



DINAS A SIR CAERDYDD
CITY AND COUNTY OF CARDIFF

COUNCIL SUMMONS

THURSDAY, 28 MARCH 2019

GWYS Y CYNGOR

DYDD IAU, 28 MAWRTH 2019,

You are summoned to attend a meeting of the **COUNTY COUNCIL OF THE CITY AND COUNTY OF CARDIFF** which will be held at Council Chamber - City Hall, Cathays Park, Gorsedd Gardens Road, Cardiff, CF10 3ND on Thursday, 28 March 2019 at 4.30 pm to transact the business set out in the agenda attached.

Davina Fiore
Director of Governance & Legal Services

County Hall
Cardiff
CF10 4UW

Friday, 22 March 2019

Promotion of equality and respect for others | Objectivity and propriety | Selflessness and stewardship
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<i>Item</i>		<i>Approx Time</i>	<i>Max Time Allotted</i>
1	Apologies for Absence <i>To receive apologies for absence.</i>	4.30 pm	5 mins
2	Declarations of Interest <i>To receive declarations of interest (such declarations to be made in accordance with the Members Code of Conduct)</i>		
3	Public Questions (Pages 9 - 12) <i>To receive previously notified questions from Members of the Public.</i>	4.35 pm	10 mins
4	Petitions <i>To receive petitions from Elected Members to Council.</i>	4.45 pm	5 mins
5	Lord Mayor's Announcements <i>To receive the Lord Mayor's announcements including Recognitions and Awards.</i>	4.50 pm	5 mins
6	Lord Mayor and Deputy Lord Mayor Elect 2019 - 2020 (Pages 13 - 14) <i>To receive and consider nominations for the positions of The Right Honourable Lord Mayor and Deputy Lord Mayor of the City and County of Cardiff for the 2019/20 Civic Year.</i>	4.55 pm	5 mins
7	Draft Economic Strategy (Pages 15 - 152) <i>To consider the Draft Economic Strategy prior to consideration by Cabinet of the final document.</i>	5.00 pm	30 mins
8	Supplementary Planning Guidance (Pages 153 - 192) <i>Cabinet Proposal.</i>	5.20 pm	20 mins
9	Pay Policy Statement 2019 - 2020 (Pages 193 - 218) <i>Cabinet Proposal</i>	5.40 pm	15 mins

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10	Constitution Amendments (<i>Pages 219 - 248</i>) <i>Report of the Director of Governance & Legal Services.</i>	5.55 pm	10 mins
11	Democratic Services Committee Annual Report 2018 (<i>Pages 249 - 280</i>)	6.05 pm	20 mins
12	Elected Member Learning and Development Strategy (<i>Pages 281 - 304</i>) <i>Report of the Head of Democratic Services.</i>	6.20 pm	15 mins
Break			
13	Statements (<i>Pages 305 - 338</i>) <i>To receive statements from the Leader and Cabinet Members</i>	6.55 pm	45 mins
Notices of Motion			
14	Motion 1 Proposed by: Councillor Carter Seconded by: Councillor Wood This Council recognises that reducing carbon emissions from homes bring financial benefits to the occupants and environmental benefits to society. This Council notes <ul style="list-style-type: none"> • The Welsh Government target to reduce emissions of greenhouse gases by at least 80% by 2050, against the 1990 baseline. • Residential buildings make up 7.5% of Welsh emissions. • 23% of Welsh households are in fuel poverty. • The success of institutions such as Cardiff University in showing how zero carbon homes could be built at low cost. 	7.40 pm	30 mins

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	<p>This Council calls on the Cabinet to:-</p> <ol style="list-style-type: none"> 1. Commit to ensuring that council houses built after 2022 are zero carbon with clean supplies of energy and high energy efficiency designed in from the start. 2. Develop Supplementary Planning Guidance to increase the number of private homes built to zero carbon standards. 		
15	<p>Motion 2</p> <p>Proposed by: Councillor Iona Gordon</p> <p>Seconded by: Councillor Owen Jones</p> <p>This Council notes the Intergovernmental Panel on Climate Change (IPCC) '<i>Special Report on Global Warming of 1.5°C</i>', published in October 2018, which found that:</p> <ul style="list-style-type: none"> • Human-induced global warming reached approximately 1°C above pre-industrial levels in 2017, increasing at 0.2°C per decade. • A 1.5°C rise will result in multiple negative impacts, including increases in frequency, intensity and/or amount of heavy precipitation in several regions, and the majority (70–90%) of warm water (tropical) coral reefs that exist today will disappear. • A 2°C rise will result in much more severe harm, including a greater risk of water scarcity in some regions and increased frequency of severe weather events, droughts, floods, higher sea level rises, crop failures and destruction of land and marine ecosystems. • With current strategies, the world is on track to overshoot the 1.5°C limit of the UN Framework Convention on Climate Change Paris Agreement before 2050 and exceed 3°C by 2100. • Limiting global warming to 1.5°C may still be possible with ambitious action from national and sub-national authorities, civil society, the private sector, indigenous peoples and local communities. 	8.10 pm	30 mins

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This Council further notes:

- the commitment of the administration to progress a wide range of projects in support of the existing Carbon Reduction Strategy, which include:
 - the Radyr Weir hydroelectric scheme;
 - the proposed Lamby Way solar farm;
 - the proposed district heating network scheme serving areas of Cardiff Bay and the City Centre;
 - energy saving initiatives, including the conversion of street lighting to LED;
 - the increased use of electric vehicles (e.g. buses, taxis and council vehicles) and provision of charging points within the city;
 - the commitment to achieve a 50:50 modal split between car and sustainable modes of travel for journeys to work by 2026;
 - the construction of new energy efficient council homes; and
 - the commitment to work with the Pensions Committee to consider divesting Council investments from fossil fuel companies.
- the £13.9m investment in clean and sustainable energy generation that formed part of the 2019/20 budget that was agreed on 28 February 2019.
- the participation of children and young people from Cardiff and across the world in demonstrations to demand global climate change action by national governments.
- that bold action to reduce carbon emissions can deliver economic benefits in terms of new jobs, economic savings and market opportunities, and can contribute to achieving the Well-being Goals set out in the Well-being of Future Generations Act.

This Council therefore resolves to:

1. join with other councils across the UK in declaring a global 'climate emergency' in response to the findings of the IPCC report.

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	<p>2. support the implementation of the Welsh Government's new Low Carbon Delivery Plan, as well as a range of measures to further reduce carbon emissions from the Council's own operations, to help achieve the Welsh Government's ambition for the public sector in Wales to be carbon neutral by 2030.</p> <p>3. make representations to the Welsh and UK Governments, as appropriate, to provide the necessary powers, resources and technical support to local authorities in Wales to help them successfully meet the 2030 target.</p> <p>4. continue to work with partners across the city and region to develop and implement best practice methods that can deliver carbon reductions and help limit global warming.</p>		
16	<p>Oral Questions</p> <p><i>To receive oral questions to the Leader, Cabinet Members; Chairs of Committee and/or nominated Members of the Fire Authority.</i></p>	8.40 pm	60 mins
17	<p>Urgent Business</p>	9.40 pm	5 mins
Unopposed Council Business			
18	<p>Appointment of Local Authority School Governors (Pages 339 - 344)</p> <p><i>Report of the Director of Governance and Legal Services.</i></p>	9.40 pm	5 mins
19	<p>Committee Appointments (Pages 345 - 346)</p> <p><i>Report of the Director of Governance & Legal Services.</i></p>		
20	<p>Appointments to Outside Bodies (Pages 347 - 348)</p> <p><i>Report of the Director of Governance & Legal Services.</i></p>		
21	<p>Urgent Decisions - St Peters RC Primary School (Pages 349 - 350)</p>		
22	<p>Written Questions <i>In accordance with the Council Procedure Rules, Rule 17(f) Written Questions received for consideration and response will be included as a record in the minutes of the meeting.</i></p>		

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**CYNGOR CAERDYDD
CARDIFF COUNCIL**



COUNCIL:

28 MARCH 2019

PUBLIC QUESTIONS

**QUESTION TO COUNTY COUNCILLOR SARAH MERRY
(DEPUTY LEADER AND CABINET MEMBER FOR EDUCATION,
EMPLOYMENT & SKILLS)**

PUBLIC QUESTION FROM BRONWEN DAVIES

Lleisiau Merched Cymru / Women's Voices Wales are concerned that girls are avoiding using mixed sex toilets, to the detriment of their health, well-being and education. Does Cardiff Council know how many schools in Cardiff do not meet the statutory requirement for separate male and female toilets?

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COUNCIL:

28 MARCH 2019

PUBLIC QUESTIONS

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

PUBLIC QUESTION FROM LYNDSEY HALLIDAY

Will Cardiff Council ensure that all strategic decisions, budgets and approaches lead to the reduction of carbon emissions to net zero by 2030 and reduce consumption levels?

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**CYNGOR CAERDYDD
CARDIFF COUNCIL**



COUNCIL:

28 MARCH 2019

REPORT OF THE DIRECTOR OF GOVERNANCE & LEGAL SERVICES

LORD MAYOR AND DEPUTY LORD MAYOR ELECT

Reason for this Report

1. To receive nominations for the positions of Lord Mayor and Deputy Lord Mayor for the 2019 - 2020 Civic Year.

Background

2. The election of the Chair and Vice Chair of Council are determined by a vote of the Council at its Annual Meeting in May and nominations for these positions are sought from Party Groups to enable a recommendation to be made at the March Council meeting.
3. The Members appointed as Chair and Vice Chair are entitled to use the titles The Right Honourable the Lord Mayor and Deputy Lord Mayor respectively.

Issues

4. The purpose of this report is to seek the nomination of Members for election as Lord Mayor and Deputy Lord Mayor for 2019 - 2020 Civic Year.
5. It will be necessary for Council to formally elect the Lord Mayor and Deputy Lord Mayor at the Annual Meeting of Council.
6. Party Group nominations for these positions have been requested.

Legal Implications

7. The Local Government Act 1972 requires that the Chairman of the Council be elected annually and that the Vice Chairman be appointed annually. In neither case may that person be a member of the Executive. The Council has the benefit of a Royal Charter permitting the Chairman and Vice Chairman to be

known by the style and title of The Right Honourable the Lord Mayor and Deputy Lord Mayor respectively.

Financial Implications

8. Payments to civic heads are within the remit of the Independent Remuneration Panel. For 2019 – 2020. The Panel sets the level of civic salary for the Lord Mayor and Deputy Lord Mayor roles and these will be confirmed at the Annual meeting. The Civic Salary will be met from within existing budgets.

RECOMMENDATION

It is recommended that the Council receive and consider nominations for the positions of The Right Honourable the Lord Mayor and Deputy Lord Mayor elect for the 2019 – 2020 Civic year.

DAVINA FIORE

Director of Governance and Legal Services

21 March 2019

Background Paper

[The Independent Remuneration Panel for Wales Report February 2019](#)

COUNCIL:

28 MARCH 2019

**REPORT OF CABINET MEMBER FOR INVESTMENT &
DEVELOPMENT (COUNCILLOR RUSSELL GOODWAY)**

DRAFT ECONOMIC STRATEGY

Reason for this Report

1. For the Draft Economic Strategy to be debated in Full Council in advance of its formal approval by Cabinet.

Background

2. In late 2017 the Economic Strategy Green Paper: More and Better Jobs was published to initiate a three-month public consultation exercise. The paper considered a range of issues for the city's economy, including proposed projects. The document also outlined a proposed spatial strategy for the future development of the economy.

Issues

3. The consultation process was a qualitative exercise which aimed to secure input to the Councils Economic Strategy from a broad range of communities and stakeholders. Responses were received from the following representatives and a report on their contributions and views is attached as Appendix 1:
 - Local Councillors
 - Large businesses
 - SMEs
 - Local residents
 - Organisations representing the city's diverse populations
 - Third sector organisations
 - Business Improvement District
 - Neighbouring local authorities
 - City-region organisations
 - Business representative organisations
 - Universities
4. Following on from the Green Paper consultation it is proposed to debate the proposals put forward in the Draft Economic Strategy at Full Council. The debate will provide an opportunity for all local members to make a contribution to the final development of this important piece of strategic

Council policy and for the views and comments of all local members to be properly considered before the final report is approved by Cabinet.

5. It is intended that the final draft of the will be presented to Cabinet for approval at the Cabinet meeting scheduled for March 2019. In advance of that, the paper will be the subject of pre-decision scrutiny by the Economy and Culture Scrutiny Committee.

Reasons for Recommendations

6. To allow for Full Council to debate the draft Economic Strategy to inform its development ahead of consideration at a subsequent Cabinet meeting.

Legal Implications

7. As and when individual proposals within the draft Economic Strategy are developed legal advice should be obtained, legal implications may arise if and when the matters referred to in the draft paper are implemented, with or without any modifications. The Green paper was subject to consultation. Consultation gives rise to the legitimate expectation that the outcome of the consultation will be duly considered when subsequent decision are made. Accordingly, in considering this matter due regard should be had to the consultation feedback received.
8. In considering this matter and in developing the proposals regard should be had, amongst other matters, to:
 - (a) the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards;
 - (b) the Councils' duties under the Well –being of Future Generations (Wales) Act 2015; (Consideration to aspects concerning the Act are described in Appendix *), and
 - (c) Public sector duties under the Equalities Act 2010 (including specific Welsh public sector duties). Pursuant to these legal duties Councils must in making decisions have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. Protected characteristics are: a. Age; b. Gender reassignment; c. Sex; d. Race – including ethnic or national origin, colour or nationality; e. Disability; f. Pregnancy and maternity; g. Marriage and civil partnership; h. Sexual orientation; i. Religion or belief – including lack of belief.

Financial Implications

9. The report seeks to debate draft Economic Strategy – Building More and Better Jobs at Council and therefore has no direct financial implications.

