direction that a dog(s) be put and kept on a lead if necessary.
16. The introduction of dog controls to remove antisocial behaviour are consistent with the Well-being Goals under the Wellbeing of Future Generations (Wales) Act 2015:
- A healthier Wales – a society in which people’s physical and mental wellbeing is maximised and in which choices and behaviours that benefit future health are understood;
 - A Wales of cohesive communities – attractive, viable, safe and well-connected communities.

Issues

17. The current legislation for dog fouling, The Dog (Fouling of Land) Act 1996, are currently not supported via Magistrates Courts and will eventually be completely repealed due to there being more up to date legislation that the Council should be utilising, specifically the Anti-Social Behaviour, Crime and Policing Act 2014.
18. The Council has only brought a small number of prosecutions to court in the last five years. However, although the Council continues to issue fines relating to dog fouling, there will become a time when the Council are challenged more broadly and therefore a PSPO covering dog fouling is required to allow for the continued issuing of FPN’s and prosecutions.
19. Public Spaces Protection Orders are reviewed every three years to ensure that they are effective in addressing anti-social behaviour and the issues have not been displaced to other areas. The current byelaws are not reviewed, nor enforced and

there is no method in place or any legal obligation for these to be reviewed by the Council, to ensure that they are effective in addressing certain issues across Cardiff.

20. The introduction of a PSPO in respect of dog controls will replace existing byelaws currently in place to control dogs in certain areas across Cardiff. The current byelaws are outdated, with some dating back to 1964. Since the implementation of byelaws, boundaries and land ownership has changed, which is why it is essential to implement a PSPO to give uniformity and a consistent approach to the control of dogs across specific identifiable areas across Cardiff.
21. If Public Spaces Protection Orders are not introduced to replace old legislation, this could prevent the Council from fully achieving its Corporate commitments within the Community Strategy 2011 - 2021 and the Corporate Plan. A dog control PSPO will allow Cardiff Council to demonstrate continued commitment towards achieving a cleaner, more attractive and sustainable environment.
22. The Cabinet by approving the recommendations of the report support a full and extensive consultation with residents and relevant stakeholders. This will allow the Council to introduce orders, which are relevant, necessary and consistently enforced across Cardiff.
23. The consultation response will include the methodology, statistics, comments made, key findings, the number of responses and recommendations / amendments to the proposed dog controls.
24. A list of consultees have been identified in **Appendix C**. The consultation will include opening and closing dates of when consultees can respond on this matter. This will be via letters, online surveys, the Cardiff Council website, newspaper adverts, email and telephone. All means of consulting will be translated bilingually into Welsh and English languages. For those who cannot access the internet, other options will be advertised, such as the option to send a letter or e-mail.
25. A PSPO would supersede the current byelaws shown in relation to the control of dogs across Cardiff shown in Appendix D. Therefore, there would be a need for these byelaws to be revoked.

Cabinet Paper - Legal Implications

26. Under the Anti-social Behaviour, Crime and Policing Act 2014, a Local Authority, after consultation with the public, Police, Crime Commissioner and other relevant bodies, are able to make a Public Spaces Protection Order (PSPO) if evidence of a nuisance exists.
27. Under Section 59 of the act, a Local Authority may make a PSPO if satisfied on reasonable grounds that two conditions are met. The first condition being:
 - a) Activities carried on in a public place within the authority's area have had a detrimental effect on the quality of life of those in the locality; or,
 - b) It is likely that activities will be carried on in a public place within that area and that they will have such an effect.
28. The second condition being that the effect, or likely effect, of the activities:
 - a) Is, or is likely to be, of a persistent or continuing nature;
 - b) Is, or is likely to be, such as to make the activities unreasonable; and,
 - c) Justifies the restrictions imposed by the notice.
29. A Public Spaces Protection Order identifies the public place referred to and sets out a number of conditions, such as:
 - a) Prohibiting specified things being done in the area;
 - b) Requiring specified things to be done by persons carrying on specified activities in that area; or,
 - c) Covering both of those prohibitions.
30. Prohibitions or requirements may be imposed if they are reasonable to impose through the order:
 - a) To prevent the detrimental effect referred to from continuing, occurring or recurring; or,
 - b) To reduce the detrimental effect or to reduce the risk of its continuance, occurrence or recurrence.

