



County Hall
Cardiff
CF10 4UW
Tel: (029) 2087 2000

Neuadd y Sir
Caerdydd
CF10 4UW
Ffôn: (029) 2087 2000

AGENDA

Committee ENVIRONMENTAL SCRUTINY COMMITTEE

Date and Time of Meeting TUESDAY, 7 MAY 2019, 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 - 10)

To approve as a correct record the minutes of the meetings held on 19 March and 2 April 2019.

4 Pre Decision Scrutiny: LED Street Lighting on Residential Highway Network (Pages 11 - 56)

4.35 pm

An item to provide Members with an opportunity to raise any questions that they might have on the proposals to procure LED street lighting for Cardiff's residential highway network.

5 Planning, Transport & Environment - Directorate Delivery Plan - 2019/20 (Pages 57 - 130)

5.20 pm

An item to consider the content of the Planning, Transport & Environment – Directorate Delivery Plan – 2019/20. This provides the Committee with an opportunity to scrutinise the Directorate proposals

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that fall within the terms of reference of the Committee.

- 6 Shared Regulatory Services Business - Draft Business Plan 2019/20 (Pages 131 - 224)** 6.20 pm

An item to consider the content of the Shared Regulatory Services Draft Business Plan for 2019/20. Scrutiny of this Draft Business Plan will take place during the consultation phase of the development of this document.

- 7 Environmental Scrutiny Committee - Draft Annual Report 2018/19 (Pages 225 - 280)** 7.05 pm

Principal Scrutiny Officer to talk Members through the Environmental Scrutiny Committee – Draft Annual Report. Members will be asked to consider the report, decide if any alterations are required and agree a final format to be presented at Council.

- 8 Environmental Scrutiny Committee - Work Programme 2018/19 - Verbal Update** 7.25 pm

- 9 Urgent Items (if any)** 7.35 pm

- 10 Way Forward** 7.40 pm

To review the evidence and information gathered during consideration of each agenda item, agree Members comments, observations and concerns to be passed on to the relevant Cabinet Member by the Chair, and to note items for inclusion on the Committee's Forward Work Programme.

- 11 Date of next meeting**

The next meeting is scheduled to take place on 4 June 2019.

Davina Fiore

Director Governance & Legal Services

Date: Tuesday, 30 April 2019

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

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ENVIRONMENTAL SCRUTINY COMMITTEE

2 APRIL 2019

Present: Councillor Patel(Chairperson)
Councillors Derbyshire, Owen Jones, Jackie Parry, Owen, Wong
and Wood

77 : APOLOGIES FOR ABSENCE

Apologies were received from Councillors Philippa Hill-John and Lancaster.

78 : DECLARATIONS OF INTEREST

None received.

79 : HIGHWAYS RESURFACING PROGRAMME

The Chairperson welcomed Councillor Caro Wild, Cabinet Member for Strategic Planning & Transport, Andrew Gregory Director Planning Transport & Environment and Gary Brown Operational Manager Planning Transport & Environment to the meeting.

Members were advised that they have the opportunity to consider the Highways Resurfacing Programme for 2018/19. This would provide the Committee with the opportunity to review the Planned Maintenance Identified Scheme List and consider the methodology applied when creating this document.

The Chairperson invited questions and comments from Members;

Members asked about the Matrix, how it was formulated and whether it was inputted manually or there were pre-set measurements used. Officers explained that the Matrix sets out the forward plan for the year and lots of information is fed into it, including information from the scanners on principle routes, the SCRIM survey, AEI, Complaints, Member enquiries etc. The information is all fed in to enable decision making in order of condition i.e. Reconstruction/Inlay/Preventative Work. Each job is given a weighting or score of 100 to 0 based on condition.

Members noted that different roads are used in different ways and have a different level of use; asking if there is differentiation between them when considering the weighting. Officers explained that it was one of the factors, traffic counts and local knowledge were useful to determine which roads are busiest. Examples were given including the A4232 being taken out of the system as a whole road as its too long and needed to be sectioned; also cul-de-sacs that may have a low traffic use but can get left untreated for years. Officers explained that usage is a telling factor but this has to be balanced with budget spend in a phased approach.

Members asked if Officers are reliant on people reporting problems; Officers explained that the vast majority of roads in Cardiff are inspected at least 12 monthly, but reported complaints are also taken in account.

Members asked how much weight was added to the complaint if it was reported by a Member or reported many times and were advised that as Members represent many residents it does give extra points, multiple reporting adding priority would depend what needed to be done and the suitability /usability of the road. Officers added that there is an Officer in the team who picks up Member enquiries, responds and sends officers out to inspect.

Members noted that they used to receive a job list for all the roads in Cardiff, whereas they now only receive the roads in their wards, asking why this has changed. Officers noted that there is a published list of works on the website; the annual list to Members has been done differently this year, but they welcomed the feedback and Member engagement in the construction of the list. Officers added there may have been an oversight in how the information was shared this year and they would look into it.

Members asked what safeguards are in place to ensure all Members are informed if a road is in more than one ward. Officers explained that it is standard practice to inform all Ward Members if the road is in more than one ward.

Members referred to the quality of resurfacing in the North of Cardiff and asked what safeguards were in place to check the work once it has been completed. Officers explained that works are inspected but if there were any issues with the quality, Members were urged to report it. Officers explained that some treatments did need a number of weeks to settle.

Members asked if any special attention was given to roads in Conservation Areas and were advised that it was not but there was special attention given to the footways through Conservation Areas.

Members asked what happens when planned works are not able to be carried out due to cars being parked there and how this affects that roads place on the list. Officers explained that parked cars are a huge problem, the road should remain on the list but further information on the particular street mentioned would be sought.

Members asked how bad a road needs to be to become a priority and how often this happens and roads bump up on the list. Officers stated that this doesn't happen very often, its usually things like diesel spills that mean a road needs to be treated as a priority, emergency repairs were very rare as the cost would be enormous. Members noted this and asked how Officers ensure that roads are not perpetually delayed. Officers explained that reconstruction takes a huge chunk of the budget, they prioritise on condition and use local works to keep then useable in the interim.

Members asked if the programme for 2019/2020 would be available for pre-decision scrutiny and were advised that Officers would be starting the process soon; funding was available to look into longer contracts if performance is good. Officers added that they would share information as early as possible when it was produced at the right level. It was noted that lists can be changeable and a degree of flexibility was needed.

Members asked if the Cabinet Member inspected roads with Officers as they had done previously and were advised that the Officers had undertaken the inspections.

Members urged Officers to inform local Members when they are out inspecting roads as Members would be able to point out other problem areas. The Cabinet Member stated that officers are happy to discuss any issues with local Members at any time, but officer time couldn't be tied down to meeting members on the visits.

Members asked if there was a pavement works list and were advised that there was and it could be provided is required.

Members referred to resurfacing works that had splashed on drain pipes and Officers advised that the contractor had been contacted on this issue and the works had been improved at the contractors cost.

Members noted that it was costly to repair pavements with paving slabs and asked what was being done to look at using tarmac instead. Officers advised that they were looking at putting more money into footways as it is expensive, officers target areas locally but continuity is needed; constant breakages on slabs due to vehicle misuse was a real challenge.

AGREED: that the Chairperson, on behalf of the Committee, writes to the Cabinet Member conveying the observations of the Committee when discussing the way forward.

80 : LAMBY WAY SOLAR FARM - PROGRESS UPDATE

The Chairperson welcomed Councillor Michael Michael, Cabinet Member for Clean Streets, Recycling & Environment and Andrew Gregory Director Planning Transport & Environment to the meeting.

Members were advised that they have the opportunity to consider a paper titled 'Lamby Way Solar Farm – Progress Update'. This would consider the progress made since a detailed business case was presented to Cabinet in June 2018, and review the next steps for the project.

The Chairperson invited Cllr Michael to make a statement in which he said that last July it had been decided that the Council should produce its own solar energy, the project needs to be deliverable and pay for itself. Lots of projects were being discussed around decarbonisation including LED lampposts and the Council was committed to this agenda. The Solar farm was in the planning process and hopefully by late summer/early autumn it would be up and running, contributing to the electric output of the Council and 1600 tonnes per year less carbon.

Members were provided with a presentation after which the Chairperson invited questions and comments from Members;

Members were pleased with the project but asked if Brexit would have any impact on sourcing parts due to trading agreements potentially changing. The Cabinet Member stated that most components are made in China and there is a long enough lead in time so there shouldn't be any issue.

Members asked if any calculations had been undertaken with regard to the Euro/Pound and the impact of Brexit. The Cabinet member said there hadn't been as if the scheme relied on that it would be too fragile to be successful.

Members welcomed the scheme and asked what was being done to enhance Biodiversity in the area. Officers explained that there is an enhancement plan and an ecological management plan for the term of the farm and further information could be provided if required. It was added that the bottom area of the site is a SSSI, there is a whole life programme, the site wouldn't be sterile there would still be wildlife there but during development they would need to relocate the slow worms.

Members considered that there could be a link to the coastal path to enhance the area further adding to the solar benefits, noting that the local Members will want a big say in what happens to the rest of the site.

Members noted the partnership with Dwr Cymru and asked if there had been any organisations interested in the scheme. The Cabinet Member stated that the Council has worked with Dwr Cymru on plenty of projects over the years and the partnership works well; anyone else can be a partner if there is a good financial deal; the scheme won't be obsolete in 15 years' time, it will change over time and that may mean change in partners too. Officers added that there was also the opportunity to link with Lamby Way for the E.Vehicle fleet, as well as potential retail and leisure partnerships.

Members asked about the anticipated rate of return over 35 years; the Cabinet Member stated that he would rather not talk about financial information whilst they were still in the procurement stage.

Members asked about the extra megawatts that would be generated and asked how many homes this would generate power for. Members were advised it was approximately 600 homes.

AGREED: that the Chairperson, on behalf of the Committee, writes to the Cabinet Member conveying the observations of the Committee when discussing the way forward.

81 : FOOD HYGIENE RATING SCHEME - VERBAL UPDATE

The Principal Scrutiny Officer stated that he had previously been asked to bring information on the Food Hygiene Rating Scheme. Information had been compared to 2017 and there was a general trend of improvement.

The key findings were outlined and it considered the scheme was working well.

The Chairperson considered that Members may wish to visit some premises with Officers to see how they are assessed.

82 : ENVIRONMENTAL SCRUTINY COMMITTEE - WORK PROGRAMME
2018/19 - VERBAL UPDATE

The Principal Scrutiny Officer outlined the potential items for the work programme over the next few months. Members discussed items and prioritised what items they would like to see brought forward and when.

Members were advised that there had been a request for a Call-In on the Air Quality report; this was currently with the Monitoring Officer for a decision.

The Principal Scrutiny Officer advised Members that the Task & Finish group would take place on 23 April 2019 at 5pm in County Hall; the first meeting would be an overview on what the Council does on Biodiversity and Green Infrastructure Approach/Planning.

83 : URGENT ITEMS (IF ANY)

None received.

84 : DATE OF NEXT MEETING

Members were advised that the next Environment Scrutiny Committee is scheduled for Tuesday 7th May 2019 at 4.30pm in Committee Room 4, County Hall.

The meeting terminated at 6.00 pm

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**CYNGOR CAERDYDD
CARDIFF COUNCIL**

ENVIRONMENTAL SCRUTINY COMMITTEE

7 MAY 2019

**PRE DECISION SCRUTINY: LED STREET LIGHTING ON RESIDENTIAL
HIGHWAY NETWORK**

Reason for the Report

1. To provide the Committee with an opportunity to undertake pre decision scrutiny of a proposal for LED street lighting on Cardiff's highway network before it is considered by Cabinet at their meeting on the 16th May 2019. A copy of the Draft Cabinet report and its appendices are attached to this report as follows:
 - **Appendix 1** – Draft Cabinet Report – LED Street Lighting on Residential Highway Network
 - **Appendix 2** – Cost benefit analysis for LED with Central Management System – 17 Years
 - **Appendix 3** – Equality Impact Assessment - Residential Locations LED Lighting EqIA 20042019

Background

2. On 16th June 2016, Cabinet approved the procurement of LED street lighting on the strategic road network. The conclusion of this work was to implement 13,600 LED street lights across Cardiff; achieving savings relating to the Medium Term Financial Plan through energy reduction and a reduction in Council's operational CO2 emissions.
3. Following the initial work on LED and energy savings the service area developed a programme of improvements where we could demonstrate renewal of infrastructure in terms of LED technology would support a reduction in ongoing energy charges.

The programme included work to lighting in underpasses and traffic signals / pedestrian crossing. The programme also identified a future proposal to implement LED street lighting on the residential highway network, if supported by a business case.

4. To support the development of a business case to implement LED street lighting on the residential highway network a pilot scheme was implemented in Radyr consisting of 1,250 LED street lights in a residential setting. This pilot supported both the business case in relation to confirming energy savings and provided a good indication of the acceptance of the change to LED street lighting by residents. Four complaints were received within the pilot area; however, these all related to the implementation of the lighting and were rectified as part of the contract.
5. The proposed procurement is the final stage of the highway LED street lighting programme converting 23,750 residential streetlights to LED.
6. It is estimated that implementing LED street lighting on the residential highway network will reduce energy costs by £423,800 per annum, if energy costs remain at current levels. This energy saving will support paying for installation, maintenance and financing of the project, estimated at £6,532,662 over the next 17 years. **Appendix 2** shows the cost benefit analysis for a 17-year capital repayment period.
7. Cardiff Council has a commitment letter for interest-free Salix funding for £4,578,000 to optimise savings. This will be complimented with approximately £1,954,662 of Capital funding from the General Capital Fund (GCF). This funding will be repaid from the energy savings, including interest payments for the use of GCF funding.
8. The business case for the project has been scrutinised at the Investment Review Board to ensure the funding model is robust.
9. Due to the repayment of the investment funding in the project there are no identified savings in the Medium Term Financial Plan. However, the introduction of LED technology with a Central Management System will provide improvements in the management of street lighting including reducing resident complaints. There is also an opportunity to share the real-time street lighting information with C2C and the resident.

10. By implementing the proposal to provide LED street lighting on the residential network IT IS ESTIMATED that a total of 836.25 tonnes of CO2 (using the 2018 UK GHG conversion factors) will be saved from Council operations. This will contribute positively to the Councils carbon reduction target of 26% in CO2 emissions from key Council operations by 2020 (from 2005/06 baseline).
11. A Central Management System was introduced when LED street lighting was implemented on the strategic road network. The LED street lighting on the residential road network will also have a Central Management System and will synchronise with the existing system.
12. The Central Management System allows Officers to raise and lower lighting levels to support improving energy efficiency; whilst allowing the management of any concerns relating to lighting levels.
13. The Central Management System will allow integration with other technology in a SMART City approach to managing city infrastructure.
14. The project will be tendered via OJEU open procedure via 'Sell to Wales' as it was felt that the South East Wales Contractor framework did not offer the scope for competition for this specialist contract. The Council will utilise the Welsh Government SQUID pre-qualification document for the purposes of the selection process. Within the selection process (Part A) failure to meet the mandatory requirements, and achieve a minimum score of 37 out of 74 within sections B, C, D, E, F and G will result in bidders not being considered further.
15. The proposed procurement timetable is shown in **Table 1** below. This is intended as a guide.

Table 1 – Proposed Procurement Timetable

Stage	Date(s)/time
Issue of Invitation to Tender	Thursday 1 st August, 2019
Closing date for the downloading of documents and for requests for information.	23:00:00, Thursday 29 th August, 2019.

Final Issue of clarification responses	By Tuesday, 3 rd September 2019
Closing date for submission of Tenders	12:00:00, Noon on Friday 13 th September 2019.
Evaluation of Tenders	By Friday 20 th September 2019.
Notification of result of evaluation	By Friday 27 th September 2019.
Standstill period	Friday 27 th September to Monday 5 th September, 2019.
Expected date of award of Contract	Monday 7 th October 2019.
Contract Start Date	28 th October 2019.

16. The term of contract will be NEC Engineering and Construction Contract Option B – Priced Contract with Bill of Quantities. The proposed commencement date for the contract will be October 2019; it is estimated the contract duration will be 18 months.

Issues

17. Street lighting in Parks and on Housing Land is out of scope as the Service Areas do not hold any asset data with regards their street lighting asset. These street lights could be brought within scope during the delivery of the contract if timescales permit. If timescale do not permit, subsequent smaller contracts or Direct Labour Operatives in Highways could undertake the work based on the funding from the Service Areas.
18. Prior to the introduction of LED lighting on the strategic network, a trial of LED street lighting lanterns took place and included consultation with vulnerable users, the night sky group and an individual who has legally challenged another local authority in relation to street lighting.
19. The specification for residential streets will match that of the strategic network which is a white light of 3000 kelvins. This is a warmer light colour that matches the existing white light already located in residential areas so the effect on individuals should be minimum as the apparent change will be minor. To date very few complaints have been received related to LED installation and any issues reported have been efficiently managed through minor adjustments and the CMS system.

20. There is no legislation or specific guidance with respect to the specification of LED street lighting kelvin levels, but Street Lighting Officers have set the specification at 3000 Kelvins by reviewing literature and the issues encountered by other Local Authorities.

Local Member Consultation

21. An information pack and programme for Members will be developed and circulated prior to commencement of the contract. This will contain frequently asked questions to ensure that Members are fully informed and are able to engage and correspond directly with residents as required.

Previous Scrutiny

22. The Environmental Scrutiny Committee received an item titled 'Street Lighting – Member Briefing' on the 14th June 2016. The purpose of the briefing was to brief Members on recent developments and proposals relevant to the street lighting in Cardiff, with particular focus being placed upon:

- The proposal of procuring a contract to deliver LED street lighting for Cardiff;
- An update on the street lighting dimming contract.

23. A copy of the cover report provided for this item in June 2016 is attached to this papers as **Appendix 4**. A copy of the letter sent after the meeting to the Cabinet Member for Transport, Planning & Sustainability is attached to this paper as **Appendix 5**.

Reason for Recommendations

24. The Cabinet report titled 'LED Street Lighting on Residential Highway Network' makes the following recommendations:
- i. the procurement process to award a (Works) contract to deliver LED street lighting for the residential highway network as set out in the body of the report;
 - ii. the issuing of the OJEU notice to formally commence the procurement process;
- and,

- iii. to delegate authority to the Director of Planning, Transport and Engineering, subject to consultation with the Cabinet Member Corporate Services & Performance and the Cabinet Member Transport, Planning & Sustainability to deal with all aspects of the procurement process and ancillary matters up to and including contract award. Provided that the overall cost of the contract does not exceed a value of £7 million, in which case matters will be referred back to Cabinet for consideration.

Way Forward

25. Councillor Caro Wild, Cabinet Member for Strategic Planning & Transport has been invited to attend for this item. He will be supported by officers from the Planning, Transport & Environment Directorate.

Legal Implications

26. 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

27. 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) Consider the information in this report and the information presented at the meeting;
- (ii) Determine whether they would like to make any comments, observations or recommendations to the Cabinet on this matter; and,
- (iii) Decide the way forward for any future scrutiny of the issues discussed.

DAVINA FIORE

Director of Governance & Legal Services

1 May 2019

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***THIS REPORT MUST BE ACCOMPANIED BY THE
REPORT AUTHORISATION FORM 4.C.214***

**CITY OF CARDIFF COUNCIL
CYNGOR DINAS CAERDYDD**

CABINET MEETING: May 2019

LED STREET LIGHTING ON RESIDENTIAL HIGHWAY NETWORK

**STRATEGIC PLANNING AND TRANSPORT
(COUNCILLOR CARO WILD)**

AGENDA ITEM:

PORTFOLIO:

Reason for this Report

1. To seek Cabinet approval to procure a contract for the delivery of LED street lighting on the residential highway network.

Background

2. On 16th June 2016, Cabinet approved the procurement of LED street lighting on the strategic road network. The conclusion of this work was to successfully implement 13,600 LED street lights across Cardiff; achieving savings relating to the Medium Terms Financial Plan through energy reduction and a reduction in Council's operational CO2 emissions.
3. Following the initial work on LED and energy savings the service area developed a programme of improvements where we could demonstrate renewal of infrastructure in terms of LED technology would support a reduction in ongoing energy charges. The programme included work to lighting in underpasses and traffic signals / pedestrian crossing. The programme also identified a future proposal to implement LED street lighting on the residential highway network, if supported by a business case.
4. To support the development of a business case to implement LED street lighting on the residential highway network a pilot scheme was implemented in Radyr consisting of 1,250 LED street lights in a residential setting. This pilot supported both the business case in relation to confirming energy savings and provided a good indication of the acceptance of the change to LED street lighting by residents. Four complaints were received within the pilot area; however, these all related to the implementation of the lighting and were rectified as part of the contract.

Appendix 1

5. This contract is the final stage of the highway LED street lighting programme converting 23,750 residential streetlights to LED.
6. Implementing LED street lighting on the residential highway network will reduce energy costs by £423,800 per annum, if energy costs remain at current levels. This energy saving will support paying for installation, maintenance and financing of the project, estimated at £6,532,662, over the next 17 years. Appendix 1 shows the cost benefit analysis for a 17-year capital repayment period.
7. Cardiff Council has a commitment letter for interest-free Salix funding for £4,578,000 to optimise savings. This will be complimented with approximately £1,954,662 of Capital funding from the General Capital Fund (GCF). This funding will be repaid from the energy savings, including interest payments for the use of GCF funding.
8. The business case for the project has been scrutinised at the Investment Review Board to ensure the funding model is robust.
9. Due to the repayment of the investment funding in the project there are no identified savings in the Medium Term Financial Plan. However, the introduction of LED technology with a Central Management System will provide improvements in the management of street lighting including reducing resident complaints. There is also an opportunity to share the real-time street lighting information with C2C and the resident.
10. By implementing the proposal to provide LED street lighting on the residential network a total of 836.25 tonnes of CO₂ (using the 2018 UK GHG conversion factors) will be saved from Council operations. This will contribute positively to the Councils carbon reduction target of 26% in CO₂ emissions from key Council operations by 2020 (from 2005/06 baseline).
11. A Central Management System was introduced when LED street lighting was implemented on the strategic road network. The LED street lighting on the residential road network will also have a Central Management System and will synchronise with the existing system.
12. The Central Management System allows Officers to raise and lower lighting levels to support improving energy efficiency; whilst allowing the management of any concerns relating to lighting levels.
13. The Central Management System will allow integration with other technology in a SMART City approach to managing city infrastructure.
14. The project will be tendered via OJEU open procedure via 'Sell to Wales' as it was felt that the South East Wales Contractor framework did not offer the scope for competition for this specialist contract. The Council will utilise the Welsh Government SQUID pre-qualification document for the purposes of the selection process. Within the selection process (Part A) failure to meet the mandatory requirements, and achieve a minimum score of 37 out of 74 within sections B, C, D, E, F and G will result in bidders not being considered

Appendix 1

further. The attached Appendix B is the Selection stage questionnaire to be returned.

15. The proposed procurement timetable is shown below. This is intended as a guide.

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16. The term of contract will be NEC Engineering and Construction Contract Option B – Priced Contract with Bill of Quantities. The proposed commencement date for the contract will be October 2019 and it is estimated the contract duration will be 18 months.

Issues

17. Street lighting in Parks and on Housing Land is out of scope as the Service Areas do not hold any asset data with regards their street lighting asset. These street lights could be brought within scope during the delivery of the contract if timescales permit. If timescale do not permit subsequent smaller contracts or Direct Labour Operatives in Highways could undertake the work based on the funding from the Service Areas.
18. Prior to the introduction of LED lighting on the strategic network, a trial of LED street lighting lanterns took place and included consultation with vulnerable users, the night sky group and an individual who has legally challenged another local authority in relation to street lighting.
19. The specification for residential streets will match that of the strategic network which is a white light of 3000 kelvins. This is a warmer light colour

that matches the existing white light already located in residential areas so the effect on individuals should be minimum as the apparent change will be minor. To date very few complaints have been received related to LED installation and any issues reported have been efficiently managed through minor adjustments and the CMS system.

20. There is no legislation or specific guidance with respect to the specification of LED street lighting kelvin levels but Street Lighting Officers have set the specification at 3000 Kelvins by reviewing literature and the issues encountered by other Local Authorities.

Local Member consultation (where appropriate)

21. Whilst formal Member consultation is not required an information pack and programme will be developed and circulated prior to commencement of the contract. This will contain frequently asked questions to ensure that Local Members are fully informed and are able to engage and correspond directly with constituents as required.

Reason for Recommendations

22. To give authority to procure a contract for the delivery of LED street lighting on the residential highway network.
23. The LED street lighting programme supports Cardiff's Capital Ambition by improving the sustainability of the city both financially and environmentally, by reducing the operation energy requirements for lighting and associated CO2 emissions. Furthermore, the LED street lighting technology adopts Smart City approaches to managing infrastructure by the introduction of a Central Management System.

Financial Implications

Legal Implications

HR Implications

RECOMMENDATIONS

The recommended decision is that: -

Cabinet approves;

Appendix 1

- i. the procurement process to award a (Works) contract to deliver LED street lighting for the residential highway network as set out in the body of the report;
- ii. the issuing of the OJEU notice to formally commence the procurement process; and
- iii. to delegate authority to the Director of Planning, Transport and Engineering, subject to consultation with the Cabinet Member Corporate Services & Performance and the Cabinet Member Transport, Planning & Sustainability to deal with all aspects of the procurement process and ancillary matters up to and including contract award. Provided that the overall cost of the contract does not exceed a value of £7 million, in which case matters will be referred back to Cabinet for consideration.

ANDREW GREGORY

Director Planning, Transport and Engineering

24th April 2019

The following appendices are attached:

Appendix 1 – Cost benefit analysis for LED with Central Management System – 17 years

Appendix 2 – Equality Impact Assessment

The following background papers have been taken into account

Business Case – Highway Infrastructure Energy Programme – Residential LED Street Lighting Network (presented to investment review board on 15th February 2019)

Cabinet Report. LED Street Lighting on Strategic Highway Routes. Cabinet Meeting 16 June 2016.

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PROJECT TITLE: Residential LED Street Lighting

COST/BENEFIT ANALYSIS

	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Yr 11	Yr 12	Yr 13	Yr 14	Yr 15	Yr 16	Yr 17	TOTAL	
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
COSTS																			
- PROJECT REVENUE COSTS	0	235	664	658	653	648	643	638	632	627	622	421	154	149	143	138	133	7,158	
- LIFECYCLE REVENUE COSTS	0	0	-50	-50	-50	-50	-50	-50	-50	-50	-50	-50	0	0	0	0	0	-500	
TOTAL COSTS	0	235	614	608	603	598	593	588	582	577	572	371	154	149	143	138	133	6,658	
FINANCIAL BENEFITS																			
- CASHABLE	63	275	424	424	424	424	424	424	424	424	424	424	424	424	424	424	424	424	6,694
- NON CASHABLE	0	0	21	22	23	25	26	27	28	30	31	33	35	36	38	40	42	457	
TOTAL FINANCIAL BENEFITS	63	275	445	446	447	448	449	451	452	454	455	457	458	460	462	464	466	7,151	
NET COST(-) / BENEFIT (+)	+63	+41	-169	-163	-156	-150	-143	-137	-130	-124	-117	+85	+304	+311	+318	+326	+333	+493	
CUMULATIVE COST (-) / BENEFIT (+)	+63	+104	-65	-227	-383	-533	-677	-814	-944	-1,068	-1,185	-1,099	-795	-483	-165	+160	+493		

PAYBACK YEAR	15
COST/BENEFIT RATIO	1.07
NET PRESENT VALUE	-603

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Policy/Strategy/Project/Procedure/Service/Function Title: Residential Locations LED Lighting EqIA 20042019
New/Existing/Updating/Amending: Retrofit Lanterns in residential locations to achieve energy savings.

Who is responsible for developing and implementing the Policy/Strategy/Project/Procedure/Service/Function?	
Name: Gary Brown	Job Title: Operational Manager - Assets, Engineering and Operations
Service Team: Operational Manager - Assets, Engineering and Operations	Service Area: SPHT&T
Assessment Date: 20/04/2019	

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

Cardiff Council has the aspiration of becoming the most liveable European capital city. A key theme within this is enhancing the quality of environment, reducing carbon footprint within the context of effective budgetary control. The proposal to convert 23,750 street lights located on residential streets to LED street lighting is a positive step in achieving this objective in terms of the street environment.

Following the successful implementation of LED lighting on the strategic highway network, which comprises the major traffic routes through the City, the improvements experienced can be further spread by introducing the same lighting strategy to the remaining streets, that being the residential network, throughout the city.

The Well-being of Future Generations Act came into force for local authorities in April 2016. The legislation requires us to contribute positively to 7 national Well-being Goals and 5 Ways of Working. The 'Prosperous Wales' goal promotes a low carbon society, and climate change mitigation actions demonstrate both the 'Long-term' and 'Preventative' Ways of Working. Climate change actions also contribute positively to the 'Energy' and 'Place' strands of One Planet Cardiff.

To achieve predicted energy savings and reduce CO² emissions on the higher street lighting wattages from 90Watt to 250Watt. Having considered a number of alternatives such as dimming existing assets, part night lighting etc the decision was made to investigate a roll out of LED technology.

This will be achieved by retrofitting existing lanterns to LED equivalents. Loans to fund the capital required will be repaid from the energy savings. The capital investment required will be circa £7m and addresses approximately 23,750 lanterns on the residential highway network. It is likely that the Works will be carried

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out over 18 months (30% in 19/20 and 70% in 20/21). The project is predicted to achieve 45% savings in Energy and Carbon emissions and also significantly reduce maintenance costs.

The stakeholders affected will vary depending on location and time of day, but generally includes local residents, cyclists, pedestrians, visitors to the local area, commuters, the emergency services, bus and taxi operators and other transport operators.

Management of carbon emissions also has financial benefits for the Authority due to our involvement in the Carbon Reduction Commitment (CRC) Energy Efficiency Scheme. A reduction in carbon emissions indirectly benefits the whole community by contributing towards mitigation of climate change. Our Climate Change Strategy and Environment Strategy set out our approach to reducing carbon emissions and managing the impacts of climate change.

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

Cardiff Council is committed to providing a sustainable environment for the residents and visitors to the city. This commitment has been historical and seeks to benefit all stakeholders. No particular protected characteristic groups experience environmental impacts in relation to changes to street lighting differentially.

LED Street lighting is a fast moving technology and there is recent evidence to suggest there are problems surrounding glare and the CCT (Core Colour Temperature) of the LEDs employed. LEDs are basically a blue light source with a phosphor coating to achieve the white light.

This is an area of concern ie. The amount of “blue rich” light not being filtered out. There is evidence to suggest that the higher most efficient colour temperatures currently being pushed by the large LED companies can effect melatonin levels in humans, effecting sleep patterns.

“Unfortunately, exposure to blue-rich light at night can lead to decreased melatonin secretion in humans. Melatonin is a hormone secreted at night by the pineal gland that helps balance the reproductive, thyroid, and adrenal hormones and regulates the body’s circadian rhythm of sleeping and waking. Lower Melatonin levels have been tenuously linked to increased risk of cancer. “(app 1,2,3)

The evidence also suggests that these “blue rich” LEDs also have an adverse impact on

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wildlife and the wider general environment.
 There are three typical levels of LED; (app 4)
 Cold White – above 4500Kelvin
 Neutral White - 3500 to 4500 Kelvin
 Warm White – 2700 to 3000 Kelvin
 It is generally accepted that limiting the colour temperature to a “warm” 3000K CCT will remove these issues and also reduce glare to well within the current British Standard. (BS EN 13201-2:2003 – app 5, 6) Although this will reduce the energy saved over the harsher 5000K units by approx. 15%.

In order to investigate these possible issues further and select the best specification the Authority in 2016 erecting a “Test Bed” in the area behind City Hall. (App 7, 8) Eight major manufacturers were invited to offer up lanterns with an identical classification at 3000K CCT. Independent professional assessment was carried out to establish the most suitable and cost effective LED solution for the city. Further, the test bed was visited by engagement groups / focus groups in order to obtain feedback from the public, emergency services etc. (currently no complaint has been gathered)

Furthermore, 2018 / March – onwards. In order to establish specific considerations that may be related to residential locations. An LED test bed was created in the Radyr / Morganstown Ward. To date there have been no complaint or differential impacts identified or generated as a result of this LED test bed.

3 Assess Impact on the Protected Characteristics

3.1 Age

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

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

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

Good quality Street lighting is integral to the health of a community.
 The proposed Led project will have a positive impact on all the age groups listed above. The human eye sees white light in a different manner to the old “ orange glow” streetlights and in general;
 Provides better visual guidance
 Reveals obstacles more clearly
 Allows pedestrians to easier recognise hazards
 Facilitates better pedestrian orientation

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Pedestrians recognise facial features easier
Provides a feeling of security

Studies have shown that the whiter nightscape benefits local communities -
Reduction of street crime and the fear of street crime in residential areas.
Lighting improvements can decrease crime by up to 30 per cent.
Stimulating the night time economy and use of public amenities and transport.
Development of safer routes to school.

While research on the effects of improved street lighting on crime rates is not entirely definitive, an analysis of eight different studies found that improved street lighting—either through more lights or brighter lights— reduced crime by an average of 7%.¹ With improved visibility, potential offenders are more exposed and less likely to commit crimes.

Enhanced lighting can signal more community investment, pride, and cohesiveness, which also can discourage crime. There are two main theories of why improved street lighting may cause a reduction in crime. The first suggests that improved lighting leads to increased surveillance of potential offenders (both by improving visibility, surveillance cameras etc., and by increasing the number of people on the street) and hence to increased deterrence of potential offenders. The second suggests that improved lighting promotes community investment in the area and that the area is improving, leading to increased community pride, community cohesiveness, and informal social control.

Improved street lights can make a community feel safer. They allow safer operation of vehicles and bicycles at night, reduce accidents, and assist traffic flow. Better light can also promote the night time operation of businesses and increase pedestrian street use after dark, all of which leads to a more active, enhanced neighbourhood.

It is envisaged the improved lighting will have a positive impact on social cohesion e.g. attendance at community groups such as WI, scouts, church, day centres, sports clubs etc. Furthermore this improvement in lighting will support the initiatives of the UN Rights of the Child and Rights of the Disabled person among other UN conventions.

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

At present no specific differential impact has been identified in respect of this particular protected characteristic. However this will be monitored and accounted for as may be necessary.

3.2 Disability

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

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

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

The impact on community safety has two core dimensions: the impact on prevented crime and the impact on fear of crime.

People with visual or mobility impairments may find the improved street lighting helpful in assisting them to navigate and avoid hazards, as such, there is a potentially positive impact on risk of falling and accessibility.

People with disabilities may feel less vulnerable to crime as a result of improved lighting, but much depends on the specific circumstances as well as other factors such as localised crime rates, policing and quality of public spaces.

There may be potential for an increase in 'hate crime' against people with physical or learning disabilities.

Carers may have concern at lower levels of lighting when attending a relative or service user late at night/early in the morning. So the improved lighting should help alleviate these fears.

As a specific benefit. Those who lip read or have hearing impairments have been identified through engagement as directly benefiting from improved lighting. As such these improvements will facilitate social interaction and benefit community cohesion for the hearing impaired communities.

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

At present no specific differential impact has been identified in respect of this particular protected characteristic. However this will be monitored and accounted for as may be necessary.

3.3 Gender Reassignment

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

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

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

The Transgender community may feel less vulnerable to “hate crime” as a result of improved lighting, but much depends on the specific circumstances as well as other factors such as crime rates, policing and quality of public spaces.

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

At present no specific differential impact has been identified in respect of this particular protected characteristic. However this will be monitored and accounted for as may be necessary.

3.4. Marriage and Civil Partnership

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

	Yes	No	N/A
Marriage			x
Civil Partnership	x		

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

The vulnerability of individuals may be reduced as a result of improved lighting.

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

At present no specific differential impact has been identified in respect of this particular protected characteristic. However this will be monitored and accounted for as may be necessary.

3.5 Pregnancy and Maternity

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

	Yes	No	N/A
Pregnancy	x		
Maternity	x		

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

In addition to the potential to feel less vulnerable to crime as a result of improved lighting, there is also a positive issue to be raised in relation to impact on travel to access maternity unit/hospital care.

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

At present no specific differential impact has been identified in respect of this particular protected characteristic. However this will be monitored and accounted for as may be necessary.

3.6 Race

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

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

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

Community safety is an important issue for all including people from minority ethnic backgrounds, with prevention of street crime and racially motivated crime being particularly relevant.

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

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At present no specific differential impact has been identified in respect of this particular protected characteristic. However this will be monitored and accounted for as may be necessary.

3.7 Religion, Belief or Non-Belief

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

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

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

People may feel less vulnerable to crime as a result of improved lighting. It is recognised that this is particularly relevant to faith communities who may be at risk of hate crime.

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

At present no specific differential impact has been identified in respect of this particular protected characteristic. However this will be monitored and accounted for as may be necessary.

3.8 Sex

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

	Yes	No	N/A
Men	x		
Women	x		

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

All genders will enjoy the benefits of improved lighting as outlined in section 3.1. However, females may feel safer when in public areas during the hours of darkness.

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

At present no specific differential impact has been identified in respect of this particular protected characteristic. However this will be monitored and accounted for as may be necessary.

3.9 Sexual Orientation

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

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

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

It is likely that those who may identify within this protected characteristic may feel less vulnerable to "hate crime" as a result of improved lighting.

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

At present no specific differential impact has been identified in respect of this particular protected characteristic. However this will be monitored and accounted for as may be necessary.

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3.10 Welsh Language

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

	Yes	No	N/A
Welsh Language	x		

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

It is envisaged the improved lighting will have a generally positive impact on social cohesion e.g. attendance at community groups such as WI, scouts, church, day centres, sports centres, pubs and clubs etc.

This in turn should have a positive impact on the Welsh speaking community and media in relation to making all forms of evening travel easier to attend events, adult evening classes etc. effectively improved lighting will advance the opportunity to communicate in Welsh and therefore support the promotion of the Welsh language.

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

All Cardiff Council schemes and policies comply with the regulations and order of the Welsh Language Commissioner, under new Welsh Language standards set out in the Welsh Language [Wales] Measure 2011. This

This scheme will make it easier for families to access the school and this will improve their UN rights of the child, access to differing / choice education.

4. Consultation and Engagement

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

Building on previous engagement as outlined in section 2, the authority has used data gathered from engagement with a wide range of community groups generated from the “LED Test Bed” constructed in 2016 on King Edward 7th Ave and Museum Place. (This location was specifically chosen for easy pedestrian and vehicular access and is geographically central).

Furthermore, 2018 / March – In order to establish specific considerations that may be related to residential locations. An LED test bed was created in the Radyr / Morganstown Ward. To date there have been no complaint or differential impacts identified or generated as a result of this LED test bed.

Whilst formal Member consultation is not required an information pack and programme will be developed and circulated prior to commencement of the contract. This will contain frequently asked questions to ensure that Local Members are fully informed and are able to engage and correspond directly with constituents as required.

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

Groups	Actions
Age	Please see specific protected characteristic
Disability	Please see specific protected characteristic
Gender Reassignment	Please see specific protected characteristic
Marriage & Civil Partnership	Please see specific protected characteristic
Pregnancy & Maternity	Please see specific protected characteristic
Race	Please see specific protected characteristic
Religion/Belief	Please see specific protected characteristic
Sex	Please see specific protected characteristic
Sexual Orientation	Please see specific protected characteristic
Welsh Language	Please see specific protected characteristic
Generic Over-Arching [applicable to all the above groups]	Please see specific protected characteristic

6. Further Action

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

7. Authorisation

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

Completed By : Gary Brown	Date: 20/04/2019
Designation: Operations CEX Directorate > Planning, Transport & Environment / Operational Manager - Assets, Engineering and Operations	
Approved By: Operational Manager - Assets, Engineering and Operations	
Designation: Director in Operations CEX Directorate, Planning, Transport & Environment	
Service Area: Operations CEX Directorate > Planning, Transport & Environment.	

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

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

APPENDIX

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1. <http://www.alternet.org/environment/led-streetlights-save-energy-could-have-some-serious-side-effects>
2. <http://www.dailymail.co.uk/news/article-2609957/Coming-street-near-lights-awake-make-people-ill.html>
3. <http://www.ledsmagazine.com/articles/2011/09/outdoor-lighting-research-suggests-strong-led-impact-in-suppressing-melatonin.html>
4. http://www.seesmartled.com/kb/choosing_color_temperature/
5. https://www.fer.unizg.hr/download/repository/en_13201-2_.pdf



6. IEA_4E_SSL_Annex_Health_Aspects_Stu
7. Test bed pdf
8. Test area details.xls
9. Presentation in EqIA LED PROJECT 2015

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**CITY AND COUNTY OF CARDIFF
DINAS A SIR CAERDYDD**

ENVIRONMENTAL SCRUTINY COMMITTEE

14 JUNE 2016

STREET LIGHTING – MEMBER BRIEFING

Purpose of Report

1. To brief Members on recent developments and proposals relevant to the street lighting in Cardiff. In particular this report will focus on:
 - The proposal of procuring a contract to deliver LED street lighting for Cardiff;
 - An update on the street lighting dimming contract.

Background – LED Street Lighting in Cardiff

2. The City of Cardiff Council aspires to become the most liveable European capital city. A key theme within this is enhancing the quality of environment and reducing carbon footprint within the context of effective budgetary control.
3. The proposal of the LED street lighting procurement is to convert 13,608 street lights located on strategic highway routes to LED street lighting, which it is hoped will contribute to the Council's aspiration of becoming the most liveable European Capital city.
4. The Well-being of Future Generations Act 2015 came into force for local authorities in April 2016. The legislation requires the Council to contribute positively to seven national Well-being Goals and five Ways of Working. The 'Prosperous Wales' goal promotes a low carbon society, and climate change

mitigation actions demonstrate both the 'Long term' and 'Preventative' Ways of Working. Climate change actions also contribute positively to the 'Energy' and 'Place' strands of the *One Planet Cardiff* Strategy.

Positive Impacts: Carbon Reduction

5. Street lighting in the City of Cardiff is responsible for 25% of the Council's operational CO2 emissions, therefore reducing energy and the resulting CO2 emissions in this area is a priority. Total CO2 emissions for the Council's operations in 2015/16 were 41,850 tonnes (Carbon Reduction Commitment (CRC) data) and street lighting contributed 10,331 tonnes to this figure.
6. The proposal to implement LED street lighting on the strategic highway routes would result in a total of 3,476 tonnes of CO2 being removed from Council operations. This equates to an 8% reduction in total Council emissions (based on 2015/16 CRC data). This reduction saving would contribute positively to the Council's carbon reduction target of 60% reduction in CO2 emissions from key Council operations by 2018 (from 2005/06 baseline).
7. It is anticipated that the LED procurement will provide a reduction in associated carbon emissions providing a projected carbon reduction commitment saving of £63,100 per annum; the details of this saving are illustrated in **Table 1**. The saving associated with carbon emissions will be seen against the budget for carbon emission payments. These savings are excluded from the cost benefit analysis.

Table 1: Savings associated with carbon emissions reduction

Type	Number	kWh Savings	CO2 Savings (tonnes)	CRC saving
8m	6,668	2,988,824	1,483.53	£26,927
10m	5,296	2,938,020	1,458.32	£26,469
12m	1,644	1,077,046	534.60	£9,704
TOTAL	13,608	7,003,890	3,476	£63,100

8. As well as the Council's own CO2 target there is also a wider city commitment to taking action at a local level on global climate change. The Council is a signatory to both the EU Covenant of Mayors and the Compact of Mayors. The former commits the Council to a citywide per capita CO2 reduction target of 26% by 2020 (based on 2005 baseline). Latest Department for Energy and Climate Change CO2 figures for the city (2013 data, as they are produced with 2 year lag) shows Cardiff has achieved a 27% reduction in per capita CO2 emissions and 20% reduction in absolute CO2 emissions. As the Council's operational emissions are included in this citywide data any reduction it makes will contribute towards these wider targets (the total Council operational CO2 emissions equate to roughly 2% of total city CO2 emissions).

Budgetary Impacts

9. If LED street lighting is implemented on strategic highway routes it is anticipated that there will be a reduction in energy costs of £791,440 per annum – assuming energy costs remain at current levels. The actual savings take account of installation costs, maintenance and financing of the project - estimated at a total of £4.858m. Once fully installed this equates to a potential return of investment over a 5.6 year period. The cost benefit analysis is shown in **Appendix 1** and includes a 12 year capital repayment schedule.