Recommendation

It is recommended that Council considers the draft Economic Strategy and provide comments to inform the final document.

NEIL HANRATTY

Director of Economic Development

25 January 2019

The following Appendices are attached:

Appendix 1: Economic Green Paper Consultation Summary

Appendix 2: Economic Green Paper

Appendix 3: Draft Economic Strategy

Appendix 4: Draft Cardiff Economy Today Report

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Appendix 1



Economic Green Paper Consultation Summary

Economic Green Paper Consultation

Consultation Response Summary

A public consultation was held based on the Economic Green Paper *Building More and Better Jobs*. The paper was available on the Council's website and publicised through local and social media.

In addition, specific representative groups were engaged to ensure a broad coverage of Cardiff's communities.

A number of sessions have also been held with businesses and other key stakeholders to consider the Green Paper.

Overall responses have been received from representatives of business, education, the third sector, sport, arts and culture and local government.

Respondents were not required to answer all or indeed any of the questions included in the paper. These were intended to prompt thoughts and discussion. The feedback received therefore varied considerably in length and detail. A summary of the responses is provided below.

Headline Issues

Overall, responses to the Green Paper were positive. Generally respondents supported the content, both strategically and in terms of project detail. However there were a number of issues raised that were either felt to be omitted, or require additional consideration. A summary of the 'key issues' section is provided below:

Transport and Connectivity – a large number of responses cited the importance of reducing and mitigating for congestion, as well as the need to improve transport links within the city and between cities generally. Congestion was seen as both an inhibitor to growth, whilst improvements in transport would aid both productivity growth and the accessibility of jobs. Digital infrastructure was also identified as an area in need of improvement. The Metro was also raised as an area of potential, and that more needs to be done to fit in with the opportunities this would present.

Support Business Development – it was highlighted that whilst major projects are important for Cardiff, there also needs to be more consideration of small and medium sized businesses in Cardiff. The abundance of small and medium-sized businesses throughout Cardiff's communities, including in district centres and suburban locations, were highlighted as areas of potential.

Cluster Development – it was suggested that Cardiff needs to consider areas of cluster development in Cardiff, partly to respond to the UK's Industrial Strategy, but also in terms of developing specialities to improve productivity growth. In particular the creative and digital sectors were identified as sectors with current strengths and the potential to grow. For example, the National School of Journalism and Media, the BBC R&D facility in the city centre and the burgeoning production sector presents an impressive offer to government and industry. Similarly, data analytics and cyber security are increasingly significant sectors and Cardiff has a key opportunity to build on its success with HMRC's new data analytics department and Alert Logic.

Inclusive Growth – it was identified that more recognition needs to be paid to under-represented groups, and especially those groups performing poorly economically. Whilst the Green Paper did talk of inclusive growth it was felt that more was required to respond to these issues. It was noted, for example, that employment rates for disabled people, transgender people, some BAME people, and Muslim women are far lower than average. Overall, the idea of inclusive growth struck a chord with many respondents, recognising the challenge of ensuring everyone in Cardiff can benefit from its development and success.

Skills - the support for inclusive growth ties in with a number of comments received around business and jobs, but also highlighted the importance of building a skilled workforce that can take advantage of new jobs, and connecting people with businesses. There was agreement that strengthening the presence of the knowledge economy in the city is imperative to its success, through the role of Higher Education in providing an educated labour force and promoting economic and commercial innovation.

Wellbeing – it was also highlighted that we should not look at the economy in isolation from factors such as education, health and social care, and that there needs to be alignment with the city's Local Well-being Plan. It was also noted that there needs to be consideration of environmental issues – not just in terms of the impact on local residents, but also in terms of economic opportunity.

Selected Responses

"It is great that the Council sees Cardiff growing in the future but I would be more interested in hearing about how it plans to tackle our road and transport problems which are a big issue right now."

"Overwhelmingly, the three primary concerns for SMEs responding to us [from their survey] are:

Congestion: A large number of respondents highlighted broad congestion issues in the city, and occasionally more localised issues. A number of respondents positively welcomed moves to decrease car usage in the city by investing in public transport, however a small minority were vocally opposed to increased provision of bus and bike lanes in the city centre. In general, plurality of respondents felt that congestion and public transport were key needs for the city.

Provision of infrastructure: Comments indicated that this included business premises, public transport infrastructure and digital infrastructure. Some responses suggested that the council should focus on the provision of digital infrastructure and public transport to reflect the changing nature of work.

Inequality: There is a strong sense that the benefits of economic growth and regeneration haven't been shared equitably in the city, both in terms of geographic and demographic spread."

"The Green Paper omits any mention of one of the most important issues, and opportunities; how to move to a zero-carbon economy."

"I query the overarching focus on jobs - especially the claim that jobs growth in itself is a positive - and worry that Cardiff Council may seek to achieve growth in this area indiscriminately. Quality jobs in sustainable sectors offer many gains, but I would prefer to see a broader aim to support wellbeing in the city and to explore the role of mechanisms such as timebanking to tackle the major challenges facing our city and society more generally. I therefore welcome the steps outlined in the section on making Cardiff an Inclusive Capital but would like to see a more transformational ambition and a more imaginative approach."

"We need people to have more money, so job creation is vital and paying people fairly is vital. Unless people have more money to spend, they won't be able to spend money in Cardiff to help the economy. While inward investment in jobs will help, the council could help more by paying people fairly and delivering a decent pay rise to the public sector."

"There is little recognition or explicit mention of inequalities and addressing this in Cardiff. We welcome the specific case studies and recognition of socio-economic inequalities in the city. However, employment rates for disabled people, trans* people, some BME people, and Muslim women in particular are far lower than average. Evidence of these disparities in Wales includes EHRC and Joseph Rowntree Foundation reports. These issues have not been addressed through improving educational attainment in schools alone.

We recognise that this is a strategic, high level paper. It is, however, important to identify inequalities in relation to employment and earnings and to ensure that specific, targeted actions are taken to address workplace attitudes to some groups, including pregnant women, and to support people into employment. It is also vital to address gender segregation in careers, and to ensure that access to training and career development is equitable. Some protected groups with relatively high employment rates experience disadvantage in career progression and are under-represented at higher grades in organisations.

We feel it is vital that the action plan and implementation of this strategy engages diverse communities and include targeted and specific actions to address the different experiences of diverse communities across the protected characteristics."

"NRW advocates sustainable development, informed by recent Welsh Government legislation. This would entail a focus upon total economic value (TEV), as recommended by The Economics of Ecosystems and Biodiversity (TEEB) and integrated wealth accounting such as that being developed by the World Bank."

What should be the key indicators of success for Cardiff?

Jobs Growth - Jobs growth was recognised as core indicator of success, however it was noted that the quality and sustainability of jobs was also important. One response felt that jobs might be too crude a measure and suggested the following:

- average level of pay to indicate the quality of jobs
- demographics of those in or not in work, for example in terms of gender, race, disability
- type of work, for example part time or full time

GVA per Head - Gross Value Added (GVA) per head was recognised as a valuable indicator, along with productivity. There was also concern from some that GVA may not fully reflect the economic picture in Cardiff.

Investment - one respondent cautioned against indicators for levels of investment, feeling that although investment contributes to a strong economy, it is not an end in itself and could be counterproductive if in the wrong areas.

Visitor economy - visitor spend was highlighted as a better indicator than visitor numbers as it was more accurately represented the economic impact of tourism. Conversely high visitor numbers, without spend, could simply result in added congestion.

Business Development – it was highlighted that no indicators were included that reflected the growth in the number or performance of Cardiff businesses, and that some measure that reflected entrepreneurial performance was required. It was proposed that some of the measures in the Global Enterprise Monitor reports could be considered.

Wellbeing – it was noted that indicators should align with those used in the Local Well-Being Plan.

Inclusive Growth - there were suggestions of using the Joseph Rowntree Foundation's 'Inclusive Growth Monitor' or something similar as an indicator. This also emerged in response to Question 7: How can everyone benefit from growth?

Selected Responses

“The aim of economic development should not be reduced to the number of jobs created but measured in people who lead healthy, fulfilling and connected lives. Economic activity is not an end in itself but is, rather, about creating the conditions for these outcomes to materialise. An economically successful city is one in which measures of health and well-being are high. Health, happiness and well-being are sound indicators and can be measured (e.g. great place to work surveys). It is therefore noticeable and regrettable that the word ‘health’ is used just once in the Green Paper and that simply in a passing reference to the health board. Unless we are using economic activity to reduce health inequalities, we will fail to meet one of our fundamental purposes.

We should also consider wealth inequality as a key indicator. One potential and simple measure could be the difference between the top and bottom 10% in the city. We don’t want growth that only benefits the already wealthy. As an important aside, the concern should be about wealth not income inequality in order to deter policies to inflate asset prices (e.g. houses).

Finally, the green paper is too silent on environmental concerns. We would want to see measures that account for how economic growth is delivered in a sustainable manner.”

What should Cardiff's role be in the city-region?

There was overall agreement that the city-region concept was important for the future of Cardiff.

Leadership - responses suggested that Cardiff should take a leadership role while also building relationships and reaching out to the surrounding communities that support it. Cardiff must also ensure that the economic successes of the city spread out to the city-region.

Scale - it is important to acknowledge that for Cardiff to compete on the international scale it requires the larger urban agglomeration of the region in order to be successful. It was felt that Cardiff can position itself to compete in terms of inward investment with London, Bristol, Birmingham, and the Northern Powerhouse, but only as part of a city-region.

Governance - it was recommended that any issues beyond Cardiff that could affect the ability of the paper's proposals to succeed should be identified, be that in the City Region, Wales, or the UK. Furthermore, it was suggested that the city-region should lobby Welsh Government to support more regional working, and that Cardiff should share its experience and expertise in economic development with its partners. There is, however, a need for strong governance, which better reflects democratic accountability.

City-region relationships - there was a sense that the paper should have a greater emphasis on the role of and potential benefits for the city-region. It was also suggested that more opportunities for people and businesses outside of Cardiff to feel benefits would create stronger buy-in from the wider city-region.

Transport – predictably transport has been identified as a core focus for development for the city- region, both in terms of the impact on Cardiff's transport infrastructure (and in particular the impact on inbound commuting on Cardiff residents) as well as its ability to share the proceeds of growth in Cardiff. The role of the city-region ports was also noted as important.

Gateway – Cardiff was also identified as the gateway to Wales, and has a significant role to play in both attracting visitors to sign-post to the city-region, as well as developing a core for businesses that could link in with the supply chain across the city-region.

Selected Responses

"The vision could be strengthened by giving more opportunities and hooks for people and businesses outside of Cardiff to feel the benefit and it needs a stronger focus on the whole regional benefit of this vision to create stronger buy in and enable the wider city region to get behind this."

"ABP has three ports within the Capital Region at Barry, Cardiff and Newport. The Green Paper should therefore recognise the role that ABP can play in the regional economy and provide support for the continual improvement of port and dock facilities and operations and by encouraging development of energy and infrastructure projects that are compatible with dock operations and the attraction of inward investment for manufacturing and other industries in locations that are conveniently co-located with the Port, as well as supporting the provision of appropriate transport links to the Port."

"One of the most important developments which is on the table is the Metro system and yet this involves a lot of strategic planning, so any major development which could interfere or severely restrict this possibility, should be part of the strategic planning objectives, when major planning decisions are before us."

"My fear and suspicion is that Councils such as your own are not sufficiently incentivised to work together with others, for fear of seeing the plaudits for any collaboration reflected in the economic data for the other councils, rather than your own."

"The city region concept will not succeed if Cardiff seeks, and indeed achieves, growth almost in isolation from adjacent areas. Therefore, the economies of adjacent local authority areas are relevant to Cardiff's strategy, and the city must adopt an approach that emanates from a strategic, regional one that identifies each as having a complementary role."

How do we engage with Europe in a post-Brexit era?

There was general support for the concept that Cardiff needs to ensure it has an international outlook and continues to engage with partners in Europe. It was also identified that Cardiff needs to work to identify new sources of funding for projects in a post-Brexit world.

Funding - it was felt that active participation by organisations within Cardiff in programmes such as Horizon 2020 and Erasmus+ will go some way to ensuring that the city remains open and tolerant post-Brexit.

Trade - the concept of a Free Trade Zone (FTZ) for Cardiff was suggested, in which goods could be imported, manufactured, processed and re-exported without the payment of import taxes. A FTZ could help to incentivise businesses to remain in the UK (rather than re-locate to the EU) or even attract new investment from foreign companies that could expand by using the UK as a base for their operations.

Current Links - there was support for maintaining and developing Cardiff's twinning links, and consulting with universities on any educational, economic, and cultural synergies within these. Beyond Europe, engagement with China and Africa were also suggested, with reference to Welsh Government's Wales for Africa programme.

Sport and Culture – culture, sport, exchanges between young people and tourism were cited as ways to continue engagement with Europe.

Selected Responses

"The report rightly refers to the threat from the impact of Brexit on the ability to attract and retain skilled workers but offers no proposals to deal with this. Equally, much non-skilled work is carried out by EU citizens and we need urgent plans in place to deal with the anticipated drop in these numbers. We must, however, continue to pursue European cultural engagement as much as possible outside the EU framework. A key driver for this will be with our universities where huge amounts of international collaboration takes place. We should, therefore, place universities at the forefront on our ongoing engagement."

What can we do to improve connectivity?

Transport was cited as one of the most significant themes emerging from responses. It was seen by both businesses and residents as the main inhibitor of growth, as well as being the issue that is most sensitive to growth itself.

Cardiff Airport - Several responses indicated the need for improved links between the airport and city. There is desire for further development of Cardiff Airport, including greater frequency of flights and exploration of the possibility for more long-haul flights.