31. An interested person may appeal to the High Court to question the validity of a PSPO, or a variation of an Order. An appeal must be made within the period of six weeks beginning with the date on which the Order or variation is made.
32. Articles 10 and 11 of the Human Rights Act 1998 regarding freedom of expression and freedom of assembly and association have been considered and no issues have been identified.
33. The Council must satisfy its public sector equality duties under the Equality Act 2010 and at the same time as or following the outcome of consultation it will be necessary to undertake an Equality Impact Assessment to ensure that the Council has properly understood and assessed the potential impact of the proposed PSPO in terms of equality.
34. The enforcement of breaches of the order will be initially enforced through the use of a simple fine under a fixed penalty notice and then to criminal prosecution in the Magistrates' Court if not paid. It is expected that the issue of fixed penalties and the prosecution of cases will be income generating.
35. Provision will need to be made for any additional legal resources that are required.
36. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council eg. 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.

Cabinet Paper - Financial Implications

37. The report is recommending the commencement of a public consultation period for which there will be no direct financial implications. The outcome of the consultation will be presented in a further report to Cabinet which will allow definitive enforcement

proposals to be confirmed. This will include an assessment of any associated financial implications. Based on the processes outlined in this report the Directorate consider that the introduction of the PSPO can be achieved within existing resources.

38. If there is a significant increase in the number of prosecutions undertaken by the Council then further discussions with other Service Areas, in particular Legal Services may be required to consider the implications arising from this potential additional activity.

Recommendations

39. The recommendations made in the Cabinet report include:
- To undertake a 6 -12 week public consultation exercise on the proposal to introduce a Public Spaces Protection Order (PSPO) under the Anti-Social Behaviour, Crime and Policing Act 2014 to introduce dog controls in areas across the Cardiff and to report back to Cabinet.
 - To propose the consultation for dog control specifically looks at:
 - The prohibition of dog fouling in all public places owned and/or maintained by the Council,
 - The exclusion of dogs in all enclosed playgrounds, marked sports pitches and Schools, which are owned and/or maintained by Cardiff Council.
 - A requirement that dogs are kept on leads within all Cemeteries owned and/or maintained by Cardiff Council.
 - A requirement allowing authorised officers to give a direction that a dog (s) be put and kept on a lead if necessary,
 - Setting the fixed penalty fine for breach of the order to the maximum permitted of £100.
 - To endorse revoking the current byelaws in Cardiff.

Way Forward

40. Members are to note the contents of the Member briefing note.

Legal Implications

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

Financial Implications

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

RECOMMENDATION

The Committee is recommended to:

- i. Note the contents of the Member briefing note.

DAVINA FIORE

Director of Governance & Legal Services

27 June 2018



Cardiff Council

Public Spaces Protection Orders
Policy Statement

June 2018

1. Introduction

- 1.1. The Council has commitment to develop a systematic proactive approach to street and public space enforcement including implementing Public Space Protection Orders to remove anti-social behaviours.
- 1.2. The Local Authority recognises how anti-social behaviour can have a detrimental impact on local resident's quality of life, with those affected often feeling powerless to act. The Local Authority plays a key role in helping to make local communities within its area, safe places to live, visit and work.
- 1.3. Members of the public and Council employees are aware of the anti-social behaviour issues that occur within their local communities. It is key that we address and reduce these issues from occurring, by consulting with members of public and other stakeholders, in order to highlight areas of concern that in turn need addressing.