10. Other savings identified but not included in the return on investment calculation are a carbon reduction commitment of £63,100 (as stated above); a reduction in maintenance costs of £35,000; faults and failure prediction £20,000; option of trimming £26,600 and total option of dimming costs of £47,900. In total this creates total potential further savings of £192,600 per annum.
11. The project supports reducing financial pressures identified in Corporate Plan. The savings associated with the introduction of LED street lighting on strategic highway routes have been accepted in the Medium Term Financial Plan (MTFP) although only the budget savings for 2016/17 have been formally accepted.
12. The business case for the project has been scrutinised at the Council's Investment Review Board, with project costs being funded from a combination of interest free loans from Salix¹ and other Council borrowing.
13. The savings have been optimised by utilising the Salix 'Energy Efficiency Loan Scheme'. Subject to Section 151 Officer agreement of the terms and conditions of any such loans, this will provide interest free capital funding to deliver the scheme with repayments being made over the subsequent 6 years.
14. A trial of different LED lantern manufacturers has been completed in the city centre (behind City Hall) and associated testing and stakeholder feedback exercises have taken place. The specification for the procurement exercise has been defined to meet the best results of this trial.
15. The exercise undertaken identified a preference away from white / blue light (5,000 Kelvin) to a warmer light (3,000 Kelvin). By utilising 3,000 Kelvin LED lights the light will match the streetwise lanterns placed during the dimming contract. This will provide a unified light colour and temperature across the City.

¹ <http://salixfinance.co.uk/>

Positive impacts: New Central Management System

16. At present there is no Central Management System (CMS) for street lighting in Cardiff. As a part of the LED street lighting project it is proposed that a CMS system will be implemented on the strategic road network.

A CMS will allow officers to raise lighting levels if issues occur, for example, during events or after an accident. Having this degree of flexibility will reduce ongoing risks or concerns which could potentially arise as a result of the project.

Numerous media articles has described where other local authorities have been criticised for their approach in implementing LED street lighting, and it is felt that this option provides a solution to limit the likelihood of criticism or negative feedback.

17. A CMS may allow integration with other technology in a SMART City. This would not support improved savings relating to this specific project, however, it could support collaborative work to reduce aspects such as crime and disorder.

Issues

18. The project will be tendered via OJEU open procedure via 'Sell to Wales' as it was felt that the South East Wales Contractor framework did not offer the scope for competition for this specialist contract. The Council will utilise the Welsh Government SQUID pre-qualification document for the purposes of the selection process. Within the selection process (Part A) failure to meet the mandatory requirements, and achieve a minimum score of 37 out of 74 within sections B, C, D, E, F and G will result in bidders not being considered further.
19. Tenders will be evaluated to determine the Most Economically Advantageous Tender, taking into consideration the award criteria of 80% cost and 20% quality.

20. The proposed procurement timetable is shown in **Table 2** below. At this point in time the procurement timetable is merely intended as a guide and it entirely possible that the actual dates quoted below may move.

Table 2 – Potential Procurement Timeline

Stage	Date(s)/time
Issue of Invitation to Tender	Friday 1 st July, 2016
Closing date for the downloading of documents and for requests for information.	23:00:00, Friday 29 th July, 2016.
Final Issue of clarification responses	By Tuesday, 2 nd August, 2016
Closing date for submission of Tenders	12:00:00, Noon on Friday 12 th August, 2016.
Evaluation of Tenders	By Friday 19 th August, 2016.
Notification of result of evaluation	By Friday 26 th August, 2016.
Standstill period	Friday 26 th May to Monday 5 th September, 2016.
Expected date of award of Contract	Monday 5 th September, 2016
Contract Start Date	26 th September, 2016.

21. The term of contract will be NEC Engineering and Construction Contract Option B – Priced Contract with Bill of Quantities, April 2013. As per the projection in **Table 2** the proposed start date for the contract will be September 2016 and it is estimated the contract implementation period will be two years.
22. Since 2008 Salix Finance has committed funding to over £55.2 million of street lighting projects, working with over 50 local authorities across England and Wales. In recent years Salix Finance has seen a steady growth in interest for LED street lighting technology. The first LED project to be committed was in 2011 with Gloucestershire County Council through their recycling fund.

The Experience of Other Local Authorities

23. A number of Local Authorities in Wales have in recent years commenced the introduction of LED street lighting, including Rhondda Cynon Taf Council, The Vale of Glamorgan Council, Merthyr Tydfil Council, Powys County Council, Monmouth County Council, Gwynedd Council and Wrexham Council. Further to this Welsh Government has commenced the installation of LED lighting on sections of the Welsh Government trunk road network.
24. Due to the nature of heritage and non-strategic highway lanterns the costs for these lanterns are high in comparison to the modern LED lights. The saving payback term will be addressed in the business case. Further work will be undertaken to determine the exact payback period once a suitable product has been identified and trialed.
25. Currently out of scope is street lighting in Parks and on Housing Land where the Street Lighting Service do not hold any asset data or direct budgetary control. These street lights could be brought within scope during the delivery of the contract if timescales permit. If timescales do not permit, subsequent smaller contracts or direct labour operatives could undertake the work based on the Council's strategic approach.
26. If the quality of LED product is deemed unsuitable in certain locations then there may be a dilution of the ongoing cost savings. The risks associated with the new LED lighting being deemed unsuitable has been mitigated by a detailed review which has been commissioned with Jacob Consultancy to provide information on lumen or lighting levels for our roads.
27. If LED costs decrease in coming years, there could be an adjustment of savings associated with the project. Again the Council has mitigated this risk by monitoring the average savings associated with LED installation and it is estimated that the savings are currently in the region of 75%. There has been increased competition in the market for the provision of LED street light lanterns

which has driven the costs of lanterns down, and this competition has now stabilised lanterns at a reduced cost.

28. In order to fully understand the impacts of LED on city streets, a trial of LED street lighting lanterns has taken place and included consultation with vulnerable users, the night sky group and the individual who took Trafford Council to court. The specification has been set for white light of 3,000 Kelvins – this is a warmer light colour which matches the Council’s existing lighting in residential areas. To date the Council has not received any complaints as a result of this trial.
29. Street lighting officers and the Senior Management Team have set the specification to 3,000 Kelvins to mimic current street lighting and reduce the potential of ongoing concerns. There is no legislation or specific guidance with respect to the specification of LED street lighting Kelvin levels, however, officers have set the specification by reviewing literature and considering the issues encountered by other local authorities. By installing on the strategic routes first the Council will be able to gauge citizen concerns prior to delivering LED street lighting in residential areas.
30. An Equality Impact Assessment has been carried out and is attached to this report as **Appendix 2**. The purpose of the Equality Impact Assessment is to ensure that the Council has understood the potential impacts of the proposal in terms of equality so that it can ensure that it is making proportionate and rational decisions having due regard to its public sector equality duty. The decision maker must have due regard to the Equality Impact Assessment in making its decision and the assessment should be regularly updated as the procurement progresses.

Background Information – Street Light Dimming Contract

31. The Council provided budget approval for a Street Light Dimming Contract on 28 February 2013; the estimated cost of the work was £1.9m. The aim of the contract was to provide the capability for street lighting dimming to 22,395 existing street

lighting units in residential streets throughout Cardiff in the financial years 2014/15 and 2015/16.

32. The Street Light Dimming Contract supports the Council's commitment to reduce energy usage and associated carbon emissions across its estate and Cardiff as a whole. The overall street light stock in Cardiff is 38,000 units. The street light dimming trial held during 2012/13 was able to demonstrate significant savings in the future cost of energy attributed to street lighting.
33. The main aim of the Street Light Dimming Contract is to implement dimming in residential streets throughout the city between the hours of midnight and 6am which in turn has the benefit of producing savings and reducing carbon emissions.
34. At the start of the exercise a number of potential risks were identified around the implementation of the Street Light Dimming Contract. The risks included a failure to securing cost savings; a failure to reduce carbon emissions; the reliability of the new dimming equipment and a negative public perception towards street lighting being dimmed.
35. At the start of the Street Light Dimming Contract the projected future cost savings at the current energy tariff were approximately £477,000 per annum. This figure was based on a cost saving £21 per lighting unit per annum.
36. Radyr Dimming Trial Costs & Projections - As previously stated in this report the Street Light Dimming Contract was preceded by a street light dimming trial in Radyr. This trial involved the installation of 1,250 units between January and March 2013 which were placed on a 50% street light dimming setting between midnight and 6am. Each unit cost £70.12 to install making the total trial installation cost worth £87,650. The results of this one year trial were positive in that energy saving per unit was measured at £13.20 per annum; this equates to an investment payback period of five years and four months. The Radyr street light dimming trial was funded through the Salix Finance scheme.

37. The implementation phase of the Street Light Dimming Contract has recently been completed. At this meeting officers from the City Operations Directorate will provide Members with a verbal progress update on the Street Light Dimming Contract.

Way Forward

38. Councillor Ramesh Patel, Cabinet Member for Transport, Planning & Sustainability and officers from the City Operations Directorate have been invited to attend. They will deliver a short presentation and answer Members' questions.

Legal Implications

39. 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

40. 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:

- Consider the information in the report;
- Decide whether they would like to make any comments to the Cabinet;
- Decide the way forward for any future scrutiny of the issues discussed.

DAVID MARR
Interim Monitoring Officer
8 June 2016

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Ref: RDB/PM/RP/14.06.16

21 July 2016

Councillor Ramesh Patel
Cabinet Member for Transport, Planning & Sustainability
County Hall
Atlantic Wharf
Cardiff CF10 4UW



Dear Councillor Patel

Environmental Scrutiny Committee – 14 June 2016

On behalf of the Environmental Scrutiny Committee I would like to thank you and the officers for attending the Committee meeting on Tuesday 14 June 2016. As you are aware the meeting considered items titled 'Cardiff's Transport Strategy' and 'Street Lighting – Member Briefing'. The comments and observations made by Members following these items are set out in this letter.

Cardiff's Transport Strategy

- During the way forward Members discussed a range of potential stakeholder groups which they felt should be involved in the consultation exercise for Cardiff's Transport Strategy. In particular they felt that the Wales Tourist Board and other tourism bodies should be involved in the exercise as transport is a critical factor in bringing a substantial number of tourists and other visitors into the city each year. In addition to this the Committee would like to see clear linkages between Cardiff's Transport Strategy and Cardiff's Student Strategy as student numbers have increased substantially in recent years.
- The Committee would like to see a commitment to establishing a 'circle line' around Cardiff as a part of the South Wales Metro proposals. In particular they feel that developing a link between Coryton and Radyr would be a logical step which would help complete a natural circle route

for the city. Members, therefore, feel that when the Council is asked to submit its proposals and priorities for the South Wales Metro to the Welsh Government then this particular option should feature.

- At the meeting I stressed the importance of securing any pieces of land which are vital for protecting any heavy and / or light alignment points; this approach should make the longer term development of the South Wales Metro much easier and cheaper. In addition to this I would again stress the importance of establishing a suitable land purchase compensation scheme at the first possible opportunity; this would provide much needed assurance for people living on the potential routes and avoid unnecessary worry and property devaluation.
- The Committee as a whole has yet take a view on the preferred transport options for the South Wales Metro – this is something that I would like to consider further during 2016/17. On a personal note, and given my transport background, I would prefer to see a light rail option being applied across the South Wales Metro; it is far more cost effective and flexible than options like heavy rail.
- During the meeting a Member stressed the importance of properly maintaining highway routes leading to key transport sites, for example, railway stations and park & ride facilities. Having well maintained highways in these areas would provide cyclists looking to access rail travel with confidence which in turn would encourage modal transfer. I would be grateful if you could look into the feasibility of prioritising highway maintenance work in these areas and provide the Committee with feedback on your findings.
- Members agree with the idea of implementing 20 mph zones, however, are concerned that in some areas there appears to be a lack of enforcement and signage to support the new schemes. They feel that without any clear enforcement initiatives and appropriate signage motorists will simply ignore the lower speed limits. The Committee, therefore, asks that you liaise with key agencies like South Wales Police to

ensure that proper measures are put in place for existing and new schemes.

- The presentation included a graph titled 'Our Target – 50:50 Modal Split'; this covered the period 2011 to 2026. Discussion on the graph caused some confusion as it was not clear if it illustrated journeys to work in Cardiff or all journeys in Cardiff. I would be grateful if you could confirm if the graph represented journeys to work or all journeys in Cardiff.
- During the meeting a Member explained that residents in two new housing developments in Pontprennau and Pentrebanne had received bus travel subsidies on the day that they moved into their new property. The Committee felt that this was a good idea as it helped promote good travel habits from residents of the new housing developments. I would ask you to look into the practicality of extending this approach to all new housing developments in future, particularly for those on the new strategic sites which will need to be developed around the 50:50 modal split principle.

Street Lighting – Member Briefing

- Overall Members were supportive of the work being undertaken by the Council to procure 13,608 LED lanterns for Cardiff's strategic routes. They felt that the anticipated energy, carbon and financial reductions were a positive thing, however, they were concerned that only the highways lighting stock were within the scope of the tender exercise while the street lighting controlled by housing and parks was excluded. The Committee feel that this is a negative example of 'silo' working and that if the benefits of the LED lanterns are clear for the highways lighting stock then naturally these same benefits would apply to all other parts of the Council. As a consequence I would ask that you revisit the proposal to review if it is possible for housing and parks street lighting to be included in the LED scheme; either now or in the near future.
- During the meeting Members asked for confirmation of the anticipated financial savings to be delivered through the LED street lighting scheme.

There was some confusion around the actual value; therefore, I would be grateful if you could provide the Committee with a detailed breakdown of all savings and costs associated with the new scheme.

- Members are aware that the implementation of LED street lighting can potentially result in a reduction in light pollution. I would, therefore, be grateful if you could provide the Committee with any information that you currently hold on how LED lighting reduces such light pollution and ultimately results in night sky improvements.

I would be grateful if you would consider the above comments and provide a response to the requests made in this letter.

Regards,

A handwritten signature in black ink that reads "P. D. Mitchell". The signature is written in a cursive style with a large, stylized 'M'.

Councillor Paul Mitchell
Chairperson Environmental Scrutiny Committee

Cc:

Andrew Gregory, Director for City Operations
Tara King, Assistant Director for City Operations
Matthew Wakelam – Operational Manager, Infrastructure & Operations
Gary Brown – Operational Manager, Assets, Engineering & Operations
Matthew Price – Section Leader – Transport Vision, Policy & Strategy
Paul Carter – Head of Transport
Paul Keeping – Operational Manager, Scrutiny Services
David Marr – Interim Monitoring Officer
Members of the Environmental Scrutiny Committee

**CYNGOR CAERDYDD
CARDIFF COUNCIL**

ENVIRONMENTAL SCRUTINY COMMITTEE

7 MAY 2019

**PLANNING TRANSPORT & ENVIRONMENT – DIRECTORATE DELIVERY
PLAN 2019-2020**

Reason for the Report

1. To enable Members to gain an overview of the Planning, Transport & Environment Directorate services (which fall within the terms of reference 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 1** 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.

Diagram 1 - The Council's integrated strategic planning framework sets out the "golden thread" in meeting the Council's four key priorities.



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

- Introduction;
- Directorate Profile;
- Directorate Delivery Plan Self-Assessment;
- Moving Forward: Context, Opportunities & Challenges;
- Making the Connections: Contributing to Cardiff's Priorities & Well-being Objectives;
- Delivering the Welsh Language Standards;
- Strategic Directorate Priorities.

Delivery Plan 2019 - 2020

5. The Plan is attached at **Appendix 1**. To assist Members, listed below are the pages relevant for each key section:
 - Directorate Profile – **pages 2 to 9** of the Plan;
 - Directorate Self-Assessment of Performance 2018/19 – **pages 9 to 19** of the Plan;
 - Moving Forward: Context, Opportunities & Challenges – **pages 19 to 22** of the Plan;
 - Contributing to Cardiff's Well-Being Objectives – **pages 23 to 24** of the Plan;
 - Delivering Welsh Language Standards – **page 25** of the Plan;
 - Strategic Directorate Priorities – **pages 26 to 68** of the Plan.
6. The Directorate Self-Assessment of Performance 2018/19 (**pages 9 to 19**) 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 & Challenges Section (**pages 19 to 22**) sets out issues that the Directorate must take into account in planning future delivery.
8. The Strategic Directorate Priorities Section (**page 26 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 2018/19.

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.

RECOMMENDATION

The Committee is recommended to:

- (i) Consider the information in this report and the information presented at the meeting;
- (ii) Determine whether they would like to make any comments, observations or recommendations to the Cabinet on this matter; and,
- (iii) Decide the way forward for any future scrutiny of the issues discussed.

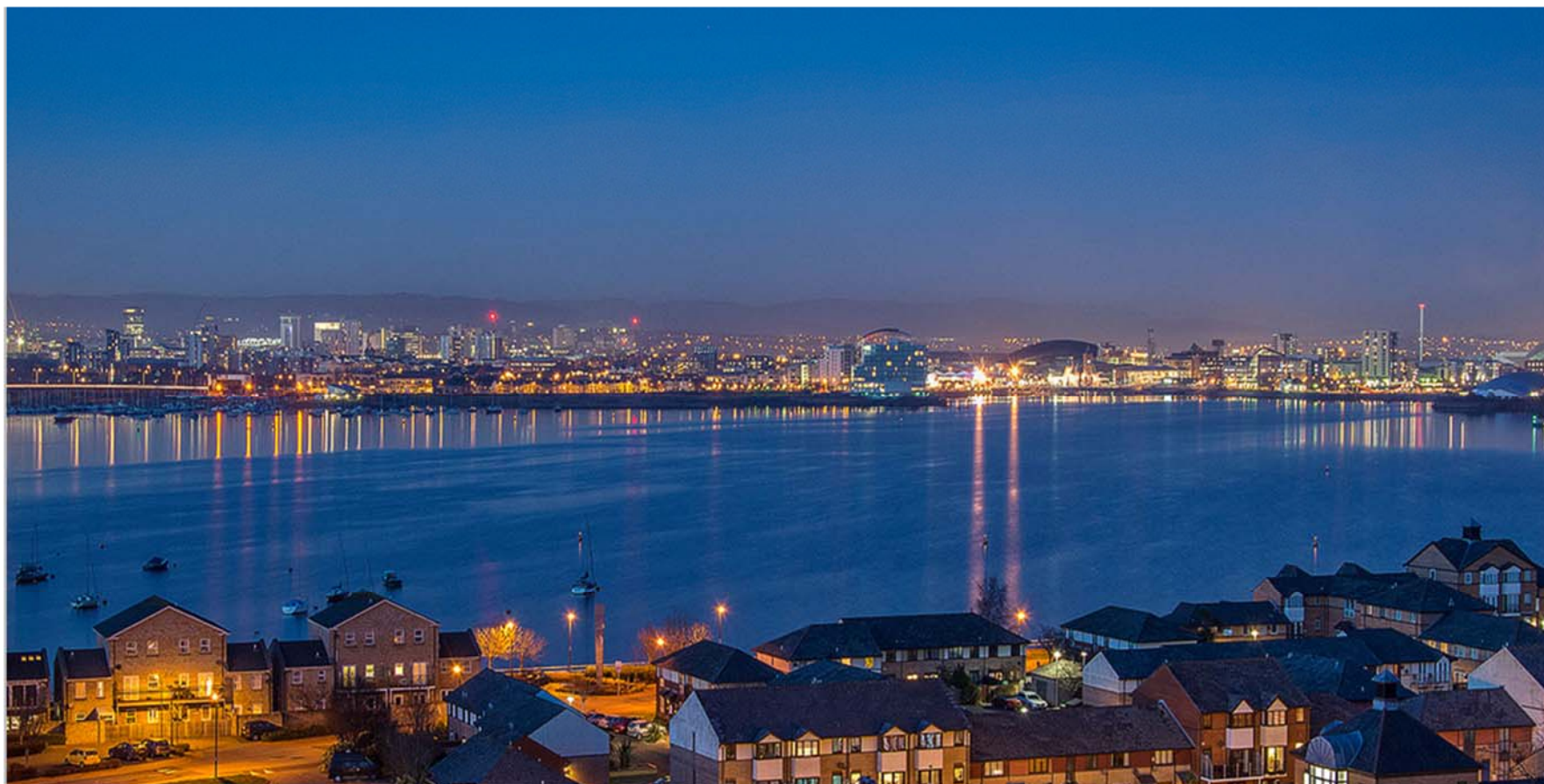
DAVINA FIORE

Director of Governance & Legal Services

1 May 2019

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Planning, Transport & Environment Directorate Delivery Plan 2019 - 2020



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.

2.1 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 there is an efficient highway network supporting high public transport and active travel use, 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 be 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, renewable energy 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. We have a major focus on working with services to improve staff engagement, particularly, the working environment. 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 master-planning 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
- Building Control



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^[1]_[SEP] and blue badges



Street Scene - Neighbourhood Services and Waste Services (861 staff) - Operating from 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
- Waste 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



Central Transport Services (33 staff), operating from Collieridge Road

- Fleet Services are responsible for the management and maintenance of corporate fleet vehicles to provide the necessary vehicle support to enable directorates of the Council to deliver effective and responsive services. A fabrication service is included as part of the Fleet Service provision.



Bereavement, Registration Services and Dogs Home (77 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 and Lamby Way

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



3 Delivery Plan Self-Assessment

This year's Delivery Plan has been refreshed to ensure effective implementation of Corporate Steps, Capital Ambition Statements and Headline Actions under the Directorate's remit, in practice this will

	support the delivery of longer term Well-Being Goals. In support of this senior managers have also considered and updated other sections of the plan including; what we did well and what we could have done better in 2018/19, integrating the 5 ways of working, and PESTLE analysis, a financial position will be provided once made available by central finance.
3.1 What the Directorate did well / could have done better	

<u>Delivering key commitments & objectives</u>	<u>What we did well / good news</u>	<u>What we could do better / next steps</u>
	<ul style="list-style-type: none"> • Car Free Day 2018. • Managing transport impacts SPG approved. • North Road Phase 1 cycle track upgrade completed. • Delivery of NextBike Scheme and securing funding for an additional 500 bikes. • Maesycoed Rd light segregation scheme delivered. • Construction started on Senghennydd Rd segregated first cycleway. • 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. • Won award for Greener Grangetown sustainable drainage (partnership with Welsh Water and Natural resources Wales) • 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. 	<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 White Paper • Start development of the new cemetery at Thornhill • Crematorium chapel refurbishment in 2019/20 • Dogs Home relocation & potential expansion of services provided to meet current & future needs

	<ul style="list-style-type: none"> • 27,338 environmental education and enforcement actions increasing service provision by 362% since 2015/16. • 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 • Next revision of the Waste strategy is out for consultation • Established a new Reuse partnership • 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 • New Supplementary Planning Guidance approved • Delivery of new homes and supporting infrastructure on LDP Strategic Sites • New process for local infrastructure ideas for Wards successfully trialled and will be rolled out in 2019/20 • Granting planning permission for new schools and homes as part of the Cardiff Living Project • Initiating Planning application for the development of a new cemetery to meet the needs of the bereaved which can be efficiently run from Thornhill • Secured Welsh Government funding for private sector housing energy efficiency retrofit scheme in Grangetown. In total 140 households signed up to the scheme resulting in 134 whole house assessments taking place. To date 51 households have received their measure/s with a further 71 households on the works programme. The energy efficiency measures installed, or to be installed, are a combination of new heating systems, energy efficient 	
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	<p>lighting, water efficient taps and solar PV. The scheme will be completed by end May 2019.</p> <ul style="list-style-type: none"> • The Warm and Safe project has assisted over 260 households in Cardiff with energy efficiency and financial inclusion advice and support this financial year, resulting in participating households saving on average just over £400 each. The project is run by key partners from the Council’s Affordable Warmth Partnership and targets households likely to be in fuel poverty across the city. This year the target areas have included Llanishen, Pentwyn, Adamsdown and Splott. • Delivered a glass pilot that has been positively received • Established education stations at the recycling centres • Procured a charity to deliver reuse shops at the recycling centres • Increasing productivity and use of the CTS workshops facility, bring work in-house, increase resilience 	
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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"> • Introduced gritting on key active travel routes • 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 1,000,000 parking activities taking place annually. 	<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 citizens and
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	<ul style="list-style-type: none"> • 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 • Roll out Bus Lane enforcement measures • Bereavement Services finalists in APSE Service Provision Awards • Cardiff Dogs Home awarded Gold by RSPCA Cymru • RSPCA Cymru also presented Cardiff Dogs Home with an 'Outstanding achievement Award' • Provision of two Green Flag cemetery sites & Green Heritage award for Cathays Cemetery • 99% Customer Satisfaction rates for both Bereavement & Registration Services • Customer engagement strategies in place for Bereavement & Registration Services • 2500 registered dog walkers at Cardiff Dogs Home • Development of Cardiff Dogs Home stand alone website. Now second highest viewed website for Cardiff Council Services. • Business facing Highway licensing delivered digitally. • Provision of on-line surveys for wedding ceremonies increasing the number of responses. • Improved customer service to Waste depot, located technician at Lamby Way to improve service 	<p>businesses.</p> <ul style="list-style-type: none"> • Base line a new KPI for missed collections • Look at online engagement with customer surveys for Bereavement & Registration services • Cleanse walkers list to ensure it is up to date with timely information. • Go live for bespoke registration service website April 2019.
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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"> • Funding for transport schemes secured. 	<p><u>What we could do better / next steps</u></p> <ul style="list-style-type: none"> • LED delivery programme for
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	<ul style="list-style-type: none"> • Funding for 36 ultra-low emission buses and charging infrastructure secured. • 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 services – additional £150,000 invested to clean the City Centre. • 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. • Mitigation of the loss of Nationality Checking Service income by register office to achieve a break even position • Service Level Agreements with UHW • Provision of agreements with other authorities to provide Burial Services and abatement burden sharing • Use of grant funding to provide refurbishment of the National War Memorial of Wales, Rumney War Memorial and Radyr War Memorial. 	<p>residential street lighting and traffic signals commenced.</p> <ul style="list-style-type: none"> • 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 ensure timely delivery. • Ensure digital, business improvement and commercial programmes have resource to ensure timely delivery. • Provision of online memorial /registration services & online payments. • Investigate better fleet procurement models to save costs and improve resilience.
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	<ul style="list-style-type: none"> • Secured £90k funding from Welsh Government to deliver reuse shops and recycling centre initiatives. • Procured RCV and Gritter fleet, enable operational savings in maintenance and lease cost in 2019/20 	
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<p><u>Service Improvement</u></p>	<p><u>What we did well / good news</u></p>	<p><u>What we could do better / next steps</u></p>
	<ul style="list-style-type: none"> • Highways inspected of a high or acceptable standard of cleanliness increased from 86.8% to 91.5% for 2014-19 • Fly-tipping incidents cleared within 5 working days has increased from 82.6% to 99.5% for 2014-19 • Reported fly tipping incidents which lead to enforcement activity increased from 79.8% to 92.7% for 2014-19 • Highway condition - A, B and C Roads that are in overall poor condition reduced from 6.85% to 5.25% for 2014-18 • Category 1 highway safety defects repaired by the next working day increased from 86% to 95% for 2014-19 • Recycling performance increased from 49.6% to 59% for 2014-19 • Bereavement Services attained Gold Standard in national benchmarking through the ICCM Charter for the Bereaved for both burial and cremation services • Cemetery of the Year Award – Silver award for Thornhill • Provision of refurbished war memorials to commemorate the centenary of the ending of WWI • Improved reception area & veterinary area at Cardiff Dogs Home • Extended provision for bespoke/outdoor wedding ceremonies. • Rebranding of Register Office marriage literature and services. • Achieved transition to new ISO 9001:2015 British Standard • Pledged commitment and submitted Annual Report to achieve PAS 402:2013 Recycling Performance Specification • Take on maintenance and management of the RCV and Gritter fleet, improving condition and reliability. • Improved VOR / RCV daily availability due to changes 	<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. • Reap benefits of new technology to improve service delivery by making processes leaner and more effective • New IDOX software system proposed for Building Control and Planning • Dogs Home relocation & potential expansion of services provided to meet current & future needs • Potential for current dogs home kennels to be refurbished to maintain high standard of care

<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. • Planning Service shortlisted as finalists for Local Authority Planning Team of the Year in RTPI Awards for Excellence 2019 • Bereavement Services – ongoing ICCM training for staff in Cemetery Management & Crematorium Management modules • Completion of Understanding canine Behaviour Levels 1 and 3 provided by Pencoed College by all dogs home staff. • Ongoing CPD training for register office staff with two staff undertaking the nationally accredited qualification for registration. 	<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. • Deliver 64% recycling target in 19/20 and progress towards 70% recycling target. • LDP integration to help manage impact of predicted growth in the city over the next 20 years • Master-planning 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 • Longer term bereavement strategy – future burial space requirement with objectives aligned to meet the Capital Ambition & Well-being of Future Generation Act priorities • Chapel refurbishment to meet current and future customer expectation • Dogs Home relocation & potential expansion of services provided to meet current & future needs. • On-line diary system provides a full marriage package for increased digital platform for both staff and customer to interact together providing increased efficiencies • Consideration to non-statutory wedding ceremonies e.g. – outdoors. 'Your wedding – your way!' •
<p>Prevention Acting to stop</p>	<ul style="list-style-type: none"> • Delivering the Coastal Risk Management Programme. • Phased programme of well-maintained highway asset and public realm.

<p>problems happening in the first place, or getting worse</p>	<ul style="list-style-type: none"> • Innovative design and asset management solutions for highway and transportation infrastructure. • Working with schools to develop Active Travel Plans and ensuring Band B schools have infrastructure and facilities etc necessary to support active travel to schools. • Working towards a climate change resilient and low carbon energy capital • Income growth to protect against loss of grant funding • Grant funding opportunities for the refurbishment of war memorials • Business development of the Register Office • Provision of 'private ambulance' for the conveyance of Public Health Funerals to the chapel.
<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. • On-line diary system provides a full marriage package for increased digital platform for both staff and customer to interact together providing increased efficiencies • Digitalisation of services to support improvements in customer facing services.
<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 • Where we can collaborate with other departments & local authorities we do. Always look for new opportunities to income generate. • Waste Management and Wastesavers are working together to deliver reuse shops at the recycling centres • Working with Welsh Government on hygiene and regional infrastructure • Cardiff Dogs Home collaboration with PDSA concerning provision of Veterinary services & training for new dog owners around responsible dog ownership. • Cardiff Dogs home works very closely with South Wales Police on a number of dog related initiatives.
<p>Involvement The importance</p>	<ul style="list-style-type: none"> • Working with citizen groups to support citizen backed campaigns • Cycle Liaison Group

of involving people in what we do

- 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
- Working with voluntary sector, schools and community groups to add value to services and provide direction setting.
- Equality Impact Assessments
- Service provision – react to questionnaire feedback to ensure continual improvement of the services we offer
- Workforce development plan and delivery of the associated action plan.

Forward: Context, Opportunities and Challenges



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<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 • Domestic Collection strategy is not fully aligned with Welsh Government blueprint
	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 • Dogs Home relocation & potential expansion of services provided to meet current & future needs • Digitalisation to promote efficient and effective service delivery. 	<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 • Competitions & Marketing Authority Funeral Markets Study which is looking at the cost of funerals including Local Authority charges • Dogs Home relocation & potential expansion of services provided to meet current & future needs

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. • Changing citizen behaviour towards recycling to meet Welsh Government targets.
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 • On-line diary system provides a full marriage package for increased digital platform for both staff and customer to interact together providing increased efficiencies 	<ul style="list-style-type: none"> • Identifying, implementing and integrating new technology • Ensuring the service and staff are ready to adapt to new technologies • Securing effective procurement and implementation of new IDOX software • Linking system to current internal financial platforms
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 • Pending changes to producer responsibility and deposit return schemes. • Changes to the marriage law extending civil partnerships to heterosexual couples. • Single Justice Procedure to support processing enforcement notices to Court reducing demand on resources. 	<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 • Changes to the marriage law extending civil partnerships to heterosexual couples. • Applying resource to meet the demands of being a 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 • PAS 402:2013 Recycling Performance Accreditation 	<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
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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 41,415 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 continue to be a strategic priority. Capital Ambition also sets an ambitious target for building new Council homes, setting in place a requirement that 2,000 new Council homes are built in the longer term, of which at least 1,000 must be delivered by May 2022.

The Council's partnership with Wates Residential - Cardiff Living - will see around 1,500 new homes built across the city on Council land with at 600 of these being new Council homes. On top of Cardiff Living, we have implemented an additional build programme focused on delivering sustainable, accessible and quality Council homes. Furthermore, we are delivering innovative housing schemes looking at modular construction solutions, recycling shipping containers for temporary accommodation and new forms of construction that can reduce the construction time on site.

Transport and Clean Air

Given the projected increase in population, a shift to more sustainable forms of transport will be needed. With 20% more people expected to commute to work and a 32% net increase in traffic, all this will put a strain on already congested roads and local air quality. The Council has therefore set a target for a 50:50 modal split by 2026 with 50% of journeys to be made by sustainable transport.

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. Proposals for how to meet these ambitious targets were set out in the Transport & Clean Air Green Paper, and an ambitious package of rail, bus, car and cycling projects will be brought forward in the new Transport & Clean Air Vision in 2019.

Waste, Recycling and Clean Streets

Recycling rates in Cardiff have risen drastically. Cardiff has a good track record for recycling and composting, with recycling increasing from 4% in 2001 to 58% in 2017/2018. 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 is being placed on minimising the waste produced in the first place, encouraging increased household and business recycling, and optimising our re-use and household waste recycling performance.

Clean streets are a priority for the city’s residents. An area based approach to frontline services will focus on tackling all forms of littering, allied to a zero-tolerance approach to those who litter or fly-tip, and through expanding community action on this important issue by extending the successful ‘Love Where You Live’ campaign.

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	2: 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	Improving Central Transport Services	Cllr Michael	Steven Meluish	2: Resilient 4: Healthy 7: Globally responsible	Working for the Future	Cardiff Grows in a Resilient Way

6	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
7	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

8 Individual Priorities

Strategic Directorate Priority 1: Transformation and improved services

Performance – How we will measure our performance against each priority

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2017-18 Result	2018-19 Result	2019-20 Target	Owner
PAM/013	Percentage of empty private sector properties brought back into use during the year through direct action by the local authority	1.3%	2.8%	2.8%	Dave Holland
PAM/014	Number of additional dwellings created as a result of bringing empty properties back into use	19	23	30	Dave Holland

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	Resp Officer	Key Milestones during 2019-2020	Link to Equality Objective
Page 92	Adopt Smart City approaches to managing city infrastructures, beginning by using new technology and predictive software to support intelligent management of networks across the city. Capital Ambition Statement	1/4/19	31/3/20	M Wakelam	Q1 – Develop contract for residential LED street lighting with Central Management System	5. Provide support to those who may experience barriers to achieving their full potential
					Q2 – Tender contract for residential LED residential street lighting with Central Management System. Develop business case with Transport for Wales for real time information relating to buses.	
					Q3 – Commence delivery of LED residential street lighting.	
					Q4 – Business case for presenting service data relating to customer facing services to the public (Street Scene Services only)	

Ref	Headline Actions	Start Date	End Date	Resp Officer	Key Milestones during 2019-2020	Link to Equality Objective
	Retain Cardiff Bus in public ownership and enhance the public bus transport infrastructure: c) Explore smart ticketing options, integrated with the Metro Capital Ambition Statement	1/4/19	31/3/20	J Dixon	Q1 – Provide input to the Welsh Government draft Regulatory Impact Assessment for Improving Public Transport. Q2 – Work with the Welsh Government, Transport for Wales and Regional Stakeholders to identify a programme of improvements to bus public transport. Q3 – Secure first phase of funding. Q4 – Prepare business cases for the funding of future phases.	5. Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Resp Officer	Key Milestones during 2019-2020	Link to Equality Objective
	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. Capital Ambition Statement	1/4/19	31/3/20	D Holland	Q1 – Lobby Welsh Government through their public transport consultation to introduce national standards for taxis. Q2 – Undertake an enforcement exercise to ensure compliance with the provisions of the Equalities Act. Q3-Q4 – Undertake an enforcement exercise with partners during the Christmas period to ensure compliance with taxi regulations.	1. Meet our Specific Equality Duties and build equality into everything we do

Ref	Headline Actions	Start Date	End Date	Resp Officer	Key Milestones during 2019-2020	Link to Equality Objective
	Help protect the public and ensure businesses act responsibly through the provision of the collaborative Regulatory Service. Capital Ambition Statement	1/4/19	31/3/20	D Holland	Q1–Q4 – Deliver the programme outlined in the Shared Regulatory Services Business Plan 2019/20 in relation to environmental health, trading standards and licensing functions	1. Meet our Specific Equality Duties and build equality into everything we do

Ref	Headline Actions	Start Date	End Date	Resp Officer	Key Milestones during 2019-2020	Link to Equality Objective
	Drive up standards in the private rented housing sector by taking enforcement action against rogue agents and landlords letting and managing properties. Capital Ambition Statement	1/4/19	31/3/20	D Holland	Q1-Q4 – Where appropriate, take forward prosecutions for offences relating to housing standards, HMO licensing and Rent Smart Wales	1. Meet our Specific Equality Duties and build equality into everything we do

Strategic Directorate Priority 2:

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>	2017-18 Result	2018-19 Result	2019-20 Target	Owner
LTPPI/011	Mode of Travel to Work by: Sustainable Transport	45.8%	awaited	46.6%	Paul Carter
ATP/001	The number (%) of schools supported to develop an Active Travel Plan	New	New	40	Matt Price
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		2	Develop a spatial masterplan to create new high quality shared space for pedestrians, cyclists and vehicles

progressed in time to coincide with completion of new Central Transport Interchange			throughout the city centre by 2018/19
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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

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

Ref	Headline Actions	Start Date	End Date	Resp Officer	Key Milestones during 2019-2020	Link to Equality Objective
	<p>Ensure the Council can achieve compliance with the EU Limit Value for Nitrogen Dioxide (NO₂) in the shortest possible time by:</p> <ul style="list-style-type: none"> • Completing the feasibility study to identify the preferred measure(s); • Submitting the Final Plan – including the full business case for the preferred option – to Welsh Government by 30th June 2019 <p>Corporate Step</p>	1/4/19	30/6/19	G Brown	Q1 – Achieve cabinet approval of Outline Business Case for preferred options to achieve compliance and for development into final business plan. Submission of outline business case to Welsh Government. Engagement process and detailed transport and air quality modelling of preferred options.	5. Provide support to those who may experience barriers to achieving their full potential
					Q2 - Develop Outline Business Case into a Full Business Case for the Final Plan for Submission to Welsh Government by 30 th June 2019 to comply with requirements of legal direction.	
					Q3 – Approval of Final Plan from Welsh Government to include an established financial structure for delivery of measures.	
					Q4 – Commencement of the delivery of measures.	

Ref	Headline Actions	Start Date	End Date	Resp Officer	Key Milestones during 2019-2020	Link to Equality Objective
	Launch a new Transport & Clean Air Vision for the city and develop a Clean Air Strategy, including Active Travel solutions, by September 2019. Corporate Step	1/4/19	30/9/19	P Carter	Q1 - Final plan to be submitted to deliver compliance with clean air targets by 30th June 2019. Consultation on the preferred package of measures to address air quality will be undertaken in April/May 2019 to inform the full business case. Also, first draft of White Paper to be available for Cabinet sign off. Q2 - White paper completion and launch - articulating Cardiff's Transport Vision for Transport and basis for grant bidding. Q3 - No milestone identified Q4 - No milestone identified	5. Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Resp Officer	Key Milestones during 2019-2020	Link to Equality Objective
	Support Transport for Wales with the implementation of the Cardiff Metro, increasing the quality of public transport infrastructure, the frequency of train journeys and the deployment of new train/tram extensions and stations across Cardiff. Corporate Step	1/4/19	Dec 19	J Dixon	Q1 – Support the Cardiff Bay to Cardiff Central Metro mode and route option development of Stage 1 WeITAG Study in collaboration with the Welsh Government and Transport for Wales. Develop programme of station and access improvements for Transport for Wales Rail to include in their programme of works. Q2 – Provide feedback, information and input for the assessment of the Cardiff Bay to Cardiff Central Metro mode and route options in the Stage 1 WeITAG	5. Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Resp Officer	Key Milestones during 2019-2020	Link to Equality Objective
					<p>Study. Finalise programme of station and access improvements for Transport for Wales Rail to include in their programme of works.</p> <p>Q3 – Agree the Cardiff Bay to Cardiff Central Metro mode and route options to be taken to Stage 2 WelTAG Study in collaboration with the Welsh Government and Transport for Wales. Agree next steps with the Welsh Government and Transport for Wales for the programme of station and access improvements.</p> <p>Q4 - Support progress on the Cardiff Bay to Cardiff Central Metro Stage 2 WelTAG Study in collaboration with the Welsh Government and Transport for Wales. Support the programme of station and access improvements of the Welsh Government and Transport for Wales.</p>	

Ref	Headline Actions	Start Date	End Date	Resp Officer	Key Milestones during 2019-2020	Link to Equality Objective
	Develop an Electric Vehicles Strategy by December 2019, including the delivery of new electric buses. Corporate Step	1/4/19	Dec 19	M Highgate	Q1 - Develop initial draft of electric vehicle strategy Q2 - Carry out stakeholder engagement regarding draft proposals in the context of the Transport and Clean Air White Paper Q3 - Develop final strategy Q4 - Publish final strategy and action plan	5. Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Resp Officer	Key Milestones during 2019-2020	Link to Equality Objective
	Progress the City Centre Transport Masterplan through achievable and deliverable transport projects from 2019 through to 2021. Projects will focus on delivering the sustainable transport infrastructure improvements and transport deliverables outlined in the Masterplan, Transport Strategy, the new Transport & Clean Air Vision, and Local Development Plan. Corporate Step	1/4/19	31/3/19	G Shields	Q1 - Obtain funding for City Centre West (Phase 1). Consultation City Centre West (Phase 1) Q2 - Consultation – City Centre East Complete Concept Design and Testing (Cycle Superhighway 2, Section 2.1) Construction – City Centre West (Phase 1) – Wood Street. Complete Stage 2 and 3 WelTAG City Centre West Q3 - Completion of Stage 2 and 3 WelTAG City Centre East Q4 - Construction – City Centre West (Phase 1) – Castle Street Obtain Funding for City Centre West (Phase 2). Consultation City Centre West (Phase 2)	5. Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Resp Officer	Key Milestones during 2019-2020	Link to Equality Objective
	Support the delivery of the Council's Active Travel agenda by: <ul style="list-style-type: none"> Working with the Active Travel Advisory Groups. Corporate Step	1/4/19	31/3/19	M Price	Q1-Q4 - Facilitate meetings of the Council's Cycle Advisory Group every two months and maintain a continuing dialogue with stakeholders on policy matters, infrastructure schemes and associated active travel initiatives	5. Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Resp Officer	Key Milestones during 2019-2020	Link to Equality Objective
	Support the delivery of the Council's Active Travel agenda by: <ul style="list-style-type: none"> Implementing 20mph speed limits across the city, completing Grangetown and developing plans for Splott, Butetown, Canton and Penylan (subject to funding) during 2019/20. Corporate Step	1/4/19	31/3/19	M Highgate	Q1 - Completion of Grangetown and South East Cardiff 20mph limit implementation; Undertake design for Penylan and Canton area 20mph limit schemes Q2 - Carry out public consultation for Penylan area 20mph limit scheme; Progress implementation of Canton area 20mph limit (subject to WG funding) Q3 - Delivery of Penylan area 20mph limit (subject to funding) Q4 - Progress design of Butetown area 20mph limit	5. Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Resp Officer	Key Milestones during 2019-2020	Link to Equality Objective
	<p>Support the delivery of the Council's Active Travel agenda by:</p> <ul style="list-style-type: none"> Improving the cycling and walking networks by delivering prioritised routes within the Active Travel Integrated Network Map, including phase 1 of the Cycle Superhighway by 2021. <p>Corporate Step</p>	1/4/19	31/3/19	G Bodley-Scott	<p>Q1 - Undertake internal consultation on CS1 (Cathays Terrace to UHW)</p> <p>Q2 - Complete construction of CS1.1 (Senghennydd Road). Undertake public consultation on CS1 (Cathays Terrace to UHW)</p> <p>Q3 - Finalise concept design on CS1 (Cathays Terrace to UHW) and start TRO process</p> <p>Q4 - Complete detailed design on CS1 (Cathays Terrace to UHW)</p>	5. Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Resp Officer	Key Milestones during 2019-2020	Link to Equality Objective
	<p>Support the delivery of the Council's Active Travel agenda by:</p> <p>Expanding the on-street cycle hire scheme to 1,000 bikes by July 2019.</p> <p>Corporate Step</p>	1/4/19	Mar 20	M Highgate	<p>Q1 - Continue installation of expanded Next Bike scheme (to increase fleet to 500 bikes); Continue monitoring of scheme usage.</p> <p>Q2 - Complete installation of expanded Next Bike scheme; Continue monitoring of scheme usage</p> <p>Q3 - Progress installation of up to 250 electric Next Bikes subject to WG funding; Continue monitoring of scheme usage.</p>	5. Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Resp Officer	Key Milestones during 2019-2020	Link to Equality Objective
					Q4 - Complete installation of up to 250 electric Next Bikes subject to WG funding; Continue monitoring of scheme usage.	