Rail - There was widespread support for proposed new railway provision at St Mellons. The Queen Street to Cardiff Bay train was viewed as inadequate, whilst it was also thought that Queen Street station could offer a more welcoming environment. The potential of the Metro to radically change and improve sustainable transport throughout the City Region was recognised.

Bus – Bus was seen as an underperforming resource, with concerns around fares and confusing routes.

Roads and Congestion - It was acknowledged that the recently opened Ocean Way link has offered a new route to the Bay area but respondents felt that other roads around the city have been neglected. Residential parking was also cited as an issue, in particular in the Bay. Doubts were expressed about the effectiveness and safety of traffic-slowing measures, including speed humps. It was also acknowledged that a major shift away from private cars is important but the car is not going to disappear. Responses recognised the opportunity for a significant modal shift in transport and the associated impacts on quality of life and public health.

Trams - A number of respondents proposed a tram system for Cardiff, citing that many UK cities have modern tram systems, including Sheffield and Birmingham.

Cycling- There were numerous calls to make cycling a priority, and to place less focus on increasing road capacity and car focussed infrastructure that would only decelerate modal shift.

Walking - In terms of city centre movement, it was reported that fewer people now cut through the arcades because of the Central Square development work. Signage therefore is and will be especially important. An audit of signage was recommended to acknowledge changes of names and highlight new areas.

Selected Responses

"It is essential that the airport is a vibrant and connected part of the infrastructure, to reduce the current tendency of many to gravitate towards Bristol Airport."

"I took the opportunity last week to present this Green Paper to 50 businesses and I asked the businesses present to share one thought on the plan and I wonder if you can guess what it was - infrastructure. Every single business in that room was concerned that this City cannot cope with the growth that is planned, it is our job as a Council to reassure them that we can."

"The Capital City Region Metro is a potential game changing proposal, which aims to radically change and improve sustainable transport throughout the City Region. Whilst it is obviously important that Cardiff, as the capital city and largest economic entity within the City Region, realises a significant modal shift towards sustainable transport, it is equally important for Cardiff residents that accessibility and connectivity is similarly enhanced outside the city boundaries. Whilst Cardiff will provide a significant number of jobs within the city, there are many times more employment opportunities outside of Cardiff that the residents of Cardiff can, and in fact do, take advantage of. As a result Metro improvements will need to improve accessibility across the region, not just within the city itself, in order to provide appropriate transport provision for Cardiff's residents and workers. This needs to be specifically addressed in the Green Paper, which currently only addresses internal and incoming movements."

How can everyone benefit from growth?

Inclusive Growth - there was recognition that the benefits of economic growth and regeneration have not been spread equitably in the city, both in terms of geographic and demographic reach. Sharing benefits with people and places across Cardiff was encouraged, as was engagement with the third sector, local charities and social enterprises. One response suggested that to try to address this, a shared understanding of what Inclusive Growth means would be needed, as well as a meaningful set of metrics with which to measure it.

Social Enterprise - the Green Paper's commitment to an expanded social enterprise sector to support the Council's estate management and other services was welcomed. It was stated that social businesses can be at the centre of strong, local economies, playing a key role in creating more balanced economies and delivering sustainable growth, while fostering positive social change and innovation. Increased commitment to the Living Wage was encouraged as a way of ensuring basic fairness.

Foundational and Circular economies - the Foundational and Circular economies were also suggested as ways to make an impact on equality in economic growth. It was urged that the public sector in Cardiff spends as much of its purchasing power as possible within the local economy to ensure that the benefits remain in the city and region.

Local Business Development - one response urged consideration of a new approach focused on developing an inclusive economy through greater emphasis on building local economies. There was concern that there is too little support for small, local traders and producers, whose profits can potentially contribute more to the local economy than large chains. On a similar note, it was suggested that if Cardiff could retain more of the business rates it generates, especially given levels of growth, the additional money could be targeted to ensure that everyone can benefit, whichever part of the city they live in.

Public Procurement - further suggestions for ensuring an inclusive economy were to explore the community benefits of public procurement beyond the transactional elements currently monitored and to develop public private partnerships that could have an important effect on some of the most deprived parts of the city.

Education and Skills - it was felt that raising the levels of education and skills of children and young adults, especially in literacy and numeracy, was needed in order for them to benefit from opportunities. Furthermore, this work needed to be in close partnership with local communities, and address equality issues including gender and ethnic background. The importance of skills was also highlighted in the context of the workplace and urged that small and medium sized businesses have access to support and funding to improve the skills development of their workforces. There was support to continue promoting and even to expand the Cardiff Commitment as a way to ensure benefits of growth can be shared with young people across the city through job opportunities.

Diverse Communities - some felt it was vital to engage with diverse communities in implementing economic strategy. It was noted that some groups with relatively high employment rates can experience disadvantage in career progression and are under-represented at higher grades in organisations, demonstrating the need to identify inequalities in relation to employment and earnings and to ensure that targeted actions are taken to address workplace attitudes.

Selected Responses

"Research shows that poverty very often severely limits the life chances of children and adults. Amgueddfa Cymru has been strongly committed, for the last decade and more, to changing these outcomes for children and communities through cultural participation. Research shows that this can be highly effective as a strategy. We lead the research and evaluation of the Welsh Government's Fusion Programme on Culture and Poverty, and would welcome a strategic role in our work with Cardiff Council as well."

"We would encourage all organisations to be Living Wage employers – we have been an accredited Living Wage employer since 2014 – as this is one way of ensuring basic fairness that all people who work should get a wage which is enough to live on. A commitment towards the Foundational economy and the circular economy will also make an impact. We would encourage the public sector in the city/Wales to spend as much of its purchasing power within the Welsh economy to ensure that as much of the benefits as possible stick to the city/regional/national economy."

"The Green Paper's proposals around creating a more inclusive capital city are welcomed. We believe that in order to create more inclusive economic growth which benefits people and places equally across Cardiff, a new approach focused on building an inclusive economy is needed through greater emphasis on building local economies. We would urge the Council to consider this.

The Council could also consider how it could support social businesses in other ways, including:

- Ensure clear signposting for the co-operative option and specialist support through any other business advice support offered by the Council
- Supporting pre and new start social businesses as current support focuses on social businesses looking to grow.
- Ensure that social businesses are given business rates relief to give them the same economic advantage as registered charities.
- Use public sector procurement regulations to stimulate opportunities for social businesses. This includes making it easier for social businesses to bid for contracts; making use of reserved contract; and embedding social business within the community benefits reporting process.

Social businesses can be at the centre of strong, local economies, playing a key role in creating more balanced economies as ways of doing business that deliver sustainable economic growth while fostering positive social change and innovation. The Green Paper's commitment to an expanded social enterprise sector to explore establishment of community-based social enterprises to support the Council's estate management and other support services is welcome. To fully deliver the potential of this approach, we would urge the Council to consider learning from the Evergreen Co-operative Initiative in Cleveland, Ohio and a recent similar initiative in Preston, England."

"I think we also need to see more about how we are going to invest in local communities, whether that is local regeneration schemes rather than the bigger projects or whether that is investment in for example our local district shopping centres, again I think that is something that I'd like to see more detail about."

How can we create more and better jobs?

Better jobs - it was acknowledged that rather than just more jobs, which may be low-paid and lacking in training and development opportunities or career progression, it is appropriate to have an emphasis on better jobs.

District and local centre development - new office space around key city transport hubs was suggested to encourage smaller employment areas outside of the city centre. The importance of district and local centres in generating employment was highlighted, alongside attracting national and international business to come to the city.

Local Procurement – it was noted that there is no mention in the Green Paper of local procurement and how local business can both support and benefit from this plan.

Range and Choice - incentives for independent start-ups and SMEs would be welcomed by some respondents, however the need for these terms to be favourable to the public interest was also emphasised.

Creative economy - it was felt that investment in the creative economy and cultural sector would make the city region an attractive destination for all business, as a thriving arts sector makes a place more desirable in terms of quality of life.

Cardiff Commitment - continuing the Cardiff Commitment was endorsed as a way to help link young people with appropriate jobs.

Inward Investment - attracting more national and international businesses to the area was recognised as important for creating jobs.

Selected Responses

“New office space around key city transport hubs would encourage also smaller employment areas outside of the city centre. In addition, local and district centres could be encouraged to have a more diverse range of shops. Whilst rightly aiming for national and international business to come to the city, Cardiff Council should also bear in mind the importance of its district and local centres in generating employment.”

“Subsidise businesses locating to Cardiff (long term); set up a science park; work in partnership with university education sector to attract start-ups; invest in creative economy and cultural sector to make the city region an attractive destination for all business (thriving arts sector makes a place highly desirable)”

“To a large extent, this is the consequence of all the other measures captured in our responses elsewhere. By and large, it is not councils that create jobs but businesses. That said, we could set Cardiff up as an ideal location to base the extra civil servants who will be needed post-Brexit to replicate the administrative work currently carried out by EU agencies. As one of the existing political centres in the UK, Cardiff would be ideally placed to do this. This aside, our role is an enabling one, creating the infrastructure for businesses and ambitious entrepreneurs to thrive.

We have to look to the sectors that are growing rather than declining, such as digital, technology and online. We need to encourage small and medium businesses to diversify rather than fight against these trends. We need plans for developing a strategy to work with employers on workforce planning.”

How can we become a smarter city?

Leadership Role - the smart agenda was recognised as an important area and one in which Cardiff could demonstrate a key leadership role for the region. One response queried whether Cardiff's Smart City officer could also advise the broader region.

Infrastructure - ensuring basic technological infrastructures, particularly broadband, are in place across the city and the region was recognised as essential for a Smart City to work. It was noted that some areas of slow internet access remain, potentially including parts of the city centre. Conversely one response recognised how much digital capacity Cardiff already has and how it is currently underutilised. It was felt that other cities would envy the amount of fibre that Cardiff has, making it a significant selling point for the city. As with the question on connectivity, there was mention of electric cars being part of succeeding as a Smart City.

Smart Working - flexible working was also highlighted as key to future success as it will lessen demand for transport, especially at peak times, enable house-bound residents to contribute to the economy, and could make Cardiff even more attractive to business in terms of fibre capacity.

Citizen Engagement - there was enthusiasm for a broad public debate about data ownership issues involved in this area, and it was suggested that opportunities could be explored for using technology to increase and enhance citizen involvement.

Selected Responses

"Finally I'd like to turn to the section on Smart Cities, Smart Cities are about how Cities use technology or data and how we use those and how we deliver services; it's about modern cities right at the forefront of development. So how are we doing at present? Well, one indication is the UK smart cities index published just in October last year by HUAWEI, and that ranks the twenty cities in the UK that are taking forward the smart cities agenda, and sadly Cardiff was ranked 19/20, we are languishing a long way behind."

What should Cardiff's spatial strategy be?

Investment Zones - there was general support for the proposed spatial strategy, with the proposed zones seen as complimenting the city's strengths and with the potential to focus and attract investment aligned with the proposed zones. Overall, the rationale for the cluster approach was welcomed by many respondents.

'Fuzzy' boundaries – it was noted that we could not be overly specific or prescriptive in terms of activities within each zone. For example, it was also highlighted that the civic centre of Cathays Park, including a number of Cardiff's most significant heritage buildings, along with Cardiff Castle and Bute Park, are designated as part of the city centre business zone. Similarly, Cardiff Bay still has a commercial focus and this needs to be reflected.

Local Centres - in addition to the proposed spatial strategy, it was indicated that possible designation of some local and district centres could be explored and that this could help with promoting the local economy.

Green Spaces - some respondents wanted to see greater commitment to incorporating green spaces and community spaces into these developments to provide vital environments for people and wildlife.

Selected Responses

"The idea of zones around the City seems a good idea. Whilst I think, and I'm sure many will feel the same, that this in principle is a very good plan, before you even begin to think about any developments, Cardiff must get its act together and sort out the horrendous traffic congestion"

"The character and charm of the Edwardian city centre must not be lost; they are central to Cardiff's quality as a good place to live. Historic character is a key part of Dublin's image and success. No more characterless development projects, of the type that could be anywhere on the planet."

"I have on a number of occasions in this Chamber spoke about, what is nobody's fault, is a historical development, the geographical problem Cardiff faces is that its cultural commercial and industrial weight, sinks to its geographical South, and this map in a way demonstrates that problem. The developments identified are geographically to the South, and what the City faces is a sort of residential layering on top or above that that cultural commercial and industrial centre."

"We feel that the 5 subdivisions of the City economy are too crude to be meaningful for the purposes of analysis or to make sense to either citizens or visitors."

"We're concerned about the zoning impulse behind this green paper. For a start, we think it's hard to manage. By way of example, there is proposal for an innovation zone in north Cardiff, presumably heavily based around the city's universities, and yet we see the universities building new campuses in the south central part of the city. It is therefore not clear how you can shoe-horn independent businesses and organisations to fit into neat lines on a map."

"I believe that cities should develop organically. The council should concentrate on providing the infrastructure to enable this rather than restricting certain activities to certain areas."

"Finally we welcome the developing spatial strategy for the city and the focus on innovation in particular."

What can we do to support business development in the City Centre?

Metro Central - the role of the regional transport interchange, based around Cardiff Central station, was recognised as vital to supporting business development in the city centre.

Connecting the City Centre - it was felt by some that although developments including Central Square have transformed the centre of the city, this has to some extent been at the expense of areas such as Queen Street and the Capitol Centre. It was suggested that these areas could be better connected with nearby student residences and also the cultural and business environment for example around City Road. There was also a suggestion of expanding the Business Improve District (BID) to include City Road, or possibly creating a smaller, localised BID around this area.

Heritage - there were concerns that in the course of new developments Cardiff's heritage buildings should not be lost, as they are key to the city's character and quality as a place to live environments for people and wildlife.

Selected Responses

"Central Station has potential reputational damage, e.g. on match days, capacity issues, homelessness. The Central Square development represents a big opportunity. City Deal funding is in the right direction and will help provide a good first impression. We must also address the length of stays decreasing – impact on retail etc."