2. What is Anti Social behaviour?

- 2.1. Anti-social behaviour is a broad term used to describe the day-to-day incidents of crime, nuisance and disorder that make many people's lives a misery – from litter and vandalism, to public drunkenness or aggressive dogs, to noisy or abusive neighbours.
- 2.2. Victims can feel helpless, bounced from one agency or department to another and then back again. In many cases, the behaviour is targeted against the most vulnerable in our society and even what is perceived as 'low level' anti-social behaviour, when targeted and persistent, can have devastating effects on a victim's life.
- 2.3. Legislation to eliminate this type of behaviour was developed in July 2014, to provide more streamlined powers to authorised agencies. Local Authorities are now empowered to make and enforce Public Spaces Protection Orders (PSPO)
- 2.4. Such a wide range of behaviours means that responsibility for dealing with anti-social behaviour is shared between a number of agencies, particularly the Police and relevant Local Authority departments.

3. What is a Public Spaces Protection Orders (PSPO)?

- 3.1. Under the *Anti-Social Behaviour, Crime and Policing Act 2014*, A Public Spaces Protection Order (PSPO) sits amongst a broad range of powers and tools to help reduce anti-social behaviour within particular areas.
- 3.2. A PSPO deals with specific nuisance problems, which is having, or is likely to have, a detrimental effect on the quality of life of those who live, work or visit a locality.
- 3.3. A PSPO can substantially reduce anti-social behaviour by the means of reasonable and proportionate restrictions and prohibitions. Its aim is ensuring public spaces can be enjoyed and is designed to ensure that the law-abiding majority can still use and enjoy public spaces, safe from anti-social behaviour.
- 3.4. These Orders are not about stopping responsible people from using publicly accessible land, but to provide Local Authorities and other Local Government departments with the means to help deal with persistent issues, which can be damaging to local communities.

4. Introducing a PSPO

- 4.1. The Local Authority can make a PSPO for any public space within its own area. The definition of public space is wide and includes any place to which the public has access, on payment or otherwise, as of right or by virtue of express or implied permission, for example a shopping centre.
- 4.2. The threshold for making a PSPO is set out in *Section 59 of The Anti-social Behaviour Crime and Policing Act 2014*, which permits Local Authorities to make a PSPO if satisfied, on reasonable grounds, that two conditions are met as defined by the Act.
 - 4.2.1 The first condition is that:
 - a) activities carried on in a public place within the authority's area have had a detrimental effect on the quality of life of those in the locality, or
 - b) It is likely that activities will be carried on in a public place within that area and that they will have such an effect
 - 4.1.2. The second condition is that the effect, or likely effect of the activities:
 - a) is, or is likely to be, of a persistent or continuing nature,
 - b) is, or is likely to be, such as to make the activities unreasonable, and
 - c) justifies the restrictions imposed by the Order

- 4.3. The Local Authority must carry out the necessary consultation, publicity and notification before making, extending and/or varying a PSPO.
- 4.4. Under *section 72 of the Anti-Social Behaviour, Crime and Policing Act 2014*, the Local Authority must consult formally through the Chief Officer of Police and the Police and Crime Commissioner. In addition to this, all owners or occupiers of the land within the area to be restricted by the PSPO must be consulted, where reasonably practicable.
- 4.5. The Local Authority must also consult whichever community representatives it thinks appropriate. This could relate to a specific group, for instance the residents association, or an individual or group of individuals, for instance, regular users of a park or specific activities. Before a PSPO can be implemented, the Local Authority must publish the draft Order in accordance with regulations made by the Secretary of State.

5. Duration of a PSPO

- 5.1. The maximum duration of a PSPO is three years however; they can last for shorter periods where appropriate. Short-term PSPOs could be used where it is not certain that restrictions will have the desired effect, for instance, when closing a public right of way, Local Authorities may wish to make an initial PSPO for 12 months and then review the decision when it expires.
- 5.2. Whilst a PSPO is in place, the Local Authority can extend it by up to three years if deemed necessary to prevent the original behaviour from occurring or recurring. They should also consult with the local Police and any other relevant community representatives.