Ref	Headline Actions	Start Date	End Date	Resp Officer	Key Milestones during 2019-2020	Link to Equality Objective
Page 104	Ensure every school in Cardiff has developed an Active Travel Plan – including training and/or infrastructure improvements – by 2022. Corporate Step	1/4/19	31/3/20	M Price	Q1-Q2 - Work with the Council's Education team and partnership agencies to engage with selected schools to identify and test delivery mechanisms for Active Travel Plans and identify best practice and potential case studies.	5. Provide support to those who may experience barriers to achieving their full potential
					Q3 - Review results of engagement; promote case studies and finalise programme of activities for wider roll out of active travel planning in Cardiff Schools, with specific milestones towards the 2022 delivery target	
					Q4 - Progress delivery of programme for wider roll out of active travel planning in Cardiff Schools, with specific milestones towards the 2022 delivery target.	

Strategic Directorate Priority 3:

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>	2017-18 Result	2018-19 Result	2019-20 Target	Owner
PLA/011	Percentage of affordable housing at completion stage provided in a development on brownfield sites	New	awaited	20%	James Clemence
PLA/012	Percentage of affordable housing at completion stage provided in a development on greenfield sites	New	awaited	30%	James Clemence
PAM/018	Percentage of all planning applications determined within required time periods	90.6%	awaited	60%	James Clemence
PAM/019	Percentage of appeals against planning application decisions dismissed	81.2%	awaited	65%	James Clemence
PLA/004 M	Percentage of major planning applications determined within agreed time periods	77.14%	awaited	60%	James Clemence
PLA/004 H	Percentage of householder planning applications determined within agreed time periods	95.62%	awaited	85%	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	

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	Resp Officer	Key Milestones during 2019-2020	Link to Equality Objective
Page 106	Support the delivery of high-quality and well-connected communities – as described by the Council’s Master Planning Principles – ensuring that: <ul style="list-style-type: none"> • Supporting infrastructure, such as sustainable transport, schools, community facilities and green spaces, are delivered at all new strategic housing developments; • New housing developments are informed by good design and infrastructure planning; • Community infrastructure improvements on strategic sites are communicated to the public. <p>Corporate Step</p>	1/4/19	31/3/20	S Gilbert	Q1 - Prepare Monitoring Documents for all LDP Strategic Sites	3. Support wide citizen consultation and engagement with the Council and the decisions it makes
					Q2-Q4 - Review Site Monitoring Documents	

Ref	Headline Actions	Start Date	End Date	Resp Officer	Key Milestones during 2019-2020	Link to Equality Objective
	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 Step	1/4/19	31/3/20	J Clemence	Q1 - Capture delivery through quarterly monitoring reporting Q2 - Capture delivery as part of LDP Annual Monitoring Report - September 2019 Q3-Q4 - No Milestones	3. Support wide citizen consultation and engagement with the Council and the decisions it makes

Ref	Headline Actions	Start Date	End Date	Resp Officer	Key Milestones during 2019-2020	Link to Equality Objective
	Deliver at least 2,000 new Council homes, of which at least 1,000 will be delivered by May 2022 Corporate Step	1/4/19	May 22	J Clemence	Q1-Q4: Ongoing dialogue with developers and partners to bring sites and homes forward, Q4: End of year summary of completions along with ongoing dialogue with developers and partners to bring sites and homes forward)	3. Support wide citizen consultation and engagement with the Council and the decisions it makes

Ref	Headline Actions	Start Date	End Date	Resp Officer	Key Milestones during 2019-2020	Link to Equality Objective
	<p>Convene regular Design Review Meetings to consider and make recommendations to development proposals submitted to the Local Planning Authority, publish an annual Design Review Monitoring Report, and complete the Supplementary Planning Guidance programme.</p> <p>Corporate Step</p>	1/4/19	Jan 20	R Cannon	Q1-Q4 - Monitor developments being presented to Design Review	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	Resp Officer	Key Milestones during 2019-2020	Link to Equality Objective
	<p>Work in partnership to return sailing to Llanishen Reservoir.</p> <p>Capital Ambition Statement</p>	1/4/19	31/3/20	J Clemence	Q1-Q4 - Ongoing dialogue with DcWW regarding emerging plans for new visitor centre/facility at Llanishen	3. Support wide citizen consultation and engagement with the Council and the decisions it makes

**Strategic Directorate Priority 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**

Performance – How we will measure our performance against each priority

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2017-18 Result	2018-19 Result	2019-20 Target	Owner
PAM/010	Percentage of highways inspected of a high or acceptable standard of cleanliness	94.27%	awaited	90%	Claire Cutforth
PAM/011	Percentage of reported fly tipping incidents cleared within 5 working days	99.04%	awaited	90%	Claire Cutforth
PAM/020	Percentage of principal (A) roads that are in overall poor condition	3.3%	awaited	5%	Gary Brown
PAM/021	Percentage of non-principal/classified (B) roads that are in overall poor condition	5.6%	awaited	7%	Gary Brown
PAM/022	Percentage of non-principal/classified (C) roads that are in overall poor condition	6.0%	awaited	7%	Gary Brown
PAM/035	Average number of working days taken to clear fly-tipping incidents reported to the authority during the year	New	awaited	3 days	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	58.26%	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	awaited	awaited	Jane Cherrington
TBI	The percentage of total recycling and waste collections reported as missed by customer	New	New	0.01%	Jane Cherrington
SC/001a	Percentage of highways inspected of a high or acceptable standard of cleanliness	94.24%	awaited	90%	Claire Cutforth
STS/007	Percentage of reported fly tipping incidents which lead to enforcement activity	80.43%	awaited	70%	Claire Cutforth
STS/010	Number of Street Scene investigation actions per month	New	New	500	Claire Cutforth
STS/011	Number of Street Scene enforcement actions per month	New	New	300	Claire Cutforth

WMT/01 3	The maximum permissible tonnage of biodegradable municipal waste sent to landfill	758	awaited	<33,557 tonnes	Jane Cherrington
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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
Declining or removal of global markets for the end recycling product	4	4	Recycling End markets
Increases in 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	Resp Officer	Key Milestones during 2019-2020	Link to Equality Objective
Page 111	Work with Welsh Government and Local Authorities to jointly explore a new programme of regional recycling infrastructure over the next three years, focused on delivering facilities to improve and extend the capability and capacity for the sustainable treatment of “difficult to recycle” materials. Corporate Step	1/4/19	31/3/20	J Cherrington	Q1 - Cardiff is to be part of the All Wales WG steering group for hygiene waste infrastructure and explore recycling costs of hygiene waste	1. Meet our Specific Equality Duties and build equality into everything we do
					Q2 - Work with RCT to build dry recycling cross authority contingency arrangements	
					Q3 - Model the future capacity and needs of the Councils Recycling infrastructure	
					Q4 - Work with WG on all Wales Infrastructure – plastics, dry recycling etc.	

Ref	Headline Actions	Start Date	End Date	Resp Officer	Key Milestones during 2019-2020	Link to Equality Objective
	Meet our recycling targets by working with Welsh Government and WRAP (Waste & Resources Action Programme) to: <ul style="list-style-type: none"> • Develop and deliver short-term recycling objectives by June 2019; • Develop a long-term sustainable approach to the collection of residual wastes, recyclables and food waste by March 2020. Corporate Step	1/4/19	31/3/20	J Cherrington	Q1 - Develop and track the in-year recycling objectives to achieve 64% Q2 - Work with WG/WRAP to model various collection options and service changes Q3 - Present high level recycling options and service change proposals Q4 - Review the pending legislation changes from WG and DEFRA	1. Meet our Specific Equality Duties and build equality into everything we do

Ref	Headline Actions	Start Date	End Date	Resp Officer	Key Milestones during 2019-2020	Link to Equality Objective
	Develop a citizen-based strategic plan for new and existing recycling centres, and promote improved recycling to 80% in centres by March 2020. Corporate Step	1/4/19	31/3/20	J Cherrington	Q1 - Promote the education stations and link with the recycle campaign. Including rebranding as recycling centres Q2 - Conduct a review with WG/WRAP to set an action plan for increased recycling; reviewing recycling still in the residual waste and/or new markets for recycling Q3 - Deliver targeted communications on HWRC recycling Q4 - Review site performances	1. Meet our Specific Equality Duties and build equality into everything we do

Ref	Headline Actions	Start Date	End Date	Resp Officer	Key Milestones during 2019-2020	Link to Equality Objective
	Develop and deliver targeted interventions to promote recycling in communities to support achieving the 64% recycling target for 2019/20. Corporate Step	1/4/19	31/3/20	J Cherrington	Q1 - Launch the Recycle Know How Campaign Q2 - Deliver targeted kerbside activities, including the student community Q3 - Deliver targeted kerbside activities, including schools and commercial customers Q4 - Deliver targeted kerbside activities, including outreach	1. Meet our Specific Equality Duties and build equality into everything we do

Ref	Headline Actions	Start Date	End Date	Resp Officer	Key Milestones during 2019-2020	Link to Equality Objective
	Enhance and expand existing partnership(s) to support re-use in Cardiff by March 2020. Corporate Step	1/4/19	31/3/20	J Cherrington	Q1 - Launch the new reuse shops Q2 - Hold an open day event on the reuse shops and promote compost produced from Cardiff households Q3 - Seek to expand the reuse partners Q4 - Review the reuse shop business case with a view for expansion	1. Meet our Specific Equality Duties and build equality into everything we do

Ref	Headline Actions	Start Date	End Date	Resp Officer	Key Milestones during 2019-2020	Link to Equality Objective
	Establish for roll-out an area-based model for cleansing and enforcement to support efficient and effective service delivery by June 2019. Corporate Step	1/4/19	30/6/19	C Cutforth	<p>Q1 - Evaluate successes and shortcomings of trial areas. Expand trial to further areas to ensure improved service delivery.</p> <p>Q2 - Ensure new approach is expanded city-wide and supported by any required changes to operations.</p> <p>Q3 - Evaluate success of city wide expansion and make any required changes.</p> <p>Q4 - Continue to monitor new system and benchmark against previous LEAMS and customer requests statistics.</p>	1. Meet our Specific Equality Duties and build equality into everything we do

Ref	Headline Actions	Start Date	End Date	Resp Officer	Key Milestones during 2019-2020	Link to Equality Objective
	Develop and deliver an extended campaign for 'Love Where You Live' to encourage local volunteering, and engage with citizens and businesses on concerns in their communities by September 2019. Corporate Step	1/4/19	30/9/19	C Cutforth	<p>Q1 - Support existing and new community groups to undertake community litter picks</p> <p>Q2 - Promote Green Dog Walkers Campaign alongside new PSPO's.</p> <p>Q3 - Support the 'Big Sweep' community led initiatives to tackle leaf fall</p> <p>Q4 - Continue to support establishment of community groups and litter champs.</p>	1. Meet our Specific Equality Duties and build equality into everything we do

Ref	Headline Actions	Start Date	End Date	Resp Officer	Key Milestones during 2019-2020	Link to Equality Objective
	Develop and implement a comprehensive programme in the Council's street scene services to drive productivity and performance improvements from April 2019, with better co-ordination of highways maintenance, waste management and cleansing to improve the public realm. Corporate Step	1/4/19	30/9/19	M Wakelam	Q1 - Identify key performance indicators for Waste, cleansing, Enforcement and Highways Q2 - Develop a format for stakeholders to access key data sets. Q3 - Continue to develop the data set based upon feedback and requirements, and address any areas of concern. Q4 - Develop and implement any changes or improvements required	1. Meet our Specific Equality Duties and build equality into everything we do

Ref	Headline Actions	Start Date	End Date	Resp Officer	Key Milestones during 2019-2020	Link to Equality Objective
	Deliver a prioritised programme of highways enhancements through minor road repairs and full-scale resurfacing to address concerns such as potholes, and deteriorating roads and pavements. Corporate Step	1/4/19	31/3/19	G Brown	Q1 - Develop priority listings based on condition and demand for specific programmes of work directly linked to all available funding. Potential to enter longer-term contracts are to be fully investigated – ability will be governed by any longer term funding assurances from Welsh Government. Delivery of minor works programmes Q2 - Carry out necessary stakeholder engagement for programme proposals. Delivery of minor works programmes.	1. Meet our Specific Equality Duties and build equality into everything we do

Ref	Headline Actions	Start Date	End Date	Resp Officer	Key Milestones during 2019-2020	Link to Equality Objective
					Q3 - Award of contracts for programmes of work. Project delivery - various programmes of works	
					Q4 - Continued delivery of programmes of work	

Ref	Headline Actions	Start Date	End Date	Resp Officer	Key Milestones during 2019-2020	Link to Equality Objective
	Residential LED Project Supporting Headline Action	1/4/19	31/3/20	G Brown	Q1 - Cabinet approval for the award of contract to deliver LED lighting in residential areas. Q2 - Development of project detail, design and specification to enable production and issue of tender documentation – potential for OJEU process to be considered. Q3 - Evaluation of contract documentation and award of contract. Commencement of contract. Q4 - Continued delivery of programme of works.	1. Meet our Specific Equality Duties and build equality into everything we do

Ref	Headline Actions	Start Date	End Date	Resp Officer	Key Milestones during 2019-2020	Link to Equality Objective
	Sustainable Approving Body (SAB / SUDS) Project. Supporting Headline Action	1/4/19	31/3/20	G Brown	<p>Q1 - Development of SAB to align with demand. Further development of processes and procedure related to pre-application, supervision and enforcement.</p> <p>Q2 - Continued development of SAB and resources through the evaluation of demand and related income.</p> <p>Q3 - Refinement and continued development.</p> <p>Q4 - Refinement, continued development and review.</p>	1. Meet our Specific Equality Duties and build equality into everything we do

Ref	Headline Actions	Start Date	End Date	Resp Officer	Key Milestones during 2019-2020	Link to Equality Objective
	Coastal Flood Management Project - £12M. Supporting Headline Action	1/4/19	31/3/20	G Brown	<p>Q1 - Development of detailed design of chosen option for coastal defence construction – Continued site investigations related to the environmental constraints – river estuary, SSSI etc.</p> <p>Q2-Q3 - Development of detailed design of chosen option.</p> <p>Q4 - Development of detailed design of chosen option to take through to final submission to WG in 2020/21</p>	1. Meet our Specific Equality Duties and build equality into everything we do

**Strategic Directorate Priority 4:
Improving Central Transport Services**

Performance – How we will measure our performance against each priority

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2017-18 Result	2018-19 Result	2019-20 Target	Owner
	N/A				

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

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Definition of Risk	RAG Rating	Strategic Directorate Priority affected	Headline Action Reference
Fleet supply due to company going into administration	4	4	Fleet procurement plan
Inability to maintain fleet	4	4	Improved Compliance of vehicle maintenance

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
	Service support systems for fleet maintenance	4

Ref	Headline Actions	Start Date	End Date	Resp Officer	Key Milestones during 2019-2020	Link to Equality Objective
	Improved invoicing and recharging system Supporting Headline Action	1/4/19	31/3/20	Steven Meluish	<p>Q1 - Scope out with audit and Tranman project manager to understand what changes and actions could bring improvements</p> <p>Q2 - Liaise with Civica to agree actions and costs that will meet the targets</p> <p>Q3 - Implement changes, train staff and bed in the new systems, address problems and revise model to tailor a better system</p> <p>Q4 - Measure improvements by Tranman dashboards, reduced uncharged costs and efficiency in job flow.</p>	5. Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Resp Officer	Key Milestones during 2019-2020	Link to Equality Objective
	Procurement improvement plan Supporting Headline Action	1/4/19	31/3/20	Steven Meluish	<p>Q1 - Hold meetings with CTS procurement and engage with CC procurement to flesh out options and ideas that will bring about the basis for an improved system.</p> <p>Q2 - Design a system, policy and process to assess whether vehicles are justified and of the correct specification. Introduce a process that will bring CTS into the approvals / final say for vehicle procurements.</p>	5. Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Resp Officer	Key Milestones during 2019-2020	Link to Equality Objective
					Q3 - Test the system and analyse feedback from other service areas.	
					Q4 - Look at information generated by using an improved system and collate the savings or other benefits, these will be reduced vehicle numbers, reduced Co2, reduced ongoing costs to CC	

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Ref	Headline Actions	Start Date	End Date	Resp Officer	Key Milestones during 2019-2020	Link to Equality Objective
	Improved Compliance of vehicle maintenance	1/4/19	31/3/20	Steven Meluish	Q1 - Introduce a calendar based scheduling system	5. Provide support to those who may experience barriers to achieving their full potential
	Supporting Headline Action				Q2 - Develop a map of hours by months so that labour requirements can be known and planned against	
					Q3 - Show year planner and balance the servicing plan over the year and future years	
					Q4 - Understand the spare capacity by scheduled work, reactive work and productivity. This will generate a plan that informs ability to manage own or additional customer work.	

Ref	Headline Actions	Start Date	End Date	Resp Officer	Key Milestones during 2019-2020	Link to Equality Objective
	Fleet Procurement plan Supporting Headline Action	1/4/19	31/3/20	Steven Meluish	<p>Q1 - Focus on RCV fleet in 2019/20, meet with users to understand new fleet profile</p> <p>Q2 - Work with Finance to agree best funding method allowed and gain approval</p> <p>Q3 - Research the market for best specifications / trial new options or innovations</p> <p>Q4 - Be in a position to place orders and have a system or format that can be used for future requirements.</p>	5. Provide support to those who may experience barriers to achieving their full potential

**Strategic Directorate Priority 6:
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>	2017-18 Result	2018-19 Result	2019-20 Target	Owner
ES001	Capacity (in MW) of renewable energy equipment installed on the Council's land and assets	1.138	awaited	7.5	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	13.53%	awaited	2%	Gareth Harcombe

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 2019-20 target for renewable energy capacity is almost entirely reliant on the delivery of the Lamby Way Solar Farm – Cabinet is 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

Page 123	Ref	Headline Actions	Start Date	End Date	Resp Officer	Key Milestones during 2019-2020	Link to Equality Objective
		Develop a Cardiff Food Strategy for approval by May 2019 and implement the approved action plan. Corporate Step	1/4/19	May 19	L Lambert	Q1 - Food Strategy Cabinet approval Q2 - Launch and promotion of Food Strategy to Food Cardiff Partnership Q3 - No Milestone set this Qtr. Q4 - Implementation of actions contained in Food Strategy	5. Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Resp Officer	Key Milestones during 2019-2020	Link to Equality Objective
	<p>Deliver a 7.5 Megawatt Solar Farm at Lamby Way by September 2019 – generating renewable energy and supporting carbon-neutral aspirations – subject to the approval of a final business case in April 2019.</p> <p>Corporate Step</p>	1/4/19	Sep 19	G Harcombe	<p>Q1 - Submit a Cabinet report, containing the outcome of the planning application and procurement process and seeking final authorisation to proceed with the scheme.</p> <p>Q2 - Commence development on site</p> <p>Q3 - Complete development on site</p> <p>Q4 - Commence performance verification period</p>	5. Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Resp Officer	Key Milestones during 2019-2020	Link to Equality Objective
	<p>Secure a contract for the delivery of a heat network to serve areas of the Bay and City Centre, subject to successful national government capital grant award and cabinet approval of a final business case by October 2019.</p> <p>Corporate Step</p>	1/4/19	Oct 19	G Harcombe	<p>Q1 - Finalise key legal, technical and financial inputs required to progress to the formal grant application stage.</p> <p>Q2 - Submit grant application, and commence Design Build Operate Maintain (DBOM) procurement process</p> <p>Q3 - Subject to a successful grant application outcome, establish the Special Purpose Vehicle for delivery and finalise DBOM contracts.</p> <p>Q4 - Formalise heat purchase and sale contracts and agree full implementation programme.</p>	5. Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Resp Officer	Key Milestones during 2019-2020	Link to Equality Objective
	Carbon Neutral Strategy (to respond to the WG ambition for “all public sector organisations in Wales to be Carbon Neutral by 2030). Supporting Headline Action	1/4/19	31/3/20	G Harcombe	Q1 - Engage with WG survey and analysis exercise which will help to define the scope of the WG ambition Q2 - Engage with WG survey and analysis exercise which will help to define the scope of the WG ambition Q3 - Determine work required to measure the Council’s Carbon Footprint – subject to confirmation of scope from WG. Q4 - Develop and agree a plan to define the delivery of a strategy in 2020/21	5. Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Resp Officer	Key Milestones during 2019-2020	Link to Equality Objective
	Deliver Energy Retrofit programmes for Council s operational estate and residential schemes across the city. Supporting Headline Action	1/4/19	31/3/20	G Harcombe	Q1 - Residential - Deliver Grangetown Arbed 3 scheme. Operational – Ensure sign off for REFIT Phase 2 work to start at 5 schools and County Hall. Operational - Identify priority boilers in replacement programme for schools and work with FM on tender. Operational – scope out Salix works for 2019/20 for LED and Solar projects on schools and non-schools. Q2 - Residential - Sign MOU for BISF Arbed 3 scheme. Operational – Manage contractors for REFIT phase 2 works.	5. Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Resp Officer	Key Milestones during 2019-2020	Link to Equality Objective
					<p>Operational - Oversee Salix projects.</p> <p>Q3 - Residential - Implementation of Arbed 3 scheme (dependent upon agreement and signing of MOU in previous quarter). Operational - Complete REFIT Phase 2 works, and start process of Measurement and Verification.</p> <p>Q4 - Operational - Sign off on Measurement & Verification for first year REFIT phase 2 and in readiness to charge sites next financial year.</p>	

**Strategic Directorate Priority 7:
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>	2017-18 Result	2018-19 Result	2018-19 Target	Owner
CORKPI4	Customer Satisfaction level for Bereavement Services	98.73%	awaited	95%	Martin Birch
SLC06	Customer Satisfaction level for Registration Services	97.91%	awaited	95%	Martin Birch
HPPB 29	Number of Funerals arranged through City & County of Cardiff Funeral Service	200	awaited	200	Martin Birch

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

Page 17

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	Resp Officer	Key Milestones during 2019-2020	Link to Equality Objective
	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. Capital Ambition Statement	1/4/19	31/3/20	M Birch	Q1 - Agree Specification and issue tender Q2 - Appoint contractor Q3 - Take possession of site and begin ground works Q4 - Works ongoing as per contract	7. Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity

Ref	Headline Actions	Start Date	End Date	Resp Officer	Key Milestones during 2019-2020	Link to Equality Objective
	Develop a sustainable and enhanced service for the kennelling and rehoming of stray dogs. Capital Ambition Statement	1/4/19	31/3/20	M Birch	Q1 - Develop a business case to support Cardiff Dogs Home at Forest Farm along with a variety of other income generating opportunities and partnerships Q2 - Begin consultation and finalise business case Q3 - Submit Cabinet report Q4 - Agree specification and appoint project and partnership officer to oversee the scheme	7. Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity

Appendix 1 – Directorate Profile

Our Finances

Waiting for budget book to be published

Our Workforce

Workforce Delivery Plan

Planning, Transport & Environment covers a broad area of public services that directly affects Cardiff residents, businesses and visitors to the city. These include key place based services such as managing the highways network; ensuring new developments are sustainable and of high quality; maintaining and keeping our streets clean and steering Cardiff to be amongst the best recycling cities in the UK. We recognize that we cannot deliver this without the dedication and hard work of the people that make up our workforce. In order to continue providing the best possible delivery for our citizens, it is crucial we resource our services with motivated staff, equipped with the appropriate skills and contributing to an inclusive workforce that reflects the communities we serve.

The Directorate's Workforce Delivery Plan is split into 2 sections. Part 1 is a Workforce Profile, in which we have established the key opportunities and challenges for our directorate and inform our strategic direction in the short and longer term. This is followed by Part 2, an Action Plan designed to address our key issues and improve our services to ensure Cardiff is able to achieve its Capital City Ambition. The Workforce Plan is designed to be a working document that will feed into six team workforce plans. These will further tailor work at the team level and assist in rolling out our overall objectives.

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				

**CYNGOR CAERDYDD
CARDIFF COUNCIL**

ENVIRONMENTAL SCRUTINY COMMITTEE

7 MAY 2019

DRAFT SHARED REGULATORY SERVICE – BUSINESS PLAN 2019/20

Background

1. The Shared Regulatory Service is a collaborative service that was formed between the partner local authorities of Bridgend, Cardiff and the Vale of Glamorgan on 1st May 2015. The new approach aims to deliver a fully integrated service under a single management structure for Trading Standards, Environmental Health and Licensing functions with shared governance arrangements ensuring full Elected Member involvement.
2. The creation of the service was originally driven by the need to address the real terms reduction in council budgets while at the same time building resilience within the operation. The budget for the Shared Regulatory Service across the three partner local authorities has significantly reduced in recent years. In response to the challenging financial position all three authorities recognised an opportunity to work together to deliver services jointly and agreed the principle of a shared service.
3. In September 2014 Cabinet reports were submitted to each of the three partner local authorities to propose and further the development of a single Shared Regulatory Service comprising the functions of Environmental Health, Trading Standards and Licensing. The model recommended that the new Shared Regulatory Service would be delivered through a single management structure. This approach was approved by Cabinet and Council at each of the partner local authorities in autumn 2014 with a proposed implementation date of 1 April 2015.
4. On the 1st May 2015 all staff in scope transferred to the new Shared Regulatory Service and were employed by the host authority, the Vale of Glamorgan Council.

Since then staff have worked hard to continue providing the required service while implementing new working and management structures.

5. The Shared Regulatory Service operates under a Joint Working Agreement with the Head of Service reporting on service provision to a Joint Committee of Elected Members drawn from the three partner local authorities. The detailed delegations of policy and functions from partners to the Joint Committee and Head of Service are set out in the Joint Working Agreement, these include:

- The functions to be carried out by the joint service.
- The terms of reference and constitution of the Joint Committee, the Management Board, etc..
- The term of the proposed Shared Regulatory Service such as staffing, the services to be provided by the host and other partners, financing and other functional issues.
- The financial operating model.

Core Services Provided by the Shared Regulatory Service

6. The Shared Regulatory Service provides a diverse and comprehensive range of services that safeguard the health, safety and economic wellbeing of consumers, businesses and residents. The services are covered under the three main areas of Environmental Health, Trading Standards and Licensing.

7. These broad areas encompass a wide range of services that deal with issues that can have a huge impact upon people when things go wrong or have not been enforced properly. A brief description of specific services delivered by the Shared Regulatory Service is included in this section of the report.

8. **Trading Standards** – this service protects consumers and businesses by maintaining and promoting a fair and safe trading environment. This area of work ensures that businesses comply with a host of consumer protection statutes including those relating to:

- Product safety;
- Food standards;

- Animal feed;
 - Age restricted sales;
 - Counterfeiting;
 - Environmental safety;
 - Weights and measures;
 - False claims about goods and services;
 - Malpractice including rogue traders, scams and doorstep crime.
9. The Trading Standards Service investigates complaints, participates in criminal investigations and exercises, conducts inspections of businesses, undertakes a sampling programme, provides consumer advice to vulnerable residents and provides business advice to help businesses improve their trading practices. Furthermore the Trading Standards Service has the only UKAS accredited Metrology laboratory in Wales providing calibration of weights and measures of length and capacity.
10. **Food Safety** – this service protects public health by ensuring that the food we eat is without risk to the health and safety of consumers. This is achieved through regular food safety inspections of food business and guest caterers, operating the Food Hygiene Rating Scheme, providing education courses and practical advice, investigating food and hygiene related complaints, carrying out regular food and water sampling and undertaking checks on imported food.
11. **Housing Safety** – this service protects public health by working with private landlords and owners to provide warm, safe and healthy homes for tenants. They ensure that Houses in Multiple Occupation (HMO's) are licensed through Mandatory and Additional Licensing Schemes, inspecting HMO's and improving physical and management standards of privately rented accommodation. Complaints from tenants about their rented accommodation are investigated; these can include complaints about damp, mould, heating disrepair, nuisance and student housing issues. Problems with empty homes that have fallen into disrepair are addressed and immigration inspections are undertaken.

12. **Pollution** – this service protects public health by controlling noise and air emissions into the environment. The Pollution Service investigates noise complaints about issues such as amplified music, DIY activities, house and car alarms, barking dogs, and construction sites. It investigates air pollution complaints such as smoke, dust and odour and illegal burning, undertakes environmental monitoring, local air quality management and regulates emissions from industrial processes.
13. **Contaminated Land** – this service protects public health by reviewing and implementing the Contaminated Land Strategy which ensures the identification, inspection and remediation of historically contaminated sites. Private water supplies used for both domestic and commercial purposes (such as drinking, cooking, and washing) are regulated and responses are provided to Environmental Information Requests and Planning application consultations.
14. **Health and Safety** – this service protects public health and safety by working with others to ensure risks in the workplace are managed properly. This is achieved by undertaking planned inspections and targeted initiatives, investigating reported accidents, diseases, dangerous occurrences and complaints, providing advice and guidance to employers and employees and securing safety standards at outdoor events.
15. **Communicable Disease** – this service protects public health by controlling and preventing cases and outbreaks of infectious disease by investigating confirmed sporadic and outbreak cases of communicable disease, providing and reviewing advice and guidance on infection control, cleaning and disinfection, case and contact exclusions, providing training on food hygiene, nutritional and infection control, enforcing health protection legislation to minimise the spread of communicable disease and contamination from radiation and chemicals that threaten health and leading on local and national communicable disease surveillance programmes.
16. **Animal Health and Warden Services** – this service ensures the wellbeing of animals generally and during transport. It also administers animal movements to prevent the spread of diseases such as rabies, anthrax and foot & mouth. Wardens respond to complaints about straying animals such as dogs and horses.

17. **Licensing** – this service determines applications for the grant, renewal, variation and transfer of many different authorisations which are the responsibility of the three partner local authorities. Applications for licences, certificates, registrations and permits are processed and enforcement undertaken in respect of statutory requirements such as alcohol, public entertainment, gambling, street trading, taxi licences, charitable collections and animal related licensing.
18. **Pest Control** – this service offers services to the Vale of Glamorgan area for the treatment of pests and infestations. This could include, rats, wasps, mice, fleas, cockroaches etc..
19. **Port Health** - this service prevents the import of infectious and animal disease into the UK, ensuring ships comply with international agreed public health sanitation standards and improving the safety and quality of the food chain.
20. **The Wales Illegal Money Lending Unit** - this service is one of only three units operating across the UK. The Unit covers all 22 Local Authority areas in Wales with the key aim of tackling the problem of illegal money lending. The Unit is both proactive and reactive in its work providing education and promotion across Wales to various social groups and highlighting the dangers of illegal lending. The unit also carries out detailed investigations with a view to prosecuting offenders and has the capabilities to act swiftly where necessary to deal with victims of loan sharks.

Shared Regulatory Service Business Plan 2019/20

21. Every year the Shared Regulatory Service is asked to produce a Business Plan that is designed to focus on future service delivery; a copy of the Draft Shared Regulatory Services Business Plan 2019/20 is attached to this report as **Appendix 1**.
22. Later in the year, Shared Regulatory Services will produce an Annual Report for 2018/19 that will reflect on the outcomes of the last 12 months. This year it is anticipated that the Annual Report 2018/19 will be reviewed alongside a four-year review of Shared Regulatory Services that will consider the progress achieved since the service was created in 2015. Since much of the work of Shared Regulatory Services falls within the terms of reference of the Environmental Scrutiny Committee,

it would seem sensible to timetable the Shared Regulatory Services Annual Report 2018/19 and four-year review as a future Committee item.

23. Summary explanations of the Draft Shared Regulatory Services Business Plan 2019/20 is set out below:

- **Shared Regulatory Service Business Plan 2019/20** – The Shared Regulatory Services Business Plan is a working document that is published at the start of the new financial year. It sets out the resources, targets, challenges and priorities for the coming year. A copy of the Draft Shared Regulatory Service Business Plan 2019/20 is attached to this report as **Appendix 1**. The draft report is broken into six main sections, these are:
 - **Overview of Services** – This section provides a background to the service; a summary of the key services provided; the structure for management and governance of the service; an area wide profile; an explanation of how services can be accessed and a breakdown of staff resources.
 - **Service Aims & Strategic Priorities** – This section addresses the vision, strategic priorities and aims of the service; the corporate priorities and key outcomes of each of the partner local authorities; and how the vision, aims and priorities will be delivered.
 - **Challenges** – This section touches on the main challenges facing the service. For 2019/20 the Draft Shared Regulatory Services Business Plan these are delivering the Shared Regulatory Service in the future; managing complex financial processes; ICT; learning and development; remaining relevant to the three Councils; new legislation and out of hours working.
 - **Budget & Resources** – This section explains the financial allocation for the service; the resource implications (financial and employment) for the service and the importance of maximising resources.
 - **Workforce Development** – This section sets out what the Shared Regulatory Service is looking to do to develop organisational culture; leadership & management; core skills; recruitment, retention & progression;

communication & employee engagement and employee performance management.

- **Turning Actions into Outcomes** –This part of the report explains what the Shared Regulatory Service is doing to improve health & wellbeing; safeguard the vulnerable; protect the environment; support the local economy and maximise the use of resources.

24. The Draft Shared Regulatory Services Business Plan 2019/20 is also supported by a risk assessment and action plan for the year to come.

Way Forward

25. The Cabinet Member for Clean Streets, Recycling & Environment, the Chair of Licensing & Public Protection and officers from the Shared Regulatory Service have been invited to attend the meeting. An officer will provide a short presentation on the Draft Shared Regulatory Services Business Plan 2019/20. Following the presentation the Cabinet Member for Clean Streets, Recycling & Environment, the Chair of Licensing & Public Protection and officers from the Shared Regulatory Service will be available to answer Member questions.

Legal Implications

26. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not making 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 the 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

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

RECOMMENDATIONS

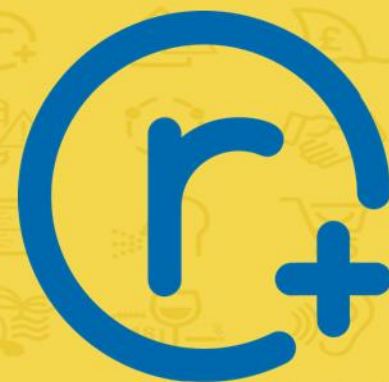
The Committee is recommended to:

- (i) Consider the information in this report and the information presented at the meeting;
- (ii) Determine whether they would like to make any comments, observations or recommendations to the Cabinet on this matter; and,
- (iii) Decide the way forward for any future scrutiny of the issues discussed.

Davina Fiore

Director of Governance and Legal Services

1 May 2019



Draft
Shared Regulatory Services
Business Plan
2019/20



**Shared
Regulatory
Services**
Gwasanaethau
Rheoliadol
a Rennir



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Introduction



2019/20 sees the fifth year of the Shared Regulatory service (SRS) providing a Regulatory service for Bridgend Cardiff and the Vale of Glamorgan. At the outset we sought to provide a service that would be resilient through the years of “austerity” that would save money for the partner councils and that would begin to deliver these services in a more market focused manner. Our five priorities – safeguarding health and wellbeing, protecting the vulnerable, improving the local environment, supporting the local economy, maximising the use of our resources – all remain in place and we are seeing some real impact and significant outcomes for the people who live in the region.

Being successful carries expectation and in a time of reducing budgets delivering a service that meets the needs and desires of our stakeholders is becoming increasingly challenging. This summer, we will undertake a four year review of the service and hopefully demonstrate that the decision to create the SRS was well founded. We hope to be able to demonstrate that our work, our successes and to ensure those who fund the SRS understand fully how important that work is to the respective corporate agendas.

Without doubt, we will need to rethink, refocus and retrench in some aspects of our service offering. In other parts of the service we will reposition the service offering and deliver compliance through different means. The challenges faced over the next three years are set out in Section 3 of this plan and the most pressing is the recruitment and retention of our workforce. The success of the SRS is undoubtedly due to the quality and capability of our officers; those talents are being recognised by others and many have been lured away by offers of greater salaries and career development opportunities. We will put in place a strategy to deal with workforce development, but inevitably in an area where expertise is in short supply a competitive “transfer market” is developing.

The political uncertainty around the EU and trading arrangements has huge ramifications for the SRS and the successful delivery of its five priorities. Our goal of supporting local businesses will gain greater momentum as businesses begin to understand their new legal duties in a changed trading environment. Our goals of safeguarding the vulnerable and improving health and wellbeing will come under greater strain should the forecast reductions in GDP and living standards materialise.

Our goal is a simple one; continue our successful collaboration of Regulatory Services, and provide a great service for the people of the region. That is a challenge for any organisation, but for one like ours which is involved in so many different ‘businesses’ across three different Councils, one cannot understate that undertaking. More work, less money and the need to retain a talented, responsive group of officers in these circumstances add to that challenge. The world is changing around us and so to remain effective and relevant we have to change too, by offering elected members solutions to the challenges they face, by ensuring people understand the importance and impact of our role and by viewing change as progress and not a setback.

This SRS Business plan hopefully depicts an organisation that has embedded itself within the three Councils; an organisation that beginning to lead discussions and not waiting to be asked, an organisation that is providing solutions for stakeholders and not shrugging its shoulders, an organisation that is challenging unlawful practices and safeguarding the interests of the region. An organisation that the three Councils can be proud of.

Dave Holland
Head of Shared Regulatory Services

Our vision

To be the leading provider of regulatory services that safeguard the health, safety and economic wellbeing of the region

Our priorities



Our outcomes



Our primary aims

We will achieve these outcomes by:-

- Understanding the needs of our customers and placing their needs at the heart of the services we deliver;
- Developing a flexible and agile workforce that is responsive to change and that have the right skills to deliver quality services that meet the needs of our customers and local communities;
- Maximising internal efficiencies to enhance service quality;
- Exploring opportunities to innovate and develop;
- Working together to future proof the service to meet financial challenges and future demands.

1. Overview of Services

1.1 Background

Shared Regulatory Services (SRS) is a collaborative service formed between Bridgend, Cardiff and the Vale of Glamorgan Councils on 1st May 2015. The Service delivers a fully integrated service under a single management structure for trading standards, environmental health and licensing functions with shared governance arrangements ensuring full elected member involvement.

SRS operates under a Joint Working Agreement (JWA) whereby the Head of SRS reports on service provision to a Joint Committee of elected members drawn from across the three parent Councils. An officer management board has been tasked with the oversight of the project implementation and future operation of the service. The detailed delegations of policy and functions from partners to the Joint Committee and Head of Service are set out in the Joint Working Agreement which includes:-

- The functions to be carried out by the joint service.
- The terms of reference and constitution of the Joint Committee, the management board etc.
- The terms of the proposed joint service such as staffing, the services to be provided by the host and other partners, financing and other functional issues.
- Financial Operating Model.

Consequently, the SRS works across the three Councils supporting a range of Committees and where needed, the three Cabinets, to deliver the Regulatory function. The workflow involves quarterly meetings with the officer Management Board followed by meetings of the SRS Joint Committee, details of which are then communicated to all three Cabinets. Officers meet members of the Joint Committee on a regular basis to ensure both regional and local issues are considered and managed appropriately.

All of the SRS Joint Committee meetings since April 2015 are held on the websites of each Council. The reports depict the genesis, development and future direction of the SRS.

1.2 Key services offered

Shared Regulatory Services provides a diverse and comprehensive range of services that safeguard the health, safety and economic wellbeing of consumers, businesses and residents covering the main areas of environmental health, trading standards and licensing.

These broad areas encompass a wide range of services that deal with issues that can have a huge impact upon people when things go wrong or have not been enforced properly.



Food Hygiene and Standards

Food Hygiene and Standards protect public health by ensuring that the food we eat is without risk to the health and safety of consumers. This is achieved through regular food and feed safety and standards inspections of food business and guest caterers, operating the Food Hygiene Rating Scheme, providing practical advice, investigating food safety and food standards complaints, carrying out regular food and water sampling and undertaking checks on imported food.



Fair Trading

Fair Trading protects consumers and businesses by maintaining and promoting a fair and safe trading environment. This area of work ensures that businesses comply with a host of consumer protection statutes including those relating to:-

- Product safety;
- Age restricted sales;
- Counterfeiting;
- Environmental safety;
- Weights and measures
- False claims about goods and services;

The service investigates complaints, participates in criminal investigations and exercises, conducts inspections of businesses, undertakes a sampling programme, and helping businesses improve their trading practices.



Safeguarding

Our safeguarding work ensures we investigate cases of malpractice including rogue traders, scams and doorstep crime. We provide consumer advice to vulnerable residents and help them obtain redress.



Metrology

SRS has the only UKAS accredited Metrology laboratory in Wales providing calibration of weights and measures of length and capacity.



Housing Safety

Housing Safety protects public health by working with private landlords and owners to provide warm, safe and healthy homes for tenants. They ensure that Houses in Multiple Occupation are licensed through Mandatory and Additional Licensing Schemes, inspecting HMO's and improving physical and management standards of privately rented accommodation. Complaints from tenants about their rented accommodation are investigated. These can include complaints about damp, mould, heating disrepair, nuisance and student housing issues. Problems with empty homes that have fallen into disrepair are addressed and immigration inspections undertaken.



Noise Pollution

Pollution also protects public health by controlling noise and air emissions into the environment.

The service investigates noise complaints about issues such as amplified music, DIY activities, house and car alarms, barking dogs, and construction sites. It investigates air pollution complaints such as



Air Pollution

smoke, dust and odour and illegal burning, undertakes environmental monitoring, local Air Quality Management and regulates emissions from industrial processes.



Port Health

Port Health prevents the import of infectious and animal disease into the UK, ensuring ships comply with international agreed public health sanitation standards and improving the safety and quality of the food chain.



Contaminated Land

Contaminated Land protects public health by reviewing and implementing the Contaminated Land Strategy which ensures the identification, inspection and remediation of historically contaminated sites. Private water supplies used for both domestic and commercial purposes (such as drinking, cooking, and washing) are regulated and Environmental Information Requests and Planning application consultations are responded to.



Health and Safety at Work

Health and Safety protects the health, safety and welfare of staff, contractors and any member of the public affected by workplace activities by working with others to ensure risks in the workplace are managed properly. This is achieved by undertaking planned inspections and targeted initiatives, investigating reported accidents, diseases, dangerous occurrences and complaints, providing advice and guidance to employers and employees and securing safety standards at outdoor events.



Communicable Disease

Communicable Disease protects public health by controlling and preventing cases and outbreaks of infectious disease by investigating confirmed sporadic and outbreak cases of communicable disease. The service provides and reviews advice and guidance on infection control, cleaning and disinfection, case and contact exclusions, provides training on food hygiene, nutritional and infection control, enforces health protection legislation to minimise the spread of communicable disease and contamination from radiation and chemicals that threaten health and leads on local and national communicable disease surveillance programmes.

Pest Control offers services to the Vale area for the treatment of pests and infestations. This could include, rats, wasps, mice, fleas, cockroaches etc.



Animal Health and Welfare

Animal Health and Warden Services ensures the wellbeing of animals generally and during transport, and administers animal movements to prevent the spread of diseases such as Rabies, Anthrax and Foot and Mouth. Our Wardens respond to complaints about straying animals such as dogs and horses.



Licensing

Licensing determines applications for the grant, renewal, variation and transfer of many different authorisations which are the responsibility of the Councils. Applications for licences, certificates, registrations and permits are processed and enforcement undertaken in respect of statutory requirements such as alcohol, public entertainment, gambling, street trading, taxi licences, charitable collections and animal related licensing.



Wales Illegal Money Lending Unit

The Wales Illegal Money Lending Unit is one of only 3 units operating across the UK. The Unit covers all 22 Local Authority areas in Wales with the key aim of tackling the problem of illegal money lending. The Unit is both proactive and reactive in its work providing education and promotion across Wales to various social groups and highlighting the dangers of illegal lending. The Team also carries out detailed investigations with a view to prosecuting offenders and has the capabilities to act swiftly where necessary to deal with victims of loan sharks.