"The movement of Brains Brewery seems like a necessity in order to achieve the above however i'm conflicted as I'm astonished as to how little value the council sees in a key part of the city's heritage and what could be such a core tourist attraction. If it must be moved, can aspects of its architectural heritage be maintained? How can it become a core attraction in a position linking the city and the bay? Could it emulate the success of the Guinness factory in Dublin?"

"Some very positive proposals in the consultation document re the City Centre. In addition, it would make sense to see the west side of Plasnewydd ward, in particularly the City Road area, counted as part of the City Centre and coming under its umbrella policy-wise Going forwards I'd like to see the Council exploring a possible mini-Business Improvement District for City Road (maybe also including Crwys Road) or, alternatively, seeing if City Road can be incorporated into the body of the main BID when/if it's renewed in a few years' time."

What can we do to support leisure activities in the Bay?

Indoor Arena - there was support for a new, larger arena to attract more visitors to Cardiff but a number of respondents highlighted the need for improved transport infrastructure to support this. There were some concerns about the potential impact on other businesses of moving the arena away from the city centre.

Events - it was suggested that the Bay would be an ideal location for festivals and open-air performances and events. Views were expressed about some of the events that regularly take place in the Bay and it was felt that there should be more emphasis on supporting home-grown talent.

Active Travel - it was noted that the journey from Cardiff centre to the Bay could be improved and people could be encouraged to walk if the route was more attractive and mixed use, whereas now it was described as "windswept and unwelcoming". Many responses recognised the need for improved sustainable transport options between the city centre and the Bay.

Culture - there was strong support from many respondents for a new contemporary art space in Cardiff Bay, including the potential benefits for tourism, communities, education and the creative industries. The importance of visual arts, and art and culture more generally, were highlighted, including for well-being, physical and mental health, social mobility, and educational attainment. It was felt that Cardiff is well-placed to host a major annual or biennial visual arts project that could act as a catalyst for different organisations and individuals to come together and present exhibitions in a range of formats, including a strong element of community engagement and the creation of opportunities for diverse communities to become producers of artistic content.

Cardiff Story - it was felt that the proposed move of Cardiff Story from its current city centre location to the Bay would be a significant change in Cardiff's cultural offer and would need careful consideration. It was noted that the current location in the Old Library building makes it accessible to shoppers and tourists, who may combine a visit with other nearby cultural attractions such as Cardiff Castle and Amgueddfa Cymru. Subsequently any development around this needs careful consideration with all key stakeholders. It was however recognised that a move to Cardiff Bay could be positive for the Cardiff Story Museum, provided it is supported with sufficient resources and as part of a wider cultural redevelopment. Cardiff Bay could provide the potential for a larger venue with specialist galleries and increased storage facilities, enabling the museum to better tell the story of Cardiff.

Mixed Use - there was some concern that, while the focus of the Green Paper for the Bay is understandably on leisure, the already significant desirable office space, studios, and creative hubs in the Bay are barely mentioned. It was felt that a successful waterfront regeneration scheme requires more than just tourism to be sustainable, and that there needs to be recognition of what is already in place and careful master planning for the Bay to flourish. It was also suggested to better join up different sections of the Bay that may currently be perceived as quite separate, for example between the Sports Village peninsula and the Mermaid Quay area.

Selected Responses

"What can we do to support leisure activities in the Bay?"

- Make it more possible for small independent cafes and restaurants to set up in Cardiff Bay. The chains are boring and of fairly low standard. So it would be great to see more around Mount Stuart Square
- Great idea to develop the area around the Graving Docks - Take inspiration from the many stories around the transformational power of major high quality Contemporary Art Galleries e.g. Guggenheim in Bilbao, Tate Liverpool, Jerwood Gallery Hastings, Turner Contemporary Margate and create such a space in Cardiff and link in a Cardiff Contemporary that matches the best that we know - Edinburgh Festival, Venice Biennale....
- Continue with your excellent Marathons - they bring fresh dynamic energy to the area
- Pedestrianise the bottom of Bute St from the Cardiff Bay train station to Mermaid Quay, add some trees and out door seating .
- Make the walk from the city centre to the Bay more attractive. Once upon a time Lloyd George Avenue was going to be the new Ramblas. Couldn't this long straight walk way have markets?
- Make Cardiff Bay a place that you want to explore - it has so much history and culture already"

"Successful European Capital Cities have a strongly developed, modern cultural infrastructure. Despite some having two national cultural venues (St Fagans and the Millenium Centre) of truly international standard, and one other (National Museum Cardiff) with outstanding internationally significant collections but otherwise poor facilities, Cardiff as a whole does not have a cultural infrastructure that is up to European standards."

"I agree that the institution should have a contemporary focus however I would suggest it could take the form of a museum that covers both contemporary art and design from 20th century onwards. Why add design? It's all around us – in everything we do, own and experience. By including design and design education in Wales' agenda we open up key opportunities for engaging visitors, and crucially local communities with design education that supports long term business opportunities and economic growth."

"A landmark contemporary art gallery is about so much more than the visual arts. It displays a bold confidence from a city which, in part, says that the city is stepping up in to a national and international dialogue around arts and culture that extends way beyond city or country borders."

"I would suggest that, despite challenging financial circumstances, a long-term objective should be for Cardiff to have a more distinctive 21st century space or spaces of scale which would generate real excitement amongst artists and audiences, and enable Cardiff's contemporary arts offer to be more visible within the national and international landscape."

"Cardiff Bay offers a unique and inspiring waterside setting for businesses within our coastal capital, both supporting and flourishing alongside its impressive culture and leisure offering. Established commercial residents include international players such as ARUP, Atradius, Lloyds Bank and KPMG as well as an eclectic mix of creative, financial and professional services companies of all sizes. They have chosen it for its open space, inspiring views, easy access, safe and secure atmosphere and choice of excellent accommodation."

"A significant improvement to the cultural offer is imperative to increase visitors and keep them returning. Galleries are an excellent way to celebrate a culture and the other cultures of the world as well as posing challenging ideas and offering a platform for discussion. The gallery and museum offer in Cardiff is small in comparison to all other European and UK cities."

"[The Bay] lacks a heart and the opportunity to browse shops. Whilst appreciating the trend to on-line shopping, many consumers (particularly when they are visiting an area) like to shop for unique products that are not widely available from retail chains. This could be an opportunity for the development of Cardiff Bay. "

"I support the development of the area near to the Coal Exchange and think encouraging young, vibrant, independent businesses is key to assisting the bay to achieve the 'cool' edge its drastically missing. I'd be keen to understand how the council will support small/local businesses through reduced business rates - not just in the initial year but over a decent period which would allow businesses to thrive and create long term economic development in the area."

"Bringing international professional artistic exhibitions to the city would also bring people to Wales. For example, the way in which the FA cup broadened the city's reach for Sport, a contemporary art gallery that could house shows from London, New York, Paris, would bring people from all over the UK and Europe to see the exhibitions bringing a massive investment into the city through local businesses. Contemporary art is a massive part of everyone's daily life and has to be an integral part of the development of a capital city. So please build a new contemporary art space and let the city be known for culture."

"Galleries are successful at attracting a broad range of visitors; they are particularly effective at attracting younger and older visitors as well as those from minority ethnic groups."

"What has been done to the Cardiff Bay railway station, nothing absolutely nothing a true disgrace. So I will object as usual, I know it is a waste of time but I do my duty as a concerned citizen standing up against the money men destroying our environment."

"There is already significant desirable office space - much of which has recently been sold to a large investor - and there are also the BBC studios / Gloworks creative hub which barely get a mention. A successful waterfront regen scheme needs more than just tourism to be sustainable, and if the Bay is to flourish suggest there needs to be a recognition of what is already in place and properly considered masterplanning for the future."

"The 'High Line Nine' galleria, a subset of this new gallery collection, was inspired by European gallerias but takes the concept to a new level. It is a collection of nine full service and highly amenitized boutique exhibition spaces, ranging from 650 sf to 1800 sf, located along a central thoroughway directly under the High Line. All of the spaces in the 'High Line Nine' have skylights over art walls ranging from 13' to 22' high and ability to add private offices and/or storage. Centralized restrooms are provided and there is even a wine bar/café and catering kitchen to service all of the many events."

What can we do to develop Cardiff West as a sporting destination?

Role of Sport - Cardiff's role in sport, particularly in terms of high-profile events, was not disputed. Attracting large-scale sporting events was recognised as important for Cardiff and its development as a sporting destination. It was suggested however that the city could give greater recognition to facilities elsewhere in the region that seek to promote community-based sporting activity in conjunction with professional organisations.

The Centre for Sporting Excellence in Ystrad Mynach, was given as an example of a community-focused approach yet serves the needs of both local and professional clubs active within the region through its establishment of links with the FAW, WRU and the Dragons region. It was also felt by some that sport is already at saturation point as an economic asset for Cardiff and that greater emphasis should be given to arts and culture.

Spatial Strategy - there was some concern that the spatial strategy does not acknowledge the existence of important sporting clusters in the city centre such as the Principality Stadium, Arms Park Stadium and the former SWALEC stadium in Sophia Gardens. It was felt that this significant cluster of facilities should be mentioned in addition to sporting infrastructure in Cardiff West.

Infrastructure and Development - the existing transport infrastructure afforded by the Cardiff Bus depot and Ninian Park railway station was noted as a valuable asset for Cardiff West's sporting offer. There was agreement with the proposal to redevelop Sport Wales, investing in facilities fitting for a capital city setting. It was acknowledged from some that the potential for a new stadium for the Cardiff Blues should be explored but it was felt that this should not be a 'multi-purpose' venue that might compete with other venues including the proposed multi-purpose arena and lead to saturation in Cardiff.

Selected Responses

"Sport Wales needs major investment – the facilities are tired and not what you would expect of a capital city."

"The International Sports Village area currently lacks character and identity and the arena could help boost transport links to this part of the city which needs more development than the preferred site."

"Cardiff West, especially around Leckwith Road/Sloper Road is developing as a sporting destination already. With the Cardiff Bus depot and Ninian Park railway station located in the vicinity any future developments can use this easy transportation access to get supporters to and from their event."

What opportunities are there to support industry in Cardiff East?

Spatial Strategy - there was some concern around the exact extent of the industrial area proposed in the spatial strategy, and whether this would include streets to the south of the railway line. It was felt that key central roads in the area such as Splott Road and Clifton Street have huge potential for small businesses in existing units but are often perceived as areas where no investment takes place, with the exception of the new rail bridges. One response hoped that industrial development would maintain historical parts of the area and support the growth of small businesses.

Sector focus - it was felt by some that an industrial strategy should focus on a shift to sustainable industries of the future and transitioning away from fossil fuel-based industries.

Transport links - it was seen as vital that transport infrastructure is improved so that goods can be more easily moved from this area, largely eastward from Cardiff towards England. It was felt that congestion around Rover Way needs to be addressed and the Eastern Bay Link Road completed. There was widespread support for the proposed new rail infrastructure at St Mellons, strengthening the position of industry in Cardiff East, but desire for assurance that this would be sensibly placed so as not to disrupt key residential areas of Splott. It was acknowledged that the location of the Port of Cardiff and Euro Freight Railway Terminal make East Cardiff an advantageous site for manufacturing and logistics firms, and that this development would build on existing uses and occupiers.

Trade - The Free Trade Zone (FTZ) idea that was suggested as part of engagement with Europe post-Brexit could have benefits for industry, encouraging businesses to remain in the Cardiff or event attracting new investment from foreign companies that could expand by using Cardiff as a UK base for their operations.

Selected Responses

"It is essential that the transport infrastructure is improved so that goods can be moved more easily from this area mainly towards the east of Cardiff (towards England). In this sense congestion around Rover Way has to be addressed and the need for the Eastern Bay Link Road to be completed is high, particularly as new investment in facilities in this area will add to the congestion. Sufficient land in close proximity is needed to support the organic growth of existing industrial companies. In order to provide the right competitive conditions for the types of businesses desired, give an incentive by way of reduced business rates for recycling companies."

"ABP recognises and supports that the East of Cardiff area is proposed to be the key industrial and logistics employment area of the City (associated with the Port and the Rail Freight Terminal). The proximity of the port to the East of Cardiff area, providing multimodal facilities (rail, road and sea) to the UK, ensures a significant opportunity for the City and Capital Region to locate value added manufacturing near to the port as a key logistics hub.

It is important however that the Green Paper recognises that in support of the employment proposals in the East of Cardiff, that appropriate key transport infrastructure is delivered linking such areas with the Port."

"Any industrial strategy should focus entirely on a shift to sustainable industries of the future and transitioning away from dirty, fossil-fuelled industries."

"You need to concentrate on the people of Splott the long term residents give them grants to do up their properties and maintain them"

What opportunities are there to support innovation in North Cardiff?

Spatial Strategy - the proposed Innovation Campus was welcomed as a good idea and a high priority for the city. Cardiff's dominance within the region in terms of knowledge-based industries was recognised and it was agreed that the city needs to operate as strongly as it can in these areas in order to maximise benefits not only for the city but also the region as a whole. New development of this type in the north of the city was supported as it will consolidate Cardiff's role within the regional context.

Approach to Innovation - The development of co-working campus environments was encouraged, as it was felt the commercial model is increasingly based on flexible, attractive workplaces that cluster companies around common goals and sectors. It was suggested that an open and innovative approach to investment models would be required and there could be income stream opportunities from both public and private sector occupiers for more flexible lease packages and easy access to common areas.

Selected Responses

"Our Innovation Campus, reputation for world leading research and impact, and our ability to attract and recruit the best talent (Wales, UK and internationally) to the city are just three examples of where we can work more strategic with the Council to leverage greater, and mutual, added-value to the City and regional economy."

How should we use events to support the city's economy?