6. Challenging the validity of a PSPO

- 6.1. Under *section 66 of the Anti-Social Behaviour, Crime and Policing Act 2014* an interested person, which is someone who lives, regularly visits or works within a restricted area may apply, by way of a Judicial Review, to the High Court of Justice, to challenge the validity of a PSPO or a variation of a PSPO. This means that only those who are directly affected by the restrictions of an Order have the power to challenge it.
- 6.2. An interested person who wishes to challenge a PSPO must make an application to the High Court within 6 weeks of a PSPO being made or varied by the Local Authority.

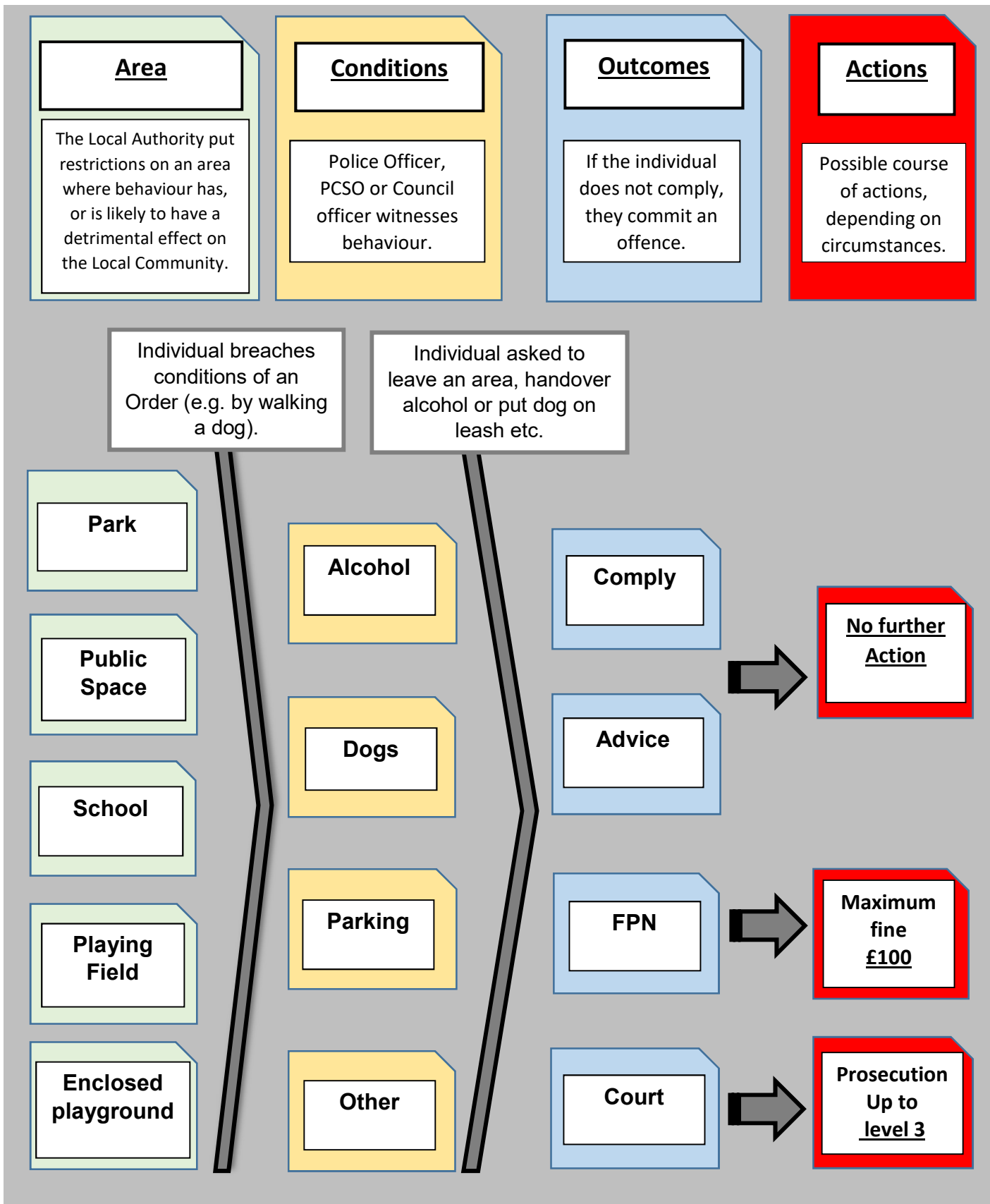
- 6.3. The grounds on which an application may be made are;
- a) That the Local Authority did not have power to make an Order or variation, or to include particular prohibitions or requirements,
 - b) That a requirement under this chapter was not complied with, in relation to the Order or variation, such as statutory consultation.
- 6.4. Where a Judicial Review application is made, the High Court can decide to suspend the operation of a PSPO or variation or any of its requirements, pending the final outcome of the Judicial Review. The High Court has the ability to uphold the PSPO, quash it, or to vary it.
- 6.5. An interested person cannot challenge the validity of a PSPO in any legal proceedings before or after it is made, unless that person is charged with an offence. An interested person can challenge a PSPO to defend to a prosecution, where they have been found guilty of committing an offence. On the grounds that the Local Authority did not have the power to impose the restrictions or that the restrictions imposed are unreasonable.