Working with Business

Shared Regulatory Services has adopted a more commercial approach by developing paid for services and marketing them to businesses. These commercial activities enhance and complement existing statutory services and provide income generation for the service. They include:-

- Bespoke and accredited training solutions to businesses to assist in achieving legal compliance;

- Paid for business advice visits and health checks from our highly skilled and experienced officers to help and support businesses comply with legislation;
- Developing Primary Authority partnerships for businesses that trade across council boundaries where they can enter into a legally recognised partnership with the Service, receiving an agreed package of advice and support;
- Marketing the only UKAS Metrology Laboratory in Wales providing calibration of weights and measures of length and capacity;
- Extending training opportunities by assessing the potential for higher accreditation levels to attract additional business;
- Identifying new funding sources;
- Exploring potential income generating services and developing paid for services.

Our new model of delivery sees all these services delivered across three service delivery sectors known as Neighbourhood Services which deals with activities relating to residential premises or having an impact on the local community, Commercial Services which deals with activities relating to business premises (generally where national standards apply) and Enterprise and Specialist Services which comprises a number of specialist areas of work and income generating services. The management and governance chart at 1.3 provides an outline of the specific services that sit within each sector.

1.3 Management and Governance Arrangements

Joint Committee

 <p>Councillor Michael Michael Cardiff Council</p>	 <p>Councillor Dhanisha Patel Bridgend County Borough Council</p>	 <p>Councillor Hunter Jarvie Vale of Glamorgan Council</p>	 <p>Councillor Norma Mackie Cardiff Council</p>	 <p>Councillor David Lewis Bridgend County Borough Council</p>	 <p>Councillor Vincent Driscoll Vale of Glamorgan Council</p>
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Management Board



Neighbourhood Services

Neighbourhood Services deal mainly with activities related to residential premises or have an impact on the local community and include:-

- Noise & Air Pollution
- Environmental Permitting
- Housing safety in privately rented properties
- Licensing

Commercial Services

The main function of Commercial Services is to ensure that businesses comply with a host of consumer and public protection requirements in areas such as:-

- Food Safety (retail premises)
- Health and Safety
- Trading Standards (retail premises)
- Communicable Disease
- Port Health

Enterprise & Specialist Services

Enterprise & Specialist Services incorporates existing or potential income generating services with a commercial approach to marketing council services together with discreet specialisms including:-

- Contaminated Land & Air Quality
- Animal Health & welfare
- Pest Control (Vale only)
- Health & Safety (Projects and events)
- Food Safety and Trading Standards (non retail)
- Major investigations and safeguarding
- Wales Illegal Money Lending Unit
- Metrology laboratory
- SRS Business Support
- Advice and training services
- Primary Authority Partnerships

1.4 Area profile

Shared Regulatory Services covers the Council areas of Bridgend, Cardiff and the Vale of Glamorgan and serves over 600,000 residents. Extending from St Mellons in the east to Maesteg in the west, the area encompasses Cardiff, the capital City of Wales with its array of cultural, financial and commercial organisations and the rural areas of Bridgend and the Vale of Glamorgan with their vibrant tourist and agricultural economies.



Bridgend is situated on the south coast straddling the M4 corridor. It comprises an area of 28,500 hectares and a population of just over 140,000 residents. To the north of the M4, the area consists of mainly ex-coal mining valley communities with Maesteg as the main centre of population. To the south of the M4, the ex-market town of Bridgend is the largest town, the hub of the economy and its employment base. To the south west on the coast lies Porthcawl, a traditional seaside resort, with a high proportion of elderly residents, which is subject to a major influx of tourists during the summer period.

Cardiff is the capital city of Wales and is continuing to grow faster than any other capital city in Europe. In

population terms, it is the largest city in Wales with a population of 360,000. Measures of population however, belies Cardiff's significance as a regional trading and business centre. The population swells by approximately 70,000 daily with commuters and visitors. Cardiff is the seat of government and the commercial, financial and administrative centre of Wales. Cardiff boasts one of the most vibrant city centres in the UK and on a typical weekend, Cardiff's night time economy can attract over 40,000 people and sometimes more than 100,000 when the City's Millennium Stadium hosts international events.



The Vale of Glamorgan is bounded to the north by the M4 motorway and to the south by the Severn Estuary. It covers 33,097 hectares with 53 kilometres of coastline, and a population of over 130,000 residents. The area is predominantly rural in character, but contains several urban areas of note such as Barry, Penarth, Dinas Powys and the historic towns of Cowbridge and Llantwit Major. Barry is the largest town, a key employment area and popular seaside resort. The rural parts of the Vale provide a strong agricultural base together with a quality environment, which is a key part of the area's attraction. The area includes Barry Docks area and Cardiff International Airport.



1.5 Access to service

The Service is currently accessed and delivered through 5 main delivery points across the region. The new service functions are delivered from a mix of customer-facing “satellite” offices located in each Council area and from three main office hubs. These locations have been established in each of the three council areas to provide customer services on a local basis and also provide work spaces for employees of the service to work from. Where necessary the service provides an out of hours facility for certain functions. Work on developing and agreeing a detailed accommodation brief has been completed and significant progress has been made implementing the plan which ensures ease of access to the service to meet diverse needs within each local authority area and includes arrangements for telephone, on-line and face to face access whilst at the same time exploring opportunities for efficiency savings.

Current Service Delivery Points

SRS.wales
Tel: 0300 1236696



<http://www.srs.wales>

Bridgend

Civic Offices
Angel Street
Bridgend
CF31 4WB

Normal offices hours:
Monday to Thursday: 8.30am to 5.0pm
Friday: 8.30 am to 4.30pm

Cardiff

Level 1
County Hall
Cardiff
CF10 4UW

Normal office hours:
Monday to Thursday: 8.30am to 5.00 pm
Friday: 8.30am to 4.30pm

City Hall
Cardiff
CF10 3ND

Vale of Glamorgan

Civic Offices
Holton Road
Barry
CF63 4RU

Normal offices hours:
Monday to Thursday: 8.30am to 5.00pm
Friday: 8.30am to 4.30pm

1.6 Staff resources

Our organisational structure focuses upon generic working and the development of multi-disciplinary officers, while retaining the capacity to develop specialist professionals. The structure allows the deployment of people in different ways enabling the service to offer income-generating services that complement the more traditional services. The Service operates across 3 distinct sectors:-

Commercial Services ensure that businesses comply with a host of consumer and public protection requirements in areas such as food safety, health and safety at work, trading standards in retail premises and communicable disease. This function is populated in the main by professionally qualified Commercial Services Officers and Technical Officers. The new structure has seen a change in the balance of Commercial Services and Technical Officers so that more use is made of Technical Officers. This enables professionally qualified officers to focus on the more complex issues and Technical Officers, with appropriate levels of qualification and competence, to fulfil a monitoring and 'triage' role supporting the Service undertaking inspections, compliance checks and providing information and issuing alerts to more qualified officers if they identify major non-compliance issues.

Neighbourhood Services deals mainly with activities relating to residential premises or those that have an impact on the local community such as housing in the private rented sector, noise and air nuisance and licensing. This function consists of multi-disciplined and professionally qualified Officers known as Neighbourhood Services Officers and Technical Officers who deal with both Pollution and Housing issues. This move towards more generic working provides greater resilience to service provision across the three areas. The Licensing function retains local distinctiveness and governance arrangements within the three authorities, however opportunities have been taken to reduce the number of team managers to two across the three areas with enforcement managed by one Senior Enforcement Officer across the region.

Enterprise and Specialist Services (ESS) is the most diverse of the services and incorporates discrete specialisms such as air quality monitoring and management, contaminated land, pest control, animal welfare, major investigations, safeguarding, the Wales Illegal Money Lending Unit, our Industry team and the Business Support function. There is an intentional overlap of service provision between other sectors of the Shared Regulatory Service; this creates flexibility and resilience across all teams so that resources can be shared should the need arise, for example, the Major Investigations Team supports the whole of SRS in investigating and enforcing significant breaches of legislative requirements. ESS has a role in generating income, managing the UKAS Metrology Laboratory, delivering training and assessing the potential for higher accreditation levels to attract additional business, actively seeking Primary Authority partnerships and developing paid for advice services. The Business Support function provides centralised administrative support to the whole service and has a presence in all three areas at local contact points providing the main customer interface for the Service.

2. Service aims & Strategic Priorities

2.1 Vision, strategic priorities and aims

Shared Regulatory Services plays a key role in delivering the aspirations and priorities of Bridgend, Cardiff and the Vale of Glamorgan Councils through the delivery of a wide range of services. We have developed a vision supported by a set of strategic priorities that sets out our ambition of being a progressive and innovative organisation. This allows us to deliver high quality, customer focussed services that safeguard the environmental, social and economic wellbeing of our citizens.

Our vision:-

To be the leading provider of regulatory services that safeguard the health, safety and economic wellbeing of the region

As a regional organisation providing regulatory services across three local authority areas, we place the **corporate priorities** and outcomes of the three councils at the heart of all that we do (see table 1). In developing our own strategic priorities for Shared Regulatory Services, we have considered the priorities and desired outcomes of all the three authorities, together with the needs and aspirations of our partners and customers so they translate into priorities that meet local needs.



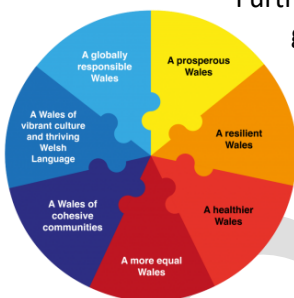
Supporting these strategic priorities, are a number of outcomes that the Service aims to deliver and which are evidenced throughout this Business Plan. Our vision and outcomes will be achieved through the following primary aims:

- Understanding the needs of our customers and placing their needs at the heart of the services we deliver;
- Developing a flexible and agile workforce that is responsive to change and that have the right skills to deliver quality services that meet the needs of our customers and local communities;
- Maximising internal efficiencies to enhance service quality;
- Exploring opportunities to innovate and develop, and
- Working together to future proof the service to meet financial challenges and future demands.

Nationally the service also contributes to the **Welsh National Enforcement Priorities for Wales** for local regulatory delivery which highlight the positive contribution that regulatory services, together with local and national partners, can make in delivering better outcomes, i.e.

- Protecting individuals from harm and promoting health improvement;
- Ensuring the safety and quality of the food chain to minimise risk to human and animal health;
- Promoting a fair and just environment for citizens and business;
- Improving the local environment to positively influence quality of life and promote sustainability.

Furthermore, the **Wellbeing of Future Generations Act 2015** sets out seven wellbeing goals to which public bodies, including local authorities, are expected to maximise their contributions. The goals provide a framework for focussing work on outcomes and delivery for the long term wellbeing of Wales. Shared Regulatory Services' core business activities, outcomes and strategic priorities are inter-related and make a significant contribution to these wellbeing goals. The following table highlights how Shared Regulatory Services contribute to these goals through its priorities.



Wellbeing goals	Shared Regulatory Services Strategic Priorities
A prosperous Wales	<ul style="list-style-type: none"> • Supporting the local economy • Maximising the use of resources
A resilient Wales	<ul style="list-style-type: none"> • Improving health and wellbeing • Protecting the environment
A healthier Wales	<ul style="list-style-type: none"> • Improving health and wellbeing • Safeguarding the vulnerable • Protecting the environment • Supporting the local economy
A more equal Wales	<ul style="list-style-type: none"> • Improving health and wellbeing • Safeguarding the vulnerable
A Wales of cohesive communities	<ul style="list-style-type: none"> • Improving health and wellbeing • Safeguarding the vulnerable
A globally responsible Wales	<ul style="list-style-type: none"> • Improving health and wellbeing • Protecting the environment • Supporting the local economy • Maximising the use of resources

2.2 Corporate priorities and outcomes of partner local authorities

Bridgend County Borough Council	City of Cardiff Council	Vale of Glamorgan Council
		

Corporate Priorities

<ul style="list-style-type: none"> • Supporting a successful economy; • Helping people to be more self reliant; • Smarter use of resources 	<ul style="list-style-type: none"> • Working for Cardiff; • Working for Wales; • Working for the future; • Working for public services 	<ul style="list-style-type: none"> • Reducing poverty and social inclusion; • Providing decent homes and safe communities; • Promoting regeneration, economic growth and employment; • Promoting sustainable development and protecting our environment; • Raising overall standards of achievement; • Valuing culture and diversity; • Encouraging and promoting active and healthy lifestyles; • Safeguarding those that are vulnerable and promoting independent living.
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Corporate Outcomes

<ul style="list-style-type: none"> • Supporting a successful economy; • Helping people to become more self reliant; • Smarter use of resources 	<ul style="list-style-type: none"> • Cardiff is a great place to grow up; • Cardiff is a great place to grow older; • Supporting people out of poverty; • Safe, confident and empowered communities; • A Capital City that works for Wales; • Cardiff grows in an resilient way; • Modernising and integrating our public services. 	<ul style="list-style-type: none"> • An inclusive and safe Vale; • An environmentally responsible and prosperous Vale; • An aspirational and culturally vibrant Vale; • An active and healthy Vale.
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2.3 Delivering our vision, aims and priorities



3. Challenges

Delivering a service across three local authority areas is an exciting but challenging role. In this context, we define challenges as new or demanding events that will require additional effort and determination to manage successfully; something that goes beyond our existing norms. Understanding the challenges ahead is therefore crucial to delivering the vision set out in section 2.

Even after four years, the Service continues to balance the development of a new and innovative operating model along with the expectation of delivering “business as usual”. There are many factors crucial to our success and the following information demonstrates the actions for the Service in 2019/20, and our risk management approach (Appendix 1).

Delivering the SRS in the future - We are delivering the SRS with a reducing resource. Our current three year financial programme involves changes to working practices. For example, our move toward the Intelligence Operating Model will mean delivering our services using a risk based approach to all activities. We have to examine and introduce new ways of prioritising our services which may result in a reduction in service provision, or the charging for some services and difficult decisions about the level of service provision. These efforts will help reduce the impact of reduced funding, but maintaining performance in light of the latest budget cuts may affect the service ability to maintain performance at existing performance levels. We will however seek to measure activities and outcomes to ensure performance is managed effectively and in a meaningful way. (RR1)

Managing complex financial processes – Managing resource in the new Service is complex, but critical. Understanding the cost of providing a service funded through three local authorities is fundamental. Crucial to this is reflecting the provision of ‘core’ services that are consistently applied across all three areas and ‘authority specific’ services that are those that are specific to one or two authorities so that finances are understood. (RR2)

ICT – The success of Shared Regulatory Services is in part due to embracing the opportunities presented by technical and mobile working solutions. Agile working has become the norm for the service yet, through staff consultation sessions, our officers tell us that the technology currently deployed is becoming outdated (after only 2/3 years). Research indicates that better facilities now exist and the SRS will work with ICT to exploit these newer technologies to ensure that our officers can continue to operate as efficiently as possible. (RR3)

Learning and development – We have always committed to the resourcing of training to develop people within the organisation to ensure competency within their roles. Our focus has been more toward the immediate needs of officers to enable delivery of our five priorities. Perhaps more important now is the development of a longer term strategy for recruitment and retention. Our recent budget reductions caused a number of people to secure positions elsewhere and we now face a skills gap akin to that of 2015/16. We have not yet achieved a point where the Workforce Plan drives SRS development activities. The creation of a recruitment strategy and the development of retention “initiatives” will be a key target for SRS management in 2019/20. (RR4)

Remaining relevant to the three Councils – The creation of SRS delivering services across three local authority areas resulted in the transfer of the administration of services and staff to the Vale of Glamorgan Council who act as the host authority for the Service. The Service, although jointly funded by the participant authorities, also has a single consistent identity and branding which is not associated with any one Council. The Shared Regulatory Service and the important services we provide will therefore need to be promoted actively across the three Councils to ensure their continuing support for the venture. (RR5)

New legislation – The implementation of new legislation and any requirements imposed by such legislation can place additional burdens on the Service. It requires new processes to be developed, awareness raising to be undertaken with stakeholders, staff training and additional inspections etc. Generally new requirements can be planned for and effectively resourced, however, it is not always easy to predict the impact that new legislation may have on resources. The uncertainty on membership of the EU has the potential to exacerbate such matters. We are prepared to adapt the Service accordingly to ensure businesses can continue to function and consumers are not disadvantaged. The great uncertainty is the quantum of change and the unknown time scales within which that change must take place. (RR6)

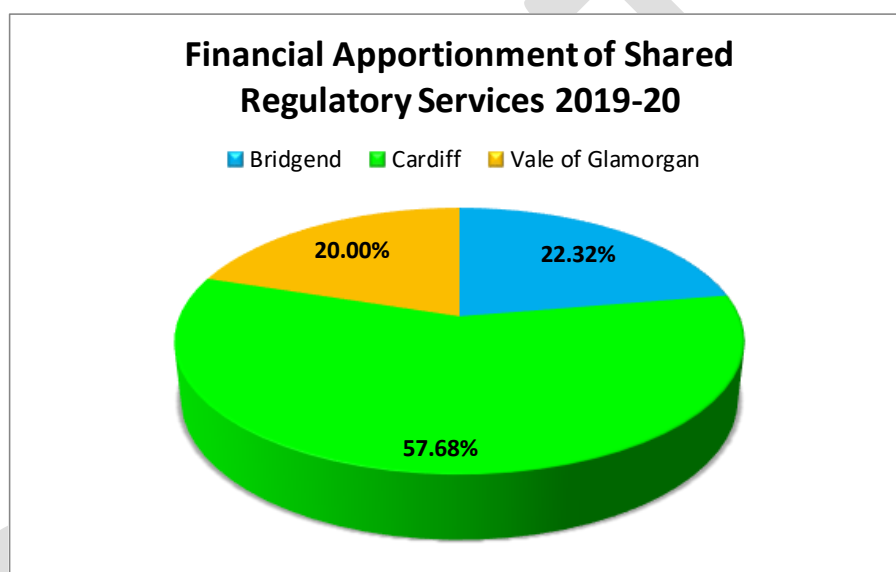
Out of Hours - The SRS operates an “out of hours” duty rota to enable the service to respond to incidents that arise outside normal office hours. These responses include responding to nuisance calls relating to burglar alarms, food incidents, etc. To date, officers have operated the rota on a voluntary basis across the service. However, the number of officers willing to participate in the rota is reducing to the extent that the service delivery is becoming uncertain. SRS management will review this position and put forward options for this aspect of the service. (RR7)

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4. Budget

4.1 Financial allocation

Bridgend, Cardiff and the Vale of Glamorgan Councils fund Shared Regulatory Services jointly through an agreed formula. 2019/20 represents Year 5 of the SRS and we are midway through the agreed budget reduction process of 5% year upon year. In this financial year, the service absorb the majority of the savings through a realignment of people and resource and use 2020/21 to ensure that changes are embedded and have not impaired service delivery. The methods of apportionment for operating the core service and the cost contribution percentages are set out in the Joint working Agreement and based upon the population of each Council. There are also arrangements in place to deliver “authority specific” services to individual partner Councils.



4.2 Resource Implications (Financial and Employment)

The following table summarises the gross expenditure budget for the Service.

SRS Gross expenditure budget 2019/20			
Area	Core £'000	AS £'000	Total £'000
Bridgend	1,308	420	1,728
Cardiff	3,381	1,412	4,793
Vale of Glam	1,172	497	1,669
Total	5,861	2,329	8,190

Gross Expenditure Budget 2019/20	
Authority	Proposed £000
Bridgend	1,728
Cardiff	4,793
Vale of Glamorgan	1,669
Gross Expenditure Budget 2018/19	8,190

The budgets detailed above summarise the overall budget contribution agreed by each of the partner authorities. Each contribution consists of two elements – core and authority specific services.

Core services are those functions common to the partner authorities as they share statutory responsibility for the activity, such as trading standards. Core service costs are then pooled and recharged to the partner authorities based on the relative population split within the three authorities.

Authority specific budgets such as Licensing are unique to each partner authority and it is the sole responsibility of each authority to fund its own provision.

The approved authority specific services are as follows:-

Bridgend	Licensing Kennelling & Vets Costs
Cardiff	Licensing Additional HMO Licensing at Cathays & Plasnewydd Night time Noise Port Health Student Liaison
Vale	Licensing Additional HMO Licensing Kennelling & Vets Pest Control

Both core and authority specific services are recharged to partner authorities inclusive of a management charge, which incorporates management, admin and hosting costs. These include the provision of a multifunctional admin team, professional support in the form of finance, IT and HR, together with the senior management within the Shared Regulatory Service.

The budget is monitored quarterly via the Management Board and Joint Committee and the details of such monitoring form part of the quarterly update reports, available at the websites of each partner Council.

4.3 Maximising resources

Our goals of supporting the local economy and maximising resources now challenge us to operate in a more commercial and entrepreneurial way. For our business customers, we aim to deliver high quality technical services. We have created an environment that allows us to focus upon supporting local enterprises enabling them to operate successfully in an increasingly competitive business environment.

Our agile working practices allow our specialist officers to use technology to deliver improved productivity, efficiency savings and better customer service. Furthermore, these practices provide opportunities to reduce the accommodation footprint of the Service across the region, reducing operational costs. As we generate additional income, we will enhance service delivery and ensure resilience in the SRS moving forward.

The removal of the traditional professional silos means that officers are part of joined up multi skilled teams and have better understanding of our internal processes and the needs of our customers. The reshaped SRS will continue to eliminate unnecessary bureaucracy and simplify processes; we will harmonise practices wherever possible and achieve efficiencies by doing things once (and not three times as happened in the legacy organisations).

Understanding the costs involved in providing services is crucial. We review regularly SRS fees and charges across the three authorities to ensure we know what it costs to provide services and ensure that we recover those costs where possible.

We listen to our customers and stakeholders to identify their needs and expectations. We seek to develop our services so they are easier for customers to access and are more effective and cheaper. We believe that better engagement will help us make better decisions and consequently deliver better outcomes.

We recognise the need to understand, measure and manage our performance across the Service. We continue to work on developing our measures so that we will eventually have a suite of measures that ensures performance is managed effectively and in a meaningful way, and that we are having a positive impact on those customers that interact with us.

5. Workforce Development

Operating a Shared Regulatory Service across three distinct areas presents many challenges for the Service and its workforce. We aim to use our Workforce Development Plan to ensure our officers have the right mix of experience, knowledge and skills required to fulfil our goals. Our Plan illustrates how we want to encourage and support our officers to develop new skills and work in different ways. Investing in people is a fundamental element of our maximising resources priority.

The Workforce Development Plan developed early 2018 provides a framework to blend:-

- Organisational culture
- Leadership and management
- Core skills
- Recruitment, retention and progression
- Communication and employee engagement
- Employee performance management

Continued Professional Development (CPD) is actively encouraged and officers are offered opportunities to attend a wide range of training courses, seminars, meetings and briefings to help maintain competency and improve technical, legal and administrative knowledge. In addition, 'in house' technical training days support cross discipline training and increase awareness of related enforcement activities. The service has continued to provide legal competence training for officers along with a number of professional development courses. While this is a cost effective way of increasing the skills base of our workforce, perhaps the greater consequence is the potential to forge a stronger team.

The SRS Staff Survey undertaken in early 2018 sought the views of employees on a number of work place themes including learning and development. Whilst results were generally good in this regard, personal development was identified as an opportunity for improvement. It will therefore be important during the forthcoming year, to ensure that personal development is actively encouraged through the performance review process and through the provision of suitable development opportunities linked to SRS business objectives.

We intend our workforce plan to drive our organisational development, both through preparing us for the future by being able to forecast likely challenges and by a more effective process of talent identification, identifying skill gaps, and retaining our officers within the organisation.

6. Turning actions into outcomes

We continue to work to integrate our vision, priorities, outcomes and our primary aims and our performance to provide a comprehensive picture of the work the service undertakes and the positive impact it makes.

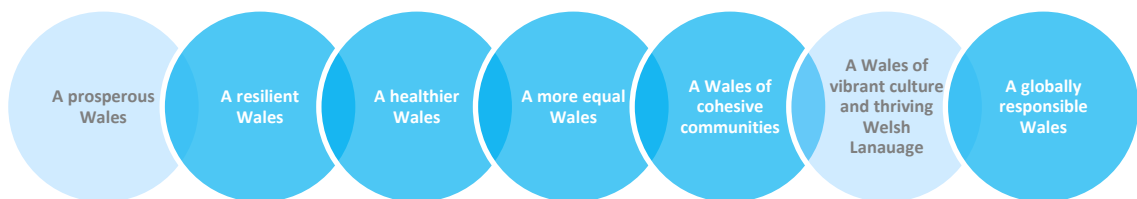
The following section of this Business Plan brings all these different elements together in order to highlight our achievements and performance during the last year together with the actions we aim to undertake in 2019/20 to deliver our priorities. This framework will be continually reviewed to ensure it remains relevant and meaningful to stakeholders.

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Improving health and wellbeing



In addition, our outcomes also contribute to the following wellbeing goals:-

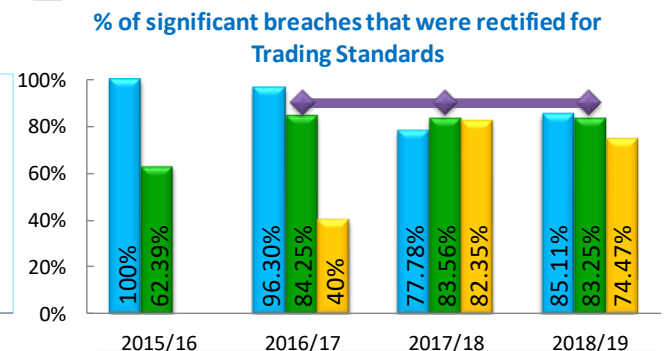
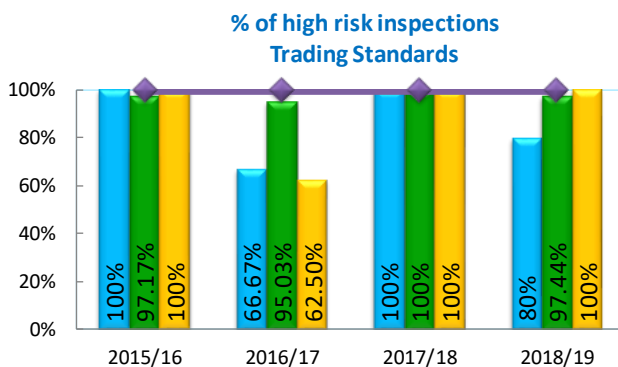
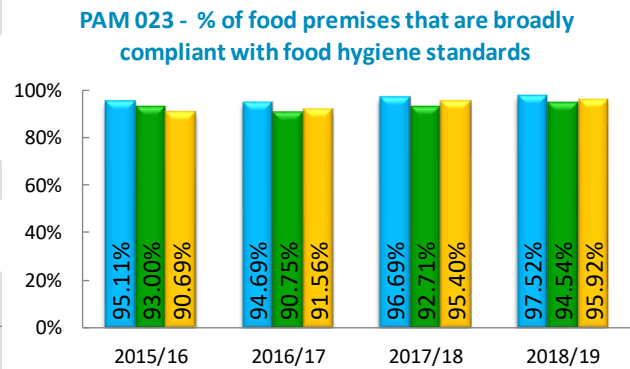
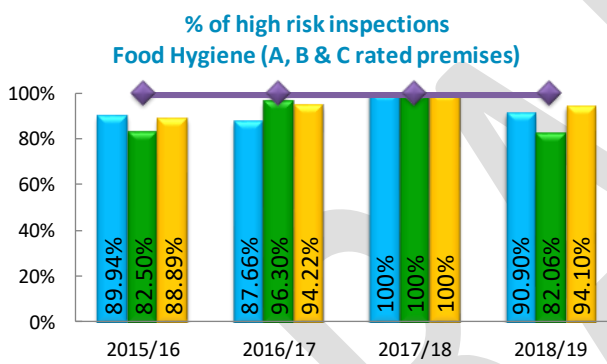


6.1 Improving health & wellbeing

Introduction

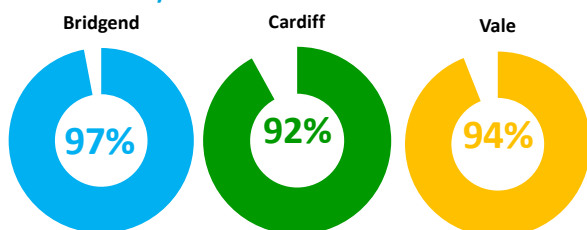
Improving health and wellbeing is a key priority for Shared Regulatory Services. The Service delivers a diverse range of services to businesses, consumers and residents many of which are “taken for granted”. Their contribution toward our stated outcomes, and their impact upon communities, should not be overlooked. Work undertaken to ensure that food is safe, that infectious disease, noise and air emissions are controlled, that risks in the workplace are managed properly, allows people to live in healthy environments. Add to this our activities to ensure the quality of private rented property, the promotion of a safe trading environment and our regulation of licensed premises to ensure they operate responsibly and it is evident that the work undertaken by the SRS is hugely important to the health and wellbeing of the region.

How we performed

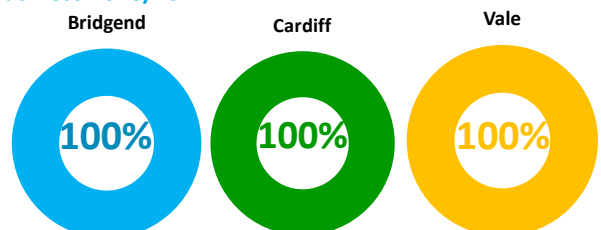


NB Results not collected in Vale until 2016/17.

Businesses who felt food safety inspection helped them improve food hygiene standards in their business 2018/19



Training delegates who felt the training received will help them improve standards of compliance in their business 2018/19



Source – Respondents to customer satisfaction questionnaire

Comments received 2018/19

"The inspector was really pleasant and approachable. He helped us understand the inspection and made it clear how to improve certain areas".

"Inspector was professional, helpful and gave clear advice and information".

"I felt more confident in my practices after the inspection"

"Very approachable inspector did not make me feel uncomfortable at any time and felt able to ask any questions to improve my service".



% of private rented properties and HMOs improved through the removal of category 1 hazards 2017/18

Bridgend	Total no of assessments which contain category 1 hazards	54
	No. of HMOs and non HMOs where all category 1 hazards have been resolved as a result of local authority action	33
	% total resolved	61%
Cardiff	Total no of assessments which contain category 1 hazards	54
	No. of HMOs and non HMOs where all category 1 hazards have been resolved as a result of local authority action	9
	% total resolved	16.66%
Vale	Total no of assessments which contain category 1 hazards	60
	No. of HMOs and non HMOs where all category 1 hazards have been resolved as a result of local authority action	19
	% total resolved	31.66%

What we have achieved

The Food chain is safe and free from risks

Increase in businesses that are broadly compliant - the number of food businesses with a food hygiene rating of more than 3 increased in each authority area during 2018/19 from the previous year. (Bridgend from 96.69% to 97.52%, Cardiff 92.71 % to 94.54%, Vale of Glamorgan 95.40% to 95.92%). The results show a positive upward trend, year on year, exceeding targets and highlighting the growing number of businesses that are improving their standards. This translates to an additional 83 premises in Bridgend, 131 in Cardiff and 55 in the Vale over the last 2 years achieving a satisfactory rating, some of which can be attributed to the success of the intervention programme for food businesses. That programme ensures that any food safety issues identified are followed up by either enforcement, advice or training and subsequently revisits to ensure compliance with food safety law.

Surveys - In addition to routine inspections of food businesses, SRS participated in food safety and food standards surveys which entail various sampling programmes across a range of businesses. Examples of such surveys include:-

- **Shopping Basket Survey** - The Shopping Basket survey was set up by the Welsh Food Microbiological Forum to test 10 different food types to consider their microbiological safety. Food types include pate, cakes, salad, meat, coleslaw, smoked fish, cheese, fruit and spice. This survey was undertaken in Cardiff where 95 samples were taken. Where foods return as unsatisfactory or borderline, re-sampling takes place to see if the issues are a one off, or whether there may be an ongoing issue. Letters are sent to the branch, primary authority and head office, where applicable and to the manufacturers of failed products. Where issues are possibly localised, for example, temperature issues or issues with self-service then they are referred for investigation. In total 7 samples returned as borderline and 4 returned as unsatisfactory, all of which have been re-sampled.
- **Ice Survey** - The Ice survey was a follow up from previous surveys focusing on the microbiological safety of ice in coffee shops with the focus this time being on leisure and licensed premises. Samples were taken from any ice machines, bagged ice or ice buckets. 33 samples were taken across Cardiff and the Vale of Glamorgan and 9 returned as unsatisfactory. All have been resampled and investigated with 3 ongoing cases. Further testing of 20 premises within the Cardiff region is planned for 2019/20 as part of a focussed ice compliance survey.
- **Nozzle-Dispensed Cream Survey** - This survey focused on nozzle dispensed cream in an SRS designed survey that collected samples from across Cardiff and the Vale of Glamorgan. In total 14 samples were taken however 4 returned as borderline. These were resampled and investigated to gain microbiological safety of the products.

Prosecutions – SRS is committed to enforcing the laws we regulate, instigating legal proceedings against those businesses or individuals that flout the law. During 2018/19, the service successfully prosecuted a number of individuals/businesses in relation to food offences and the following cases showcase a few selected examples.

- **Cardiff Restaurant fined £10,500, for a string of food hygiene offences** - A Cardiff Restaurant was fined £10,500 ordered to £4065 and a victim surcharge of £170 after pleading guilty to 16 food hygiene offences following intervention by officers from Shared Regulatory Services. Visits were made to the business between October and December 2017 to find that the

restaurant didn't have a food safety management system in place, failed to protect food from contamination, failed to ensure food handlers' personal cleanliness and that they were adequately trained, failed to comply with a remedial notice and failed to keep the premises in good repair.

- **Cardiff Restaurant manager and company fined £5000 for not displaying a food hygiene rating sticker** -

Following receipt of complaints that a restaurant was not displaying their food hygiene rating sticker showing a rating of 2, SRS officers undertook a number of visits to the restaurant to investigate the complaints. Initially, as a result of these investigations, a fixed penalty notice was issued for £200 which was paid, however further complaints were made about the premises. Officers re-visited the premises a number of times which subsequently revealed that a sticker had been placed in the bottom left hand corner of a full length window which was being obscured by table and chairs. Legislation states that the sticker must be put up 'close to the entrance...where it is capable of being easily read by the customer before they enter' and this was explained to the manager. Following further correspondence, the sticker was eventually moved to a satisfactory position, however following a further complaint, it was found to be blocked by a large patio heater and couldn't be seen. SRS received significant press attention as a result of this case and also received a letter from the Food Standards Agency congratulating the department on the successful result of the case.



- **Barry Businessman fined £6,350 after pleading guilty to 14 food offences** –



In this particular case, a businessman pleaded guilty to 14 food offences which occurred in 3 premises in the Vale of Glamorgan during 2017. He was fined £3350 for the breach of a Hygiene Improvement Notice and £1000 for each of the 3 offences that concerned the cleanliness of working utensils, failure to ensure an adequate number of wash basins and failure to ensure appropriate facilities were in place to maintain adequate personal hygiene. He was also ordered to pay investigation costs of £1500 and a victim surcharge of £335.

- **Three takeaway owners fined for selling unsafe food** – Three owners of takeaways in the Barry and Bridgend areas were prosecuted following test purchases carried out in relation to allergens. Orders were made of rice dishes where the businesses were specifically told it was for someone who was allergic to egg. However, when tested the food was later found to contain egg or egg protein. In one case, 77 times the amount of egg required to cause a reaction in an allergic person was found. Furthermore, these purchases were conducted only a few months after informal test purchases had been carried out when all three business had failed and subsequently been provided with advice. The businesses were fined in total £1800, £1975 in costs and £265 victim surcharges. One owner was given a Community Order to undertake 300 hours of unpaid work.

Risks in the workplace are managed properly

Managing Infection Control Workshops - SRS officers in partnership with Welsh Government and Vector Air and Water Systems delivered 2 half day 'Managing Infection Control Workshops' to residential care homes in SRS in June. The workshops were developed to address concerns identified

from previous health and safety visits that indicated that care homes were continuing to struggle with effective management and control of Legionella in hot and cold water systems. The interactive sessions while focused on legionella also included talks on the prevention and control of Norovirus and Influenza in care homes. 56 delegates attended the workshops from 40 care homes and feedback from attendees was really positive with 89% indicating that the workshop was very good or excellent value to their business, 98% reporting that they had learned something from attending and 86% saying that they would be making changes within their business as a result of what they had learned..

Golf Course Safety Project and Vale Employers Engagement Project (VEEP) – The Golf Course Safety project was initiated following 2 fatalities associated with the management of contractors on golf courses in Newport, and a spate of golf-buggy related incidents in Monmouthshire. Targeted inspections focusing on contractor management, green keeper safety, golf buggy safety initially took place during 2016/2017, with revisits to assess compliance taking place during 2017 and 2018, the most recent taking place between July and October 2018. Whilst the majority of clubs were found to have made significant improvements to their health and safety management systems, with many electing to engage with a more specialist health and safety consultancy for the golfing sector, a few clubs were identified as being consistent poor performers. These verification visits however provided an opportunity for officers to identify common areas of weakness amongst the golf club duty holders which subsequently informed the topic areas for the ‘VEEP’ Business Forum held in November.

The forum which was supported by the Health and Safety Executive (HSE); Public Health Wales (PHW); Institute of Occupational Health and Safety (IOSH); and relevant sectors of private industry attracted a total of 95 delegates which included representatives from golf courses across SRS and some neighbouring local authority areas and external stakeholders. Topic areas included tree management, noise at work, hand arm vibration, COSHH, legionella, management of contractors, managing health and safety, occupational health and Healthy Working Wales. Feedback from delegates was very positive.



Brewery fined £140,000 after customer fell through cellar door - A brewery was fined £140,000, ordered to pay costs of £11,835 and a victim surcharge of £170 following a successful prosecution instigated by Shared Regulatory Services for a health and safety offence. The incident which occurred in 2018 occurred at a pub in Barry when a customer was left with serious injuries after falling through a cellar door which had been left open for cleaning staff. The customer fell down a concrete flight of stairs and was found unconscious after suffering a fractured skull and a bleed on the brain.

Safety in cellars has been a national health and safety priority following a number of fatalities and serious injuries to both employees and members of the public in Wales and throughout the UK in recent years, which has included falls through unguarded cellar hatches and unlocked cellar doors, and exposure to low level oxygen atmospheres in cellars as a direct result of beverage gas cylinder leaks. Building on work undertaken by SRS during 2017/18, the service undertook 99 unannounced proactive visits to pub, clubs and golf clubs to assess cellar safety during the last year.

Infectious Disease is controlled and prevented

Communicable Disease - SRS received reports of 1926 cases of communicable disease between 1 April 2018 – and 31 March 2019, of which 1619 were laboratory confirmed. All 1926 (100%) cases were actioned within the target response time. The most common causative pathogen, Campylobacter makes up 57% of confirmed lab reports notified and 48% of all communicable diseases (confirmed and suspected) investigated. Other notable pathogens include Cryptosporidium, Giardia, Salmonella including paratyphoid, Shigella, E. coli O157, Legionella and Hepatitis A and E..

Of the 232 (19%) who returned their customer feedback forms:

- 54% reported changing their behaviour as a result of the interview. Examples include more frequent hand washing, washing hands after handling egg shells and not washing raw meat packaging or raw chicken.
- 99% cases interviewed were very satisfied or satisfied with the service. Comments include 'the officer was very thorough and knowledgeable', 'everything was explained clearly and in a nice way', 'the lady I spoke to was extremely well informed, helpful, pleasant and sympathetic' and 'It is good to know that this service is available, thank you for the service'.

64 communicable disease outbreaks were investigated. The 2 most common settings were schools and care homes. 30 (47%) associated with schools and 22 (34%) associated with care homes.

Swimming pool Survey - Cryptosporidiosis is a protozoan infection which can cause symptoms such as profuse watery diarrhoea and cramping abdominal pain in humans. It is most commonly associated with young children in the 0-5 year age range and has several modes of transmission including person-to-person spread and bathing in contaminated water sources; including leisure waters such as swimming pools. The illness spreads via Oocysts, which appear in the faeces at the onset of symptoms, and can continue to be excreted for several weeks - even after symptoms have subsided. The main problem with Oocysts is their ability to be highly resistant to chemical disinfectants; including chlorine. Following analysis of 2017 data which identified an increasing trend of cases being reported to SRS, 38 confirmed cases (Bridgend 5; Cardiff 22; Vale 11), and a number of leisure pools being implicated in a significant proportion of the cases, SRS undertook a number of unannounced enforcement visits across the region. In total 44 leisure pools were visited, (Bridgend 9; Cardiff 22; Vale 13), which included pools in privately operated leisure centres, hotels and caravan parks. The aim of the visits was to identify how duty holders were managing the risk of pool user exposure to Cryptosporidium. The results of this survey highlighted a number of deficiencies which were dealt with via formal warning letters requiring an action plan to be developed. One pool and spa that had to be closed during the officer visit due to problems with low temperature and low chlorine levels, received a follow up visit which on re-inspection was found to be satisfactory.

Noise and Air Emissions are controlled

Community Concerns - Throughout the year Officers have responded to community concerns regarding a number of high profile environmental issues. The Barry Biomass plant in Barry Docks was granted a permit to operate by National Resources Wales, leading to a great deal of media coverage and local opposition from residents and environmental groups. During the testing and commissioning phases SRS Officers responded to a large number of complaints regarding noise, lighting and emissions from the plant and ensured regular liaison with the regulator NRW. We will continue to investigate complaints of statutory nuisance and work with NRW to ensure the conditions attached to the Environmental Permit are complied with.

Community concerns in Cardiff and the Vale of Glamorgan were also expressed regarding the disposal of material dredged as part of the construction of Hinkley Point C nuclear power station in Somerset at a licensed marine disposal site off the coast of Cardiff. In liaison with National Resources Wales and Welsh Government, Officers provided updates and information on public health concerns to local politicians and gave evidence to Scrutiny Committee

Anti-Social Behaviour - In investigating cases of noise nuisance, Officers routinely work with external stakeholders such as the Police, local authority Anti-Social Behaviour Teams and organisations such as Victim Support. Often this is because creating noise disturbance is just one aspect of anti-social behaviour that needs to be addressed to provide solutions to the community issues raised. One such case that highlights this last year was the noise nuisance being suffered by a vulnerable elderly couple in Cardiff which formed part of wider offending and disturbance from the property involved. The SRS Officer acted as a focal point to not only investigate the allegations of noise nuisance but also to pull in additional resources from other stakeholders. A noise abatement notice was served and as a result of other actions taken the problems were resolved.

The Officer from victim support who assisted the couple concerned sent in the following testimony on behalf of the couple:-

“Just wanted to pass on some really positive feedback from a couple... that SRS, South Wales Police and Victim Support have all been working with in relation to anti-social behaviour from their neighbours – specifically noise pollution. When I first met this couple a few months ago they were unable to cope with the ongoing anti-social behaviour and were seriously considering taking their own lives. The wife’s mental and physical health had been greatly impacted and the couple were struggling with day to day life. They didn’t know what to do and felt that they couldn’t go on any longer. But thanks to the multi-agency work that has taken place in recent months, that is no longer the case... The couple cannot speak highly enough of you and all the effort you have put into this case. I just wanted to forward this information to you both as positive feedback can be a rare thing in our jobs and not only have people worked so hard to get a good outcome on this case but the impact on the victims has been enormous. They can now move beyond this traumatic experience knowing that they are safe in their own home.”

A safe trading environment is maintained

Trampolines – In 2018, the SRS began an investigation into the safety of trampoline parks. These indoor activity areas have become increasingly popular and attract significant numbers of children. SRS investigated the construction materials used at one site and determined that the products used were of concern. The application of the law to these relatively new play environments was unclear. Following a legal opinion, the SRS intervened and required the operator to undertake a number of corrective actions before reopening the facility to the public. The SRS will now extend this piece of work in 2019 to the other similar venues in the region.

Cosmetic Contact Lenses – Cosmetic contact lenses (non-corrective contact lenses designed to change the colour or appearance of the eye) are regulated under UK legislation which requires that they can only be supplied by or under the supervision of a registered optometrist, suitably qualified dispensing optician or medical practitioner. There are also a number of serious risks of infection associated with these contact lenses. Following on from an exercise undertaken in 2017, whereby businesses were sent advice regarding the legislative requirements, and undertook a number of test purchases, SRS Officers conducted a follow up exercise last year to check compliance. 16 premises were given reminders not to sell zero powered/cosmetic lenses unless an optician was present and

one business was found to be in breach of a General Product Safety Regulation Notice issued in 2017. This business is now the subject of an investigation.