More 'Local' Events - responses included recognition of the success and impact of major international events but also highlighted the potential for more home-grown, local events that can deliver for the people of Cardiff and build on the success of City of the Unexpected. One response emphasised that major sporting events should not prevent local traders from earning their living.

Hotel Space - in addition to transport concerns, some respondents felt that hotel stock in Cardiff is insufficient for major events, leading to large price increases at times of key demand. In particular, the lack of high quality 5* hotel provision in the city was noted.

Culture - it was felt by some that there is a tendency to focus on sports events and that the wider cultural offer should also be developed, in order to enhance Cardiff's reputation and enable the city to compete on the international cultural stage.

Transport - there were concerns around transport provision for major events, suggesting that a more coordinated approach may be needed between relevant partners to ensure an adequate transport offer for residents and visitors.

Music Strategy - Cardiff's Music Strategy was supported and described as a good example of the Council listening to its community. Securing the future of live music in Womanby Street was recognised as significant and the opportunity to feed into the music strategy to reflect the music community as a whole. There was enthusiasm for Cardiff to bid for UNESCO City of Music status as an outcome of the strategy.

Selected Responses

"While we believe it is important to attract major cultural events into the city, we welcome the focus on developing home grown events and festivals to deliver for the people of Cardiff and the desire to build on the success of City of the Unexpected. Securing the future of live music in Womanby Street is crucial and Creative Cardiff has appreciated the opportunity to feed into the music strategy which will reflect all of the music community. We are also keen that Cardiff bid for UNESCO City of Music status as an outcome of the strategy. "

"One of the key areas where Cardiff needs to develop is with its accommodation, which has lagged behind the increase number of major events. To get a hotel room during events is often difficult and certainly expensive. This sector needs to be enhanced with additional hotel rooms enabling more visitors (both during and outside of events) to Cardiff."

"Major events are vital to the city's economy and tourism. Greater collaboration with local businesses is needed to ensure the likelihood of major events having a positive impact is increased. Open consultation with local residents and academics / Universities is also needed to evaluate the success of events and calculate their economic impact e.g. UEFA 2017 Final."

"Major sporting events shouldn't prevent local traders from earning their living. The Sunday Riverside market has had to be cancelled multiple times, including at short notice, due to major sporting events. This shutting out of small trader means that it's predominantly the massive companies that benefit from these events.

"The lack of support for local farmers' markets is disgraceful, in my opinion. Despite the noise made about increasing sustainability, it feels like the Council are not actually interested in supporting those traders who work far harder and contribute far more to the local economy - as more of local producer's profits return locally, as opposed to large chains whose profits are squirrelled away elsewhere."

"The wider cultural offer must be developed, as there is a tendency to focus on Sports events. Without a strong cultural sector, Cardiff will struggle to compete on the international cultural stage."

Creative and Cultural Cardiff

In addition to the issues identified above there were a lot of responses that suggested that Cardiff should promote and develop its cultural and creative sectors. A selection of relevant comments have been provided below:

Selected Responses

"Extensive research (for example in London) has demonstrated that a city's creative economy depends upon two other crucial requirements:

- (i) A creative society
- (ii) A strong cultural sector"

"We would broadly agree with the strengths, weaknesses, opportunities and threats outlined. Cardiff's cultural assets are a huge strength; from the National Companies to Artes Mundi, the UK's biggest contemporary arts prize based in the historic National Museum which houses one of the largest impressionist collections in the world.

We believe there is real scope for growth in the city's creative sector. In the period since the formation of Creative Cardiff in 2015 we've seen an uplift in the number of creative economy jobs listed on our website and have noted the creation of many small creative industries businesses, as well as the phenomenon of coworking spaces where freelancers and micro businesses can thrive. Our planned research for 2018 includes mapping creative hubs for British Council Wales and with a team of Cardiff University researchers, re-mapping Cardiff's creative economy to note growth since our 2015 findings of 2,788 creative companies, organisations and freelancers in the Cardiff area."

"How can the city host or facilitate growth for the creative sector and financial and professional services? Is there another city which has been an active rather than a passive partner in this process? Many other cities that I have looked into almost appear to have achieved this by accident, and those that have tried to play an active role have lacked authenticity and engagement from the community they seek to support."

"The creative sector is ambitious and international, with vision beyond its borders. The art school is producing some talented young artists and excellent research from the staff. However, there are currently not enough spaces in the city to support the growth of the creative community"

"The sector where Cardiff has the strongest employment specialisation is Music, performing and visual arts, with 1.2x as much activity as the UK average although this is felt to be made up of performing arts, where Cardiff performs strongly. The visual arts need further support and investment to compete and contribute on a larger scale."

"A centre for contemporary art in Wales should invest in its creative community and act as a learning resource/educational outreach space with schools, colleges and universities, but also the professional art community. It should act as a hub, with multiple spaces for artists of varying career levels - including a collection of works, test bed spaces for emerging ideas and accomplished exhibitions of more resolved ideas."

"For the purpose of this consultation we propose to place art into a larger context of "creative placemaking," a term that holds pivotal meaning for durational social, economic and regeneration projects. Through exploring how the creative placemaking construct is playing out in the larger field of arts and culture we can see how this can intersect the benefits of arts and culture with the economic development of Cardiff.

We believe that the arts can not only engage in the City's development but if positioned as a strategic partner can help shape the social, physical and cultural identity and its people by supporting economic development and the future well-being of communities. We believe that rather than standing outside plans and developments looking in, arts and cultural organisations

(existing and new) can step inside it and be a strategic partner for Cardiff Council from the onset working with agents in transport, regeneration, housing, environment, health and well-being and additional systems necessary for a stronger, more equitable City.”

“We urge that, as a result of the Consultation, Cardiff will expand its economic strategy to include a Cultural Strategy. Otherwise Cardiff will continue to be deprived of one of the most significant drivers of economic growth and jobs, and will lag behind every other successful Capital City in its development.”

General Comments

International Branding - increased communication with the outside world based on a strong social media offering was suggested, to encourage both businesses and potential visitors to consider Cardiff. A number of responses suggested the need for Cardiff to improve its international promotion

Third Sector - it was felt that the third sector needed to be better consulted and integrated into plans for Cardiff's economic development.

Community Engagement – local projects should ensure they are developed in consultation with their neighbouring communities.

Tourism - some responses focused particularly on tourism in Cardiff and it was proposed that the city could act more as gateway for tourism to the rest of Wales. There was some concern that the length of visitors' stays in Cardiff is decreasing, which in turn has an impact on other elements of the economy including retail and food and drink.

Well-being – there was also a wider recognition of the need for the economic agenda to be more closely aligned with areas such as health and well-being.

Sustainable development – sustainable development was seen as both a necessary requirement of interventions, as well as an area of opportunity. In particular the movement towards a zero carbon agenda was seen as an area that Cardiff could develop a competitive advantage in.

Governance – it was also recognised that local authorities currently have very little flexibility in resourcing economic development objectives, and that new ways of supporting development should be explored.

Industrial Strategy – Cardiff needs to provide a coherent and deliverable response to the UK's Industrial Strategy

Waterways – Cardiff should not forget that it is a waterfront city and should explore how it can connect more with its waterfronts.

Selected Responses

"We need to ramp up the communication to the outside world. Both businesses around the initiatives in the report and to potential visitors via a strong social media offering. I live here and I'm active across all of SM. I've yet to see a sponsored (PPC) link for any event in Cardiff or surrounding areas."

"Centre for Research on Socio-Cultural Change researchers have argued that the provision of foundational goods and services has been overlooked by industrial and economic policy in the UK and Wales, whose focus tends to be on high-tech processes and sectors."

"We view Cardiff's Economic strategy as an opportunity to build upon its growing reputation as a City that can deliver for both Government and emerging innovative sectors in the creative digital, cyber security and fin tech sectors. This is at a time when Government is beginning to once again invest in its property requirements, growing into new roles in regulation and looking to have a proactive industrial strategy that links up with strong growth clusters. We have 3 principal recommendations to the questions set out in the consultation

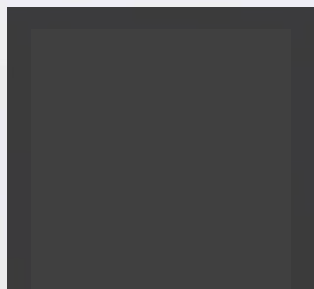
1. Maintain a strategic and senior relationship with UK Central Government at a pivotal time in Brexit planning. Cardiff to build upon its proactive approach to Government around relevant national policy areas as set out above.

2. Building Blocks Offerings; Build an offering to Government and Innovative Industry sectors from existing assets and success stories. For instance the National School of Journalism and Media, the BBC R&D facility in the City Centre and the burgeoning production sector present building blocks towards securing relocation of not just Channel 4 but wider Departmental requirements from DCMS. Similarly, all parts of Government are investing in data analytics and cyber security and Cardiff has a tremendous opportunity to build upon its success stories with HMRC's new data analytics department in Cardiff and Alert Logic.

3. Develop Co-Working Campus Environments; The future commercial occupancy model is increasingly predicated upon flexible, attractive, centrally located workplaces that clusters companies around common goals and sectors. This requires an open and innovative approach to investment models and for Cardiff Council there will be income stream opportunities from both Government and Private sector occupiers willing to pay a premium rent in return for a more flexible lease package that provides easy access to common areas."

We believe that the arts can not only engage in the City's development but if positioned as a strategic partner can help shape the social, physical and cultural identity and its people by supporting economic development and the future well-being of communities. We believe that rather than standing outside plans and developments looking in, arts and cultural organisations (existing and new) can step inside it and be a strategic partner for Cardiff Council from the onset working with agents in transport, regeneration, housing, environment, health and well-being and additional systems necessary for a stronger, more equitable City."

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Building More & Better Jobs

Consultation Green Paper



CARDIFF
CAERDYDD

Page 53

Cover image courtesy of Leo Smith

Building more and better jobs

Cardiff is no ordinary British city:

Key facts:

We are growing faster than any other UK city



Faster growth in projected population than any of the UK Core Cities

We are creating more and more jobs



Faster jobs growth than any of the UK Core Cities - 15,000 new private sector jobs in past 2 years

We are attracting a bigger increase in international visitors than any other city.



Fastest increase in international visitors of any UK Core City

We have one of the UK's most skilled workforces



45% of the working age population have a qualification at NVQ4 or above

We are second to none in terms of quality of life



UK's number one city for quality of life

We have a growing reputation for world class research



Cardiff University ranked 6th in the recent Research Excellence Framework

We have strengths in creative industries, finance, tech and advanced manufacturing



Hub of Wales' creative sector, and over 60,000 employed in finance, business and communications

We are the heart of the Welsh economy



90,000 daily commuters, and more than half of the visitors to the city region

We are a city that has delivered. However, we know there is more to do.

Thousands of people in the city are still looking for work



Almost 10,000 people looking for work, with a 7% unemployment rate for 20-24 year olds

Income inequality persists



The top 10% of earners bring home 3 times as much as the bottom 10%

Productivity lags behind other cities



Productivity lags Core City average

We know that the city needs to find a higher gear..

Cardiff's regeneration story has been a remarkable one. It has transformed itself from a city weighed down by deindustrialisation in the 1970s to one of the most competitive in the UK. It is a young and talented city with a growing business base, a bustling start-up culture and a thriving visitor economy.

If we are to continue to deliver for the people of Cardiff and Wales however we cannot stand still. We must continue to drive forward investment in our city, and we must put in place the building blocks to fulfil our city's potential. We know that this potential is vast.

We will have a relentless focus on delivering more, and better, jobs for the people of Cardiff.

We also know however that in Cardiff the gap between rich and poor continues to persist and that some of Cardiff's communities are amongst Wales' poorest. It is imperative that we can translate our good economic performance into better outcomes for everyone in our city. In an economic climate dominated by austerity, which has hit the most vulnerable areas hardest, we have a responsibility to continue our city's story, delivering more and better jobs for people in Cardiff and driving forward the Welsh economy.

Cardiff's role at the heart of the city-region and Welsh economy is also critical. As the global economy becomes increasingly competitive, our city offers the best prospect for Wales to promote itself as a prime location for business. However, we also know that cities in Wales are underperforming in comparison with our neighbours in England. Historically policy, skewed by EU funding priorities, has shifted resources away from Cardiff. This has meant that people and businesses in Cardiff have had less access to public funding to invest in skills and enterprise than in other parts of Wales. It has meant that whilst Cardiff has been growing at a rate far exceeding anywhere else in Wales, associated funding for infrastructure has gone elsewhere. It is therefore essential that a new city-region approach for Wales recognises the role of its cities, and especially its capital city.

We also know that Cardiff is an important UK city. Part of the national productivity problem relates to the fact that its cities outside of London

are underperforming, and that the future of the national economy is dependent on raising economic performance in its urban areas outside the UK's capital. The UK Industrial Strategy identifies the strategy to tackle this, and identifies ideas, people, infrastructure, business environment and places as the foundations that will drive productivity gains. It is essential that Cardiff is part of this agenda.

We are well placed to respond to the challenge. We know that across the world cities are the beating heart of national economies. Cities are at the centre of the modern knowledge economy where it is people, rather than capital, that business is reliant on.

To do this we will build a more **Connected Capital**, securing investment in the physical and digital infrastructure that unleashes the potential of our city's people. We need to upgrade our city infrastructure to support the development of more home grown business and attract more inward investment. Moving beyond City Deal, our role as the driver of the city-region economy must be promoted and exploited. Cardiff must also continue to be an outward looking, international city, acting as the connecting point between Wales and the world.

We will build on our success as a **Business Capital**, with a relentless focus on creating new jobs and opportunities for people in Cardiff and across the city-region, raising productivity for the city and for the nation. We know that whilst Cardiff has been successful in developing and attracting jobs we need to continue to climb the value chain. We also know that if we are to raise income levels we will need to become more productive.