DRAFT

7. Enforcement

7.1. Authorised Officers from Local Authorities and the Police will be able to enforce the restrictions and requirements of a PSPO.

Purpose	Designed to stop individuals or groups committing anti social behaviour in a public place.
Who can make a PSPO	Local Authorities issue a Public Spaces Protection Order (PSPO) after consultation with the Police, Police and Crime Commissioner and other relevant bodies.
Test	Behaviour being restricted has to: <ul style="list-style-type: none"> • Be having, or be likely to have, a detrimental effect on the quality of life of those in the locality; • Be persistent or continuing in nature; and • Be unreasonable
Details	Restrictions and requirements set by the Local Authority. <ul style="list-style-type: none"> • These can be blanket restrictions or requirements or can be targeted against certain behaviours by certain groups at certain times. • Can restrict access to public spaces (including certain types of highways) where that route is being used to commit anti social behaviour. • Can be enforced by a Police Officer, PCSO and Council officers.
Penalty on Breach	<ul style="list-style-type: none"> • Breach is a criminal offence • Enforcement officers can issue a fixed penalty notice of up to £100 if appropriate. • A fine of up to level 3 on prosecution.
Appeals	<ul style="list-style-type: none"> • Anyone who lives in, or regularly works in or visits the area can appeal a PSPO in the High Court within six weeks of issue. • Further appeal is available each time the PSPO is varied by the Local Authority.
Important changes / differences	<ul style="list-style-type: none"> • More than one restriction can be added to the same PSPO, meaning that a single PSPO can deal with a wider range of behaviours than the Order it replaces.



7.2. Although PSPOs are made by the Local Authority, enforcement should be the responsibility of a wider group. Council Officers will be able to enforce the restrictions and requirements, as will other groups that they designate, including officers accredited under the community safety accreditation scheme. In addition, Police Officers and PCSOs will also have the ability to enforce the Order. It is envisaged that the other groups will be authorised by the Council to administer administrative remedies through fixed penalty notices only. Court proceeding for breaches of the Order will be undertaken by the Council.

8. Fixed Penalty Notices (FPNs)

8.1. A Fixed Penalty Notice (FPN) is a notice offering the person to whom it is issued, the opportunity of discharging any liability to conviction for an offence by payment to the Local Authority the amount specified in the notice.

8.2. An authorised officer of the Local Authority or a Police Officer may issue a FPN to anyone they have reason to believe has committed an offence under *section 63 and 67 of the Anti-social Behaviour, Crime and Policing Act 2014*.