Fake Chanel and Mac make-up containing 'unsafe' levels of lead were on sale in Cardiff

- A Cardiff man admitted 16 offences under the Trade Marks Act 1994 and 7 offences under the Cosmetic Products Enforcement Regulation following legal proceedings brought by SRS. The defendant ran a counterfeiting business from his home and when officers raided the property they seized a significant amount of counterfeit clothing, goods, designer label stickers and labels as well as make-up products. Upon testing, it



was found that the clothing was fake and the counterfeit Chanel, Kylie and Mac make-up products had dangerous levels of chemicals in them, containing 35 times the permitted levels of lead and 7 times the permitted level of chromium posing a risk for people to use. The defendant was given a community order for 12 months and has to carry out 240 hours of unpaid work. He was also handed a 25-hour rehabilitation order, and was ordered to pay costs of £300 in addition to a victim surcharge. All items were destroyed.

Poppers – Poppers or Alkyl Nitrates are classed as inhalants and are vasodilators which mean they dilate blood vessels. They belong to the nitrate class of drugs. Others include Amyl Nitrite, Butyl Nitrate, Isopropyl Nitrate and Isobutyl Nitrite. Historically poppers have been used to enhance sexual experience and have been sold under names including Liquid Gold, Rush, Pure Gold and Bang and are often marketed as room odourisers. There are a number of physical and psychological effects associated with the use of poppers and while the level of harm generally experienced from the inhalation of poppers is low, use can result in a range of clinical conditions and should be avoided by certain individuals. Under UK consumer legislation an offence may be committed if it is reasonable for a seller to suspect that a substance would be misused or not used in a way for which it was intended. At the beginning of the year, officers undertook a project to highlight the risks of poppers and legal responsibilities of retailers by producing a leaflet and distributing to 30 premises identified across the SRS region providing guidance on the product.

Licensed premises operate responsibly

Review of Gambling Policy -The Gambling Policy for all 3 authorities has been reviewed and published. The review was undertaken to meet the requirements of the Gambling Act 2005. Previous years reviews have focused upon young people and ensuring they are not able to gamble at premises licensing by the Councils. More recently, gambling is being recognised as a public health problem. While only a minority of gamblers are identified as problem gamblers, research is emerging that suggests that the financial, health and social harms that arise from gambling can impact upon families, communities and wider society. The increase in on-line gambling, the increase in the advertising of gambling products all plays a significant role. Research suggests, such developments increase gambling behaviours and possibly shape a more permissive social attitude to gambling. The Councils role here is limited, but the SRS is working with a range of organisations in Wales to contribute where possible to mitigate the impact gambling has upon vulnerable individuals.

A Bridgend chip shop owner fined for installing Gambling machines – It is against the law to provide gaming machines in takeaways, cafes, taxi offices or at any other non-gambling premises where children can be exposed to gambling and illegal slot machines. Following a routine inspection by

Licensing Officers, a Bridgend chip shop was found to have gambling machines installed that could have been used by children. The owner pleaded guilty to three offences under the Gambling Act 2005 after installing the machines at his chip shop. He was fined £253 for the one offence with no separate penalty for the others. He was ordered to pay legal costs of £350, investigation costs of £920 and a victim surcharge of £30, which came to £1,553 in total. A forfeiture order on cash taken from the two machines was also granted, together with a destruction order on the machines.

The quality of private rented property is improved

Furnished lets Survey - Over the last few years, there has been growing concern regarding the safety of domestic appliances and electrical goods and their connections to large fires such as Grenfell and Lakanal where many people lost their lives. In response to these concerns SRS Officers carried out a survey to assess the level of compliance within the domestic rental sector of the property market. The project focussed on the obligations of landlords to provide compliant goods as part of tenancies. Using a number of pieces of legislation, SRS were able to assess the level of protection afforded to tenants in relation to items provided by landlords, in a bid to protect consumers and allow legitimate trade to thrive. Six main areas were the focus of the survey which included upholstered furniture, electrical items, gas appliances, window blinds, wood burners and Energy Performance Certificates (EPC). 690 items were inspected overall and generally non-compliance was low with a small number of items of upholstered furniture including chairs, sofas and mattress/bed bases were identified as non-compliant and significant amount of blind cords. All electrical items such as washing machines, tumble dryers, fridge freezer, microwave etc. were found to be compliant. The results of the survey have been presented to Rent Smart Wales and it is expected that there will be further interest from Landlords not included in the survey particularly in relation to the safety of blind cords. As a result of carrying out joint visits the project also raised awareness of safety issues within private sector housing and officers have been encouraged to refer concerns.

HMO Licensing - HMOs often present the worst physical and management standards, as well as having a detrimental impact on the neighbourhoods in which they are situated particularly in relation to street scene. The Cardiff Housing Enforcement Team took prosecutions on 6 properties in Cardiff during 2018-19 for a range of offences including neglect of proper management standards, failure to obtain a HMO licence or to register with Rent Smart Wales and breach of a Prohibition Order, with fines totalling £70,000. In addition to this enforcement work, the Housing Enforcement Team dealt with over 900 complaints about property conditions, issued over 400 works notices and licensed over 500 HMOs, bringing the total licensed in Cardiff to 3,500. The team carried out over 100 fit and proper person checks for Rent Smart Wales, with a small number of these becoming more significant investigations into landlord performance. The team carried out Rent Smart Wales audits of 9 managing agents, identifying action plans for improvement in each case and will follow up during 2019-20. A series of joint inspection were carried with Trading Standards; officers carried out training for the Cardiff Landlord Forum and other Cardiff Council services; officers defended their enforcement actions at Residential Property Tribunal, in each case being successful.



Illegal Evictions and pre-occupancy checks - In Bridgend and the Vale of Glamorgan we investigated and gave advice regarding 15 cases of illegal eviction which allowed us to prevent the households from becoming homeless in the majority of cases. We also provided a valuable service to the Housing Solutions Departments by conducting pre occupancy inspections of 61 properties to ensure that some of the most vulnerable persons accessing the private rented sector were able to live in properties free from Category 1 hazards which would have an impact on their health and safety.

Landlord ordered to pay over £22,000 after poor management of properties in Cardiff – A Cardiff landlord was ordered to pay over £22,000 at Cardiff Magistrates’ Court on April 26th for 19 offences relating to poor management of ‘three self-contained flats’ at a property that he owns and rents out in the city. The case came to light after a Police Community Support Officer (PCSO) grew concerned about a vulnerable tenant and their living conditions at the property and contacted the council. Subsequently an SRS Officer visited the property in September and October 2017. Offences under housing legislation related to a number of issues including an inadequate fire alarm system, lack of proper structural fire protection and a means of fire escape; an inadequate heating system; insufficient electrical sockets, un-restricted first floor windows, failure to maintain the electrical installations, as well as other issues such as loose floor coverings, inadequate guarding to stairs and failure to maintain the garden boundary wall. The defendant was also convicted of two offences relating to his failure to apply to Rent Smart Wales for a licence to manage or let properties. Overall the defendant was fined £16,600 for all 19 offences, ordered to pay £5,385 in legal costs with a victim surcharge of £100.

Breach of prohibition orders preventing properties to be used for human habitation- Two prosecutions were undertaken in relation to breaches of prohibition orders served under the Housing Act which prohibited two properties in the Vale and Bridgend to be used for human habitation due to the presence of serious category one hazards. The property in the Vale did not have any heating or hot water and there were also issues in relation to gas and electrical safety. The solid fuel appliance within the property if used, would have presented an imminent risk to the health and safety of any tenants as the flue was defective and would allow carbon monoxide to discharge into the property. In addition there were issues in relation to electrical safety and no smoke detection. Despite these conditions and the existence of Prohibition Orders in relation to the premises the Landlords of the properties continued to let the properties without regard to the safety of the tenants. The tenants in both cases were vulnerable and moved into the properties as they had very limited options. Both Landlords pleaded guilty, and with regard to the Vale case received a fine of £1090, which included offences in relation to failing to register the property and obtain a licence in relation to Rent Smart Wales legislation. In the Bridgend case the Landlord received a fine of £1646.

Emerging issues

Import and export of products post Brexit – The uncertainty of the outcome of Brexit requires the SRS to keep abreast with the potential changes as they occur and be prepared for any eventuality. The biggest potential change will arise from the United Kingdom’s status as a “Third Country” to those that remain within the EU and the countries within the EU will become “Third Countries” to the United Kingdom. This will require imported products of animal origin to go through a Border Inspection Post facility and any higher risk products not of animal origin to be imported through a Designated Point of Entry. Currently neither the ports nor airport in the SRS region possess either of these status in relation to food, but it is anticipated that trade patterns may change in the future and potentially an enhanced monitoring role for the SRS

New Businesses – The prosperity and increasing popularity of the City of Cardiff means that the number of new food businesses attracted to the City is constantly increasing. During the last year a total of 540 new businesses were identified. This places a significant impact on resources of the Food Safety and Trading Standards functions, particularly as the Food Law Code of Practice requires new food businesses to be inspected within 28 days of opening. This is further exacerbated if businesses have poor compliance on initial inspection, requiring the need for further intervention. Businesses are deemed to be new businesses following the creation of new legal entities such as new limited companies, sole traders and partnerships and if the nature of business changes.

FSA Audit of the implementation and operation of the Food Hygiene Rating Scheme – The Food Standards Agency completed an audit of the arrangements for the implementation and operation of the Scheme across all 22 local authorities in Wales. The report was recently published in 2019 and has identified 13 recommendations and many examples of good practice in relation to the implementation and operation of the Scheme in Wales. There are a number of recommendations such as the Local Authority making a commitment to undertake all interventions in accordance with the frequency specified in the Food Law Code of Practice and the need to comply with Internal Monitoring Procedures which will be difficult to meet with the current staff resource dedicated to food safety. To address this, improvement of staff resource will have to be considered including the retention and recruitment of staff, utilisation of alternative interventions and the best use of existing resource.

Public Health (Wales) Act 2017 – This new legislation brings together a range of practical actions for improving and protecting health by way of a number of new requirements that effect several areas of the SRS. Although not yet fully enacted, the legislation has already introduced a prohibition of intimate piercing of under 18s and now enables food authorities to retain fixed penalty notice receipts resulting from offences under the Food Hygiene Rating (Wales) Act 2013. Over the coming years, different elements of the legislation will be introduced including a licensing scheme for special procedures such as acupuncture, body piercing, electrolysis and tattooing, and the restriction of smoking in areas such as school playgrounds and hospital grounds. In time, it will create a national register of retailers of tobacco and nicotine products, and create a prohibition of handing over tobacco and/or nicotine products to a person under the age of 18 years. It is looking increasingly likely that the licensing scheme for special procedures will take effect in 2019 but it is currently unclear how this will impact on resources. The scheme aims to strengthen existing registration requirements and as such will place additional responsibilities on local authorities to administer and enforce the new requirements.

Beauty Industry - High profile complaints in the media relating to the beauty industry are suggesting that beauty treatments such as lip fillers are becoming an issue. Currently these treatments are unregulated and can be administered by non-medical personnel and have yet to be included as a special procedure under the Public Health (Wales) Act 2017. Whilst there are enforcement actions available under the Health and Safety at Work Act these can only be applied if a practitioner is operating from commercial premises. There are therefore concerns that we could see a growing trend in complaints as media attention increases.

Increase in communicable disease cases - The service is currently experiencing a cluster of confirmed legionella cases in the Barry area which exceeds the expected number of cases for the time of year. This may require more investigative work being carried out in conjunction with the HSE and Public Health Wales. Furthermore, the number of confirmed TB cases across the region and particularly in Cardiff have increased which requires a greater amount of resource to assist Public Health Wales. The recent move to PCR testing has also seen an increase in case notifications.

Health and Safety enforcement - In July 2018, the All-Party Parliamentary Group on Occupational Safety and Health reported to Parliament on the role of local Government in health and safety regulation and made a number of recommendations for change. The report noted that workplace health and safety enforcement at premises within the purview of local Councils is done through Regulatory Services officers who are also responsible for many other enforcement areas including food safety, housing, environmental nuisance and trading standards. The report expressed concern at the reduction in the number of proactive visits undertaken by Councils, attributing this to HSE policy guidance and the reduction in funding to Regulatory Services. The report noted that fewer employers are being brought to justice, despite there being no reduction in injury or ill-health statistics. There is an acknowledgement that inspections not only ensure that the law is being complied with but also that inspectors assist employers by giving advice and support and promoting good practice. The All

Party Group recognised the financial restraints that many local councils are working under together with the many competing demands on their services and acknowledged the very useful service that both the HSE and local authorities provide. In doing so, they made a number of recommendations, one of which was to extend the “fee for intervention” currently used by the HSE, to local authorities. Such a fee currently allows the HSE to charge for the cost of the original visit, as well as the cost of ensuring that the breach is rectified through return visits, reports, getting specialist advice etc. where a material breach of the law is found. An independent review of the “fee for intervention” concluded that it had been effective in shifting the cost of health and safety regulation from the public purse to those businesses that break health and safety laws. Whilst this is purely a recommendation at this stage, SRS would welcome any legislative changes to recover costs in the same way as the HSE.

Grenfell Fire - Following the tragic fire and loss of life in Grenfell Tower in North Kensington there has been a nationwide review of the use of a particular type of cladding known as Aluminium Composite Material (ACM) which was used in the Tower. Within Cardiff in the last 12 months, the SRS has begun to take a more prominent role in respect of the affected high-rise and remains in consultation with Welsh Government and the Fire Service as to the potential changes in policy and practice as a consequence of Grenfell. Recently, the Minister for Housing and Regeneration convened an Expert Group, to develop a ‘road map’ to respond to the issues raised by the Independent Review of Building Regulations and Fire Safety (the ‘Hackitt’ review). The Head of Service attends this group as a representative of the Regulatory services in Wales. A new addendum to the Housing Health and Safety Rating System guidance (HHSRS) to clarify how an HHSRS assessment of fire risk where aluminium composite material (ACM) cladding is present in high rise buildings should be conducted has been introduced in England. The SRS is encouraging the Welsh Government to introduce the addendum promptly in Wales and to make other policy changes to Housing law.

Renting Homes Act - The Renting Homes Act will require all landlords, for the first time, to issue a written statement of the occupation contract to the tenant or licensee. The statement will clearly set out the rights and responsibilities of landlords and contract-holders. The new Act requires landlords to ensure the property is fit for human habitation at the time of occupation and for the duration of the tenancy contract together with several protections for tenants and landlords. Whereas the legislation does not introduce any new powers for SRS directly, the issues that tenants can seek redress for in a court of law could overlap with the work undertaken by the service. Staff will need to be aware of this new legislation and appropriate training will be required to ensure they are able to advise landlords and tenants alike. The Act has received Royal Assent but it is not known when it will be implemented.

HMO licensing – the Mandatory Licensing definition in England has expanded to include all HMOs having 5 or more occupants, significantly increasing the number of licensable HMOs, and Welsh Government are considering whether to roll out those changes across Wales. This would have significant resourcing demands particularly in Cardiff if introduced. The Plasnewydd Additional Licensing Scheme expires in November 2019, and it will be a significant project to consult upon and arrange for a further 5 year extension of the scheme. It will be key to determine the resources required to support any extension of mandatory provisions or the extension of additional licensing schemes.

Student Liaison Officer - The Housing Minister and First Minister have signalled an interest in student issues and the impact of student populations upon existing neighbourhoods across Wales. The Student Liaison Officer position remains empty and discussions continue with the 3 universities about renewal of funding and support for this position.

Empty Homes - Cardiff Council has taken the decision to restrict discounts available to vacant homes and to charge a premium to those vacant for more than one year. It is anticipated that this will have a profound impact on the number of long term vacant houses in Cardiff, and it is likely that it will have a positive impact on the work of empty homes officers who will work closely with Council Tax to advise

owners of empty homes on how they can renovate houses and return them to beneficial occupation. It is possible that income from the Council Tax premium will be earmarked for work to return empty homes to use, and may be used to support the work of the Housing Enforcement Team in Cardiff.

Dangerous conversions - There appears to be a growing theme of landlords carrying out poor quality and dangerous conversions to create small self-contained flats. This is also happening in other areas across Wales and it appears to be a response to changes in housing benefit rates. This is placing a demand on the Housing Enforcement Team with a significant increase in recent years in the number of properties where Prohibition Orders are served. 40 premises were closed during 2018-19. The emerging challenge of unscrupulous rogue landlords, coupled with the greater focus on their fitness and propriety introduced by Rent Smart Wales, will require additional focus and resource if the matter is to be seriously addressed.

What we plan to do next

Improving health and wellbeing

Lead
Responsibility

The food chain is safe and free from risks

Develop and adopt the Food and Feed Law Enforcement Plan 2019/20 and undertake interventions in accordance with the plan and the arrangements in place to discharge food safety duties.

C Hill

Develop and adopt the Port Health Plan 2019/20.

C Hill

Engage with changes to the Food Law Code of Practice and ensure appropriate staff are trained and competent to deliver the required assessments against the framework.

C Hill

Undertake a survey of FHRS sticker displays at premises and on takeaway menus.

C Hill

Review public health requirements for Cardiff Airport as a port of entry and consider implications on resources.

C Hill

Implement recommendations made in the Food Hygiene Rating Scheme Audit conducted by the FSA.

C Hill

Review the food registration process with a view to streamlining new business procedures and making the process more robust whilst also exploring the feasibility of promoting on-line food registration via the government website.

C Hill

Building upon the food standards training received, commence the undertaking of food standards inspections by food safety officers.

C Hill

Risks in the workplace are managed properly

Develop and adopt the Section 18 Health and Safety Service Plan 2019/20 and undertake interventions in accordance with the plan and the arrangements in place to discharge health and safety duties.

C Hill

Undertake an all-wales agreed inspection programme in relation to Hand Arm Vibration (HAVS).

C Hill

Engage with Welsh Government on the implementation of the Public Health (Wales) Act 2017, undertaking actions to support the provisions of the legislation including preparing businesses and internal procedures in readiness for the implementation of the new licensing regime.

C Hill

Noise and air emissions are controlled

Undertake consultation with the public, taxi trade and stakeholders on proposed policy changes to the age, emission and testing standards of vehicles in order to deal with the air quality challenges faced by Cardiff Council.

W Lane

A safe trading environment is maintained

Following on from investigations undertaken in 2018, carry out a joint enforcement exercise of trampoline parks across the region.

C Hill

Licensed premises operate responsibly

Undertake a review of the Statement of Licensing Act Policy (SLP) and Cumulative Impact Zone in line with the revised Section 182 Guidance in Cardiff and Bridgend and publish, following consultation with stakeholders and obtaining Council approval.

W Lane

Undertake a study/survey to understand the gambling patterns of the young to determine any discernible impact on public health.

W Lane

The quality of private rented property is improved

Build upon the work undertaken in Bridgend in 2018/19 to identify HMOs and landlords not registered with Rent Smart Wales in preparation for changes identified in the Renting of Homes Act.

W Lane

Where appropriate take forward prosecutions for offences relating to housing standards, HMO Licensing and Rent Smart Wales.

W Lane

Review the effectiveness of the Plasnewydd Additional Licensing scheme and consider consultation on its re-declaration for another 5 years

W Lane

Work with the Fire and Rescue Service and Welsh Government in response to the Grenfell Fire by ensuring the remediation of any buildings under the remit of SRS.

W Lane

Implement a training programme for SRS employees on the implications of the Renting Homes Act.

W Lane

Infectious disease is controlled and prevented

Secure approval and deliver the Communicable Disease Service Plan 2019/20 and undertake interventions in accordance with the plan and the arrangements in place to discharge these duties.

C Hill

What we will measure during 2019/20

Performance Measures 2019/20

Target

% of food businesses meeting food safety standards (broadly compliant).

94%

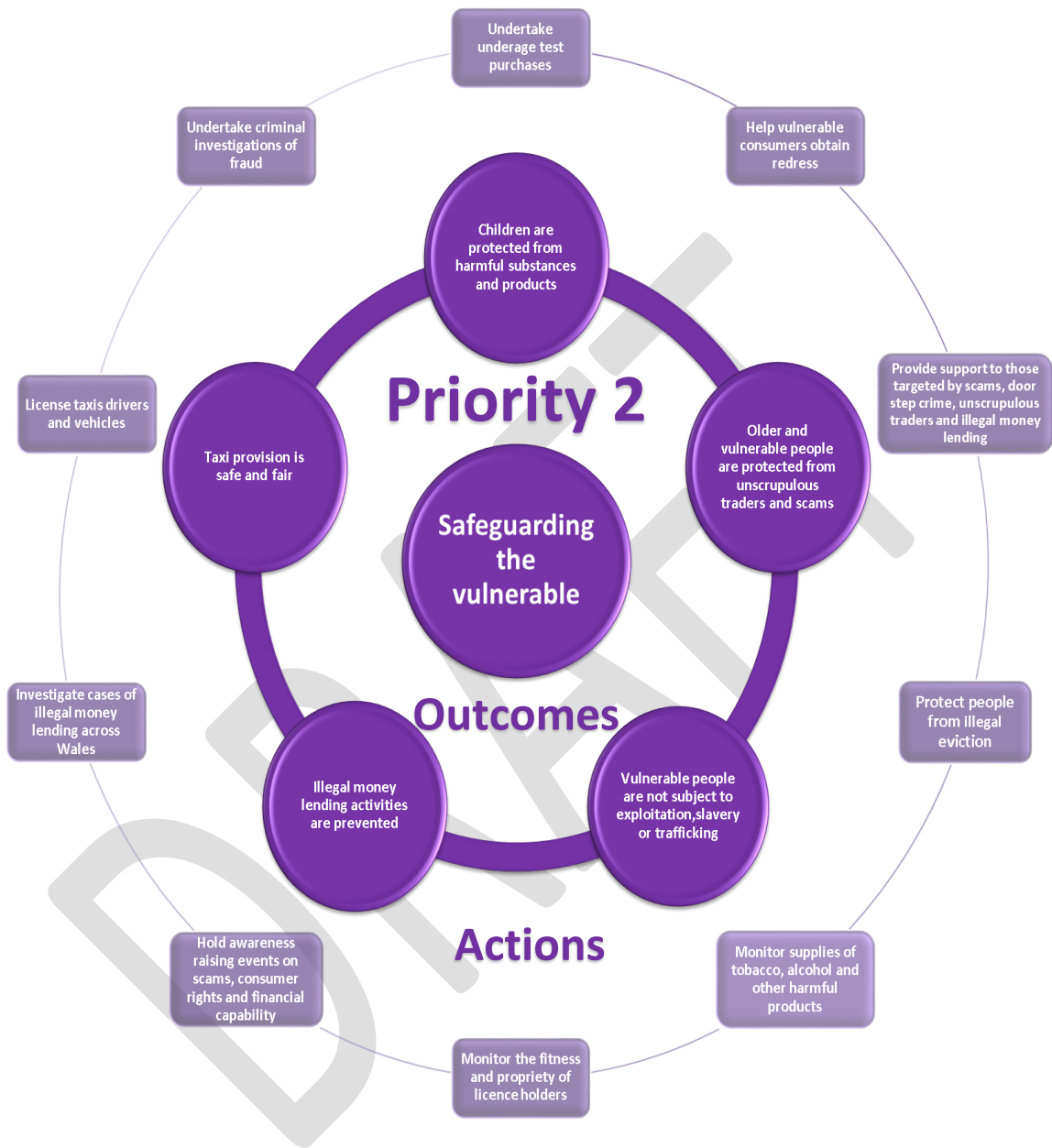
% of high risk businesses (category A & B) that were liable to a programmed inspection that were inspected for food hygiene.

100%

% of high risk businesses (category C) that were liable to a programmed inspection that were inspected for food hygiene.	90%
% of high risk businesses that were liable to a programmed inspection that were inspected for trading standards.	100%
% of significant breaches rectified by intervention during the year for trading standards.	90%
% of private rented properties and HMOs improved through the removal of category 1 hazards.	80%

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Safeguarding the vulnerable



In addition, our outcomes also contribute to the following wellbeing goals:-



6.2 Safeguarding the vulnerable

Introduction

Our safeguarding work seeks to ensure that children are protected from harmful substances and products, that older and vulnerable people are protected from unscrupulous individual and traders, that illegal money lending activities across Wales, are challenged robustly and that the public feel safe when using taxis as public transport. We will do this in partnership with our Council colleagues and other agencies to help people who need our support. Safeguarding the vulnerable is a central theme to many of the activities undertaken by SRS.

How we performed



What we have achieved

Children are protected from harmful substances and products

Knives Project in Cardiff - Following a spate of tragic incidents involving the use of knives, Cardiff was identified as one of two areas of concern in Wales with regard to the prevalence of knife crime. In order to play a key role in tackling this disturbing trend, SRS successfully bid for nearly £20,000 of Home Office funding to undertake compliance checks to identify the extent of which young people were able to purchase knives and other bladed instruments across the city and identify problem sectors of the trade. 250 test purchases took place of knives, bladed articles and axes across SRS using trading standards volunteers under the age of 18. The failure rate was 11% with 28 out of 250 premises selling to a person under the age of 18. A variety of products were sold including kitchen knives, Stanley knives and an axe. Following the test purchasing exercise all of the premises that failed were sent a warning letter and invited to engage with SRS to discuss the sale and the training that is provided to staff. Most of the premises made contact and further visits were carried out by officers to offer advice and education. Fifteen premises that failed have recently been re tested with South Wales Police assisting and all of the premises passed. Some premises had removed all knives from the shop whilst others had taken extra steps to reduce accessibility of the product by placing them behind the till areas. A further thirteen premises are due to be re tested at the end of April.

Underage sales of e-cigarettes – Since October 2015, it has been illegal for retailers to sell electronic cigarettes to someone under the age of 18. During the year, officers undertook a number of exercises to identify businesses failing to comply with the law. In total 65 test purchases were carried out by a volunteer under the age of 18 and 10 were found to be non-compliant. Two premises are facing prosecution following the sale of e-cig liquid to a trading standards volunteer under the age of 18.

Older and vulnerable people are protected from unscrupulous traders and scams

Doorstep crime and Scams – SRS respond to instances of doorstep crime and scams every day, supporting the victims and family where possible. Often individuals are elderly and vulnerable and the impact the service makes supporting these individuals can be difficult to demonstrate, but the following do give some indication of the impact of our interventions.

Another ongoing investigation is that of a consumer who was repeatedly targeted and cold called by rogue traders offering to do roofing repair work. Over a number of visits the consumer paid £4750 by bank transfer, then a further £1000 in cash, and an additional £6000 by bank transfer again. No work was carried out at all. SRS Officers contacted the consumer's bank, Yorkshire Building Society, explained the circumstances and tried to get the bank transfers cancelled. This financial activity was completely out of character for the customer, and having reviewed the payments, the bank reimbursed the full amount to them.

During the year, the service participated in 8 operations resulting in over 100 traders being spoken to and given legal advice. Amongst these operations were 2 mini mobile rogue trader operations across Cardiff North, stopping and checking doorstep traders for legal compliance and reassuring householders and 6 Rapid Response visits made in relation to doorstep crime activity. Furthermore training was also provided to 3 neighbourhood police teams on doorstep crime incidents; how to recognise these crimes and what actions to take for prevention and investigation.

Safeguarding/Scams – A series of proactive operations initiatives were carried out through the year to highlight scams and improve awareness throughout the year. June was Scams Awareness Month

and a number of activities were undertaken including a Bro Radio interview on scams and how to spot them, a Friends against Scams training session for Vale staff and members and the provision of online training for Vale employees. Attendance of the Vale show in August also provided an opportunity to promote awareness and during National Safeguarding Week in November a number of talks were given to our partners and the public. Furthermore officers attended community events including talks to Evergreens Group, lunch and friendship groups. Officers have also been working with local community safety teams and PCSOs in some areas to carry out risk assessment visits of referrals from the National Trading Standards Scams Team. SRS is now receiving 5 referrals per month for each local authority area and it is hoped to continue and extend working with police partners on these referrals to identify and provide safeguarding interventions for vulnerable victims or consumers.

Calls blockers can put an end to nuisance or malicious calls. They can be installed at the homes of residents being repeatedly targeted by scams and once fitted, prevent all calls coming through other than those from recognised friends and family numbers. In one case a referral was received from a social worker concerned about a lady who was being bombarded by sales and nuisance telephone calls. A call blocker was installed but there was still concern for payments being made. The client had a Lasting Power of Attorney (LPA) in place, and the case officer together with the LPA went through the bank statements of the victim to identify potential scam or suspicious payment authorities. Together they jointly visited the lady's bank and identified a number of direct debits to cancel. These totalled £122.80 per month, so an ongoing saving was immediately achieved. A Sky subscription of approximately £50 per month was one of the cancelled contracts; the lady unfortunately suffers from Dementia so did not watch TV much at all. Further, two direct debit guarantee claims were also made relating to two companies providing insurance and cover services, obtaining a refund of £537. In addition, due to the meeting at the bank, the house insurance payment was queried, as this was also high. The bank then did a review of the customer's house insurance and reduced the payments. SRS installed 16 call blockers during the last year in residents' homes helping to reduce nuisance and scam calls.

Cardiff Rogue Trader jailed – A rogue builder from Cardiff was given a prison sentence of 16 months for defrauding elderly and vulnerable victims following an investigation by SRS Officers. The court heard how the offender attempted to defraud a total of £39,950 from three victims over a 6 month period, but was only able to collect a total of £23,100 before he was arrested by the police. The victims included a couple in their 80's, who paid £18,850 for work carried out to their roof which on further examination by an independent surveyor confirmed that the only work undertaken was pressure washing their drive at a value of £300. The second victim, an elderly gentleman who lived alone, paid a total £4,250 for painting work to the front of his property which the Independent surveyor valued at a mere £700. The third victim, who was 79, lived alone and suffered with mobility and other health issues was cold called by the offender, who claimed, once again, that she needed work to her roof. The initial price for the work was estimated at £8,500 but this soon doubled in value to £16,050. On the day that the money was due to be collected, the matter was reported to the police and the offender was arrested in the vicinity of the victim's home. In each instance, the offender used a false alias and the court heard he had previous convictions for fraud, making false representation and theft. The offender was sentenced to two years imprisonment, reduced to 16 months through his early guilty plea and a Criminal Behaviour Order was also made for three years which restricts him from trading as a builder or cold calling without permission from SRS.

Bridgend Kitchen and bathroom business took deposits for work they never started – A married couple who ran a kitchen and bathroom business in Maesteg, caused financial loss of around £40,000 to a dozen victims taking substantial cash deposits from their customers who were mostly retired and sometimes never even started the work. Substantial deposits were taken, always at least 50% of the total price and in one case the total payment was taken upfront. The court heard how some of the work started late, some was carried out to a "very poor standard", and some was never finished. On other occasions the work was never even started. One victim paid £5000 cash deposit for a new

kitchen and ended up paying more for further work on the floor and plaster work. She was told work would take between 2 and 3 weeks but it took 3 months for the parts to arrive and even then the refrigerator was damaged. Furthermore she was left without water for more than 2 months and lost more than £11,000 having been initially quoted £5,900 for the work. Another elderly victim was left without water for 2 months after paying £750 deposit for a new kitchen sink and worktop. A pensioner paid £2,000 for a walk-in shower but never had the work carried out. Similar scenarios by other victims were highlighted by the prosecution. Customers also tried to get in touch with the defendants by phoning, sending messages, and visiting in person but were not able to reach them. The husband was given a 20-month jail term suspended for 18 months while his wife was given a six-month jail term suspended for 12 months. A hearing under the Proceeds of Crime Act was agreed and finalised for £33,000.

Vulnerable people are not subject to exploitation, slavery and trafficking

Raising awareness – During the last year, SRS officers have participated in training to recognise exploitation, slavery or trafficking during the course of their duties. The interactions that SRS Officers have with commercial businesses and private sector housing facilities have a vital part to play in identifying victims and directing them towards help and assistance. The training received has included ‘cuckooing’ and the influx of County lines drug gangs and also Team managers have received a briefing from Welsh Government on this subject. Furthermore 30-40 Neighbourhood Services Officers attended at event at Bridgend Police Headquarters on modern slavery in December. The training was very well received by officers, opening up channels of communication for reporting matters of concern. Consideration is now being given to extending this training to other areas of the service

Child exploitation – In order to strengthen improvements in safeguarding, particularly in relation to children, a programme of training and awareness of Child Sexual Exploitation (CSE) with the taxi community and other stakeholders was undertaken in Bridgend where training sessions were held with the trade in conjunction with South Wales Police and Social Services. A recent initiative, Operation Brake, involved Licensing Officers in Bridgend working with South Wales Police to raise awareness of child Sexual exploitation within the night time economy in Bridgend. Officers visited licensed premises and taxi ranks in the town centre to engage with workers in the night time economy on how to spot the signs of child sexual exploitation and how to report anything suspicious. This operation involved partnership working to highlight this crucial issue which impacts on the most vulnerable young persons within our communities. In Cardiff, the hackney carriage/private hire driver’s written knowledge test was also updated to include a section on CSE, based on the booklet produced in conjunction with Cardiff Children’s Services. Drivers must pass this test to show that they can spot the signs of vulnerability and what to do if they see an issue to become a licensed driver.



Illegal money lending activities are prevented

Wales Illegal Money Lending Unit - Dealing with the personal and ‘social’ fallout linked to the criminality of illegal money lending is difficult to quantify. In 2018/19, 17 victims across Wales were identified, 4 of which received direct support and together £50,500 of debt was ‘written off’. They continue to be supported to allow them to re-establish themselves in terms of conventional budgeting and ‘normal’ financial capability. Time and again we see very significant benefits to physical and mental health when the pernicious burden of a loan shark is removed from their day to day life often providing the catalyst for wide ranging improvements in quality of life.

Illegal Money Lending Education and Training - The Wales Illegal Money Lending Team (WIMLU) is small and with responsibilities for the whole of Wales it is reliant on other public agencies, housing providers and third sector organisations to be its eyes and ears. These are the 'front line' people who will encounter the victims of loan sharks through their daily activities and provide the richest vein of intelligence available. To exploit this and encourage reporting WIMLU proactively seeks opportunities to present to these organisations on our work. In 2018/19, Client Liaison Officers provided training to 1220 frontline members of staff and attended over 50 community events.

POCA Community Based initiatives - In November 2018, a total of £37,000 was awarded to eight community based initiatives under the first Stop Loan Sharks Awards for Wales. The funds were made available from monies confiscated from loan sharks under the Proceeds of Crime Act with the purpose of raising awareness of the problems caused in our communities by loan sharks, and how those affected and the wider public can report concerns. Awards were granted to organisations across Wales for the development of educational and promotional materials and fun days together with a short film on unsafe borrowing.

Illegal money lending prosecutions – WIMLU investigated 2 cases during the year that led to successful prosecutions. In the first prosecution, the defendant pleaded guilty to one offence of illegal money lending. In this case, lending had gone on for a significant period of time and extortionate rates of interest were charged to a single victim who was vulnerable. The offender received a sentence comprising a 12 month's Community Order, 200 hours unpaid work, attendance at a 10 day thinking skills programme, £1,400 compensation, £3,600 costs and a victim surcharge of £85. In the second case, a loan shark from Rhyl, loaned £390,000, with £218,000 interest charged over a period of 20 years, receiving repayments of £469,000. The offender pleaded guilty to charges of illegal money lending and money laundering and was sentenced to 6 months imprisonment for each offence. All offences to run concurrently and suspended for 12 months. At a later POCA hearing a Confiscation Order was made to the sum of £16,250 from an agreed Criminal Benefit Total of £483,958 and compensation was ordered to be paid to 9 victims and to the sum of £6,424.

Taxi provision is safe and fair

16 Private hire drivers prosecuted in Cardiff - Sixteen private hire drivers were prosecuted for illegally plying for hire in Cardiff and driving without insurance last summer. These prosecutions resulted from a 'mystery shopping' exercise in Cardiff which targeted private hire vehicles that are not allowed to pick up customers from the street without prior booking through an operator or an app. Fourteen of the drivers were driving Cardiff licensed private hire vehicles while the remaining two were from Newport and Rhondda Cynon Taff. The majority of drivers were fined £300, ordered to pay £150 in costs and a victim surcharge of £30 and eight penalty points on their licence.

Cardiff Hackney Carriage taxi driver prosecuted – A Hackney Carriage Driver was ordered to pay just under £1000 earlier this year for three offences, namely failing to use the meter, charging more than the authorised fare and failing to display his drivers' badge. The defendant was fined a total of £360, ordered to pay costs of £600 and a victim surcharge of £30.

Bridgend Driver prosecuted – In Bridgend, an unlicensed driver was found guilty of two offences concerning his operation of a motor vehicle as a private hire vehicle when he was not licensed to do so and also driving without the required insurance. He was fined £660 for driving without insurance and was given 8 penalty points on his licence. No separate penalty was imposed for the other offence. He was ordered to pay legal costs of £500, SRS costs of £350 and a victim surcharge of £66.

Welsh Government Consultation on Taxi Legislation - The Welsh Government consulted on the matter of improving public transport in Wales in December 2018. It is widely recognised that the

existing legislation is archaic and that a new piece of primary legislation provides an ideal opportunity to implement a system that reflects an evolving transport regime. The public are often unaware of the distinction between hackney carriage and private hire vehicles and it rarely makes a difference to them whether they make a booking via a telephone, smartphone app or hail a vehicle from the roadside. The consultation proposals in the main aim sought to tackle-

- The variation of taxi and private hire standards across the 22 Welsh local authorities.
- The inability to take enforcement action against vehicles operating 'out of area', and
- The difficulties in sharing relevant safeguarding information.

In addition, the consultation proposed that the existing taxi and private hire licensing regime be redirected to a single national licensing authority, namely a Joint Transport Authority.

A presentation on the consultation was taken to each of the three Public Protection Licensing Committee's and the Joint Committee and opinion sought on the response to the consultation. All four committees welcomed the proposals relating to national standards, enforcement on out of town vehicles and sharing of information for safeguarding purposes. There was a strong feeling however that direct enforcement of legislation and decisions regarding fitness and propriety of taxi drivers should be retained and not devolved to a JTA. A response to the Consultation was drafted for each of the three Cabinets to reflect that position and it was included as part of each Council's wider response back to Welsh Government on the Transport White Paper as a whole.

Dealing with inappropriate behaviour - In the last year the SRS received a number of complaints asserting inappropriate behaviour on the part of taxi drivers. While the majority of taxi drivers are respectable individuals and the journeys they provide take place without issue, there are occasions when the SRS has to act to protect the public, particularly the vulnerable. Last year saw 11 immediate revocations of drivers licences for inappropriate behaviour. Additionally, the Committees of the partner Councils imposed sanctions in a further 29 cases for issues such as refusing to take fares.

Emerging issues

Ageing population - On a national level, we are living in an ageing population with increasing levels of loneliness and cognitive impairments such as dementia. Nearly half of all people over 75 live alone. In addition, the Social Services and Well-Being Act 2015 places a duty of care to protect persons at risk from financial abuse; with partnership working and cooperation at the heart of it.

This is putting further strain on already stretched resources as the potential number of victims to scams and doorstep crime increases and expectations of successful interventions rise. Awareness raising activities are crucial to crime prevention, but it invariably increases the demand for the service.

Changing socio – economic landscape - As technology develops and enables vulnerable people greater capacity to interact socially, the potential for unscrupulous individuals to perpetrate frauds and consumer detriment is expanding. Only about 10% of crime is the traditional 'street' crime with a shift to more online, behind closed door crime such as internet based crime. It is therefore becoming ever more important to identify "invisible" victims (those subject to crimes in their own homes) and bringing justice to "invisible" traders such as those operating over the internet or abroad. Locally, there is a challenge to prevent the repeat targeting of elderly or vulnerable consumers, and this will require proactive partnership working with agencies such as South Wales Police.

Illegal Money Lending - Loan sharks are illegal lenders of money who often target low income, desperate and vulnerable people. The current economic climate, together with problems associated

with the roll out of the Universal Credit (UC) benefit and the six week wait for applicants to receive their first UC payment can only compound the problems facing families with bills to pay. Longer term, the Resolution Foundation think tank has suggested that 2.5 million low income households will be more than £1000 per year worse off when they move from individual benefits onto Universal Credit. As a result there are concerns that illegal money lending will be on the increase in the coming months and years. Grant funding for the Unit is now provided by HM Treasury, and is derived from a levy on the UK financial sector and collected by the Financial Conduct Authority. The recent appointment of an Intelligence Analyst will enhance the Unit's intelligence led approach to investigations. Crucial to preventing this is the work of the Wales Illegal Money Lending Unit who seek to increase awareness of the problems of illegal money lending amongst partners and discourage their use taking action against illegal money lenders whilst supporting victims and understanding their needs creating a climate where victims can come forward without fear of reprisals.

Tackling modern slavery – Modern slavery is an umbrella term, encompassing human trafficking, slavery, servitude and forced labour. Anyone can become a victim of modern slavery and Councils can play a key role in tackling the issue. Modern slavery intersects with many different areas that Councils deal with including those provided by SRS, namely Trading Standards, Licensing and Environmental Health and Private Sector Housing all of whom may encounter perpetrators and victims whilst inspecting premises and regulating other businesses.

Licensing Issues - Concern continues to be expressed, particularly in Cardiff about the safety of vulnerable individuals who work within or are participants in the night-time economy. These issues are diverse and sometimes convoluted. In response the SRS is adopting new guidance on determining the suitability of applicants and licensees in the Hackney Carriage and Private Hire trades entitled 'Safe and Suitable?'. In the same vein, the SRS will contribute to and use the National Register of Taxi Licence Revocations and Refusals (NR3). This is a mechanism for licensing authorities to share details of individuals who have had a hackney carriage/private hire driver's licence revoked, or an application for one refused and will assist in determining whether applicant's are 'fit and proper' to obtain a licence.

There remains Trade disquiet, particularly in Cardiff, over the number of vehicles registered outside of the city who are operating regularly there. There are at least three separate but connected causes for concern, all relating to 'cross border hire'. First, Private Hire Vehicle drivers favour certain licensing districts where there may be less stringent licensing regimes, but then operate in different areas to those that licensed them. Secondly, an authority has no power to regulate 'out of area' licensed vehicles operating in its area. Thirdly, regulating Private Hire Vehicle operating app based technology for bookings provides for a grey area legally. Underlying all of these issues are undertones of unfair trade and the potential for the exploitation of the vulnerable.

The paper on improving public transport may resolve these issues in due course, but more immediately, external legal opinion was sought on the legality of cross border operations using app. based bookings. That legal opinion along with a recent high court decision suggests that that no contravention of the legislation is taking place by taxi operators utilising app based technology in the area covered by the SRS. We will however keep this under review as legislation and case law evolves. We will continue to undertake mystery shopper exercises and other enforcement exercises to ensure that all taxis and private hire vehicles comply with the legislation.