We will develop a more **Inclusive Capital** by providing a range and choice of jobs across the city so that everyone can access an opportunity to reach their full potential. We must ensure big city projects translate into economic prosperity, and the benefits need to be felt in all of the city's communities.

We will build a **Smarter Capital**, working with partners to leverage the investment potential of key high-value sectors: the creative and digital industries, and financial and professional services - sectors in which Cardiff already has companies with international significance. Our universities need to become central to our ambitions in the way that they haven't been in the past. The Council also needs to engage more with business and embrace the full potential of public private partnerships which has served the city so well in the past.



The Cardiff Economy

Examples of the strengths, weaknesses, opportunities and threats for the city's economy are provided below - but we want to know **your** views on where Cardiff performs well, where it doesn't, and where there is potential for the city to improve.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Capital City Status - driver of the Welsh economy • Fast growing and dynamic economy - proven ability to create jobs in competitive sectors • Well qualified workforce - 2/5ths qualified to degree or equivalent • Number 1 in the UK for quality of life • World class university research - Cardiff University ranked 6th in the UK • Greater city-region alignment and established governance • Sporting and cultural assets - including Europe's biggest covered arena • Advanced digital infrastructure 	<ul style="list-style-type: none"> • Relatively low levels of productivity - which in turn affects earnings • Low numbers of HQ operations - impacting on innovation and competitiveness • Pressure on the city's transport infrastructure - which is only due to grow • Lags some UK competitors in visitor numbers - capacity to improve • Large wage disparities - need to support productivity improvement for everyone • Poor international connectivity - physical and digital • Lack of urban policy agenda in Wales - reduces impact of 'agglomeration'
Opportunities	Threats
<ul style="list-style-type: none"> • Scope for growth in key sectors including financial and business services and the creative sector • Improving business infrastructure such as the world class BBC Drama Studios in Cardiff Bay • Growing economy brings opportunities for wider markets • Investment in Metro will unite the city-region and provide more opportunities • Growing visitor economy - growing faster than any other UK city • Potential to exploit benefits from Brexit such as removal of Structural Funds boundaries 	<ul style="list-style-type: none"> • Competition from other UK cities for mobile investment • Competition from other UK cities for mobile workforce - businesses are reliant on maintain a skilled workforce • Pressures of population growth will impact on infrastructure • Need to maintain and promote the 'Cardiff' brand in an increasingly competitive marketplace • Impact of Brexit on ability to attract and retain skilled workers • Need to keep pace with technological advances

Q1: What are the key issues for the Cardiff economy?

Our Aims

Key objectives for a competitive city economy include:

- ▲ Productivity
- ▲ Jobs
- ▲ Business Investment
- ▲ Investment in Communities
- ▲ Visitors
- ▲ Infrastructure Investment
- ▲ Earnings

- ▼ People out of work
- ▼ People paid less than living wage
- ▼ NEETs
- ▼ Economic leakage
- ▼ Congestion
- ▼ Inequality



Q2:

What should be the key indicators of success for Cardiff?

Our Role in the City-Region

Cardiff accounts for a third of the total economic output of the Cardiff Capital Region and around a third of all employment. It is also the focus for employment in high value added service sectors. However, one of the criticisms of Cardiff is that it fails to deliver the 'agglomeration' productivity benefits that it could for Wales due to a lack of density and scale. Subsequently, Welsh cities make the lowest proportional contribution to regional output in comparison with all other UK regions.

The need for competitive cities is backed up by a significant weight of international work. The OECD cites that "The larger the urban agglomeration within a region, the faster the growth the region experienced." It is important, therefore, that Wales can exploit this potential.

"we found no examples of successful regions which had unsuccessful cities at their core"¹

Cities are important for their surrounding regions. They provide a critical mass to drive productivity growth and innovation. They are the focal point of the city-region, connecting within the region but also between cities. They provide a concentration of culture, leisure and sport, and they are the international brand that drives profile. Put simply, people think of cities and not regions as the foundries of the modern economy.

It is essential that city-region spatial planning arrangements recognise the role that the city at its core plays in driving forward the regional and national economy. Any city-region approach must reflect the unique potential and characteristics within its area and not simply seek to spread activity across the region. For too long a 'regional' approach in Wales has done little more than displace activity within the city-region at the expense of the public purse. Whilst a city-region approach is critical to the future of the Cardiff Capital Region, it can only do so if it acknowledges and supports the specific role that Cardiff plays.

Conversely, however, it is important to recognise the role of the wider city-region, which provides space for a greater range and choice for employment and residential purposes. It provides a bigger labour market and a wider skills base. And it provides distinctive urban centres with niche retail/leisure/cultural experiences.

Despite the fact that Cardiff has benefitted from significant private sector investment in recent years, public investment has typically lagged behind. Indeed, whilst there have been many benefits of EU membership, the reality is that funding has been skewed away from the city, with around ten times the amount of support invested in 'convergence' as opposed to 'competitiveness' areas in South East Wales.

In simple terms, Wales needs to develop a greater appreciation of the role of its cities, and put policies in place to exploit them.

Q3: What should Cardiff's role be in the city-region?

¹ Source: Competitive European cities: where do the core cities stand? (Urban Research Summary No. 13)

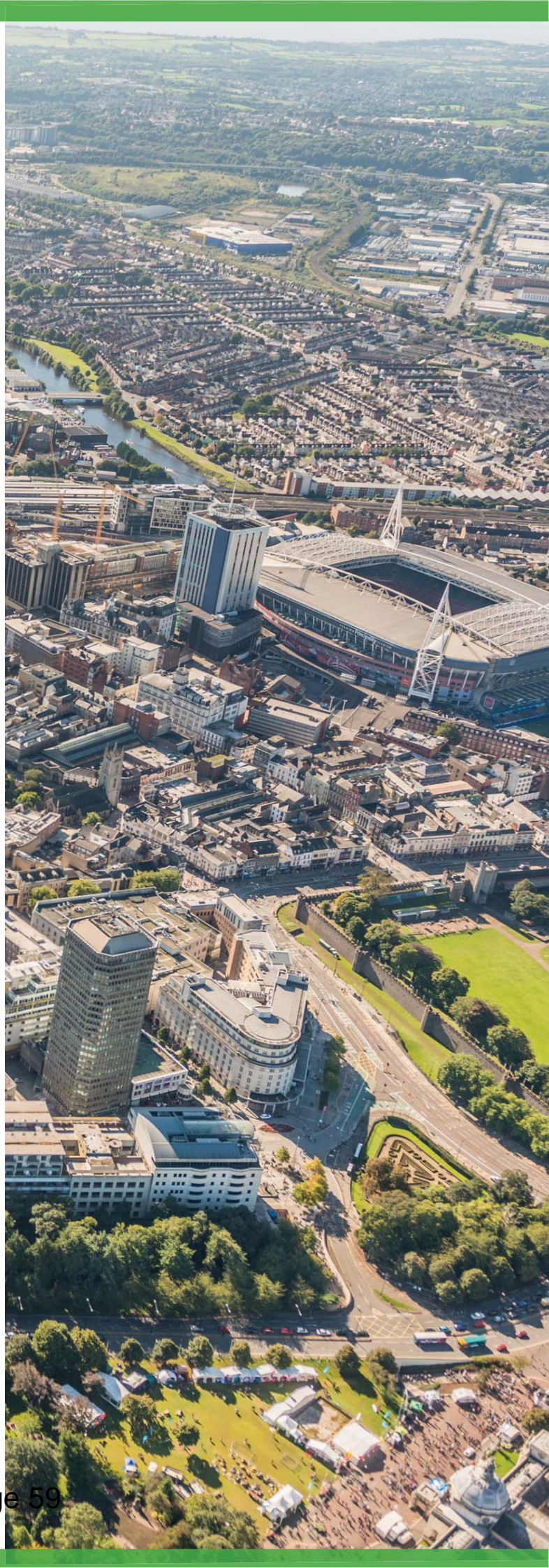
A EUROPEAN CAPITAL

The UK's Core Cities have outlined the important role that cities play in the future success of the UK in a post-Brexit world. But for this to be the case we need to consider our response to Brexit, making sure we capture the opportunities that can accrue - and mitigate for the negative impacts.

We believe we will need to ensure that our businesses remain resilient, that they are not disadvantaged by a lack of access to markets, or that they find themselves in difficulty in recruiting skilled international workers.

We believe we need to make sure that Cardiff does not isolate itself from the world, and continues to show that although we will longer be part of the EU we can still be a proud European Capital We also need to make sure that we get our fair share of the supposed financial benefits from the repatriation of the UK's contribution to Europe. And we must make sure that Cardiff remains an open and tolerant city.

Q4: How can we continue to engage with Europe in a post-Brexit era?



City Comparators

CONNECTED CITIES

Across the globe connectivity is more important than ever. As knowledge has become the main source of productivity growth, the movement of people rather than goods has underpinned competitive cities. This story isn't just about the world's megacities. Smaller cities like Copenhagen, Bilbao and Stuttgart have successfully managed to grow their economy and increase their standing on the world stage.

Transport in Cardiff however is currently dominated by private car journeys. The 2011 census showed that more people travelled to work by car or van than in any other Core City. A relatively small percentage of commuters use buses or trains to get to work. We also know that travel within the city is one of the most topical issues for our citizens. Over 60% of Cardiff citizens feel that travel and transport problems in Cardiff are serious or very serious.

Exemplar cities such as **Copenhagen** have shown how a step change away from a car dominated city can be achieved based on a shared vision and willingness to change. This is a city not unlike Cardiff. We have a similar size and scale, and we play a similar role in our national economy. **Bilbao's** story of transformation is equally well-known. However, their story wasn't just about the Guggenheim - it was as much a new metro system that stimulated the regeneration of the city. The Sir Norman Foster led development that opened in 1995 has been part of the city's successful transition from industrial decline to a modern regional capital.

Q5: What can we do to improve connectivity?

BUSINESS CITIES

The UK lags many developed nations in terms of productivity. Whilst London can compete internationally, the UK's other cities and regions drag down the national average. Furthermore, two-thirds of the UK's workforce is employed in businesses with productivity that falls below their industry average, and this has knock-on effects for wages. If we are to make a step change nationally, it is the cities of the UK that need to move up a gear, and in the context of Wales this is even more prevalent.

Cities like Dublin and Helsinki, medium-sized cities comparable to Cardiff have transformed their city and national economies from amongst Europe's poorest, to its most competitive. This has been achieved through strong and decisive leadership, as well as establishing an environment conducive to investment, friendly to business, and underpinned by a skilled workforce.

Dublin led the rapid growth experienced during Ireland's Celtic Tiger boom. The Irish economy grew by almost 10% per year between 1995 and 2000, and then by over 6% per year until the global economic downturn. As well as a competitive offer for businesses, education was an important part of the Dublin story, where a generation of well-educated workers, aligned with international growth sectors, delivered a dramatic shift in city and national economic performance.

The **Helsinki** story is equally compelling, leading Finland's transition from an agricultural economy to a world-leader in technology. With a focus on R&D, the Finnish capital's reputation at the forefront of the knowledge economy revolution was again led by strong leadership and a focus on skills and education.

Q6: How can we create more and better jobs?

INCLUSIVE CITIES

Since the 1980s inequality has not improved and is forecast to rise even higher in the coming years. Cities, in particular, have borne the consequences of inequality and there is growing concern at the wider impact of social and economic exclusion. Cardiff performs well in comparison with Core Cities and other parts of Wales across a range of factors which can affect a resident's wellbeing. However, as with other cities in the UK, significant and entrenched inequalities persist. Despite being the nation's commercial engine, over 60,000 people in Cardiff live in the 10% most deprived communities in Wales. Only two other local authorities in Wales – Merthyr Tydfil and Blaenau Gwent – have a higher percentage of their population living in the poorest communities. Almost a third of Cardiff households live in poverty, with a high percentage of children living in workless and low income households.

Lille-Roubaix have adopted an area-based policy to deal with infrastructure investment, making sure that it links economic inclusion activities in areas such as housing, education and training. The effectiveness of this approach is supported by including residents in the design and implementation of investment projects. It has also co-ordinated local initiatives to make sure there is a wider impact on local communities.

Pittsburgh successfully transitioned, like Cardiff, from an industrial to a service economy but its economic recovery was not felt by everyone. One area that suffered in particular was the Hill District, whose decline can be traced back to the 1960s when residents were displaced by big construction projects. Located between major employment zones in the city centre, residents were disconnected from the employment opportunities these zones delivered. The Pittsburgh Central Keystone Innovation Zone (PCKIZ) initiative sought to address this by linking local residents with the local high tech growth, providing direct support to link businesses in the area with the city's high tech clusters.

Q7: How can everyone benefit from growth?

SMART CITIES

Smart cities use technology and/or data to improve how we use our cities, and how we deliver public services. Done well, a city with the right smart city infrastructure will become both a more competitive place to do business and a better place to live. Being a smart city doesn't just mean a digital response to every problem, it means an informed, intelligent response to problems.

Barcelona is an active smart city, with over 100 live projects, including smart traffic lights, telecare services and electric cars. Its leading role in the use of Internet of Things means that the supply and demand for services can be more closely aligned, so that limited resources can be used where they have the biggest impact, and that excess resources can be diverted to more productive areas. This approach includes streetlamps that only operate when someone is nearby, a telecare system that proactively monitors over 70,000 elderly and disabled people in the city, rain monitors that determine when to water the city's parks, and municipal bins are only emptied when sensors note they are full.

Rotterdam meanwhile is producing a model to simulate scenarios for city planning and management. The model will help to improve investment decisions for the city government, whether in terms of the impact on transport, or the environmental impact of capital investment.

Q8: How can we become a smarter city?

Spatial Strategy

We want your views on developing a spatial strategy for the city...