8.3. No proceedings can be taken before the end of 14 days following the date of issue for the notice. A conviction may not be sought if the recipient pays the FPN before the end of that period.

8.4. An FPN must contain prescribed information:

- a) give reasonably detailed particulars of the circumstances alleged to constitute the offence;
- b) state the period during which proceedings will not be taken for the offence;
- c) specify the amount of the fixed penalty;
- d) state the name and address of the person to whom the fixed penalty may be paid;
- e) specify permissible methods of payment

8.5. The fixed penalty notice amount is a maximum of £100.

9. Issuing a Fixed Penalty Notice

9.1. There will be authorised enforcement officers patrolling the restricted areas, based on complaints. At the time, an officer sees an offence being committed he or she will issue a hand written fixed penalty notice using a FPN book.

10. Appealing a Fixed Penalty Notice (FPN)

- 10.1. There is no right of appeal to the Local Authority or a Tribunal. Although an individual may be given, an opportunity to explain why they believe an offence has not been committed.
- 10.2. Failure to pay the FPN within 14 days from the date of issue may result in prosecution. If convicted, a defendant is likely to receive a fine and be ordered to pay prosecution costs and will incur a criminal record.
- 10.3. The fixed penalty notice for a breach of the prohibition will be £100 without the offer of discount. Any income received must be ring-fenced and spent on Local Authority functions relating to road traffic, litter and refuse.
- 10.4. The Local Authority may receive costs awarded against defendants following a successful prosecution once recovered by the Court service.

11. Considerations that the Local Authority must have regard for

- 11.1. A PSPO will ensure that there is not any infringements on the freedoms permitted under article 10 and 11 of the Human Rights Act 1998, when drafting, extending, varying or discharging an Order.
- 11.2. Where Orders restrict public rights of way, section 64 of the Act requires the Local Authority to consider a number of issues, including the impact on those living nearby and the availability of alternative routes. It also sets out some categories of highways where rights of way cannot be restricted. The Local Authority may also conclude that PSPOs restricting access should only be introduced where the anti-social behaviour is facilitated by the use of that right of way.
- 11.3. When defining the area restrictions should cover, consideration will be given as to whether prohibitions in one area will displace the problem behaviour elsewhere, or into a neighbouring authority. The neighbouring Authorities will also be consulted to mitigate this.
- 11.4. The Local Authority will consider how best the Order should be worded and establish an evidence base to support the proposals, to include a consultation process. The prohibitions or requirements imposed by a PSPO will be written in clear English, easily understood and should be able to withstand scrutiny.
- 11.5. The Local Authority recognises that owners have a duty under the *Animal Welfare Act 2006*, to provide for their animal's welfare, which includes exercising them. In determining the area covered by restrictions, the Local Authority will therefore consider how to accommodate the need for owners to exercise their animals.

- 11.6. The area that a PSPO will cover will be clearly defined. Mapping out areas where certain behaviours are permitted; for instance identifying specific park areas where dogs can be let off a lead without breaching the PSPO.
- 11.7. Practical issues, such as effective enforcement and erecting signs in (or near) an area subject to an Order – as required by the legislation – will also be borne in mind when determining how large an area the Order proposals might cover.

12. Exemptions

- 12.1. Exemptions of a PSPO will need be dealt with on a case by case basis, depending on what is proposed to be included into an Order and what that Order will restrict and/or prohibit, It will look at who will be affected and how. An Order will also ensure that it does not discriminate a person.
- 12.2. Careful consideration will be undertaken when introducing an Order to eliminate unlawful discrimination against protected characteristics that may be unintentionally affected by a PSPO. The planning phase of a PSPO will ensure that there is not a breach to the *Equality Act 2010*. This will be prevented via an Equality Impact Assessment (EIA).
- 12.3. An EIA is a specific assessment tool used to assess and ensure that a policy or project does not discriminate against any disadvantaged or vulnerable people. It also ensures that the Local Authority provides and delivers a service that reflects the needs of the local community and its stakeholders.