What we plan to do next

Safeguarding the vulnerable	Lead Responsibility
Children are protected from harmful substances and products	
Undertake an underage sales exercise in relation to the newly introduced Public Health (Wales) Act 2017 and the arrangement of intimate piercings, taking appropriate action against those practitioners that commit offences.	C Hill
Conduct an underage sales exercise in relation to the sale of e-cigarettes to persons under the age of 18.	C Hill
Older and vulnerable people are protected from rogue traders and scams	
Improve access to safeguarding information on SRS website by reviewing and improving information on web pages.	H Picton
Raise awareness of scams, doorstep crime and other safeguarding issues by developing leaflets and guidance and participating in community events.	H Picton
Build relationships with trade federations such as the Federation of Master Builders to scope out current trading practices across the region and inform future priorities for intervention including intelligence, education and enforcement activities.	H Picton
Purchase and roll out 'Memocam' motion detectors as a safeguarding tool to victims of doorstep crime.	H Picton
Illegal money lending activities are prevented	
Repeat the Proceeds of Crime funded community projects exercise which invites applicants from across Wales to bid for funding to progress projects and initiatives linked to the prevention and raising awareness of illegal money lending activities.	H Picton
Promote awareness of WIMLU work and practices across the 19 local authorities.	H Picton
Vulnerable people are not subject to exploitation, slavery or trafficking	
Build upon work undertaken in 2018/19 to reinforce awareness of child sexual exploitation amongst the taxi trade across the 3 authorities.	W Lane
Continue a programme of training and awareness of Child Sexual Exploitation, slavery and trafficking to protect vulnerable residents.	W Lane
Taxi provision is safe and fair	
Review taxi policy for vehicle and driver standards.	W Lane
Undertake taxi demand survey in Cardiff	W Lane
Engage and respond to any further consultation from Welsh Government on their public transport consultation to introduce national standards for taxis.	W Lane

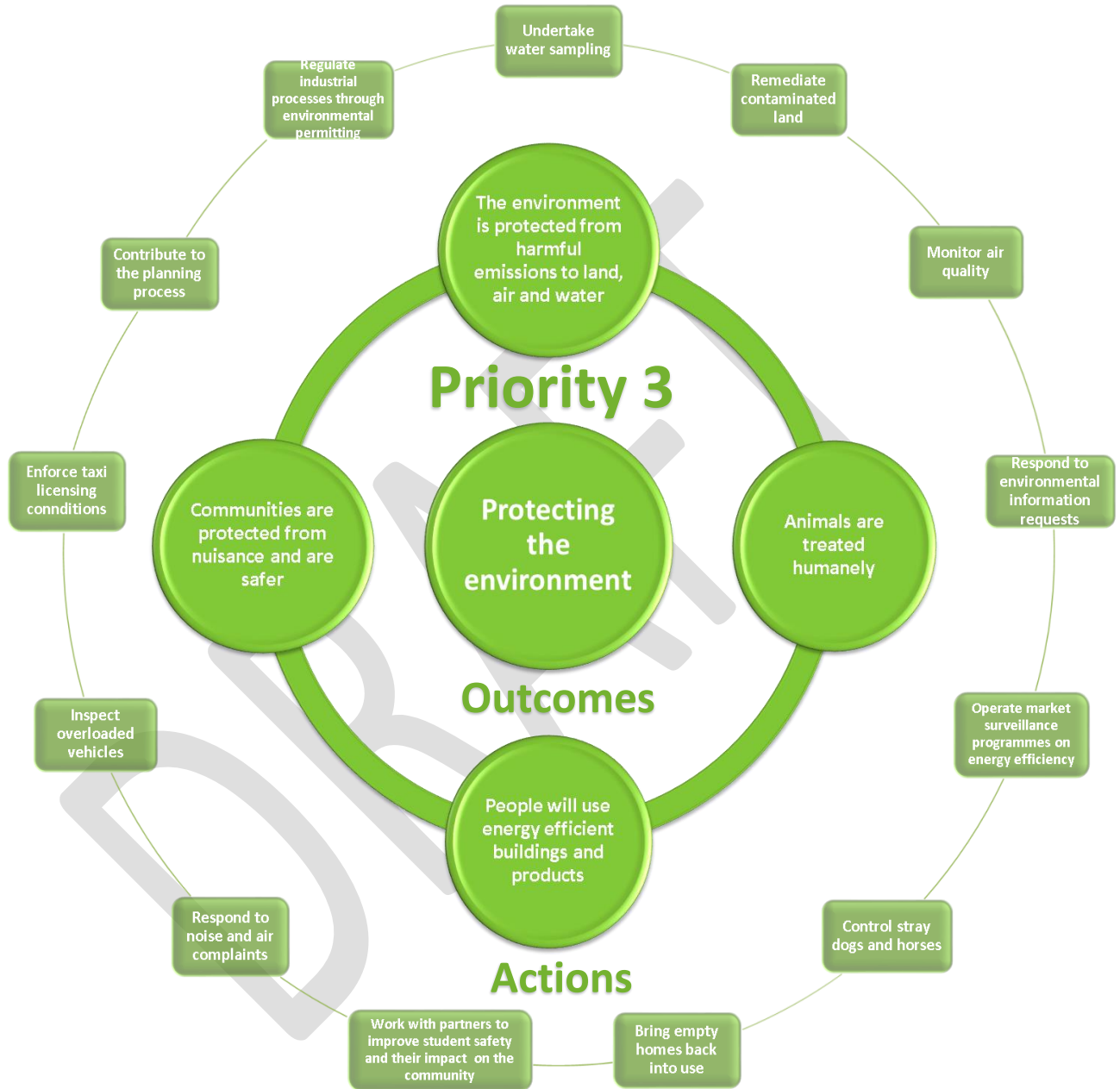
Undertake enforcement exercises to ensure compliance with the provisions of the Equalities Act and to ensure compliance with taxi regulations.	W Lane
Evaluate enforcement activities undertaken throughout the year.	W Lane
Review and align vehicle age policy guidance for Bridgend and Vale of Glamorgan taxi provision.	W Lane
Explore options for introducing a knowledge test for taxi drivers in Bridgend and reviewing existing test in Vale of Glamorgan.	W Lane

What we will measure during 2019/20

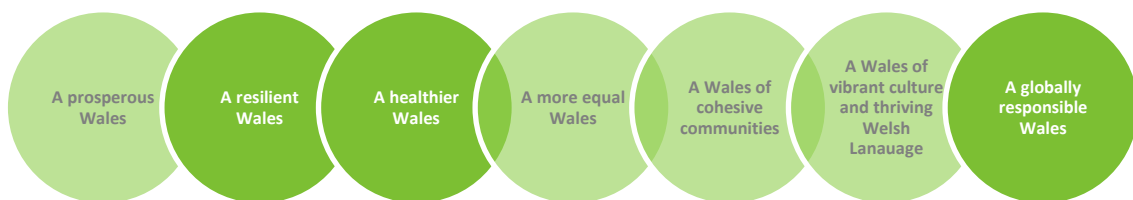
Performance Measures 2019/20	Target
<ul style="list-style-type: none"> % of reported scams/doorstep crime incidents prevented /resolved through intervention. 	80%
<ul style="list-style-type: none"> % of licence holders receiving disciplinary action following receipt of notifications of safeguarding concerns. 	Not applicable
<ul style="list-style-type: none"> No. of people reached through education or training on scams and doorstep crime. 	500

DRAFT

Protecting the environment



In addition, our outcomes also contribute to the following wellbeing goals:-



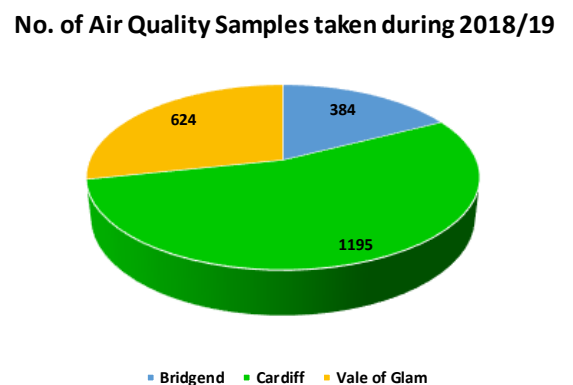
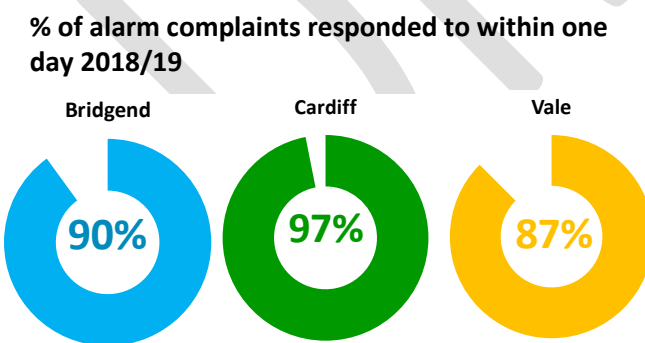
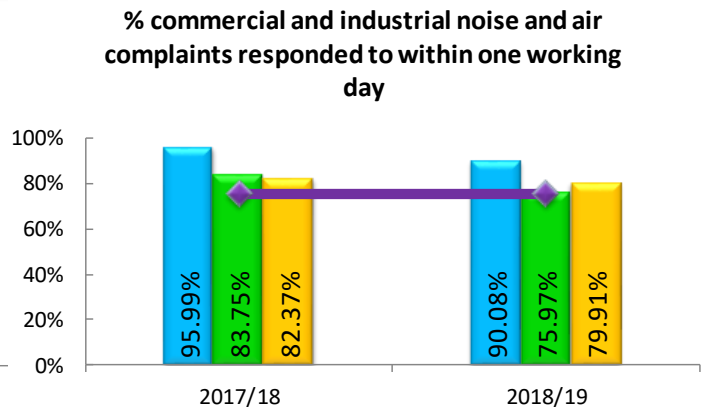
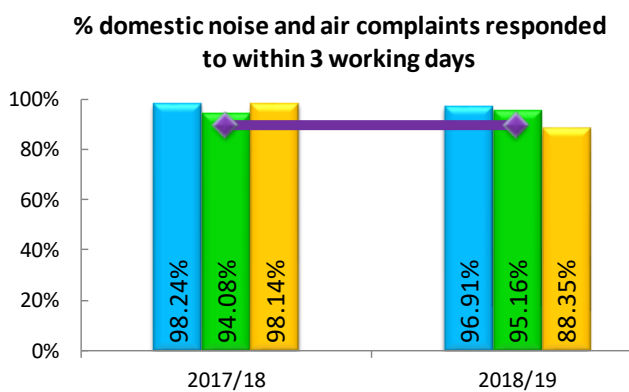
6.3 Protecting the environment

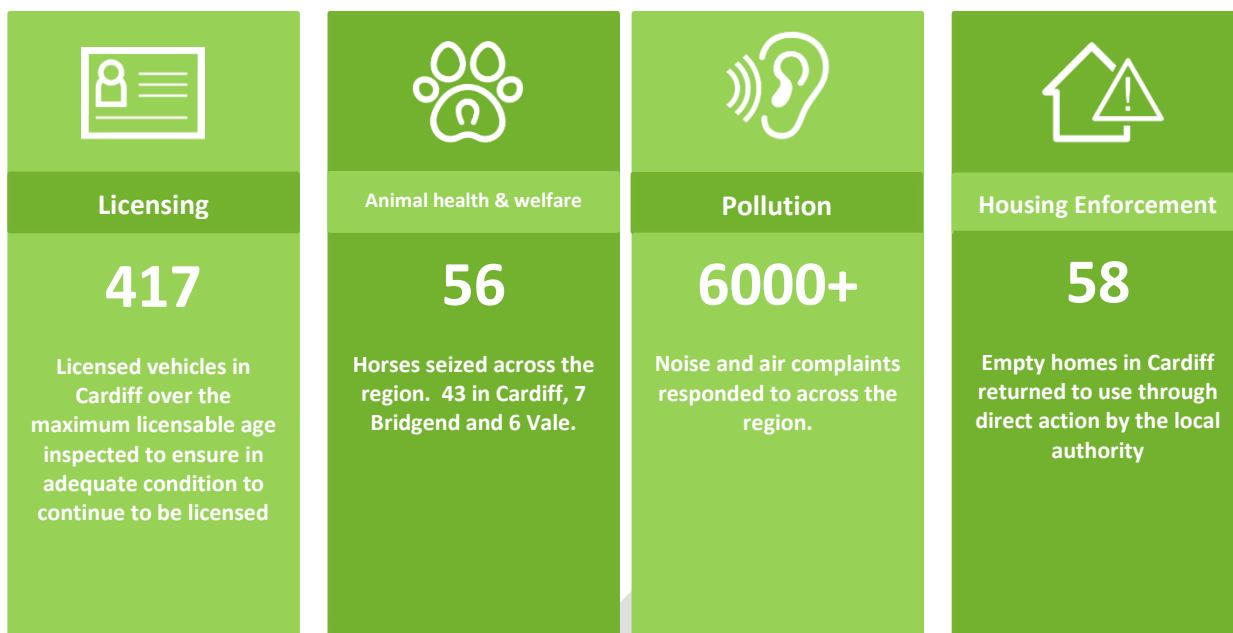
Introduction

Protecting the environment is a core strategic priority of SRS. Many of the activities listed here such as water sampling, monitoring air quality, and remediating contaminated land contribute toward promoting a better environment which in turn means better long term prospects for the health and wellbeing of our communities. However, the work in protecting the environment goes further, we ensure communities are protected from nuisance and are safer by investigating noise complaints, dealing with stray dogs and horses. We have a key role to play in the wider climate change and future generations agendas through our enforcement role on energy efficiency controls on properties and products. The impact of these activities is less apparent in the short term for communities, but has an important role for future generations.

How we performed

■ Bridgend
 ■ Cardiff
 ■ Vale of Glamorgan





What we have achieved

The environment is protected from harmful emissions to land, air and water

Air Quality - The issue of Air Quality is never far from the headlines and the impact of poor air quality health is well documented. Indeed air pollution continues to be the largest environmental risk linked to deaths in the population with long term exposure (over several years) contributing to a reduction in life-expectancy primarily due to an increased risk of mortality from cardiovascular and respiratory causes. At a national level, the UK and devolved Governments have legal obligations to achieve nitrogen dioxide annual average limit value (40ug/m3) compliance in 'the shortest possible time'. This stems from an EU directive and was meant to be achieved by 2010; the EU provided time extensions to this date and the Westminster Government recently published the *UK Plan for tackling roadside nitrogen dioxide concentrations* (July 2017).

During the last year, SRS ensured that the Bridgend, Cardiff and the Vale of Glamorgan Councils met their statutory obligations under the Environment Act by producing air quality reports for each area and reporting to the respective Cabinets. Failure to produce said reports could have led to the issue of a Welsh Government direction under Section 85(3) of the Environment Act 1995.

In Cardiff, SRS continued to play a significant role in assisting the City of Cardiff Council as it identifies the most effective way to improve air quality going in the city going forward. The SRS Team Manager Specialist Services Environment has been seconded to Cardiff Council for a period of at least nine months in the role of Project Manager for the Council's Air Quality Strategy.

In Bridgend, the monitoring at a new location during 2017 and 2018 identified average nitrogen dioxide levels (NO2) that breach the annual objective set for NO2. As a result of this finding, Bridgend County Borough Council approved a recommendation made by SRS to designate a Air Quality Management Area (AQMA) at the new location in the town centre (off Park Street) to take effect in January-2019.

In the Vale of Glamorgan, Cabinet approved a recommendation made by SRS to revoke the Windsor Road, Penarth AQMA as a result of improvements in air quality over a number of years. The monitoring of air quality will however continue in the area to ensure that the greatly improved standard of air quality is maintained.

As part of the overall piece of work around Air Quality in Cardiff the Licensing team is reviewing the emission standards of the licensed taxi fleet in the City. A report to the Public Protection Committee in March outlined proposals to consult with the public, trade and stakeholders on policy changes to the age, emission and testing standards of vehicles in order to deal with the air quality challenges faced by Cardiff Council. This will form part of a wider strategy to implement a phased policy of vehicle improvement, beginning with removing the oldest and more polluting vehicles from the city's roads and transitioning to the long-term target of achieving a 100% zero emission fleet of licensed vehicles.

Environmental Sampling – SRS completed the assessment and sampling of all statutory private water supplies across the region and ensured statutory returns were supplied to the Drinking Water Inspectorate as required. In addition, 35 samples were taken from lakes, streams, rivers and sea water, while 58 water samples were taken at temporary events. Furthermore SRS took 2203 air quality samples across the region and 2 Radon samples at schools.

Animals are treated humanely

RSPCA Awards – SRS were once again recognised at the RSPCA Cymru Paw Prints awards in 2018 in both the Dog Warden service and Animal Licensing categories. The hard work of our Animal Wardens and Animal Health and Welfare Officers throughout the year resulted in SRS not only maintaining the silver standard achieved in 2017 for Animal Licensing, but achieving a gold standard for the first time in respect of the Dog Warden services. This achievement is made all the more remarkable given the fact that during the course of the year a new kennelling provider was appointed, and the RSPCA Cymru awards really are a reflection of the success of the new arrangements.

The aim of RSPCA Cymru in giving these annual awards is to shine a light on organisations across Wales who have 'gone the extra mile' for animals, and entries are judged by an external panel of animal welfare experts. Two of the SRS team, together with the Chair of the Joint Committee attended the RSPCA annual dinner and awards ceremony in Cardiff Bay on 5th November, where Lesley Griffiths AM, Welsh Government Cabinet Secretary for Energy, Planning and Rural Affairs presented the awards.



People will use energy efficient buildings and products

The Energy Efficiency (Private Rented Property)(England and Wales) Regulations 2015 require private non-domestic (and domestic) landlords to ensure that properties they rent in England and Wales reach at least an Energy Performance Certificate (EPC) rating of E before granting a new tenancy to new or existing tenants. Last year, SRS officers conducted a pilot project to assess the level of compliance within the domestic rental sector. The project focused on obligations of letting agents to provide EPCs in a timely manner; ensuring that the information provided was accurate whilst also educating businesses about upcoming amendments to the energy efficiency of properties. Overall,

there was a high level of compliance concerning EPCs, but the anticipated improvement in the insulation and energy “footprints” of these buildings is not yet evident.

Communities are protected from nuisance and are safer

Straying horses and dogs - Our Animal Health and Welfare team have continued to proactively work across the area to reduce the instances of straying horses and other welfare issues while continuing to give advice to owners, patrolling and picking up straying animals and dogs across the region and raising awareness of roles and responsibilities of being a responsible owner.

Freshers Week – SRS Officers engaged with students and residents during Freshers Week in Cardiff during community advice sessions and orientation talks on a broad range of housing, environmental and social issues. Officers worked closely with South Wales Police to ensure that rented houses next to sensitive noise premises were visited and advised of potential problems linked to noisy parties and how the Police, University and the Council would investigate any complaints of anti-social behaviour received.

Empty Homes – This year the targets set for both PAM13 and PAM14 have been exceeded in Cardiff. This is a result of a combination of both proactive and reactive work, with an ongoing caseload of approximately 200 empty properties. Casework involves both informal negotiation and formal enforcement in order to assist owners in bringing their properties back into use or to require improvements to eradicate associated nuisances. Due to the problematic nature of the work and the many reasons properties become and remain empty, casework is fairly bespoke depending how receptive an owner is. That said, the work does follow a general process in line with the Council’s Empty Property Policy in order to open a dialogue with owners and where that fails, formal enforcement in the form of statutory notices, as mentioned above in addition to such measures as compulsory purchase and enforced sale are available. During 2018/2019 the compulsory purchase procedure has been commenced on 3 long term problematic empty properties, one of which is currently being renovated by the owner. Naturally, the work also involves investigating complaints from neighbouring residents and Councillors.

Since October 2018, Bridgend Council have provided SRS with additional funding to finance an Empty Property Coordinator role for 3 days a week in the area. Dialogue with the landlord of one empty property in Maesteg has already seen results with the renovation of the property progressing rapidly without the need for grants or loans due to the timescales involved. The frontage of one long term vacant property has been renovated in the owner’s default in order to improve its appearance and remove blight from neighbouring properties, and others are underway.



Emerging issues

The Equine Identification (Wales) Regulations 2019 came into force on 12 February 2019. They replace the earlier 2009 regulations and prohibit the keeping of a horse unless it has been properly identified through an identification issuing body. The regulations require foals to be micro-chipped by a veterinary surgeon within specific time scales and retrospective micro-chipping of older horses

by 2021. Furthermore the regulations place additional responsibilities on horse owners when selling or transferring ownership to ensure correct ownership is registered. The regulations give enforcing authorities the power to prosecute for failure to comply with the regulations or deal with offences by way of civil sanctions. These can include the issue of compliance notices and if such notices are not acted upon, the issue of a penalty notice requiring the offender to pay up to £200 plus costs. Receipts arising from the issue of penalty notices may be retained by the enforcing authority to cover the reasonable costs of enforcement, administration and legal advice with any surplus being paid into the Welsh Consolidated Fund.

The new Animal Health and Welfare Framework is an updated version of the existing framework that forms a partnership agreement aimed at helping local authorities in Wales carry out their statutory duties under animal health and welfare legislation in a consistent and co-ordinated way. It was recognised that the existing framework had become outdated and failed to support local authorities so the new framework was developed to reflect the altered financial, policy, regulatory, political and economic position within which local authorities, government and businesses now work.

Lucy's Law is a campaign to ban third party puppy sales and end the suffering caused by puppy farms. Named after a Cavalier King Charles Spaniel rescued following years trapped as a breeding bitch, the campaign has already resulted in the Westminster Government declaring that the sale of puppies by pet shops, online dealers and other third party traders will be banned in England in due course. Animal welfare is a devolved power, so the ban in England will not apply in Wales, however Welsh Government have launched a consultation into introducing Lucy's Law in Wales this year. The SRS will lead the response from the three Councils who have already indicated their support for such a ban. Last year, the service successfully prosecuted an illegal puppy farming operation under the Fraud Act 2006 and the Consumer Protection from Unfair Trading Regulations 2008. Other investigations are still in progress and the proposed change in law while welcome by SRS has uncertain resource implications.

Illegal Dog Breeding –Recent investigations into illegal dog breeding have highlighted a hidden industry. SRS Officers will therefore continue to investigate unlicensed dog breeding. A particular area of concern relates to 'backyard' breeding as this is also linked to other criminal activity and possible organised crime. Officers will work with partner agencies, SWP, HMRC, RSCPA to investigate reports on any breeding activities which are in breach of Animal Welfare (Breeding of Dogs) (Wales) Regulations 2014 -.

Flygrazing of horses – Flygrazing of horses is not something that can be readily controlled or predicted, and a large incident could occur without prior warning, which could have significant resource and cost implications for the service. Careful planning and managing of such incidents needs to be fully considered, especially given the cost risks that can be associated with undertaking such operations. Due to the number of departments and cross authority issues SRS has not yet finalised a harmonised procedure. This will however be completed in 2019/20.

What we plan to do next

Protecting the environment

Lead
Responsibility

The environment is protected from harmful emissions to land, air and water

Provide technical support to Cardiff Council in undertaking Feasibility Study to achieve compliance with legal limit for Nitrogen Dioxide.

H Picton

Submit annual progress reports for LAQM Duties for Bridgend, Cardiff and Vale.	H Picton
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Finalise Clean Air Strategy and Action Plan for Cardiff	
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Review air quality data and Air Quality Management Areas (AQMA) across the region and consider and formally action the implementation and revocation of Air Quality Management Areas where appropriate across the region.	H Picton
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People will use energy efficient buildings and products

Build on the proactive work undertaken in relation to empty homes in order to increase the number of empty homes brought back into reuse in Cardiff and Bridgend	W Lane
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Work in conjunction with Cardiff and Bridgend Council’s Housing Strategy Team to maximise opportunities to reduce the number of empty homes.	W Lane
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Animals are treated humanely

Finalise the fly grazing and stray horse procedure and develop a procedure for straying livestock and animals.	H Picton
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Work with partner agencies in investigating reports of any dog breeding activities that are in breach of the Animal Welfare (Breeding of Dogs) (Wales) Regulations 2014 and engage with Welsh Government consultation on the introduction of Lucy’s Law in Wales.	H Picton
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Produce Guidance for owners and keepers of horses on the new Equine Identification (Wales) Regulations 2019, and hold a series of micro-chipping and passport events to assist owners in complying with the new Regulations.	H Picton
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Review and harmonise where appropriate, inspections and fees and charges in relation to the licensing of animal health and welfare related premises across the region.	H Picton
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Review fees and charges for Pest Control services in Vale of Glamorgan	H Picton
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Respond to consultation on Lucy’s Law on behalf of the 3 local authorities	H Picton
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Communities are protected from nuisance and are safer

Engage with students and residents during Freshers Week in Cardiff providing community advice on housing, environmental and social issues.	W Lane
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What we will measure during 2018/19

Performance Measures 2019/20	Target
• For noise complaints requiring attendance on site, the average time between receipt and the officer attending on site.	Under consideration
• % of domestic noise and air complaints responded to within 3 working days	90%
• % of commercial and industrial noise and air complaints responded to within one working day	75%
• % of alarm complaints responded to within one day.	90%
• % of stray dogs returned to owner or rehomed.	90%

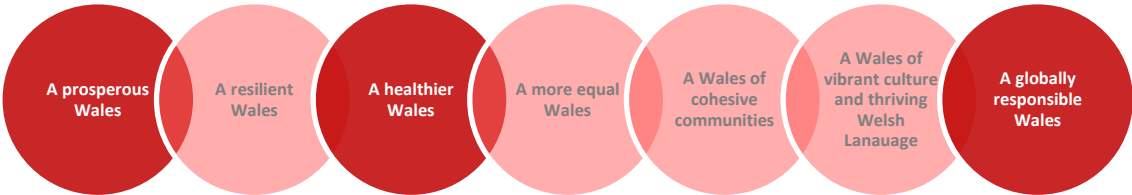
<ul style="list-style-type: none"> • % of empty private sector properties brought back into use during the year through direct action by the local authority (Cardiff and Bridgend only) 	TBC
<ul style="list-style-type: none"> • Number of additional dwellings created as a result of bringing empty properties back into use (Cardiff and Bridgend only) 	TBC

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Supporting the local economy



In addition, our outcomes also contribute to the following wellbeing goals:-

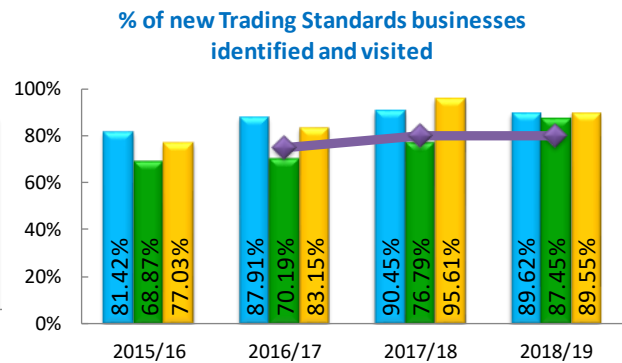
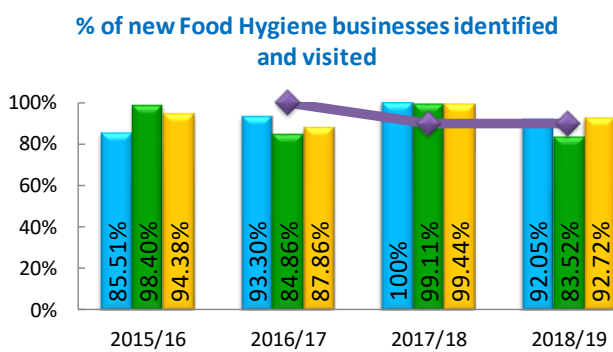


6.4 Supporting the local economy

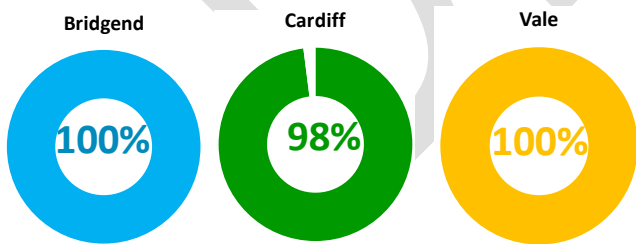
Introduction

A strong local economy is a key component in the quality of life experienced by local people. The work of SRS has a significant, but often unseen, impact upon the local economy. The provision of timely advice and guidance on regulation can benefit the economic viability of businesses resulting in improved business practices; our growing role in the field of Primary Authority is testament to this assertion. Much of our market surveillance activity focuses upon maintaining balance in the “marketplace”; the equitable enforcement of regulations helps businesses to compete on equal terms ensuring a fairer trading environment. Our role as regulator also extends to information and education to support consumers to enable them to become better informed and confident. In an age where people can purchase goods and services without leaving home, the importance of the principle of “*caveat emptor*” has never been more relevant.

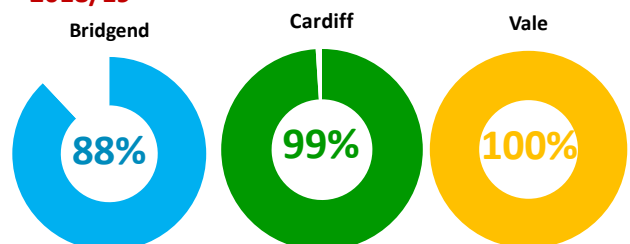
How we performed



Training delegates who felt the training they received will benefit their business 2018/19



Training delegates who would recommend the training to an employee, colleague or friend 2018/19



Source – Respondents to training evaluation questionnaire



What we have achieved

A fair trading environment is maintained

Weights and Measures Survey – In December, SRS officers carried out a survey of a cross-section of 35 pubs and clubs across the SRS region to determine the level of compliance against consumer protection, trade mark and weights and measure legislation. At each visit 3 drinks were ordered including a measure of whiskey, gin, rum or vodka, a cocktail that contained a branded spirit and a small glass of wine. The spirits were dip tested using authenticity indicators provided by the brand holder. The cocktails were observed being served to ensure ingredients were as described and the wine was checked to ensure it was served in a 125ml glass. Full bar inspections were also carried out to check measuring equipment was compliant with the legislation. Four premises were found to have non-compliant measuring equipment and 40 unstamped capacity serving measures were seized. All the non-compliant premises were given a written warning and the products signed over for destruction. A further 29 licensed premises were visited in March in Cardiff where three written warnings were issued by officers to those premises in breach of weights and measures legislation.

Illicit tobacco – There has been a steady increase in the number of premises, particularly in Cardiff, supplying illicit and counterfeit tobacco to consumers. SRS officers regularly carry out inspections often involving partner agencies including South Wales Police and Wagtail who provide tobacco detection dogs to assist with the location of the product whilst on site. This allows officers to locate ‘hides’ that are used by retailers to conceal the product that often require specialist skills to detect and open. SRS have carried out multiple inspections in retail premises resulting in large seizures of illicit and counterfeit tobacco products. This includes a joint operation with HMRC. In one instance, officers removed illegal products from a property on Friday, only to return the following Monday to find that the retailer had re-stocked. The profits associated with this illegal activity are significant and those involved in the supply chain are well organised. During 2018/19 SRS seized 3053 packets of illicit cigarettes, 140 pouches of illicit hand-rolling tobacco and 104 packets of illicit shisha products.

Furthermore the service successfully prosecuted 3 individuals and one company for selling counterfeit tobacco in 3 businesses in Cardiff under the Trade Marks Act 1994 and the Tobacco and Related Products Regulations 2016. The total amount of fines awarded was £2610, costs of £1350 and £245 in victim surcharges. One defendant was also given a 12 month community order and ordered to undertake 120 hours of community service. Forfeiture orders were also granted.

Jeweller prosecuted- Following the receipt of complaints from customers, who had purchased items for substantial amounts of money and requested repair work where the quality and value were not of the standard expected or paid for, SRS undertook a significant investigation into a Cardiff jewellers. Breaches were found in relation to claims of membership and approval of trade associations and the valuer, identified as such by the business, was found to be not registered and failed to carry out valuations in accordance with industry practice. In addition, during inspection, a number of items of jewellery that were precious metal containing diamonds were found to breach registered trade marks and were seized by officers. A mixture of hallmarking, trade marks and consumer protection from unfair trading regulations offences were found to have taken place. The company was fined £1500, a victim surcharge of £150 and ordered to pay compensation of £400 to a complainant. A further individual was fined £800, a victim surcharge of £80 and ordered to pay costs of £350. A forfeiture and destruction order was made in relation to all seized jewellery which was estimated to be of a retail value of £25,000.



The company was fined £1500, a victim surcharge of £150 and ordered to pay compensation of £400 to a complainant. A further individual was fined £800, a victim surcharge of £80 and ordered to pay costs of £350. A forfeiture and destruction order was made in relation to all seized jewellery which was estimated to be of a retail value of £25,000.



Counterfeit merchandise and products – SRS carried out test purchasing of 20 household products manufactured by Proctor and Gamble including washing powders and shampoo. Using a kit provided by the company, officers were able to determine the authenticity of the products. 14 products were tested and found to be genuine. Furthermore SRS has supported a number of major concerts including the Rolling Stones, Ed Sheeran, Anthony Joshua, Stereophonics and Beyoncé by seizing over 450 counterfeit clothing garments and posters with an equivalent genuine retail value of over £10k.

Informed and confident consumers

As part of its Safeguarding role, the Service provides assistance to residents identified as being vulnerable in resolving difficulties encountered as a result of marketing scams and also more straightforward 'shopping' problems. In providing this service, the aim is not only to resolve the immediate difficulty facing a resident but to equip them as well as their families and carers with the knowledge and awareness to avoid similar issues arising in the future. In one recent case, a consumer employed a roofer to undertake some home improvements at her address and paid £6,930 in total via a bank transfer. The roofer carried out a small amount of work at the address and then started making excuses to not return and complete the work. The consumer chased the roofer for several months to complete the work. Bad weather had resulted in the roof leaking as it had not been made watertight and despite continuing to contact the roofer, sending numerous photos of the damage, he didn't return. On contacting SRS and providing a statement, the consumer was advised by officers to make

a claim via the Small Claims Court which resulted in an out of court settlement for £6,000 which the consumer has confirmed receipt of.

This is just one example from over the course of the year where SRS has been able to make a huge difference to the lives of residents needing assistance to resolve problems of this type. With the investment of officer time to provide tips on avoiding similar problems in the future, the legacy of these interventions is one where even our more vulnerable residents and their families are far better equipped to make informed decisions.

Improved business practices and operation

Food for Thought - Businesses given help complying with food safety regulations - SRS hosted a forum for food businesses at Principality Stadium in March to give businesses advice on how best to meet standards. Over 170 delegates booked onto the event at the Principality Stadium in representing a diverse range of organisations, including cafés, health boards, nurseries and hotel chains. Environmental Health and Trading Standards professionals from SRS advised delegates about health and safety in catering and how the food hygiene rating system works in practice and how to improve and maintain a food hygiene rating. Furthermore advice was given on preventing the spread of norovirus and the topic of food allergens which gave attendees the chance to understand their responsibilities in law whilst ensuring the safety of their customers. The event also highlighted the tailored advice services available via a consultancy basis or Primary Authority partnership which can include staff training, auditing of terms, conditions, policies and procedures and mock food hygiene inspections to better prepare businesses for the real thing. The event was very well received by all attendees, in fact, following the event, a food inspection was undertaken at a delegate's food business where he had implemented improvements as a result of the event and received an improved food hygiene rating score.



Accessible services responsive to business needs

Primary Authority - The Primary Authority scheme enables a business to enter into a statutory partnership with a local authority through which it can receive assured advice. Provided this advice is followed, the Primary Authority (PA) is able to challenge intended enforcement action by other local authorities. SRS now has some 27 Primary Authority partnerships in place with both local and national businesses and is able to charge for the work done as part of these arrangements on the basis of full cost recovery. 2019/20 is likely to see a consolidation of this work.

Food and Safety News – The Service's commitment to advising and supporting food businesses to achieve legal compliance and the highest possible standards continues with our twice yearly newsletter aimed at food businesses to inform, educate and advise on responsible food safety and health and safety across Bridgend, Cardiff and the Vale of Glamorgan.



Training Offerings – SRS has provided accredited training to 169 individuals through its Level 2 and 3 Food Safety and Level 2 Health and Safety Courses. Furthermore the service has also delivered bespoke training in areas such as infection control, labelling and compositional requirements of honey, HACCP, allergens, labelling and consumer rights to at least a further 70 delegates. Satisfaction with the training provided is very positive with 100% of attendees saying that the training they received will help improve standards of compliance in their business.

Major events liaison - Major events liaison - During 2018/19, SRS has attended numerous Event Liaison Panels (ELP) and Event Safety Advisory Groups (ESAG) across the region and assessed over 65 paper submissions in addition to any that required site visits. Regular annual events held across the region such as the Cardiff Food Festival, Bridgend Show, the Vale Show, along with Volvo Ocean Race, Urdd Eisteddfod, Jurassic Kingdom and many others have received advice, comments or visit support on food safety, health and safety, trading standards, pollution, licensing and specialist areas such as water usage.

Emerging issues

Increase in new food businesses in Cardiff - The prosperity and increasing popularity of the City of Cardiff means that the number of new food businesses attracted to the City is constantly increasing. During the last year a total of 540 new businesses were identified. This places a significant impact on resources of the Food Safety and Trading Standards functions, particularly as the Food Law Code of Practice requires new food businesses to be inspected within 28 days of opening. This is further exacerbated if businesses have poor compliance on initial inspection, requiring the need for further intervention. Businesses are deemed to be new businesses following the creation of new legal entities such as new limited companies, sole traders and partnerships and if the nature of business changes.

Minimum Unit Pricing of Alcohol - The Welsh Government's Substance Misuse Strategy for 2008-18, *Working Together to Reduce Harm*, sets out a number of action areas to address the harm caused by alcohol and other abused substances, including a commitment to tackling availability and protecting individuals and communities via enforcement activity. The Public Health (Minimum Price for Alcohol) (Wales) Act 2018 builds upon this commitment, is based on strong evidence that varying the affordability of alcohol is a legitimate means to address alcohol related harm. The legislation received royal assent earlier in the year and will take 12 months to take effect so will become effective during 2019/20

Under the new law, it will be an offence to supply alcohol below the applicable minimum price, and this is calculated by reference to the alcoholic strength of a product and the volume in which it is sold. It is anticipated that the minimum unit price will be set at 50p and the purpose of the legislation is to protect the health of harmful and hazardous drinkers who tend to consume greater amounts of low-cost/ high-alcohol content products. Research has shown that on implementation, high strength white ciders and similar will double in price. While supermarket sales of alcohol will be largely unaffected, the minimum Unit Price requirement will impact multi-buy and similar deals and situations where alcohol is supplied together with goods or services.

This is a novel piece of legislation for the trade and those failing to comply will face a £200 fixed penalty notice, or should the matter proceed to court, a maximum fine of £1000. In order that the trade is fully aware of the requirements of the law, Welsh Government will require all off-licensed premises to be visited and advised by the local authority ahead of and after implementation. Across the SRS

region, there are some 635 off-licensed premises, and Welsh Government is funding visits to each of these at a rate of £61.32 per visit.

Brexit and changes in legislation - The key issues of Brexit are coming into focus, yet the outcome remains uncertain. If a new free trade deal with the EU is put into place, the UK may end up with a nearly identical trading situation; Brexit may feel like a non-event. However, at the other end of the spectrum is the UK leaving with no deal and defaulting to World Trade Organisation rules. In that scenario, the implications for businesses in the SRS region who import or export goods are significant. The effects of the change are uncertain and will take time to unfold; whatever they may be, they will have major implications for the SRS and the businesses in the region.

Major events - SRS plays an important role in the successful staging of major events across the three local authority areas. In addition to any dealing with any licensing matters associated with a particular event, SRS plays an important role in ensuring that food sold at events is safely prepared and stored, and that it is labelled correctly. In the case of stadium concerts and sporting events, input may be required to assist brand holders to protect trade marked goods and safeguard against the supply of counterfeits. Major events staged through the participant Councils go through a detailed planning process via the respective Events Safety Advisory Group in Bridgend and the Vale of Glamorgan, and in Cardiff via the Events Liaison Panel. SRS plays a role throughout the planning stages with respect to food safety, health and safety and brand protection. While Summer is traditionally the busiest time for events, June, July and August have been exceptionally busy for events. This is due in part to the success of the City of Cardiff Council in promoting itself on the world stage as the home of successful events. There is also a discernible increase year on year in the other two local authority areas, with figures for the Vale of Glamorgan area suggesting a 25% increase in events this year. Some examples of events recently staged include the Volvo Ocean Race, Oktoberfest, Welshfest and the various agricultural shows across the region. All of this has an impact on the Shared Service in terms of meeting demand from other areas of responsibility, and at a time of our diminishing staffing resource, and in covering weekend and evening work. Discussions are underway with the respective partner councils to ensure that event work can be appropriately prioritised, for example through service level agreements, and measures put in place to recover cost where necessary.

On-line retailing - The Internet is undeniably driving change, and large retailers have responded by embracing multi-channel sales strategies and while the high street has not, as yet, been put out of business, their traditional physical stores are beginning to become a secondary outlet. It would seem inevitable that, in the longer term, the size and composition of the high street will be significantly impacted, as on-line shopping becomes a far more mainstream activity. Information technology and the fast developing digital environment are also causing a change in the way people interact, including in the way they interact commercially. Modern consumers increasingly access goods and services across the world through the tap of a phone screen or the click of a mouse. The Internet presents an enormous opportunity for consumers. It expands the size of the market they operate in and therefore gives them access to more providers and more choice. It also makes it possible to compare products, suppliers and prices on an unprecedented scale. The internet is the most empowering tool consumers have ever had. A consequence of this for the law enforcement agencies like the SRS is that the "visible" high street has moved to an activity undertaken behind closed doors. Monitoring the market place through traditional market surveillance methods thus needs to change else the SRS will only be able react to incidents and not prevent them.

What we plan to do next

Supporting the local economy

Lead
Responsibility

A fair trading environment is maintained

Following a national project undertaken in 2018, undertake a series of Weights and Measures exercises targeting post offices, doctors surgeries, hospitals, airports and textile retailers and supermarkets.

C Hill

Undertake actions to support the provisions of the Public Health (Minimum Price for Alcohol) (Wales) Act 2018.

H Picton

Undertake operations to disrupt the business of those selling illegal tobacco products

C Hill/H Picton

Undertake exercises targeted on second hand car sales in areas receiving the highest levels of complaint.

C Hill

Develop strategic assessment and control strategy in line with the Intelligence Operating Model.

H Picton

Informed and confident consumers

Launch a 'Buy with Confidence' (responsible trader) scheme across the region to provide residents with peace of mind when shopping or choosing a tradesperson whilst supporting reputable businesses with a 'Trading Standards approved' endorsement.

H Picton

Improved business practices and operation

Extend training provision to business by developing and offering training for Personal Licence holders.

H Picton

Develop and promote advisory guidance for food businesses including the development of 'talking heads' on the SRS website.

H Picton

Accessible services responsive to business needs

Consolidate existing Primary Authority Partnerships to improve level of service provided.

H Picton

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.

W Lane

What we will measure during 2019/20

Performance Measures 2019/20

Target

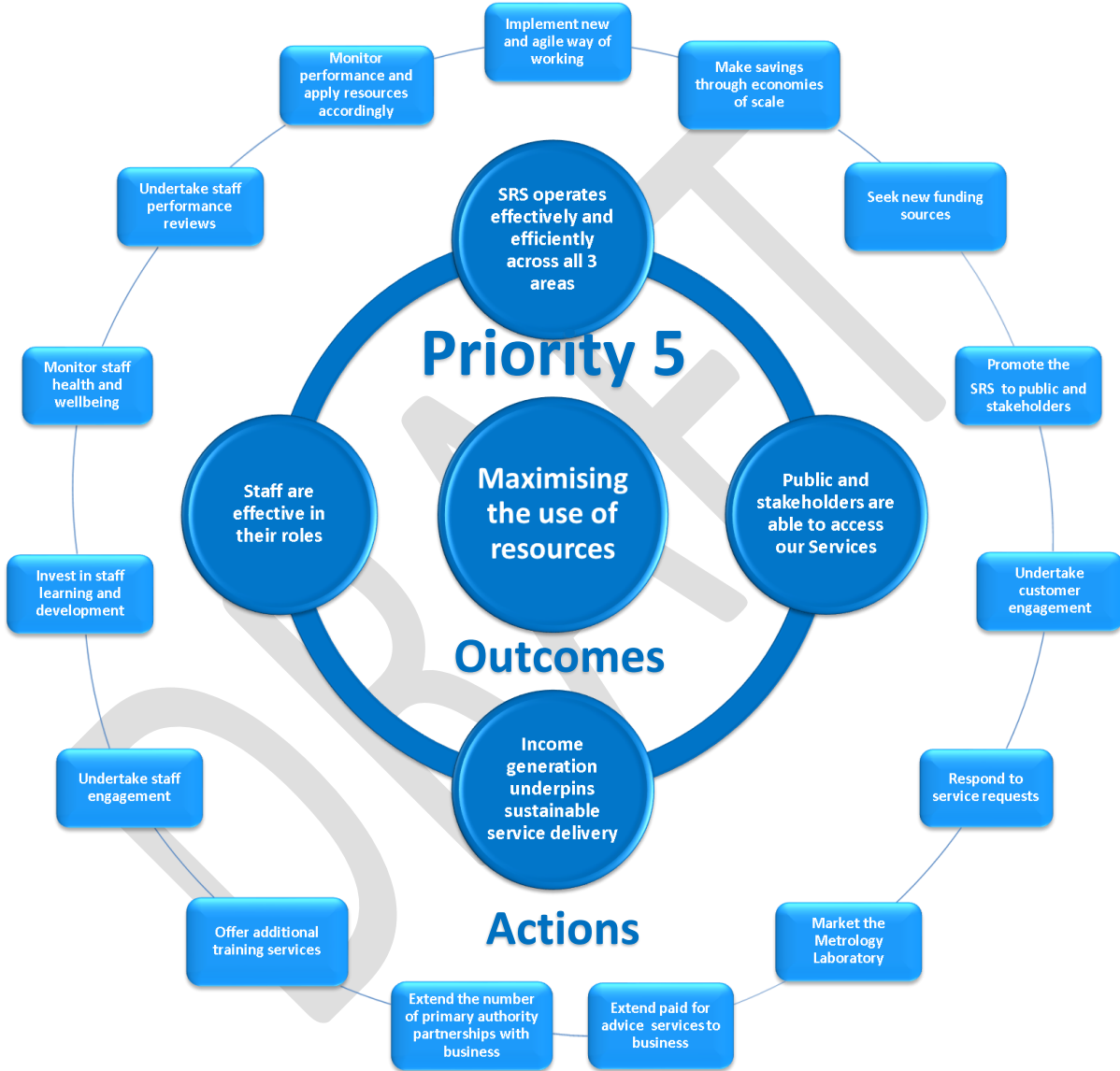
- % of new businesses identified which were subject to risk assessment visit or returned a self-assessment questionnaire during the year for food hygiene.