Cardiff is undergoing a period of rapid growth. The effective management of that growth will be essential to provide clarity to the market and to ensure the city continues to function effectively.

Whilst development is becoming increasingly mixed use in nature, our intention is to concentrate investment, building on the city's recent successes, to achieve critical mass and to realise agglomeration effects.

Proposed areas for the spatial strategy could include:

The **CITY CENTRE** is already the most important business cluster in the region. It is increasingly a place to live as well as work. Our intention is to encourage the continued expansion of the city centre southwards beyond the railway lines through office-led mixed use development.

CARDIFF BAY has already experienced a comprehensive transformation. It now needs a second push. We want the Bay to become a leading short break destination which will require further investment in leisure-led infrastructure.

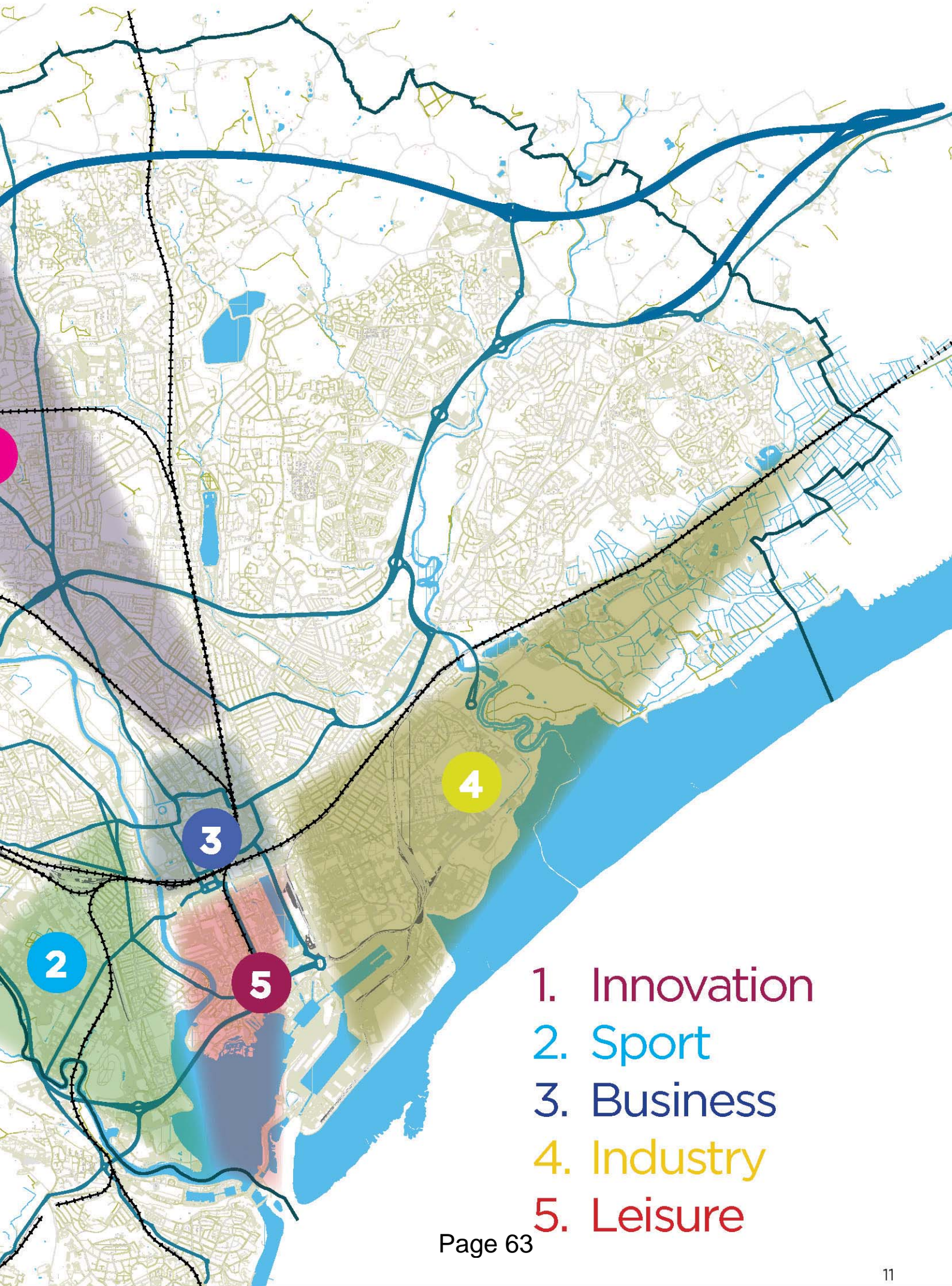
NORTH CARDIFF is home to the city's knowledge institutions and some of the most R&D intensive businesses in the city. Both Cardiff University and Cardiff Met are investing in new facilities that will expand their footprint in the city. The Heath Hospital site and the knowledge cluster around Coryton offer opportunities for further growth.

EAST CARDIFF, south of the railway line, is an existing industrial centre primed for expansion. Benefitting from a range of high quality infrastructure, including the Port of Cardiff and the Euro Freight Railway Terminal, the area has significant potential to deliver more manufacturing, distribution and trade related jobs.

WEST CARDIFF already accommodates some of the city's premier sporting and recreational facilities. There is potential to build on the success of the new Cardiff City Stadium and House of Sport development to provide a cluster of sporting infrastructure for the benefit of elite sport and for local community use.



Q9: What should Cardiff's spatial strategy be?



1. Innovation
2. Sport
3. Business
4. Industry
5. Leisure

City Centre: Business

The city-centre plays a key role in any city, providing a focal point for employment and entertainment, as well as a connecting point to the city-region and wider world. Over the last two decades Cardiff's city-centre has been transformed. Unlike in competitor cities, where large developments have taken place on out-of-town green-field sites, in Cardiff major city projects such as the Millennium Stadium and the St David's shopping centre have been developed as part of, not separated from, the city-centre. These have been built on assets such as Cardiff Castle, existing and new university developments and a programme of pedestrianisation to create a vibrant and successful city-centre.

The next phase of the city centre's development has begun, with the Central Square development creating a place for business that can compete with the best in the UK. No other location has the ability to create as many jobs and opportunities as the areas surrounding Central Station, and no other location has the opportunity to be better connected with the city, the city's communities, the city-region and the rest of Wales and the UK.

We must also build on the strengths of our city centre as a place to visit. However the threat to retail from technology is real, and it is essential we ensure that the city centre remains a place people want to visit. Investment in our city centre will also help provide a range and choice of jobs, jobs for people with different skills, different abilities and different interests.

Give us your views on our suggested priorities for the City Centre:

- The modernisation of **Central Station** sits at the heart of the Council's plans for the expansion of Cardiff city centre. Working with UK Government, Welsh Government and the private sector, we intend to bring forward proposals to increase the capacity of Central Station for trains and passengers and to transform Cardiff Central into a modern gateway befitting of a capital city.
- We are committed to continuing the regeneration of the area immediately surrounding the station to deliver the city's primary office destination.
- **Central Square** is well underway and when complete will deliver over 1 million square feet of Grade A* office accommodation. A new bus station will be delivered, and proposals are starting to be progressed that will spread the benefit into surrounding areas such as Westgate Street and St Mary Street.
- New plans are emerging for the regeneration of the riverfront land **south of Cardiff Central**. Agreements are now in place between land owners to relocate Brains Brewery to make way for a major mixed use office-led development including significant new transport facilities linked to the improvement of Central Station.
- Making the most of the city's river frontage is a key part of the Council's vision and an important factor in the Council working to secure land at **Dumballs Road**. At 40 acres the site offers the opportunity to deliver a new residential-led mixed use urban centre within walking distance of all of the city centre facilities.
- The completion of **Callaghan Square**, extending the office district towards Capital Quarter, is a key priority. This will involve the intensification of development, with high quality design and new public spaces and could include a new public sector office quarter.
- **Capital Quarter** is one of the city's recent success stories. Linking directly into Callaghan Square, the development is progressing at pace and will extend the city's new office quarter whilst providing new facilities that improve the link between the city centre and the Bay.
- **St David's Square** - following the relocation of the Indoor Arena, a new office-led mixed use quarter could be created adjacent to the Admiral HQ, providing the opportunity for significant new city centre public spaces and leading to the improvement of adjacent city centre streets including Charles Street, Barrack Lane, Churchill Way and Station Terrace.

Q10: What can we do to support business development in the city centre?



Cardiff Bay: Leisure

The last 30 years has seen a transformation of Cardiff Bay, regenerating over 1,000 hectares of derelict land and creating over 30,000 jobs. Projects such as the Wales Millennium Centre, Mermaid Quay and Roath Basin have created a new place to visit and do business. Walking, running and cycling have seen the barrage become a venue in itself and Roald Dahl Plas has become the go-to place for city celebrations.

However, as the city centre has thrived in recent years, buoyed by investment, the Bay has lost some of its momentum. It is now ready for the next phase of its development.

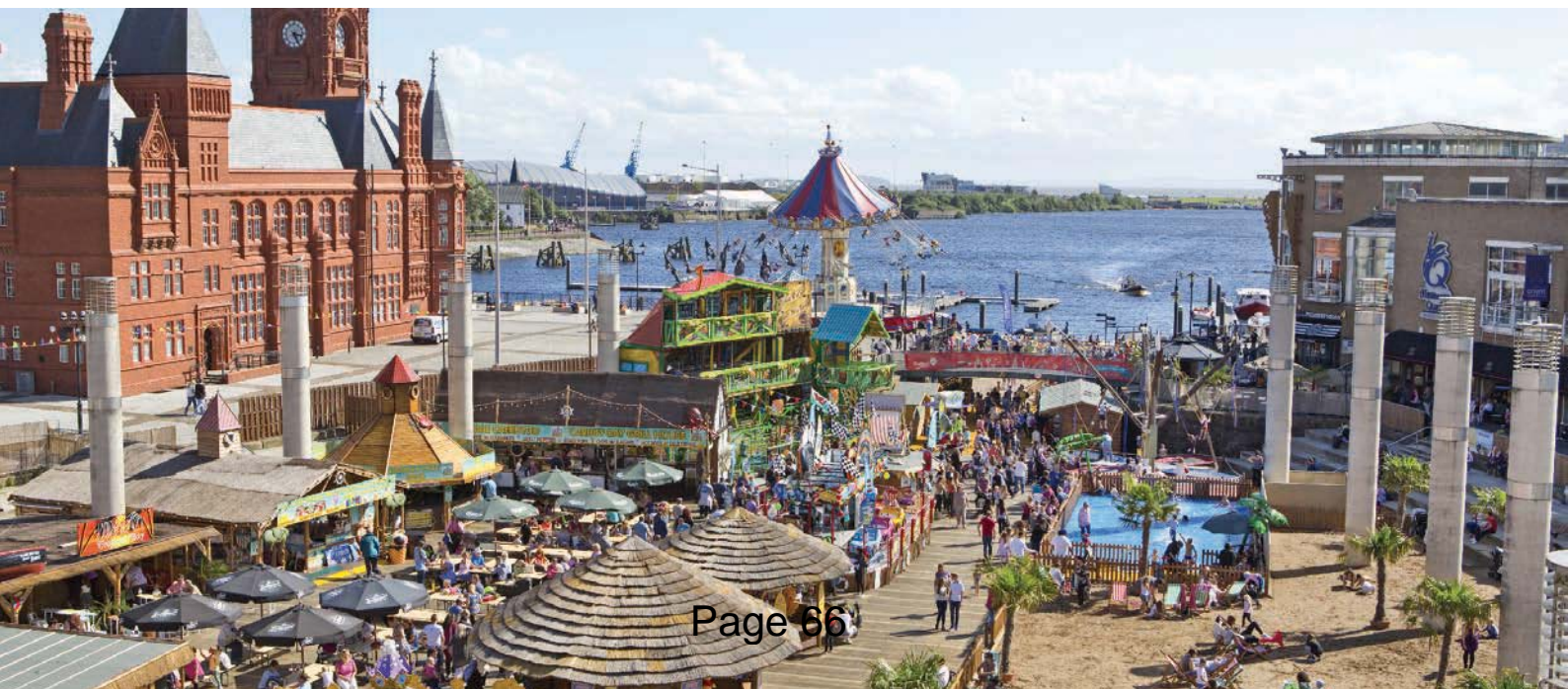
Cardiff Bay is already one of Wales' most visited locations. It now needs to become a primary UK weekend city break destination. This will require significant investment in leisure infrastructure. It will also require major improvements to the connectivity between the city-centre and the Bay across all modes of transport.

Q11:

What can we do to support leisure activities in the Bay?

Give us your views on our suggested priorities for Cardiff Bay:

- A new **Multi-Purpose Arena** will attract business and academic events and stimulate high spending business tourism, raising the profile of the city as a business location. Building on the success of the Wales Millennium Centre it will enable a broader range of events, significantly higher footfall and a spread of events that will support business to thrive in Cardiff Bay.
- The redevelopment of the Coal Exchange will **reinvigorate Mount Stuart Square**. Building on this investment we will bring forward a scheme to support its development as a vibrant district for small business.
- We will explore the delivery of a **new family attraction** to draw visitors to the Bay throughout the year.
- We will work with partners to explore options for a new attraction at the **Graving Docks**, including the potential for a contemporary art gallery, a science experience venue, and a new venue for the Cardiff Story.
- Whilst it's less than a mile in distance, relatively low numbers of people consider walking as a way of getting between the city centre and the Bay. A **'High Line'** development will create a more attractive route into the Bay, as well as being a destination in itself.
- A new **leisure transit system** linking the city-centre to the Bay must remain an important priority and ambition for Cardiff, supported by improved walking and cycling routes as part of the development of a 'Bay Loop'.