13. References

- *Anti-Social Behaviour, Crime and Policing Act 2014*
- *Anti-Social Behaviour, Crime and Policing Act 2014: Reform of Anti-Social Behaviour powers. Statutory guidance for frontline professionals. Home Office. July 2014.*
- *Local Government Association – Public Spaces Protection Orders, Guidance for Councils. May 2017.*

Appendix C

Consultees for PSPO – Dog Control

- All Community & Town Councils in Cardiff Council
- Chief Constable of South Wales Police
- Police & Crime Commissioner for South Wales Police
- All neighbouring Local Authorities
- Operational Managers of all Council departments within Cardiff Council
- Community Centres
- Natural Resources Wales
- All Schools in Cardiff owned and/or maintained by Cardiff Council
- The Assembly Members and Members of Parliament for Cardiff
- Unison, Unite & GMB
- All Councillors
- Public Access Forums
- Ramblers & Walking Groups
- Animal Welfare Groups
- The Kennel Club
- Boarding Kennels
- Sports Clubs
- Youth Forum
- Older Persons Advisory Group
- Members of the public.

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Appendix D

Byelaws in relation to Dogs across Cardiff

1964 – Pleasure ground and open spaces

Part 1

Adams down Square Gardens
Roath Brook Gardens – Sandringham Gardens
Bute Park
Clare Gardens
Cyncoed Gardens
Dispenser Gardens
Fforest Ganol
Gabalfa Open Space
Gelligaer Gardens
Grange Gardens
Hailey Park
Hill-Snook Recreational Grounds
Howard Gardens
Jellicoe Gardens
Katherine Gardens
Pentre Gardens
Plasturton Gardens
Plymouth Great Wood
Rhigos Gardens
Roath Botanical Gardens
Roath Park Lake
Roath Park Pleasure Grounds
Roath Park Recreational Grounds
Roath Park Wild Gardens
Leckwith Woods
Llandaff Fields
Llandaff Village Green
Llandenis Gardens
Llanishen Reservoir Lands
Llwynfedw Gardens
Loudoun Square Gardens
Mardy Gardens
The Marl
Maitland Gardens
Merches Gardens
Roath Mill Gardens
Moorland Gardens
Newminster Open Spaces
Parc Cefn on
Pengam Recreational Grounds
Senghenydd Gardens
Seven Oak Park

Splott Park
Syr David's Field
Waterloo Gardens
Waungron Open Spaces
The Wenault
Windsor Esplanade Gardens

Part 2

Caer Castell Open Spaces
Canton Common
Cathays Park
Charlotte square
Ely Bowling Green
Ely Quarry Park
Ely Recreational Grounds
Fairwater Recreational Grounds
Fairwater Park
Rumney Hill Gardens
Victoria Park
Gabalfa River Reservation
Greenway Road Recreational Ground
Kitchener Gardens
Llandaff Court Gardens (insole Estate)
Llanishen Recreational Grounds
Mynachdy children's playground
North Crystals Open Spaces
Robinson Square Gardens
Splott Housing Open Space
Trelai Park

Bye Laws – 1985 – Flatholm Island Nature Reserve

Brining in or permitting to remain within the reserve any dog or other animal unless it is kept under proper control and is effectively restrained from injuries or disturbing any animal or bird.

County Council of South Glamorgan

Byelaws 1986 – Management of cemeteries

Provided by the Council. A person shall not except as here in after provided, cause or suffer any dog (other than a guide dog accompanied by a blind person) or other animal belonging to him or in his charge to enter or remain in the cemetery.

Byelaws 1970 – Pleasure Grounds and open spaces (Amended)

A person shall not cause or suffer any dog belonging to him or in his charge to enter or remain in the pleasure ground, unless such dog be and continue to be under proper control, and be effectually restrained from causing annoyance to any person, and from worrying or disturbing any animal or waterfowl, and from entering any ornamental water.