90%

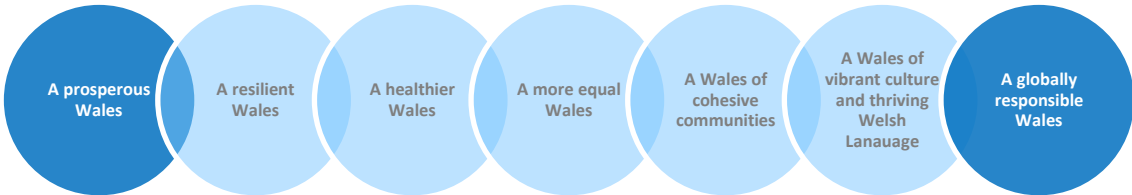
<ul style="list-style-type: none"> • % of new businesses identified which were subject to risk assessment visit or returned a self-assessment questionnaire during the year for Trading Standards 	80%
<ul style="list-style-type: none"> • % of businesses who felt that interaction with SRS has helped them improve standards of compliance in their business. 	85%
<ul style="list-style-type: none"> • % of businesses satisfied with our paid for business advice services. 	Establish baseline
<ul style="list-style-type: none"> • % of individuals who feel that the training they received through SRS will benefit their business. 	95%

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Maximising the use of resources



In addition, our outcomes also contribute to the following wellbeing goals:-



6.5 Maximising the use of resources

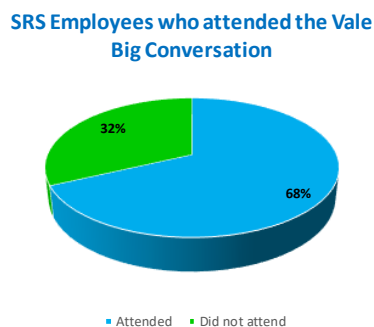
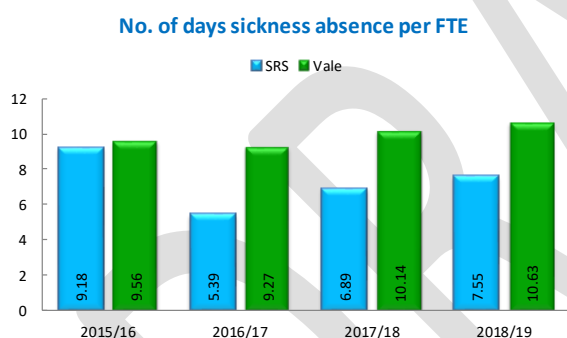
Introduction

Maximising the use of resources was the original catalyst for creating SRS, and our work in this area continues. Reducing “triplication” of effort, introducing better processes, making our systems work without constant intervention, improving access into the service will all benefit our business and increase customer satisfaction.

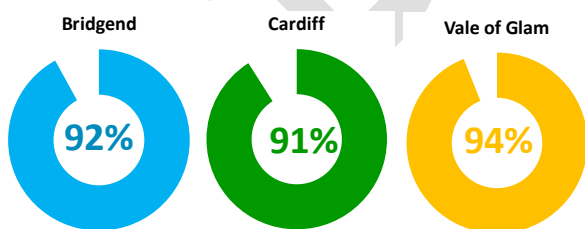
We are generating income, where possible, to underpin service delivery; activities like marketing our metrology laboratory, offering paid for advice services, building Primary Authority partnerships and extending our training provision to business are examples of our move to a more “commercial” culture.

Above all, we recognise that crucial to the success of SRS are the people who work within the service. We will ensure that our officers are effective in their roles by investing in learning and development opportunities, by engaging them fully in the development of the service, and by fostering an environment where people are encouraged to think, lead and innovate.

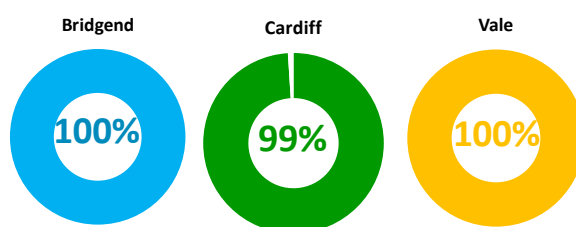
How we performed



% of food businesses satisfied with overall level of service 2018/19



% training delegates who rated the training they received as good to excellent.



Source - Respondents to customer satisfaction survey and training evaluation questionnaire



What we have achieved

SRS operates effectively and efficiently across all 3 areas

Multi disciplined teams and sharing resources – The concept of more generic working and the development of multi-disciplined officers has been a key strategy for SRS during the last year. Our Pollution and Housing Teams have gone through the process of cross training to support one another during peaks in demand which has resulted in Officers specialised in Pollution Control matters undertaking Housing Health and Safety Rating System training and assisting officers with housing enforcement work during the winter. Similarly Housing Enforcement Officers have been able to assist their colleagues in the Pollution Team during the summer. The concept of generic working has also been applied in the Food Safety Teams where officers have been trained to develop their confidence and competence in food standards with the aim of maximising resources, enabling food safety officers to complete the food standards intervention at the same time as a food safety inspection of low risk food standards businesses. Both these initiatives provides benefits to the service by building a more cohesive and resilient service with more flexibility whilst introducing some variety of work for team members together with career development opportunities.

Noise app – SRS have been trialling a Noise app for customers who have contacted the service to make complaints about domestic noise problems they are experiencing. This innovative app enables customers with smart phones to record their noise problem in short bursts and send them to the noise team enabling them to listen and establish if a noise nuisance is occurring and streamlining the complaint process for both the customer and SRS. For example, it would remove the need for complainants to keep a paper diary of noise problems and enable SRS to filter and prioritise complaints while also preventing vexatious complaints being made.

SRS highly commended by British Hallmarking Council - Shared Regulatory Services (SRS) was highly commended in the British Hallmarking Council's 2018 Touchstone Awards, following a successful compliancy drive involving local jewellery outlets. The award recognised the work undertaken by SRS

at the end of 2017 and 2018 when they undertook an exercise targeting new businesses, Christmas stalls and businesses that had been the subject of customer complaint. Officers made unannounced inspections of the businesses concerned, and were accompanied by an Assay Office representative, to provide support and expertise in new and second-hand jewellery, gemstones and silverware. A range of jewellery items were examined to determine their authenticity and the accuracy of descriptions, and as a result, 77 items were removed from sale, 10 verbal warnings were issued and one jeweller was prosecuted.



SRS awarded for anti-counterfeiting drive



SRS were successful last year, in scooping the UK Anti-Counterfeiting Group (ACG) Departmental Award for Excellence in recognition of work carried out during 2017. The award particularly recognised the efforts made by SRS at numerous major events, preventing the sale of dangerous and unsafe fake goods from being sold to consumers. This included events such as concerts by Robbie Williams, Justin Bieber and Coldplay, as well as events like the British Grand Prix Speedway, World Championship Boxing, WWE Wrestling, Disney on Ice and the UEFA Champions League finals.

Public and stakeholders are able to access our services

Access to SRS services – The ability of the public and stakeholders to access SRS services is one of many desired outcomes for SRS. To aid the service in achieving this, we have during the last year:-

- **Improved the SRS website** – The improvement of the SRS website is an ongoing process which sees web pages being added or updated to provide valuable up to date information for SRS customers. The number of users of our website has increased from 2303 in April 2018 to 4003 in March 2019. Our Noise and Air Pollution web pages consistently receive the most page views.
- **Equalities** – During the year, the service commenced 2 new processes to collect feedback from our customers on how inspections were carried out and the way service requests have been handled. A key part of this process has been the inclusion of questions to enable equality monitoring of our customers and to identify any issues or concerns, particularly around the ability to access our services.
- **Twitter account** – Since launching our own Twitter account @SRS_Wales in 2017, the SRS has almost doubled the number of followers from 156 to 292. This means of communicating with our customers enables the service to be promoted whilst conveying key messages to residents and businesses alike.

Income generation underpins sustainable service delivery

Income generation – A key priority for SRS, is the adoption of a more commercial approach by developing ‘paid for’ services and marketing them to business. These commercial activities are aimed at complementing existing services whilst also providing income generation. During the last year the service has extended the number of Primary Authority partnerships to 27. Furthermore, the Service has provided accredited Food Safety training at levels, 2, 3 and level 2 Health and Safety to 169 individuals and delivered bespoke training in areas such as infection control, labelling and compositional requirements of honey, HACCP, allergens, labelling and consumer rights to at least a further 70 delegates.

Nest Inspections – During the last year, Housing Enforcement teams have worked with British Gas to deliver the Warm Home Nest Scheme by undertaking inspections of private rented properties in accordance with the Housing Health and Safety Rating Scheme. The service receives payment for these inspections and this has generated over £10,000 in income.

Just over £3000 has been received in Bridgend in relation to pre-app planning advice and planning appeals.

Empty Homes – Bridgend - In October 2018 Bridgend Council provided additional funding to SRS in order to finance an Empty Property Coordinator role 3 days a week. Since taking up the role, SRS has revised the Empty Property Information Pack, produced draft procedures in relation to enforcement such as Compulsory Purchase and Enforced Sale and produced a suite of letters which are sent to owners of empty properties. If the owners fail to engage and take action in relation to their property then contact with the owners escalates. SRS also coordinates the empty property working group within the Council which brings together departments to engage in a corporate response to tackle the problem of empty properties. A departmental referral form has been developed which enables information to be collated across the council to assist in risk assessing properties for action.

Staff are effective in their roles

Investing in Staff Learning and Development – SRS is committed to developing staff to ensure they are effective in their roles. During the last year, the service has invested in a number of learning and development activities to support the business including the following:-

- SRS sought applications from employees interested in developing themselves by offering to match fund suitable applications for external study. This resulted in a number of employees pursuing academic qualifications through the year such as M.Sc. qualifications in Environmental Health and Leadership and Public Service Management.
- Furthermore, the service expanded its financial investigative capability by supporting the training of 2 employees in Financial Capability.
- The service has also provided legal competence training for officers together with a range of other professional development activities, which included a wide variety of training to support specific projects including product safety training, intellectual property training, fair trading – criminal, intelligence and investigative principles and the Metrology qualification.
- In house training sessions were arranged during the year in relation to HHSRS and HMO Licensing. By arranging the training in house it can be delivered at a lower cost, and is accessible to a greater number of officers. Officers across Neighbourhood Services attended the training assisting in the vision of developing generic working and helping to increase consistency across the teams. The training also provides valuable refresher training for the

more experienced officers and assist in preparations for any potential review of this legislation in the coming year, which will mirror what is happening currently in England.

Health and Safety for staff - Employers are responsible for the health, safety and welfare at work of all their workers, as are the employees themselves, who must take reasonable care of themselves and other people affected by work activities. Earlier in the year, SRS began working with the Trade Unions to ensure that everything possible is being done to protect the health, safety and wellbeing of frontline, peripatetic staff and particularly those working alone. This resulted in a number of actions. Firstly, all non-office based staff were provided with Conflict Management and Lone Worker training from an external provider, Safety Training Solutions Ltd. The training was tailored to the particular needs of SRS, through the use of relevant case studies and making reference to relevant risk assessments. The day long training was extremely well received and prompted a number of suggestions from attendees on additional measures to protect staff safety. In addition, a number of SRS staff are piloting the use of the 'Solo Protect ID' device that pinpoints the location of the user, and should they encounter violent or aggressive behaviour or suffer injury while working alone, a call handler is able to intervene to get the necessary assistance to the person concerned. Feedback to date has been very positive and the device will be made available to other identified SRS staff. Finally, the system put in place to record warning alarms in respect of premises or individuals linked to violent or aggressive behaviour is working well on the SRS Tascomi database. It is vital that this process now extends to enable the two way sharing of such information across the three partner authorities, albeit this remains more of a challenge from the data governance perspective

Emerging issues

Delivery of the Duty Officer regime - The SRS Duty Officer regime operates on a 24/7 basis over 365 days of the year and provides a single point of contact out of office hours for dealing with SRS emergencies and witnessing specific pre-determined cases that have an impact upon residents in our communities. The types of emergencies that the duty officer may be required to respond to include the notification of an outbreak of infectious disease, such as food poisoning, death or major injury accidents, the presence of hazardous chemical on insecure land, usually notified by South Wales Fire and Rescue Service, certain noise nuisance that may be deemed to be a public nuisance notified by the Police and incidents of doorstep crime. In addition, officers may need to respond to major emergencies reported to SRS by key stakeholders, eg. Police, Health and Safety Executive, Natural Resource Wales, Food Standards Agency, Fire Authority, Public Health Wales and Welsh Government. Cover is currently provided by officers on a voluntary basis whereby they provide cover as the Duty Officer on a rota basis and are paid to cover these responsibilities. In recent months, it has become increasingly difficult to recruit officers to cover the Duty Officer role resulting in a shortage of cover which has on occasion required managers to step in at short notice. There is significant concern that the delivery of the current regime lacks the resilience it needs to operate effectively and there is a need to address this by exploring alternative options.

Ensuring competency/Food Law Code of Practice –As anticipated the Food Law Code of Practice Wales (August 2018) has increased the required continual professional development from 10 to 20 hours for all food officers. This will require relevant adjustments to be made to the staff appraisal system “#its about me” and internal monitoring to ensure its effective implementation. Challenges will be posed by the ability to identify suitable courses for more experienced officers to participate in to further their personal development. It is hoped that annual membership of an online training provider for each officer within Commercial Services will meet this need. In addition the amended

Food Law Code of practice details competencies that Lead Food Officers, Authorised Officers and Regulatory Support Officers must meet in order to fulfil the role for the Food Authority. The Food Standards Agency intend to issue guidance on how these should be met which is awaited prior to a review of authorisations for each individual being undertaken.

Retention of staff – The SRS is undergoing another significant period of change; the functions we deliver for our partner councils such as Air Quality, Food Hygiene, and Housing enforcement are attracting new demands. Recruitment and retention of good officers remains a challenge; we need to ensure the SRS meets existing targets but is nimble enough to meet future agendas for public protection.

The shortage of applicants with the right skills, abilities and experience in the different professions, Environmental Health, Trading Standards, has created a more competitive market. These shortages, attributable to an aging professional demographic, increasing turnover due to retirement and a reduced investment in sponsorship of students by the Councils, have to be addressed if we are to deliver effective regulatory services. We know that the majority of our officers are content with their employment within the SRS, yet the SRS delivery model is at significant risk due to the inability to attract, recruit and retain a high calibre.

In 2019, the SRS will implement a strategy that seeks to sustain and motivate the workforce. Reflecting observations from stakeholders and the recommendations put forward by audits, e.g. FSA, WAO. The intended outcomes of this strategy are:

- The SRS will be able to recruit high calibre individuals and experienced professionals to ensure the provision of high quality regulatory services across the region.
- The SRS will manage talent effectively to be able to respond speedily and effectively to necessary changes.
- SRS officers will be able to work effectively in their roles and find their working life with to be an enjoyable and rewarding experience.

Mobile Working Solutions – An essential component of the the operating model for SRS was the introduction of technical and mobile working solutions that enable employees to work remotely. This has contributed to the success of the service, but as agile working becomes the norm the service is finding the technology deployed is becoming outdated after only 2/3 years. As technology improves, better facilities now exist which could further enhance the work of SRS and its remote working capabilities. SRS will work with ICT to explore options for improving equipment and systems to ensure that we deliver services both efficiently and effectively.

Intelligence Operating Model – In response to the reducing budget base officers have been examining new ways of working by introducing an intelligence-led approach to compliance rather than relying on an inspection driven approach. Making this shift allows service demand to be managed through a tactical tasking process to ensure the effective targeting of resources that better focusses activity on those individuals causing the greatest harm to consumers and reputable traders. Based on the Police National Intelligence Model, the National Trading Standards Intelligence Operating Model (IOM) is the first framework available to mainstream this approach into regulatory services. The IOM was developed with the aims of :-

- Being a flexible tool to assist in the frontline delivery of Trading Standards
- Being used by all local authority Trading Standards Services regardless of size and resources
- Helping to co-ordinate enforcement locally, regionally and nationally to avoid any potential enforcement gaps
- Enabling informed decisions to be made in order to deal with the highest risks and the greatest threats

- Helping to identify current and emerging issues or problems
- Enabling effective allocation of resources

As part of a realignment of resources flowing from last year's budget savings work and a successful business case for enhanced funding for the Wales Illegal Money Lending Unit, the Service was able to create two specialist Intelligence posts. Recruitment into these posts, an Intelligence Analyst and an Intelligence Support Officer has been completed, and as a result, intelligence handling and analysis is now being embedded into the Service to drive this new way of working. Following the IOM and an agreed set of criteria for the prioritisation of demands, intelligence packages are prepared from various sources. This includes complaint data from the Citizens Advice Consumer Service, open source information from the internet, public records and media reports, and closed source information from within the local authorities and that shared by partners. Working initially across the Trading Standards, Major Investigations, Safeguarding and Wales Illegal Money Lending Unit sectors of the Service, our Intelligence capacity will enable more efficient tasking of professional officers on priority areas of work, and enhance the investigations that result. In time, the intention is to roll out this intelligence led approach to other areas of work within SRS.

What we plan to do next

Maximising the use of resources	Lead Responsibility
SRS operates effectively and efficiently across all 3 areas	
Carry out the remaining actions identified in the Food Standards Authority (FSA) Audit of the service.	C Hill
Maximise mobile working opportunities by reviewing ICT and mobile working needs across the service.	H Picton
Review Licensing fees and charges across the service.	W Lane
Streamline the services in the Noise and Air Pollution team by becoming more digitally enabled and completing the trial and development of the Noise app for implementation and reviewing website to make it more informative and provide more self help for customers.	W Lane
Explore new ways of working within the Noise and Air Pollution Team to address loss of resources.	W Lane
Improve equality monitoring data to enable more informed decisions about service delivery.	H Picton
Ensure service delivery complies with Welsh Language Standards.	H Picton
Review duty officer regime across the SRS region to explore alternative forms of delivery.	W Lane
Review the food registration process with a view to streamlining new business procedures and making the process more robust whilst also exploring the feasibility of promoting on-line food registration via the government website.	C Hill
Review the SRS operating procedures for the collection and retention of data to ensure compliance with the GDPR	H Picton

Public and stakeholders are able to access our services

Review the effectiveness of current mechanisms used by stakeholders to access SRS services particularly in relation to telephone and email contact.	H Picton
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Income generation underpins sustainable service delivery

Review the role of SRS in providing support to major events including the determination of the true cost to the Service in providing support across the three local authority areas.	H Picton
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Staff are effective in their roles

Rationalise and harmonise Health and Safety and Communicable Disease procedures	C Hill
Explore options to improve staff retention within the Food Safety Team.	C Hill
Address the workload imbalance between the 3 hubs by transferring calls in Cardiff to C1V.	H Picton
Harmonise administrative processes across the 3 areas to ensure a consistent approach.	H Picton
Move business support to one domain to support better delivery of administrative services to teams.	H Picton
Complete the PDR process with all SRS employees.	All OMs /TMs
Review Workforce Development Plan.	C Hill
Complete actions identified in the SRS Staff Survey Action Plan 2018	D Holland
Consider alternative options to replace the SRS staff survey	H Picton

What we will measure during 2019/20

Performance Measures 2019/20	Target
Average days sickness per FTE.	5.00
% of Staff Performance Development Reviews completed.	100%
% of staff undertaking 10 hours CPD/personal development during the year.	100%
% of staff who feel they are able to achieve the right balance between work and home life.	100%
% of staff working in SRS who are satisfied with their job in SRS.	100%
% of customers and Council members satisfied with their ability to access the facilities and services they need from SRS.	90%

Appendix 1 – Risk Register

DIRECTION OF TRAVEL

RISK MATRIX

Risk level forecast to increase	Possible Impact or Magnitude of Risk	Catastrophic	4 <i>MEDIUM</i>	8 MEDIUM/HIGH	12 HIGH	16 VERY HIGH
		High	3 <i>MEDIUM/LOW</i>	6 <i>MEDIUM</i>	9 MEDIUM/HIGH	12 HIGH
		Medium	2 LOW	4 <i>MEDIUM</i>	6 <i>MEDIUM</i>	8 MEDIUM/HIGH
		Low	1 VERY LOW	2 LOW	3 <i>MEDIUM/LOW</i>	4 <i>MEDIUM</i>
Risk level forecast to decrease	Possible Impact or Magnitude of Risk	Very Unlikely		Possible	Probable	Almost Certain
		Likelihood/Probability of Risk Occurring				
Risk level forecast to remain unchanged	Possible Impact or Magnitude of Risk	Low 1-2 Low/Medium 3 Medium 4-6 Medium/High 8-10 High 12-16				

Risk Description	Inherent Risk Score (April 2018)		Comments (to support risk scoring)	Forecast Direction of travel
	Likelihood	Impact		
RR1: Insufficient resources, and capacity to deliver planned services will result in loss of service provision and reduction in performance.	4	3	The Service is examining new ways of prioritising services and using risk based approaches to activities in line with reduced resources including a move to an Intelligence Operating Model. However whilst these efforts help reduce the impact of reduced funding, the cuts will likely impact on service delivery and performance.	Increase
RR2: The complexities of resource allocation may result in a lack of understanding and misalignment of resources.	3	3	Dedicated accountant appointed for the Service. Governance arrangements in place to address lack of understanding. Review and standardisation of financial processes ongoing.	Remain unchanged

Risk Description	Inherent Risk Score (April 2018)		Comments (to support risk scoring)	Forecast Direction of travel
	Likelihood	Impact		
RR3: The lack of functioning ICT systems could hinder the ability to work as a single service unit and affect the Service's ability to work smarter and more efficiently.	3	3	The web based Tascomi database implemented across all 3 authorities in 2017 facilitates remote access. Laptops and mobile devices rolled out to staff to allow for more agile working. This technology however has become outdated in only 2/3 years. In order to improve remote working capabilities and deliver services efficiently and effectively, the service will need to work with ICT to explore better facilities.	Remain unchanged
RR4: Failure to identify and resource staff learning and development needs to address changes in roles and immediate needs and long term goals of the service could result in capability issues amongst staff which could affect the Service's ability to deliver services.	3	3	SRS is committed to the resourcing of training to develop people to ensure competency and #it's about me performance reviews are undertaken annually. Recent budget reductions however, have caused a number of people to secure positions elsewhere and we now face a skills gap akin to that in 2015/16. The creation of a recruitment strategy and the development of retention initiatives will be a key target for SRS during 2019/20.	Remain unchanged
RR5: The positioning of Shared Regulatory Services under a host authority, together with unique branding may result in the Service becoming divorced from its constituent Councils or marginalised.	2	2	The Service remains relevant to all 3 authorities through links into Corporate Plans of 3 authorities, attendance at the various Council/Executive meetings and maintaining strong links with members and senior officers within each legacy authority. Furthermore opportunities to promote successes of the new service are taken.	Remain unchanged
RR6: Implementation of new legislation may create additional demands on service delivery.	3	3	Workloads reviewed and monitored and process in place for Head of Service to regularly report to partner authorities. It is not always easy however, to predict the impact that new legislation may have on resources and with the uncertainty over EU membership this could exacerbate such matters.	Remain unchanged
RR7: An inability to recruit officers to the Duty Officer regime may result in inadequate cover and failure to deal with emergencies out of hours.	3	2	The Duty Officer regime operates on a 24/7 basis over 365 days a year providing a single point of contact out of office hours dealing with SRS emergencies. Cover is provided by officers on a voluntary basis however it is becoming increasingly difficult to recruit officers	Remain unchanged.

Risk Description	Inherent Risk Score (April 2018)		Comments (to support risk scoring)	Forecast Direction of travel
	Likelihood	Impact		
			resulting in shortage of cover which has required managers to step in a short notice. The current process lacks resilience and there is a need to explore alternative options.	

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Appendix 2 – Action Plan

Improving health and wellbeing

Lead
Responsibility

The food chain is safe and free from risks

Develop and adopt the Food and Feed Law Enforcement Plan 2019/20 and undertake interventions in accordance with the plan and the arrangements in place to discharge food safety duties.

C Hill

Develop and adopt the Port Health Plan 2019/20.

C Hill

Engage with changes to the Food Law Code of Practice and ensure appropriate staff are trained and competent to deliver the required assessments against the framework.

C Hill

Undertake a survey of FHRS sticker displays at premises and on takeaway menus.

C Hill

Review public health requirements for Cardiff Airport as a port of entry and consider implications on resources.

C Hill

Implement recommendations made in the Food Hygiene Rating Scheme Audit conducted by the FSA.

C Hill

Review the food registration process with a view to streamlining new business procedures and making the process more robust whilst also exploring the feasibility of promoting on-line food registration via the government website.

C Hill

Building upon the food standards training received, commence the undertaking of food standards inspections by food safety officers.

C Hill

Risks in the workplace are managed properly

Develop and adopt the Section 18 Health and Safety Service Plan 2019/20 and undertake interventions in accordance with the plan and the arrangements in place to discharge health and safety duties.

C Hill

Undertake an all-wales agreed inspection programme in relation to Hand Arm Vibration (HAVS).

C Hill

Engage with Welsh Government on the implementation of the Public Health (Wales) Act 2017, undertaking actions to support the provisions of the legislation including preparing businesses and internal procedures in readiness for the implementation of the new licensing regime.

C Hill

Noise and air emissions are controlled

Undertake consultation with the public, taxi trade and stakeholders on proposed policy changes to the age, emission and testing standards of vehicles in order to deal with the air quality challenges faced by Cardiff Council.

W Lane

A safe trading environment is maintained

Following on from investigations undertaken in 2018, carry out a joint enforcement exercise of trampoline parks across the region.

C Hill

Licensed premises operate responsibly

Undertake a review of the Statement of Licensing Act Policy (SLP) and Cumulative Impact Zone in line with the revised Section 182 Guidance in Cardiff and Bridgend and publish, following consultation with stakeholders and obtaining Council approval.

W Lane

Undertake a study/survey to understand the gambling patterns of the young to determine any discernible impact on public health.

W Lane

The quality of private rented property is improved

Build upon the work undertaken in Bridgend in 2018/19 to identify HMOs and landlords not registered with Rent Smart Wales in preparation for changes identified in the Renting of Homes Act.

W Lane

Where appropriate take forward prosecutions for offences relating to housing standards, HMO Licensing and Rent Smart Wales.

W Lane

Review the effectiveness of the Plasnewydd Additional Licensing scheme and consider consultation on its re-declaration for another 5 years

W Lane

Work with the Fire and Rescue Service and Welsh Government in response to the Grenfell Fire by ensuring the remediation of any buildings under the remit of SRS.

W Lane

Implement a training programme for SRS employees on the implications of the Renting Homes Act.

W Lane

Infectious disease is controlled and prevented

Secure approval and deliver the Communicable Disease Service Plan 2019/20 and undertake interventions in accordance with the plan and the arrangements in place to discharge these duties.

C Hill

Safeguarding the vulnerable

**Lead
Responsibility**

Children are protected from harmful substances and products

Undertake an underage sales exercise in relation to the newly introduced Public Health (Wales) Act 2017 and the arrangement of intimate piercings, taking appropriate action against those practitioners that commit offences.

C Hill

Conduct an underage sales exercise in relation to the sale of e-cigarettes to persons under the age of 18.

C Hill

Older and vulnerable people are protected from rogue traders and scams

Improve access to safeguarding information on SRS website by reviewing and improving information on web pages.

H Picton

Raise awareness of scams, doorstep crime and other safeguarding issues by developing leaflets and guidance and participating in community events.

H Picton

Build relationships with trade federations such as the Federation of Master Builders to scope out current trading practices across the region and inform future priorities for intervention including intelligence, education and enforcement activities.

H Picton

Purchase and roll out 'Memocam' motion detectors as a safeguarding tool to victims of doorstep crime.

H Picton

Illegal money lending activities are prevented

Repeat the Proceeds of Crime funded community projects exercise which invites applicants from across Wales to bid for funding to progress projects and initiatives linked to the prevention and raising awareness of illegal money lending activities.

H Picton

Promote awareness of WIMLU work and practices across the 19 local authorities.

H Picton

Vulnerable people are not subject to exploitation, slavery or trafficking

Build upon work undertaken in 2018/19 to reinforce awareness of child sexual exploitation amongst the taxi trade across the 3 authorities.

W Lane

Continue a programme of training and awareness of Child Sexual Exploitation, slavery and trafficking to protect vulnerable residents.

W Lane

Taxi provision is safe and fair

Review taxi policy for vehicle and driver standards.

W Lane

Undertake taxi demand survey in Cardiff

W Lane

Engage and respond to any further consultation from Welsh Government on their public transport consultation to introduce national standards for taxis.

W Lane

Undertake enforcement exercises to ensure compliance with the provisions of the Equalities Act and to ensure compliance with taxi regulations

W Lane

Evaluate enforcement activities undertaken throughout the year.

W Lane

Review and align vehicle age policy guidance for Bridgend and Vale of Glamorgan taxi provision.

W Lane

Explore options for introducing a knowledge test for taxi drivers in Bridgend and reviewing existing test in Vale of Glamorgan.

W Lane

Protecting the environment

**Lead
Responsibility**

The environment is protected from harmful emissions to land, air and water

Provide technical support to Cardiff Council in undertaking Feasibility Study to achieve compliance with legal limit for Nitrogen Dioxide.

H Picton

Submit annual progress reports for LAQM Duties for Bridgend, Cardiff and Vale.

H Picton

Finalise Clean Air Strategy and Action Plan for Cardiff

Review air quality data and Air Quality Management Areas (AQMA) across the region and consider and formally action the implementation and revocation of Air Quality Management Areas where appropriate across the region.

H Picton

People will use energy efficient buildings and products

Build on the proactive work undertaken in relation to empty homes in order to increase the number of empty homes brought back into reuse in Cardiff and Bridgend

W Lane

Work in conjunction with Cardiff and Bridgend Council's Housing Strategy Team to maximise opportunities to reduce the number of empty homes.

W Lane

Animals are treated humanely

Finalise the fly grazing and stray horse procedure and develop a procedure for straying livestock and animals.

H Picton

Work with partner agencies in investigating reports of any dog breeding activities that are in breach of the Animal Welfare (Breeding of Dogs) (Wales) Regulations 2014 and engage with Welsh Government consultation on the introduction of Lucy's Law in Wales.

H Picton

Produce Guidance for owners and keepers of horses on the new Equine Identification (Wales) Regulations 2019, and hold a series of micro-chipping and passport events to assist owners in complying with the new Regulations.

H Picton

Review and harmonise where appropriate, inspections and fees and charges in relation to the licensing of animal health and welfare related premises across the region.

H Picton

Review fees and charges for Pest Control services in Vale of Glamorgan

H Picton

Respond to consultation on Lucy's Law on behalf of the 3 local authorities

H Picton

Communities are protected from nuisance and are safer

Engage with students and residents during Freshers Week in Cardiff providing community advice on housing, environmental and social issues.

W Lane

Supporting the local economy

**Lead
Responsibility**

A fair trading environment is maintained

Following a national project undertaken in 2018, undertake a series of Weights and Measures exercises targeting post offices, doctors surgeries, hospitals, airports and textile retailers and supermarkets.

C Hill

Undertake actions to support the provisions of the Public Health (Minimum Price for Alcohol) (Wales) Act 2018.	H Picton
Undertake operations to disrupt the business of those selling illegal tobacco products	C Hill/H Picton
Undertake exercises targeted on second hand car sales in areas receiving the highest levels of complaint.	C Hill
Develop strategic assessment and control strategy in line with the Intelligence Operating Model.	H Picton

Informed and confident consumers

Launch a 'Buy with Confidence' (responsible trader) scheme across the region to provide residents with peace of mind when shopping or choosing a tradesperson whilst supporting reputable businesses with a 'Trading Standards approved' endorsement.	H Picton
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Improved business practices and operation

Extend training provision to business by developing and offering training for Personal Licence holders.	H Picton
Develop and promote advisory guidance for food businesses including the development of 'talking heads' on the SRS website.	H Picton

Accessible services responsive to business needs

Consolidate existing Primary Authority Partnerships to improve level of service provided.	H Picton
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.	W Lane

Maximising the use of resources

Lead
Responsibility

SRS operates effectively and efficiently across all 3 areas

Carry out the remaining actions identified in the Food Standards Authority (FSA) Audit of the service.	C Hill
Maximise mobile working opportunities by reviewing ICT and mobile working needs across the service.	H Picton
Review Licensing fees and charges across the service.	W Lane

Streamline the services in the Noise and Air Pollution team by becoming more digitally enabled and completing the trial and development of the Noise app for implementation and reviewing website to make it more informative and provide more self help for customers.	W Lane
Explore new ways of working within the Noise and Air Pollution Team to address loss of resources.	W Lane
Improve equality monitoring data to enable more informed decisions about service delivery.	H Picton
Ensure service delivery complies with Welsh Language Standards.	H Picton
Review duty officer regime across the SRS region to explore alternative forms of delivery.	W Lane
Review the food registration process with a view to streamlining new business procedures and making the process more robust whilst also exploring the feasibility of promoting on-line food registration via the government website.	C Hill
Review the SRS operating procedures for the collection and retention of data to ensure compliance with the GDPR	H Picton

Public and stakeholders are able to access our services

Review the effectiveness of current mechanisms used by stakeholders to access SRS services particularly in relation to telephone and email contact.	H Picton
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Income generation underpins sustainable service delivery

Review the role of SRS in providing support to major events including the determination of the true cost to the Service in providing support across the three local authority areas.	H Picton
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Staff are effective in their roles

Rationalise and harmonise Health and Safety and Communicable Disease procedures	C Hill
Explore options to improve staff retention within the Food Safety Team.	C Hill
Address the workload imbalance between the 3 hubs by transferring calls in Cardiff to C1V.	H Picton
Harmonise administrative processes across the 3 areas to ensure a consistent approach.	H Picton
Move business support to one domain to support better delivery of administrative services to teams.	H Picton

Complete the PDR process with all SRS employees.

All OMs /TMs

Review Workforce Development Plan.

C Hill

Complete actions identified in the SRS Staff Survey Action Plan 2018

D Holland

Consider alternative options to replace the SRS staff survey

H Picton

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**CYNGOR CAERDYDD
CARDIFF COUNCIL**

ENVIRONMENTAL SCRUTINY COMMITTEE:

7 MAY 2019

ENVIRONMENTAL SCRUTINY COMMITTEE – DRAFT ANNUAL REPORT 2018/19

Background

1. The Cardiff Council Constitution requires all Scrutiny Committees to ‘report annually to the Council on their workings and make recommendations for future work programmes and amended working methods if appropriate’.
2. A copy of the Environmental Scrutiny Committee’s draft Annual Report 2018/19 is attached at **Appendix 1**. This report outlines the Committee’s main activities undertaken during the 2018/19 Municipal Year. The year’s work has been set out under the following headings:
 - Briefing Information;
 - Inquiries;
 - Performance Monitoring;
 - Policy Review;
 - Pre – Decision Scrutiny.
3. The report concludes by setting out topics by scrutiny type that have been covered by the Environmental Scrutiny Committee during the 2018/19 municipal year. In addition to this, the Committee will have the opportunity to identify suitable priorities for the 2018/19 Environmental Scrutiny Committee work programme.

Legal Implications

4. 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

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

Recommendation

The Committee is recommended to consider, if necessary amend, and approve the attached Environmental Scrutiny Committee Annual Report 2018/19 for presentation to Council.

DAVINA FIORE

Director of Governance & Legal Services

1 May 2018



A Report of: Environmental Scrutiny Committee

Annual Report 2018 – 2019

May 2019



City and County of Cardiff

ENVIRONMENTAL SCRUTINY COMMITTEE MEMBERSHIP



Councillor Ramesh Patel
(Chairperson)



Councillor Bob Derbyshire



Councillor Philippa Hill - John



Councillor Owen Jones



Councillor John Lancaster



Councillor Oliver Owen



Councillor Jacqueline Parry



Councillor Peter Wong



Councillor Ashley Wood

CHAIR'S FOREWORD



Councillor Ramesh Patel

Chairperson - Cardiff's Environmental Scrutiny Committee

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INTRODUCTION

The Environmental Scrutiny Committee plays an important role in assessing service performance and informing service policy development across a range of Council services, including all aspects of transport, sustainability, and waste.

This report presents the Committee's main activities during 2018/19. Between June 2018 and May 2019 the Committee scrutinised the following topics:

- **Briefing Information** – Where the Committee receives information on a specific subject that has environmental implications to the Council and the City. During 2018/19 examples included:
 - Tree Management (**5th June 2018**);
 - Section 106 Local Infrastructure Proposals Lists - Member Briefing (**3rd July 2018**);
 - Public Space Protection Orders – Dog Controls - Member Briefing (**3rd July 2018**);
 - Member Briefing: Second Cardiff Local Development Plan Annual Monitoring Report (**4th September 2018**);
 - Parking Enforcement Update (**4th September 2018**);
 - Planning, Transport & Environment – Budget Briefing (**2nd October 2018**);
 - Cardiff Cycling Programme Update (**2nd October 2018**);
 - Member Briefing Note: Road Naming Policy (**6th November 2018**);
 - Improving Public Transport – Response to Welsh Government White Paper (Paving Report) (**19th March 2019**).
- **Inquiries** – Where the Committee had undertaken an examination of a topic over a period of time, resulting in a formal report to the Cabinet. During 2018/19 examples included:

- Cabinet Response to the Environmental Scrutiny Committee report titled Restore Our Rivers;
 - Managing Litter & Fly Tipping in Cardiff;
 - Cabinet Response to the Environmental Scrutiny Committee Inquiry Titled 'Improving Cardiff's Air Quality';
 - Managing the Natural Environment & Biodiversity in Cardiff.
- **Performance Monitoring** – Where the Committee has undertaken monitoring of the Council's performance. During 2018/19 examples included:
 - Planning, Transport & Environment Directorate – Quarter 3 & 4 Performance Reports 2017/18 (3rd July 2018);
 - Planning, Transport & Environment Directorate – Quarter 1 & 2 Performance Reports 2018/19 (4th December 2018).
- **Policy Review** - Where the Committee has contributed to the Council's policy development processes, for example, by considering draft policy documents, and/or where the Committee has considered the implementation of policies, looking at whether this has happened in a timely manner and the impact of the policy, giving the Cabinet the opportunity to know Scrutiny Members' views about whether any changes are required. During 2018/19 examples included:
 - Planning, Transport & Environment Directorate Delivery Plan 2018/19 (3rd July 2018);
 - Joint Meeting: Funding the New Bus Transport Interchange (18th July 2018);
 - Recycling & Waste Management Strategy Update (6th November 2018);
 - Joint Meeting: Public Spaces Protection Order: Proposed Dog Controls (11th November 2018);
 - Air Quality – Progress Update (19th March 2019);
 - Highways Resurfacing Programme (2nd April 2019);

- Lamby Way Solar Farm – Progress Update (2nd April 2019).
- **Pre Decision Scrutiny** – This provides the Committee with an opportunity to evaluate and comment on policy proposals before they go to the Council’s Cabinet. This gives the Cabinet the opportunity to know Scrutiny Members’ views prior to making their decision. During 2015/16 examples included:
 - Second Cardiff Local Development Plan Annual Monitoring Report (4th September 2018)
 - Clamping & Removal of Nuisance Vehicles from Highway & Public Land (6th November 2018)
 - Draft Budget Proposals 2019/20 – Corporate Overview (18th February 2019)
 - Draft Corporate Plan 2019 to 2022 & 2019/20 Draft Budget Proposals - Strategic Planning & Transport Portfolio (18th February 2019)
 - Draft Corporate Plan 2019 to 2022 & 2019/20 Draft Budget Proposals – Clean Streets, Recycling & Environment Portfolio (18th February 2019)
 - Draft Public Space Protection Order – Control of Dogs (19th March 2019)
 - Parking Fines Appeals Policy (19th March 2019)

Over the year the Scrutiny Committee held 12 committee meetings and wrote 20 letters to the Cabinet, officers and external partners, sharing their comments/ recommendations and concerns following the scrutiny of items at committee meetings.

Members have attended a number of other scrutiny events, including work programming meetings, and pre-meetings prior to Committee and task & finish group meetings.

BRIEFING INFORMATION

Tree Management (5th June 2018)

The meeting on 5th June 2018 gave Members the opportunity to scrutinise and comment on an item titled 'Tree Management'. The item was supported by the Cabinet Member for Culture & Leisure and officers from the Economic Development Directorate. The purposed of the report was to review how Tree Management is delivered by the Council and to consider existing and potential future arrangements.

Following discussion, questions and comments the Committee sent a letter to the Cabinet Member for Culture & Leisure that included the following points:

- The Committee noted their concern at the reduction in tree management budget from £528,000 (including a one off payment £100,000 from the financial resilience mechanism) in 2017/18 to £431,530 in 2018/19 – an overall reduction of £96,470. In addition to this the income target for 2018/19 had increased by £5,000 which, given the £15,426 income shortfall for 2017/18, meant that the service needed to increase income by £20,426 in 2018/19. Members stated that keeping on top of the tree management backlog with a reduced budget and then delivering against an increased income target was a significant challenge.
- The Committee congratulated the Tree Management Service for the work that they have carried out to reduce tree related insurance claims made against the Council. The reduction from £45,333.96 in 2012/13 to £0 in 2016/17 had been impressive and illustrated that efficiencies had been achieved in this area.

Section 106 Local Infrastructure Proposals Lists - Member Briefing (3rd July 2018)

The meeting on 3rd July 2018 provided the Environmental Scrutiny Committee with the opportunity to scrutinise and comment on an item titled 'Section 106 Local Infrastructure Proposals Lists - Member Briefing'. The reason for receiving the report was to provide a short briefing to Members on:

- The response 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 provide the Committee with an update on the development of the process for creating 'Section 106 Local Infrastructure Proposal Lists'. The outline process was due to go to Cabinet for approval on the 20th September 2018, and would ultimately help Councillors to identify local infrastructure projects that could potentially be funded through S106 contributions or other sources of funding.

Members were asked to note the content of the item and discuss any future actions relating to the report.

Public Space Protection Orders – Dog Controls - Member Briefing (3rd July 2018)

The meeting on 3rd July 2018 provided the Environmental Scrutiny Committee with the opportunity to comment on an item titled 'Public Space Protection Orders – Dog Controls – Member Briefing'. The reason for receiving the report was to provide a short briefing to Members on the content of the Cabinet report titled 'Public Space Protection Orders – Dog Controls'. The main aims of the Cabinet report were:

- *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.*

Members were asked to note the content of the item and discuss any future actions relating to the report.

Member Briefing: Second Cardiff Local Development Plan Annual Monitoring Report (4th September 2018)

The meeting on 4th September 2018 gave Members the opportunity to scrutinise and comment on an item titled 'Member Briefing: Second Cardiff Local Development Plan Annual Monitoring Report'. The item was supported by an officer from the Planning, Transport & Environment Directorate. The purposed of the report was to provide a short briefing to Members on the content of a Cabinet report titled 'Second Cardiff Local Development Plan Annual Monitoring Report' that was presented to Cabinet at its meeting on Thursday 20th September 2018.

Following discussion, questions and comments the Committee sent a letter to the Cabinet Member for Strategic Planning & Transport, making the following key points:

- The Committee asked for further information on active retail units and vacancy rates within district and local shopping centres. In addition to this they asked how many shops in district shopping centres had become charity shops in the last few years.
- During the meeting a Member pointed out that the completion rate for new dwellings was below the target value set out in the Local Development Plan and Annual Monitoring Report. He was concerned that Cardiff had failed to meet the documented target and that achieving the overall plan total involved meeting annual targets to achieve a cumulative plan target. The Committee was concerned at this early shortfall and its potential longer-term effects and asked what could be done to ensure that the future target was achieved.
- A Member asked for details on House of Multiple Occupancy (HMO) planning applications for the last two years. This he felt would help the Committee assess the number submitted; the number accepted and rejected; the areas of the city where the applications are located; the

reasons provided for rejecting the applications and the number of successful and unsuccessful appeals.

- Upon review of the section on 'Delivery of Sustainable Transportation Infrastructure' the Committee noticed that several projects were ranked as amber and noted as 'On-hold' with an explanation of 'Subject to funding'; these included several 'Rapid Bus Corridors'. There was some concern about the delays for these important transport projects as they had been in the pipeline for a considerable period of time. Members felt that such transport projects were vitally important in the quest to increase modal shift to alternatives such as bus travel – a key part of our Local Development Plan and a Welsh Government priority. In the letter they asked for an explanation for the delays to these schemes.
- Topic area 'Achievement of 50:50 Modal Split' identified that sustainable travel in several areas relevant to modal shift had reduced during 2017. For example, travel for education had fallen from 59.6% in 2016 to 55.9% in 2017 – a reduction in 3.7%; travel for shopping (City Centre) had fallen from 67.9% in 2016 to 64.7% in 2017 – a reduction in 3.2%; travel for shopping (Other) had fallen from 45.6% in 2016 to 38.8% in 2017 – a reduction in 6.8%; and travel for leisure had fallen from 60.2% in 2016 to 56.4% in 2017 – a reduction in 3.8%. The Committee was concerned at these findings and asked for a detailed explanation for the reductions.
- During the meeting it was noted that work in progressing the identification of sites for permanent and transit Gypsy and Traveller sites had been delayed due to the need to undertake additional detailed site investigations. The detailed technical assessments had been completed and the Council was considering the implications of the findings of these assessments and ongoing flood defence works in order to determine options for taking this work forward. The work undertaken had included ongoing discussions with Welsh Government. The Committee asked for an update on the current position for identifying a future site.

Parking Enforcement Update (4th September 2018)

The meeting on 4th September 2018 gave Members the opportunity to scrutinise and comment on an item titled 'Parking Enforcement Update'. The item was supported by officers from the Planning, Transport & Environment Directorate. The purpose of the report was to provide Members with an update on the Council approach to parking enforcement with particular reference to:

- The recent proposal of a 'Residents Parking Scheme – Virtual Permit';
- How civil parking enforcement resources are currently being targeted;
- The financial implications of parking enforcement and the wider Parking Revenue Account;
- The consistency of standards applied within parking enforcement and the level of flexibility allowed to Civil Parking Enforcement Officers when making decisions.

Following discussion, questions and comments, Committee sent a letter to the Cabinet Member for Strategic Planning & Transport, making the following key points:

- One of the key topics of conversation during the meeting was the recent Member consultation on e-permits for residential parking. Several concerns and questions were raised on the matter, resulting in Members seeking clarification on why the Member consultation took place during late July and mid-August 2018 when a large number of Members were on holiday; confirmation of the number of Member responses provided during the consultation exercise; details of any further consultation work required prior to piloting or rolling out e-permits for residential parking.
- The Committee would be asked assurance that the consultation would fully explore the practicalities of applying blue badge holders and visitor permits to the e-permit scheme.

- That thought would be given to providing the public with a method of checking electronically to see if a vehicle is actually registered for a residential parking permit, for example, something similar to the DVLA database.
- During the meeting Members highlighted that enforcement should be used to change parking behaviour and, therefore, reduce the number of offences committed over time. The Committee requested that future reports should contain data to evaluate how effective enforcement has been – both locally and across Cardiff as a whole.

DRAFT

Planning, Transport & Environment – Budget Briefing (2nd October 2018)

The meeting on 2nd October 2018 gave Members the opportunity to scrutinise and comment on an item titled 'Planning, Transport & Environment – Budget Briefing'. The item was supported by officers from the Planning, Transport & Environment Directorate. The report and presentation reviewed a number of aspects of the Directorate budget including the following:

- A progress update on how the Directorate had performed against its allocated budget for 2018/19;
- A progress update on how the Directorate had performing against the savings agreed during the 2018/19 budget setting process;
- Any in year financial pressures currently facing the Directorate;
- The scale of the proposed budget savings facing the Directorate in 2019/20 and beyond;
- The approach being taken to identify budget savings for 2019/20 and beyond.

Following discussion, questions and comments the Committee sent separate letters to the Cabinet Members for Strategic Planning & Transport and Clean Streets, Recycling & Environment that included the following points:

- The Committee expressed concern at a large range of problems facing the Directorate, including:
 - The Directorate was projected to be £1.424 million overspent by the end of the 2018/19 financial year and that £821,000 of the £1.838 million savings identified would probably not be achieved in year.
 - That the planned savings for 2019/20 were due to increase to £6.5 million.
 - That Recycling & Waste Management Services was projected to be overspent by £1.064 million at the end of the 2018/19 financial year

and that a large proportion of the in year savings identified for the service were unlikely to be achieved.

- That FTE sickness rates in Recycling & Waste Management Services were running at approximately 20 days per member of staff.
- That the ongoing fraud investigation within Recycling & Waste Management Services was having a financial impact on the in year budget position, along with an ongoing HMRC investigation into an underpaid landfill tax bill.
- That Fleet Services was projected to be overspent by £322,000 at the end of the 2018/19 financial year and that this was largely down to unachieved vehicle utilisation savings.
- That there were significant overspends from Planning & Building Control (£354,000) and in 'Cross Directorate Savings' (£222,000).
- The Committee decided to keep a close eye on the budget position and associated service delivery improvements that urgently needed to take place during the remainder of the financial year and asked for the following:
 - The Committee asked for details of specific actions that the Directorate was due to take to deal with the persistently high sickness rates.
 - Clawback Savings Shortfall - It was made clear to the Committee that it was unlikely that £821,000 of the £1.838 million of savings for 2018/19 would be achieved within the financial year, so asked for confirmation on how the Directorate might claw back the savings shortfall during the remainder of the 2018/19 financial year.
- Brexit - The Committee suggested that the Directorate should attempt to identify the associated key risks and determine a series of mitigating actions to address any problems that might be caused by Brexit.

- Confirmed Improvements - With particular reference to Recycling & Waste Management Services and Fleet Services, the Committee asked for examples of service improvement in areas such as sickness absence; control of overtime payments; budget management; quality of management information and better work process monitoring of the outputs produced.
- Service Reviews – The Committee asked for confirmation of when the service reviews for Recycling & Waste Management Services and Fleet Services would be complete, and requested that once they were complete that copies of the documents and any associated action plans / agreed timescales were made available.
- Sickness Costs - The Committee asked for a breakdown of costs associated with the high sickness rates for Recycling & Waste Management Services, including the full cost of sickness days lost and any associated overtime or agency costs paid for providing work cover.
- Overtime Payments - Members were told that a recent audit investigation had sampled a number of overtime payments for staff working within Recycling & Waste Management Services. Early indications suggested that a number overtime overpayments had been issued and so further investigation needed to take place. The Committee asked for an update on the findings of the further investigation into overtime overpayments.

Cardiff Cycling Programme Update (2nd October 2018)

The meeting on 2nd October 2018 gave Members the opportunity to scrutinise and comment on an item titled 'Cardiff Cycling Programme Update'. The item was supported by officers from the Planning, Transport & Environment Directorate. The purposed of the report was to provide Members with an update on the ongoing development of Cardiff's cycling programme and in doing so to consider:

- Why is cycling important;
- Current and projected trends;
- Future development;
- Infrastructure plans;
- Partnership working;
- Cycling challenges in Cardiff; and,
- Cycling related 'Headline Actions' – Planning, Transport & Environment Directorate Delivery Plan 2018/19.

Following discussion, questions and comments the Committee sent a letter to the Cabinet Member for Strategic Planning & Transport that included the following points:

- Members commented that failing to include cycling infrastructure in the new section of the Eastern Bay Link had been a missed opportunity and that in future the Council should look to include cycling infrastructure in all new roads built in the city.
- Members asked for an explanation of where the increase in new cyclists had come from and the net impact that this change had on overall modal shift, for example, were the new cyclists former walkers or bus users.
- The Committee supported the lobbying of the Welsh Government to increase spending in cycling from £4 per head to £20 per head.

- Members commented on the lack of consistency across the city around cycle lane and sign markings. They felt that this lack of consistency was confusing for cyclists, motorists and pedestrians, and recommended that the Council developed a single cycling sign and lane marking standard for Cardiff.

DRAFT

Member Briefing Note: Road Naming Policy (6th November 2018)

The meeting on 6th November 2018 provided the Environmental Scrutiny Committee with the opportunity to comment on an item titled 'Member Briefing Note: Road Naming Policy'. The purpose of the Cabinet report was to:

- To recommend the approval of the draft Street Naming Policy for consultation. The City of Cardiff Council ("the Council") has statutory responsibilities and powers, within the context of adoptive legislation, for the naming of streets, alteration of street names and indication of street names. The Council also has additional discretionary powers to provide a number or name to a property.
- Street naming and numbering has a number of important functions, for example, wayfinding, efficient delivery of mail and ensuring the emergency services can locate properties quickly.
- Street naming is also a key element of place-making, and it is important in the context of the Council's commitments to the Well-being of Future Generations Act and Welsh Language Standards. Ensuring that the naming of new streets in Cardiff reflects local heritage, with names for new developments which are historically, culturally and linguistically linked, will help to deliver on the national well-being goal, 'A Wales of vibrant culture and thriving Welsh Language'.

Members were asked to note the content of the item and discuss any future actions relating to the report.

Improving Public Transport – Response to Welsh Government White Paper (Paving Report) (19th March 2019)

The meeting on 19th March 2019 provided the Environmental Scrutiny Committee with the opportunity to comment on an item titled ‘Improving Public Transport – Response to Welsh Government White Paper (Paving Report)’. The reason for receiving the report was to provide a short briefing to Members on the Council’s response to the Welsh Government’s White Paper Consultation, “Improving Public Transport”.

Members were asked to note the content of the item and discuss any future actions relating to the report.

INQUIRIES

Cabinet Response to the Environmental Scrutiny Committee report titled Restore Our Rivers (5 June 2018)

The meeting on 5 June 2018 gave Members the opportunity to scrutinise and comment on the Cabinet Response to the Environmental Scrutiny Committee report titled Restore Our Rivers. The Cabinet Member for Clean Streets, Recycling & Environment attended the meeting and was supported by officers from the Planning, Transport & Environment Directorate. Details of the Cabinet response to the report were provided and following discussion, questions and comments the Committee sent a letter to the Cabinet Member that included the following points:

- The Committee thanked the Cabinet Member for his positive response to the recommendations made in the Restore Our Rivers report. In the letter Members identified that the Cabinet Member had suggested that the Committee should consider revisiting the recommendations of the report by inviting the other partner organisations to the report back to Committee during the 2018/19 municipal year.

Managing Litter & Fly Tipping in Cardiff

During 2018/19 the Committee worked on an inquiry titled 'Managing Litter & Fly Tipping in Cardiff'. Scoping meetings took place in March and April 2018 and a terms of reference for the inquiry was agreed. This is set out below:

- *To undertake comparative analysis and benchmarking on how other local authorities manage litter & fly tipping, with the main aim of identifying best practice. The comparative analysis and benchmarking should focus on the performance of core cities, Welsh local authorities and cities with a large student population.*
- *To undertake a detailed survey on litter & fly tipping to test public perception on how they feel about litter, fly tipping and wider street cleanliness in Cardiff.*
- *To arrange a number of Member visits to frontline street cleansing and waste enforcement services to help gain a better understanding of the work that they carry out and everyday challenges that they face.*
- *To compare Cardiff's performance in terms of managing litter & fly tipping against best practice identified in the comparative analysis and benchmarking.*

The task & finish report was completed in February 2019, and in doing this the Committee undertook and delivered the following:

- 5 task group meetings;
- 11 separate witness sessions;
- Dealing with 26 witnesses (21 external to the Council);
- Worked closely with the Cabinet Members and Council staff who are responsible for managing litter and fly tipping;
- Five Committee Members took part in a front line job shadowing exercise with staff responsible for managing litter and fly tipping. This included job

shadowing with the City Centre Team; the Street Cleansing Team; the Waste Education & Enforcement Team and the Fly Tipping Team;

- Ran a well supported volunteer workshop designed to gather the views of Cardiff's litter picking volunteers;
- Produced a Scrutiny Research report titled 'Local Authority Arrangements (2018) in Managing Litter & Fly Tipping';
- Delivered a Litter & Fly Tipping Survey to test public opinion on a range of litter and fly tipping issues – this was completed by 3,433 local people.

In concluding the task & finish exercise made a series of detailed key findings and recommendations based on the following themes:

- Resource Allocation & Technology;
- Enforcement & Fines;
- Education & Awareness;
- Bins; Volunteering;
- Litter in General;
- Fast Food;
- Fly Tipping;
- Dog Fouling;
- Smoking Litter;
- Chewing Gum.

The inquiry report has been submitted to for consideration at a future Cabinet meeting. The initial informal response from the Cabinet Member and supporting officers has been very positive. An item to consider a future Cabinet response will hopefully be timetabled into the Environmental Scrutiny Committee work programme for 2019/20.

Cabinet Response to the Environmental Scrutiny Committee Inquiry Titled 'Improving Cardiff's Air Quality'

During 2017/18 the delivered a task & finish exercise titled 'Improving Cardiff's Air Quality'. The terms of reference for the exercise is set out below:

The aim of the inquiry is to provide Members with the opportunity to explore and consider how the Council can help to improve air quality in Cardiff. This will include reviewing:

- *The current air quality position;*
- *The development of Cardiff's Clean Air Strategy;*
- *The Welsh Government Position on Air Quality;*
- *Transportation;*
- *Other Pollution Sources;*
- *Planning & Development;*
- *Sustainable Fuels;*
- *Clean Air Zones.*

The work of the task & finish group was extensive and delivering the 'Improving Cardiff's Air Quality' task & finish exercise involved nine task group meetings; 17 separate witness sessions; dealing with 38 expert witnesses (26 external to the Council and 12 internal to the Council); working closely with the Cabinet Members and Council staff developing Cardiff's Clean Air Strategy; Scrutiny Research reports on best practice in 'Clean Air Zones' and an emissions review of Cardiff's public sector fleet and consideration of the areas being used to structure Cardiff's Clean Air Strategy.

The report made a series of key findings and 31 recommendations designed to help improving Cardiff's Air Quality. Some of the main themes generated by the recommendations included:

- Putting public health at the heart of Cardiff's Clean Air Strategy – air pollution causes approximately 40,000 premature deaths in the UK each year;
- Creating a low emission zone in Westgate Street by focusing on reducing Nitrogen Dioxide emissions from diesel buses;
- Pushing for more sustainable fuel infrastructure for Cardiff to support the growth in the use of low emission vehicles, for example, electric and hydrogen;
- Greater regional planning with neighbouring local authorities organisations to help reduce emissions cause by commuter travel;
- Accelerating public transport and active travel infrastructure, for example, more bus and cycle lanes;
- Using short term initiatives within the Council's control to drive modal shift, for example, 20 mph zones and resident parking schemes;
- Leading by example, for example, switching the Council fleet to low emission vehicles and building the use of low emission fuels into the Council procurement process.

The inquiry report was received by Cabinet at their meeting on the 20th September 2018. At the point of writing this report, a Cabinet response has yet to be provided.

Managing the Natural Environment & Biodiversity in Cardiff

In April 2019 the Committee agreed to start an inquiry titled 'Managing the Natural Environment & Biodiversity in Cardiff'. The scoping of the initial inquiry and initial meeting took place in April 2019, the terms of reference for the inquiry is set out below:

The aim of the inquiry is to provide Members with the opportunity to explore and consider how the Council can support and help improve the biodiversity in Cardiff. In particular this will include scrutiny of:

- *The development of Cardiff's Biodiversity Forward Plan, for example, its structure, aims and objectives;*
- *The ongoing implications of Cardiff's Biodiversity Forward Plan, for example, future reporting and monitoring of the document;*
- *The approach taken by other Welsh local authorities to develop biodiversity forward plans and to identify best practice in this area;*
- *The Council's current role, obligations and statutory / legislative requirements for supporting and improving biodiversity;*
- *The importance of Cardiff's biodiversity and ecosystems;*
- *The resources available to support and improve biodiversity in Cardiff;*
- *Community collaboration and other partnership working approaches to understand how they help support and enhance biodiversity in Cardiff;*
- *The importance of raising awareness of biodiversity issues in Cardiff – internally, with key stakeholders and the public;*
- *Cardiff's Green Infrastructure Strategy – including the benefits of green infrastructure and ecosystem services;*
- *Green Infrastructure Management – including the Green Infrastructure Group;*

- *Cardiff Green Infrastructure SPG and Planned Development;*
- *The Green Infrastructure Spatial Strategy;*
- *Green Infrastructure Implementation Programme (Pollinators Action Plan, Individual Park Management Plans, Local Nature Plan, River Corridors, Tree Strategy, Cross border initiatives, other plans & projects);*
- *Sustainable drainage – links with the SuDS Approval Body process.*

The Committee will look to deliver this work during the first half of the 2019/20 municipal year.

DRAFT

PERFORMANCE MONITORING

Shared Regulatory Services – Business Plan 2018/19 & Annual Report 2017/18 (5th June 2018)

The meeting on the 5th June 2018 gave Members the opportunity to scrutinise and comment on an item titled 'Shared Regulatory Services – Business Plan 2018/19 & Annual Report 2017/18'. The item was supported by the Cabinet Member for Clean Streets, Recycling & Environment and officers from Shared Regulatory Services. The purpose of the report was to consider the plans for the service during 2018/19 and review its performance during 2017/18.

Following discussion, questions and comments the Committee sent a letter to the Cabinet Member for Clean Streets, Recycling & Environment that included the following points:

- The Committee was pleased with the progress that the Shared Regulatory Service had achieved during 2017/18 and the proposals contained within its business plan for 2018/19. In particular, Members felt that the service had done well to deliver its role within budget and to score well against the vast majority of performance indicators.
- Members noted the twelve redundancies that were required from the service to meet its budget savings for the financial year 2019/20. They were concerned that the redundancies could have a negative impact on service delivery and agreed to closely monitor the effect that this had on service delivery.
- At the meeting Members raised some concerns about the Trading Standards performance indicator result 'SRS/TS/002' that was risk rated as either 'Red' or 'Amber' across each of the partner local authority areas in 2017/18. Shared Regulatory Service officers commented that this was both a frustrating and misleading indicator for the service as any new

cases opened towards the end of the financial year needed to be completed before the end of that financial year. The Committee agreed with the Shared Regulatory Service officers and felt that it should be possible to develop a better indicator that didn't focus on completion by a single date. The Committee asked that the performance indicator was reviewed so that a more meaningful outcome is recorded, for example, using rolling year basis and then measuring the number of cases completed within a specific timescale.

DRAFT

Planning, Transport & Environment Directorate Delivery Plan 2018/19 (3rd July 2018)

The meeting on the 3rd July 2018 gave Members the opportunity to scrutinise and comment on an item titled 'Planning, Transport & Environment Directorate Delivery Plan 2018/19'. The item was supported by officers from the Planning, Transport & Environment Directorate. The purpose of the report was:

- To enable Members to gain an overview of the Planning, Transport & Environment Directorate services 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. The report provided 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.

Following discussion, questions and comments Committee sent letters to the Cabinet Members for Strategic Planning & Transport and Clean Streets, Recycling & Environment that included the following points:

- Members asked if there had been any progress in identifying a site for a new Household Waste Recycling Centre in the north of Cardiff. It was explained that Strategic Estates were looking into the matter and hoped to provide the Planning, Transport & Environment Directorate with details of a potential site within six to eight weeks. Due to commercial sensitivity, it was not possible to provide any more detail at the meeting. The Committee asked that they were provided with a briefing as soon as a formal position was agreed.
- The Committee was disappointed to see that sickness rates had increased across the Council and that during 2017/18 every single directorate failed to meet their full time equivalent days lost per person target. In particular, the Committee was concerned that sickness rates were higher in 2017/18

for the former City Operations Directorate and Economic Development Directorate than they were in 2016/17. They asked for a summary of sickness rates by team for all of the parts of the newly formed Planning, Transport & Environment Directorate.

- A Member asked if the introduction of the recently introduced Nextbike scheme had been a success. The Director for Planning, Transport & Environment explained that the launch had been a success with Cardiff outperforming most of the other cities that had introduced the Nextbike scheme. He explained that each bike was being used at least four times a day, which was a very promising start. The Committee welcomed the positive comments and asked for details of the scheme including the total number of bikes in operation; the number of people that have signed up to use the scheme; the number of times the bikes are used each day; the total revenue generated and the most popular location(s) for bike hire.
- During the way forward a Member commented that the Planning, Transport & Environment Directorate Delivery Plan 2018/19 contained planning indicators that measured the percentage of affordable housing at completion stage provided in a development on brownfield and greenfield sites (PLA/011 & PLA/012), however, there was nothing explicit in the document to record the percentage of properties required as a result of the Local Development Plan to be built to enable older people to remain in their own homes. The Committee asked for confirmation of if such an indicator existed.

Planning, Transport & Environment Directorate – Quarter 3 & 4 Performance Reports 2017/18 (3rd July 2018)

During 2018/19 the Committee received quarterly performance monitoring reports for Quarters 3 and 4 of 2017/18. These focused on the performance of services provided by the Planning, Transport & Environment Directorate. The main comments made during the quarterly performance monitoring scrutiny were:

- Members asked if there had been any progress in identifying a site for a new Household Waste Recycling Centre in the north of Cardiff. They were told that Strategic Estates was looking into the matter and hoped to provide the Planning, Transport & Environment Directorate with details of a potential site in the next six to eight weeks. The Committee, while understanding the commercial sensitivities of such a proposal, asked for a briefing as soon as a formal position was agreed.
- The Committee was disappointed to see that sickness rates had increased across the Council, and that during 2017/18 every single directorate failed to meet their full time equivalent days lost per person target. In particular, the Committee was concerned that sickness rates were higher in 2017/18 for the former City Operations Directorate and Economic Development Directorate than they were in 2016/17. Having stated their concern the Committee asked for a summary of sickness rates by team for all of the parts of the newly formed Planning, Transport & Environment Directorate. They asked that this should include Quarterly summaries for 2016/17 and 2017/18:
 - A breakdown of long and short-term sickness for 2016/17 and 2017/18;
 - Details of any seasonal fluctuations in sickness during 2016/17 and 2017/18;
 - A summary of the main causes of sickness;

- Examples of best practice that were being reviewed by the Council for reducing sickness rates from local authorities, other public bodies and the private sector;
 - Details of the plan that the newly formed Planning, Transport & Environment Directorate was developing to help reduce sickness rates.
- It was noted at the meeting that the Economic Development Directorate ran a budget shortfall of £1.642m during 2017/18. Members asked the Director for Planning, Transport & Environment if the financial challenges of this shortfall would transfer into the newly formed directorate with the services coming across from the Economic Development Directorate. He explained that inheriting parts of the shortfall would be a challenge and that staff from his area were working with Finance to fully assess the consequences and develop a plan to address the potential financial shortfall. The Committee expressed their concern and hoped that a zero based cost accounting approach that the Directorate was looking to deliver would produce a better outcome for the Council.

Planning, Transport & Environment Directorate – Quarter 1 & 2 Performance Reports 2018/19 (4th December 2018)

During 2018/19 the Committee received quarterly performance monitoring reports for Quarters 1 and 2 of 2018/19. This focused on the performance of services within the Planning, Transport & Environment Directorate. The main comments made during the quarterly per monitoring scrutiny were:

- **Sickness** – Members were very concerned at the ongoing high sickness rates within key services in the Directorate. The letter explained that in recent years they had repeated been told that managers were dealing with high sickness rates by closely following the Council's Sickness & Absence Policy, however, the problem persisted and was actually getting worse. The Committee asked that if the sickness policy was being applied properly then why wasn't it delivering the necessary improvements to sickness rates. They asked the Cabinet Member to provide details of additional actions that the Council was able to apply, over and above the existing Council Sickness Absence Policy that might help the Directorate reduce sickness rates.
- **Recycling & Waste Management Services** – During the meeting the ongoing concerns of Recycling & Waste Management Services were once again raised. The Director of the Planning, Transport & Environment Directorate explained that they are in the process of delivering a new restructure across the whole service and that this should result in improvements. He hoped that the restructure would be complete by the end of the 2018/19 financial year. Given the apparent lack of control in some parts of the service caused by reductions in management, the Committee felt that the new restructure should include details to drive improvements around governance and control. The Committee asked for a paving report in April 2019 that set out the full details of the restructure.
- **Recycling** – Members were told that the Council would need to identify an additional 20,000 tonnes of recycling to achieve the statutory Welsh

Government recycling target of 64% by 2019/20. The Committee asked for details of which waste streams the additional recycling would come from, with particular reference to how much might come from Household Waste Recycling Centres.

- **Technology Roll Out** – At the meeting there was some conversation around the roll out of technology to drive efficiencies and how this might contribute to future savings. The Director for Planning, Transport & Environment agreed to provide the Committee with an update of the various pieces of technology currently being rolled out by the Directorate to help improve front line services, for example, Bartec and Civica Tranman.

POLICY REVIEW

Recycling & Waste Management Strategy Update (6th November 2018)

The meeting on 6th November 2018 gave Members the opportunity to scrutinise and comment on an item titled 'Recycling & Waste Management Strategy Update'. The item was supported by officers from the Planning, Transport & Environment Directorate. The purpose of the report was to provide Members with a progress update on the changes being applied to Cardiff's Waste Management Strategy. The Committee was asked to reflect on the comments of the Environmental Scrutiny Committee from 15 May 2018, the decisions taken by Cabinet on the 17 May 2018 and other factors that have since emerged that will have an impact on the development of Cardiff's Recycling & Waste Management Strategy. These included:

- The Recycling & Waste Management Strategy related comments and observations contained within previous the Environmental Scrutiny Committee letters.
- The further expansion of the provision of wheeled bins in the city;
- The provision of Household Waste Recycling Centre (HWRC) education stations;
- The pilot scheme for the collection of domestic glass waste for recycling, separate to other household waste collections;
- The results of the citywide consultation for the Recycling & Waste Management Strategy 2018-21 – this included sections on the key change proposals in the draft strategy, new infrastructure requirements, service standards and other proposals to help meet statutory targets for recycling;
- The ongoing work to develop the Council's approach to the management of single use plastics.

Following discussion, questions and comments the Committee sent a letter to the Cabinet Member for Clean Streets, Recycling & Environment that included the following points:

- Members were supportive of the idea of closed loop recycling, particularly if materials could be processed closer to home. They encouraged the Cabinet Member to lobby and work with the Welsh Government to help achieve this goal.
- The Committee asked for confirmation if the Council's Commercial Waste Service currently charges VAT on all transactions to businesses and members of the public, and if there were any VAT advantages for local authority commercial waste services.
- Members emphasised that private commercial waste companies were not required to follow the same statutory recycling targets that are placed against local authority waste services, this creates a challenge for local authority waste collection services who have to declare all commercial waste materials against the current statutory recycling target of 58% (soon to increase to 64% in 2019/20). The Committee was concerned that commercial waste providers in Wales only achieve recycling rates of 29% - this is bad for the environment and provides them a commercial advantage. Members asked what could be practically done to close this gap and to create a more level playing field.

Joint Meeting: Public Spaces Protection Order: Proposed Dog Controls (11th November 2018)

The meeting on the 11th November 2018 gave Members the opportunity to scrutinise and comment on an item titled 'Joint Meeting: Public Spaces Protection Order: Proposed Dog Controls'. The item was supported by the Cabinet Members for Culture & Leisure and Clean Streets, Recycling & Environment; officers from the Economic Development and Planning, Transport & Environment Directorates and some back bench Elected Members and representatives from Guide Dogs Cymru, the RSPCA and Cardiff Dog Action. The purpose of the report was to consider the content of the Cabinet paper on 'Public Spaces Protection Orders – Dog Controls' and the recent public consultation exercise on 'Public Spaces Protection Orders (PSPOs) – Proposed Dog Controls' that ended on the 22nd October 2018. In particular the scrutiny looked at:

- The delivery of the public consultation exercise;
- The results and findings of the public consultation exercise;
- Feedback from key stakeholders and the public on the public consultation exercise, its range of proposals and future proposals;
- A range of potential options that the Council could take to address any concerns about dog control that were identified in the Cabinet paper and public consultation exercise.

Following discussion, questions and comments the Committee sent a letter to the Cabinet Members for Culture & Leisure and Clean Streets, Recycling & Environment that included the following points:

- The Committee asked that the Council produced a statement clarifying that people can still walk dogs in Cardiff's parks. It was felt that reminding the public of the current position would reduce confusion and prevent unnecessary disagreements between dog walkers and other park users.

- During the meeting a representative from Guide Dogs Cymru stated that the Council should have produced an Equality Impact Assessment on the Public Space Protection Order – Control of Dogs proposals prior to starting the consultation exercise. This he felt might have helped to identify some of the concerns that were later raised by the public and other stakeholders. The Committee agree with this and recommend that an Equality Impact Assessment be completed before any draft Public Space Protection Order proposals were brought forward.

- An important part of the scope of the scrutiny was to identify ‘potential options that the Council could take to address concerns about dog control’. The Committee suggested that the Council should explore the following ideas:
 - The introduction of the Green Dog Walkers Scheme to Cardiff – one Member suggested that this could potentially be introduced alongside the ‘Love Where You Live Campaign’.
 - The roll out of community poo bag dispenser schemes that could be paid for by sponsorship from local companies, for example, veterinary practices.
 - Increased and improved communication on dog fouling and control – this communication should be targeted at key stakeholders including veterinary practices, dog owners groups and social media.
 - Educational campaigns based on dog fouling and control aimed at schools – it is easier to teach lifelong habits at a young age.
 - South Wales Police is one of the responsible bodies that holds powers to enforce against dog fouling and other dog control matters. They should be encouraged by the Council to take more action in enforcing against these anti-social problems.
 - Effective enforcement against dog fouling was described as an almost impossible problem due to the small number of Council staff authorised to deal with the contravention. The Committee recommend that the Council undertake some research to identify local authority best practice in managing dog fouling. Once this is done the information

gathered should be used to help improve the Council's approach to managing dog fouling.

- A Member suggested that the Council should undertake further collaborative work with Keep Wales Tidy to help manage and address the problem of dog fouling.
- In response to comments made about the lack of enforcement resources in parks, the Chair of the Economy & Culture Scrutiny Committee reminded Cabinet Members of Recommendation 11 from the Economy & Culture 'Funding of Parks'.

DRAFT

Air Quality – Progress Update (19th March 2019)

The meeting on 19th March 2019 gave Members the opportunity to scrutinise and comment on an item titled 'Air Quality – Progress Update'. The item was supported by the Cabinet Members for Clean Streets, Recycling & Environment; Social Care, Health & Well-being and Strategic Planning & Transport, along with officers from the Planning, Transport & Environment Directorate. The purpose of the report was to provide the Committee with an update on:

- The work being undertaken to ensure that Cardiff complies with the statutory EU air quality targets in the shortest time possible; and,
- Consider the content of a report titled 'Air Quality Feasibility Study Outline Business Case – Welsh Government Direction' that was due to be received by Cabinet on the 21st March 2019.

Following discussion, questions and comments, Committee sent a letter to the Cabinet Members that included the following points:

- The Committee was supportive of many of the proposed measures that the Council was planning to introduce to help achieve air quality compliance in the '*shortest time possible*', for example, the introduction of 36 electric buses is very good news for Cardiff, as is the revised taxi policy and the ongoing commitment to improving cycling infrastructure in the city.
- **Cardiff Wide Air Quality Improvements** - The Committee felt that the main focus of the report was achieving air quality compliance below the 40 µg/m³ target in the '*shortest time possible*', when instead it should have been about doing everything that we can to improve air quality across all of Cardiff in the '*shortest time possible*'. They stated that efforts had been directed at achieving air quality improvements in and around the city centre, with a number of measures being removed from further assessment in the Outline Business Case as they were either not deliverable or in the vicinity of the immediate problem. In addition to this,

delivery of the much needed key infrastructure projects such as the rapid transport bus routes did not appear to be progressing. In short, the Members felt that the motivation for this piece of work should have been to improve air quality across all of Cardiff to produce health benefits for all residents. It should have been supported by a clear commitment to drive modal shift and a citywide set of actions to help achieve this goal.

- **Particulate Matter** – The Committee stated that the main focus of the report was to reduce nitrogen dioxide emissions. This was described as a very important goal as nitrogen dioxide has a very negative impact on human health, however, other pollutants such as particulate matter were also a major health concern. They explained that electric taxis and buses will significantly reduce nitrogen dioxide, but the mechanical actions of these vehicles (for example, braking) will still produce large quantities of particulate matter. Members, therefore, they recommended that Cardiff's Air Quality Strategy needed to include a greater commitment to reducing particulate matter levels.

Highways Resurfacing Programme (2nd April 2019)

The meeting on 2nd April 2019 gave Members the opportunity to scrutinise and comment on an item titled 'Highways Resurfacing Programme'. The item was supported by the Cabinet Member for Strategic Planning & Transport and officers from the Planning, Transport & Environment Directorate. The purposed of the report was to provide the Committee with an opportunity to ask questions on the current Planned Maintenance Identified Scheme List and the methodology that is used to prioritise the highways schemes for this list.

Following discussion, questions and comments the Committee sent a letter to the Cabinet Member for Strategic Planning & Transport that included the following points:

- In previous years, when the 'Highways Resurfacing Programme' was published the complete list of schemes in Cardiff was provided to all Members. This didn't happen in 2018/19 and Members were only provided with details of schemes in their wards; this made it difficult to find out where the Council was planning to carry out other highways resurfacing work. Members felt that receiving information for all of Cardiff was particularly useful since, for example, it helped them identify schemes that might have a direct impact on their ward. The Committee asked that all Members were provided with a complete list of the 'Highways Resurfacing Programme' for 2019/20.
- Members asked for an opportunity to scrutinise the 2019/20 'Highways Resurfacing Programme' prior to publication so that they could review the proposals and provide feedback.

During the meeting a Member asked what happened to the proposed schemes that were included on the 'long list' for 2018/19, and asked if these would be prioritised for the 'Highways Resurfacing Programme' in 2019/20. An officer explained that the proposed schemes would be reconsidered for the 2019/20 'Highways Resurfacing Programme', however, they would be

assessed against other proposed schemes. Members understood the rationale of the response, but for the purposes of clarity asked for:

- A copy of the 2018/19 'long list' for the 'Highways Resurfacing Programme';
- A copy of the process that is used when creating the 'Highways Resurfacing Programme' that included detail on how schemes on the 'long list' were managed from year to year.

DRAFT

Lamby Way Solar Farm – Progress Update (2nd April 2019)

The meeting on 2nd April 2019 gave Members the opportunity to scrutinise and comment on an item titled 'Lamby Way Solar Farm – Progress Update'. The item was supported by the Cabinet Member for Clean Streets, Recycling & Environment and an officer from the Planning, Transport & Environment Directorate. The purpose of the report was to provide the Committee with an update on the progress of the Lamby Way Solar Farm project and to detail the next steps in the delivery of this scheme.

Following discussion, questions and comments the Committee sent a letter to the Cabinet Member for Clean Streets, Recycling & Environment which included the following points:

- The Committee was very supportive of this project and felt that it would be a great addition to the Council's existing infrastructure which would produce sustainable electric, help reduce Cardiff's carbon footprint and generate much needed income.
- Members were concerned about the potential impact on the level of biodiversity in and around the site, so they asked for further detail on the work that had been undertaken support and enhance biodiversity in and around the proposed solar farm.

Members were concerned that the prospect of 'Brexit' and potential currency fluctuations associated with this change might impact on the viability of the solar farm. They asked for assurance that the potential risks presented by 'Brexit' had been mitigated and that it would not prevent the delivery of the scheme.

PRE DECISION SCRUTINY

Clamping & Removal of Nuisance Vehicles from Highway & Public Land (6th November 2018)

The meeting on 6th November 2018 gave Members the opportunity to scrutinise and comment on an item titled 'Clamping & Removal of Nuisance Vehicles from Highway & Public Land'. The item was supported by an officer from the Planning, Transport & Environment Directorate. The purpose of the report was to consider the introduction of a new policy for the clamping and removal of the following nuisance vehicles, with particular reference to:

- Vehicles owned by persistent offenders and evaders of parking and traffic tickets;
- Vehicles causing an immediate obstruction and /or parked contrary to parking regulations;
- Vehicles with no registered keeper on DVLA records;
- Vehicles that are not taxed in accordance with the Vehicle Excise and Registration Act 1994.

Following discussion, questions and comments, the Committee sent a letter to the Cabinet Member for Strategic Planning & Transport, making the following key points:

- The Committee was supportive of the proposed working arrangement with the DVLA for the Clamping and Removal of Nuisance Vehicles from Highway and Public Land. In delivering the scheme they asked that a fair process for prioritising resources for clamping and removal was developed and implemented from the start, i.e. that the resources for the clamping and removal of vehicles was fairly shared across all of Cardiff's wards.
- They asked for a progress report by the end of the 2018/19 financial year outlining the progress of the new working partnership.

Draft Budget Proposals 2019/20 – Corporate Overview (18th February 2019)

The meeting on 18 February 2019 provided the Committee with the opportunity to scrutinise and comment on the 'Draft Corporate Plan 2019 to 2022 & 2019/20 Draft Budget Proposals'. The Cabinet Members for Clean Streets, Recycling & Environment, Strategic Planning & Transport and Finance, Modernisation & Performance were invited to the meeting. They were supported by officers from the Planning, Transport & Environment Directorate.

The letter sent after the meeting to the Cabinet Member for Finance, Modernisation and Performance addressed the content of the whole meeting and included the following points:

Corporate Overview

- **Capital Programme & Future Revenue Budget Pressures** – During the meeting Members asked how sustainable the Council's proposed Capital Programme was over the next five years, and questioned the impact that this might have on a wide range of services funded through the revenue budget. The five year capital programme contained just over £843 million in proposals; much of which needs to be repaid by funds from the Council's revenue budget. An officer explained to the Committee that the current proposals are both affordable and sustainable; however, further expansion of the Capital Programme could place large pressures on the Council's finances. Given the current financial challenges facing the Council, the Committee stated that all future capital investment decisions should be based on prudence and supported by a robust business case. They felt that capital investment should be self-funding in the long term and used as a catalyst for the ongoing provision of important front line services.

- **Achieving Savings** – The month six budget report indicated that only £11.24 million of the Council's £14.296 million savings would be delivered during 2018/19; this meant that the Council was projecting an overall savings shortfall of £3.056 million for 2018/19. The Planning, Transport & Environment Directorate in particular had struggled to achieve savings in 2018/19 with a projected savings shortfall of approximately 40%. The Committee was disappointed at the results and asked for assurance that the 2019/20 savings proposals would be better planned and deliverable than those presented in the 2018/19 budget. This was particularly important given the £19.157 million savings required for 2019/20.

Strategic Planning & Transport Portfolio - Draft Budget Proposals

2019/20 – Corporate Overview

- **Highways Investment – Financial Resilience Mechanism** – Members were told that the Financial Resilience Mechanism for 2019/20 had allocated £1 million for 'localised highway asset improvement works' and £250,000 for 'road signs and lines'. This was in addition to the £1.477 million added into the Highways budget using the same mechanism. Members questioned why the Council was continually funding the highways infrastructure with a temporary funding measure instead of building additional funds into the base budget. The Committee felt that this approach would provide Highways officers with a better opportunity to plan instead of having to wait each year to see how much they might receive from the Financial Resilience Mechanism.
- **Clamping & Removal of Nuisance Vehicles** - The Committee scrutinised the new working arrangement in November 2018 and were informed that the service would commence in January 2019. At the meeting, Members were told that there had been delays in the implementation of the scheme due to 'slippage', which left them concerned about the deliverability of the saving. In response to this they asked for an explanation as to why projected start date had been delayed, when it was anticipated that the

scheme would begin and if the £120,000 saving would be delivered in 2019/20.

- **Welsh Government Sustainable Transport Investment** – Members were pleased to see significant capital investment in the Capital Programme for the delivery of sustainable transport initiatives, for example, £10.852 million from the ‘Local Transport Fund’, £950,000 for the roll out of 20mph zones and £5.5million for new cycling infrastructure. Members acknowledged that such investment was not something that the Council could achieve on its own; therefore, felt that thanks should be passed onto the Welsh Government for their valuable support.

Clean Streets, Recycling & Environment Portfolio - Draft Budget Proposals 2018/19 – Corporate Overview

- **Zonal Cleansing** – Members were told that the Council was in the process of developing a new zonal cleansing approach that was being piloted in St Mellons. Several Members were surprised at this since no wider Member engagement had taken place on the proposals. They were told that wider Member engagement would take place should the proposals be taken further. The Committee welcomed this and recommended that local councillor engagement should happen well in advance of any zonal cleansing roll out.
- **Cardiff North Household Waste Recycling Centre** – The Committee was very interested in the progress of the Cardiff North Household Waste Recycling Centre and asked for a progress update to be made available to scrutiny in advance of any paper on the topic being presented at Cabinet.
- **Achieving Recycling Targets** – The issue of reaching the future recycling target of 64% was discussed at the meeting. Officers ran through a series of measures that they are looking to implement in the coming year to achieve this target, and commented on additional challenges that they currently face in the area of recycling, for example, the potential of a

complete change in the structure of the recycling targets. Members after the meeting Members asked if officers could provide the Committee with:

- A summary of the actions that they are proposing to use to increase recycling rates and the anticipated impact that they hope that these will have;
- Any plans that the Council has created to deal with any changes in Welsh Government recycling targets.

DRAFT

Draft Public Space Protection Order – Control of Dogs (19th March 2019)

The meeting on 19th March 2019 gave Members the opportunity to scrutinise and comment on an item titled 'Draft Public Space Protection Order – Control of Dogs'. The item was supported by the Cabinet Members for Culture & Leisure and Clean Streets, Recycling & Environment and officers from the Planning, Transport & Environment Directorate. External witnesses from the RSPCA and Cardiff Dog Action also took part in the meeting, while contributions were made by a number of other Elected Members. The purposed of the report was to:

- *Provide the Committee with an opportunity to carry out pre decision scrutiny on the introduction of a Public Space Protection Order for Dog Controls under Section 59 of the Anti-Social Behaviour, Crime and Policing Act 2014 and to review the policy document for Public Space Protection Orders.*

Following discussion, questions and comments, Committee sent a was letter to the Cabinet Members for Culture & Leisure and Clean Streets, Recycling & Environment making the following key points:

- It was clear during the meeting that both Members of the Committee and witnesses were satisfied at the proposals for the new Public Space Protection Order for the Control of Dogs. They felt that the Cabinet had addressed the main concerns raised during the consultation exercise and had produced a sound set of proposals to address dog fouling in the city.
- That the Public Space Protection Order made a number of appropriate exceptions against the application of the policy, for example, excluding the owners of assistance and guide dogs from prosecution. Therapy dogs were not included on this list, and the Committee recommended that they should be added to the list.

- The Committee was not convinced that the Council and its partners has the necessary capacity to deliver the required enforcement to support the new powers. Members asked for a summary of all of the enforcement resources available to support the new Public Space Protection Order and detail on how these resources might be maximised.
- One of the public priorities identified in the consultation exercise was better provision of bins to help reduce dog fouling. Given that this is a public priority, the Committee asked for a plan on how the Council planned to address this concern.

DRAFT

Parking Fines Appeals Policy (19th March 2019)

The meeting on 19th March 2019 gave Members the opportunity to scrutinise and comment on an item titled 'Parking Fines Appeals Policy'. The item was supported by an officer from the Planning, Transport & Environment Directorate. The purpose of the report was to:

- Review the introduction of a new policy for challenges, representations and appeals policy associated with Civil Parking enforcement and Moving Traffic Offences. To support scrutiny Members were provided with a copy of the draft policy titled 'Challenges, Representations & Appeals Policy – The Traffic Management Act Policy 2004'.

Following discussion, questions and comments, Committee sent a letter to the Cabinet Member for Strategic Planning & Transport stating that:

- *The Members of the Committee agreed that the new Challenges, Representations & Appeals Policy was a positive step forward. They felt that it provided a clear and concise structure for processing all future appeals, while allowing a degree of flexibility for dealing with the more complicated cases. The Committee would like to pass on their thanks to the staff who were involved in creating this important and well written document.*

RECOMMENDED FUTURE WORK PROGRAMME

The Committee receives regular work programme updates at which Members have the opportunity to consider items for inclusion on the work programme, and suggest any new issues that may be of interest to the Committee. The following items have been identified during 2018/19 as suitable items for discussion during the 2019/20 work programming process:

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