Part 1 – Pleasure Grounds

Africa Gardens

Butetown Recreational Ground
Burt Street Playground
Caerau Recreational Ground
Crundale Crescent Open Space
Heol Llanishen Fach Open Spaces
Heol Pant Glas Open Spaces
Llanrumney Open Spaces
Llanbleddian Gardens.
Long Wood, Whitchurch
Maindy Park
Parkfield Place
Rumney Recreational Ground
Ruthin Gardens
St. Brioc Road playground
St. Martins Crescent playground
Waterhall Recreational Ground

Part 2 – Open Spaces

Library Gardens, Whitchurch
New Road Rumney Open Spaces
Sophia Gardens
St Agatha Road Open Spaces
St. Edwen Gardens Open Spaces
Whitchurch Common
Fairwater children's playground
Heath Park
Heol Y Gors Recreational Ground
Leckwith Recreational ground
Llwyn – Y – Grant Open Spaces
Lower Gorse Playing Field
North Llanishen Recreational ground
Parc – y – pentre
Pontcanna Lands
Parc Caedelyn
Trowbridge Mawr Gardens
Ty Wern Road Playing Fields.
Fairwater Green

Byelaws Relating to Playgrounds introduced in 1991

Part 1

Ball Road playground – Pepys Crescent
Caerleon Park Playground
Channel view playground - The Marl
Cogan Terrace playground
Colwinstone close playground
Eastern Leisure Centre – Rumney Rec
Hamacryad playground – Bute Street playground
Heath Park
Iron Bridge Road Playground

Lisvane playground
Llanishen park playground
Lydstep Crescent playground – Gabalfa open space
Moorland Road playground – splott housing open space
Rosedale crescent playground
Splott Park playground
Trelai Park playground
Windsor Esplanade Playground

Part 2

Loudon Square playground
Moorland Road Library – Moorlands Gardens
Roath Park playground
Roath Rec Grounds playground.

Byelaws 1993 – Exclusion of Dogs

Part 1

Adams down Square children's playground
Caedeylyn park children playground – parc caedelyn
Castle road children's playground
Greenfarm road children's playground
Heritigage park Local Park 1 – St. mellons children's playground
Helen Street Children's playground
Llandaff Fields children's playgrounds
Maindy Park children's playgrounds
Maitland Park children's playground
Melrose Park Local Park 5 – Trowbridge children's playground
North pentwyn park children's playground
Orchard Park Local Park 1. St. Mellon's children's playground
Plasnewydd Community Centre children's playground
Sevenoaks Park children's playground
Sedgemoor Road children's playground
Tremorfa Park children's playground – Pengam Recreational Ground.
Whitland Crescent children's playground – Fairwater Park

Part 2

Bryn Glas children's playground
Catherine Gardens children's playground
Danescourt children's playground
Thompson Park children playground – Syr David's Field.

Byelaws 1993 – Hermit Wood Nature Reserve Byelaws (Radyr Woods Community Nature area)

Bringing in or permitting to remain within the reserve any dog or other animal unless it is kept under proper control and is effectively restrained from injuries or disturbing any animal or bird.

Byelaws – 1993 Howardian Local Natural Reserve

Bringing in or permitting to remain within the reserve any dog or other animal unless it is kept under proper control and is effectively restrained from injuries or disturbing any animal or bird.

Byelaws - Glamorganshire Canal Local Nature Reserve 1993

Bringing in or permitting to remain within the reserve any dog or other animal unless it is kept under proper control and is effectively restrained from injuries or disturbing any animal or bird.

Byelaws – Cwm Nofydd and Fforest Ganol Nature Reserve – 1999

Bringing in or permitting to remain within the reserve any dog or other animal unless it is kept under proper control and is effectively restrained from injuries or disturbing any animal or bird.

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