Cardiff West: Sport

Cardiff has developed a deserved reputation as a sporting and cultural Capital City. From the Champions League to local park-runs, sport has an impact on all aspects of city life. Investment in sporting infrastructure has focussed on the west of the city, and opportunities remain to build on this to cement the city's position not only as a place where major sporting events take place, but also one with world class facilities for use by elite athletes through to those in the local community.

We will continue to invest in the city's sporting infrastructure, focusing on the west of the city, around the new Cardiff City Stadium, the House of Sport developments and the International Sports Village.

Q12

What can we do to develop Cardiff West as a sporting destination?

Give us your views on our suggested priorities for Cardiff West:

- We will work with Glamorgan Cricket Club to enhance their facilities, separating the sporting and conference infrastructure so that cricketing and commercial activity can take place all year round.
- We will explore the potential for a new stadium for the Cardiff Blues.
- We will take forward the next stage of development for the International Sports Village, securing new investment. In doing so we will create Wales' foremost location for sport, leisure and recreation in the heart of a city.
- The completion of the House of Sport development will ensure Cardiff has some of the best community sports facilities in the UK.
- This will link with further development of the Athletic Stadium sports cluster, providing more space for community sports development.
- We will take forward plans for a redeveloped home for Sport Wales to cement its position as the home of sport in Wales, improving facilities and site access.

Cardiff East: Industry

Supporting the development of a new industrial zone in the east of the city will open new opportunities for those that live there, and improve access to other opportunities across the city and beyond. For too long the east of the city and its communities have not benefitted from the city's transformation.

An Eastern Industrial Zone will also provide a greater range and choice of employment land for Cardiff. We also know that we can't just rely on city centre opportunities for residents of Cardiff. The different options and choices that can be established by providing lower density employment opportunities will help those whose skills or experience may not match those found in a service focussed city-centre.

Q13: What opportunities are there to support industry in Cardiff East?

Give us your views on our suggested priorities for Cardiff East:

- **Industrial Strategy for East Cardiff :** We will develop a new industrial strategy to deliver new jobs and provide a range of opportunities for people in the east of the city and beyond.
- **A Cardiff Parkway:** A new railway station in the east of the city will open up new opportunities for residents and business.
- **The Eastern Bay Link:** Cardiff Council will work with partners to deliver the full completion of the Eastern Bay Link.
- **A new Business Park for the East:** Cardiff Parkway offers a unique opportunity for prospective companies looking to invest in the UK. A new 100,000m² business park will add an extra dimension to the Cardiff offer in terms of office supply.
- **Eastern Distribution Centre:** Investment in the road infrastructure, linking with the M4, will open up new opportunities for distribution. Market demand for facilities is on the rise across the UK, and it is important that Cardiff can capture any investment taking place to make sure that the people of our city benefit.



Cardiff North: Innovation

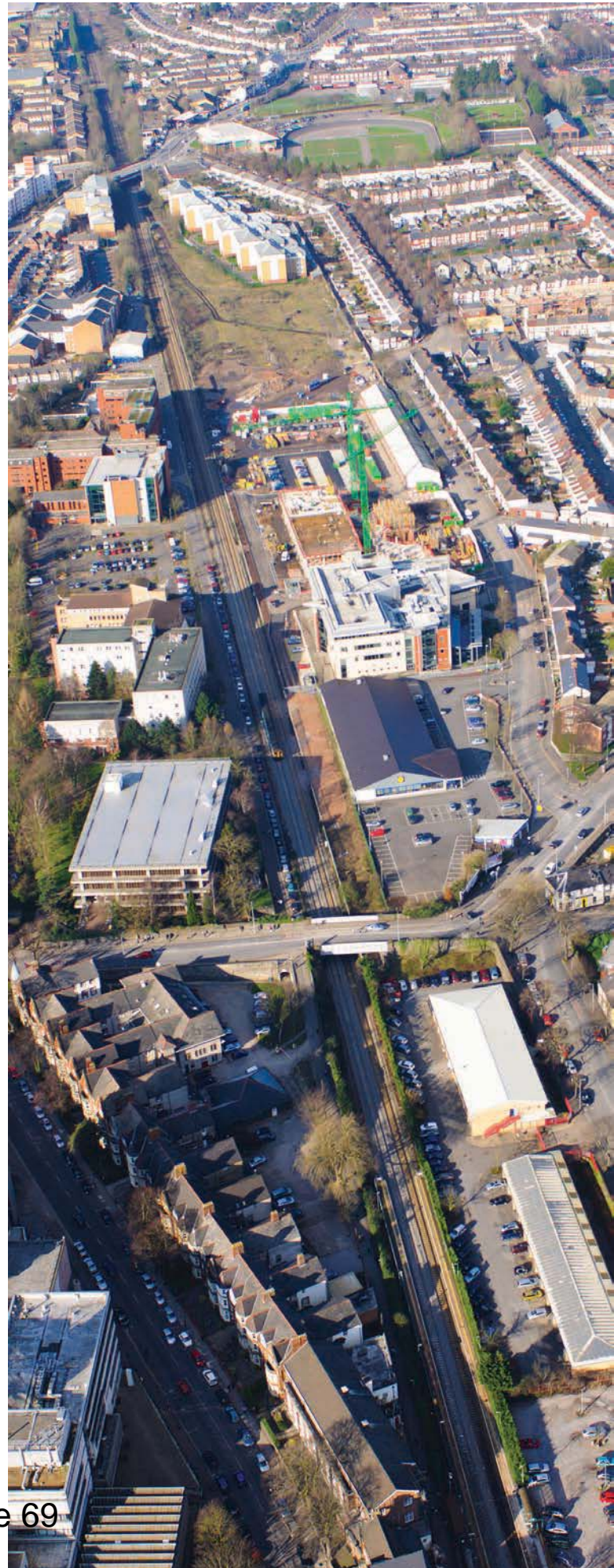
Cardiff's greatest opportunity lies in the talent, attitude and industry of its people. The city's universities, in particular, have been fundamental to making Cardiff one of the most highly-skilled cities in the UK, providing a conveyor belt of talent in to the city economy. They are also a source of invention and creativity in the sciences, the arts and in business, and so need to become central to the city's ambitions in the way that they haven't been in the past.

In developing a Northern Knowledge Quarter we will provide a focal point for innovation in the city, building on the success of our universities.

Give us your views on our suggested priorities for the Cardiff North:

- **A New Innovation Campus:** We share Cardiff University's ambition to establish itself as one of the top 100 global universities and will work in partnership with the University to deliver the new Science and Innovation Campus. We will work with partners to develop a new Innovation Park covering Maindy Park and the Heath Hospital with Cardiff University and Cardiff and Vale University Health Board.
- **M4 Science Park:** We will work to develop a new science park at Coryton to support new advanced technology businesses, located near the junction of the M4 and A470 - creating potentially Wales' most accessible site.
- **Cardiff's Circle Line:** To complement the Science Park development we will also explore ways of completing the loop of the 'City Line' - creating a new Circle Line for Cardiff to provide regular and fast links between city communities.
- **North West Link:** We will improve access through the North West of the city to reduce the pressures on the transport system and to improve links with the rest of Cardiff.

Q14: What opportunities are there to support innovation in North Cardiff?



Major Events

One of the major factors behind Cardiff's ability to attract and retain talent is the city's leisure and cultural offer. As a capital city Cardiff is home to major international sporting and cultural events, made possible by some of Europe's best cultural and sporting infrastructure. This will be further enhanced through the development of a new Multi-purpose Arena in the city-centre.

We are committed to continuing to deliver a programme of major international sporting and cultural events. Events aren't just about attracting new people to the city however, they are also about bringing new ideas and experiences to the people who already live here. Local festivals like Sŵn, Diffusion and Cardiff Contemporary and events such as the Roald Dahl 'City of the Unexpected' have given something new to the city, and we need to build on their success.

Give us your views on our suggested priorities for the Major Events:

- **Major Events:** We will work with Welsh Government the Business Improvement District and other partners to develop a new programme of major events, building on the success of the Champions League.
- **Wales' cultural heart:** We will work with partners to develop a programme of home grown events and festivals to create a year long series of events that not only drives tourism, but delivers for the people of Cardiff.
- **Womanby Street:** We will secure the future of live music in Womanby Street by working with the city's business and arts communities, investing in the street itself and delivering a music strategy for Cardiff.

Q15: How should we use events to support the city's economy?



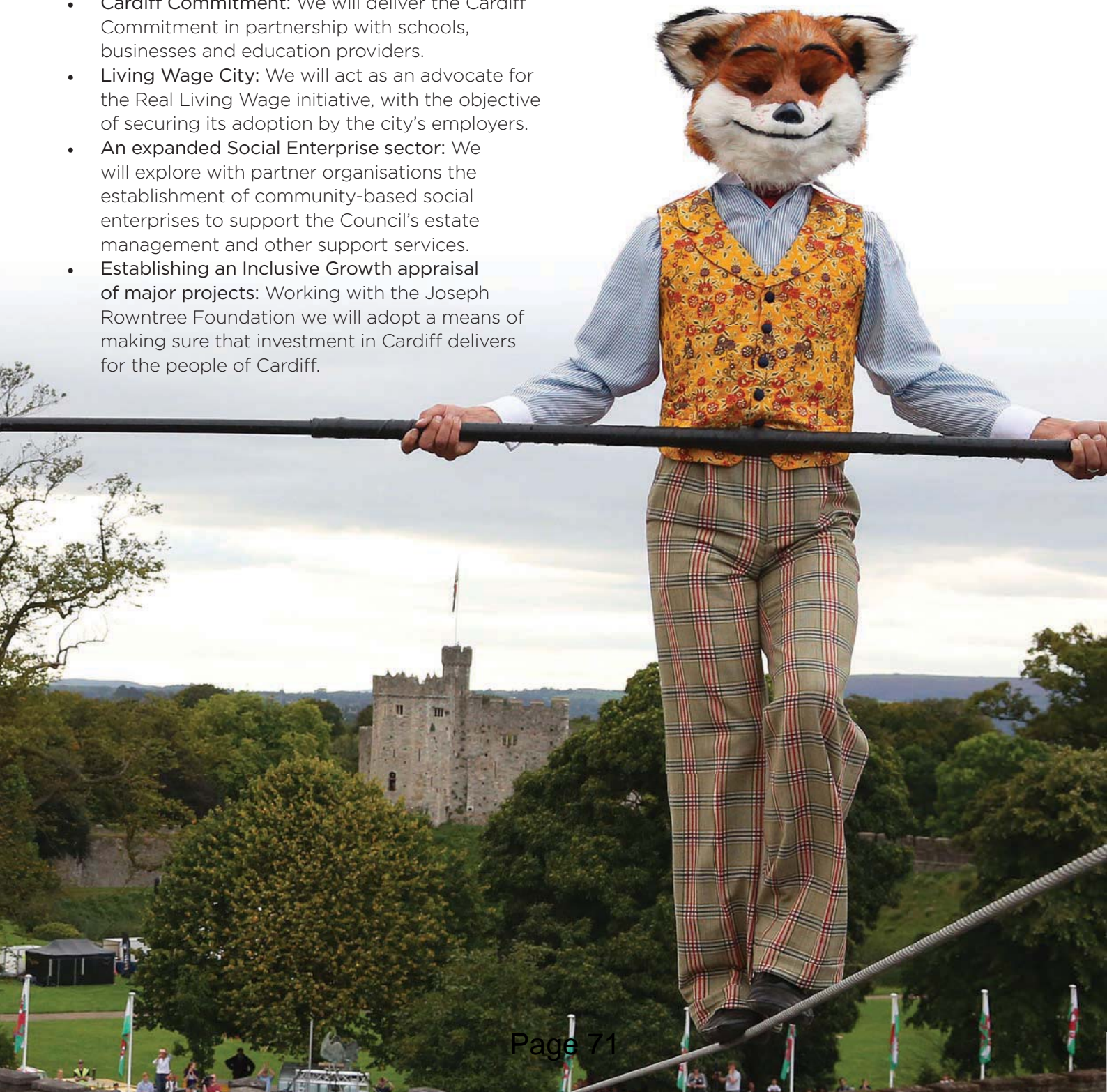
Inclusive Capital

Whilst jobs growth in itself is a positive, we want to move one step beyond this and make sure that the proceeds of growth are enjoyed by the many, not the few, in Cardiff. In responding to this we will adopt new means of assessing projects to understand how they will deliver opportunities for everyone.

Q16: How can we make sure everyone benefits from growth in Cardiff?

Give us **your views** on our suggested priorities for Cardiff to become a more **Inclusive Capital**:

- **Cardiff Commitment:** We will deliver the Cardiff Commitment in partnership with schools, businesses and education providers.
- **Living Wage City:** We will act as an advocate for the Real Living Wage initiative, with the objective of securing its adoption by the city's employers.
- **An expanded Social Enterprise sector:** We will explore with partner organisations the establishment of community-based social enterprises to support the Council's estate management and other support services.
- **Establishing an Inclusive Growth appraisal of major projects:** Working with the Joseph Rowntree Foundation we will adopt a means of making sure that investment in Cardiff delivers for the people of Cardiff.





Please send responses to this Green Paper to:
econgreenpaper@cardiff.gov.uk

Alternatively you can write to:
Economic Green Paper
Economic Development Team
Cardiff Council
County Hall
CF10 4UW



Appendix 3

Building More and Better Jobs



Draft

Economic Strategy

Foreword

Cllr Russell Goodway



This Economic Strategy sets out the Council's vision for the city's economy and establishes how the key development priorities will be delivered. The document considers Cardiff's position within and contribution to the city-region economy, the Welsh economy and the UK economy. In particular, it sets out the city's initial response to the UK Government's Industrial Strategy and sets out where Cardiff sees itself in the context of the national economy.

The document provides a prospectus for those who wish to invest in our city. Critically, it seeks to encourage investment from small and micro businesses as well as major investors. It outlines to the retailer or the restaurant owner where investment is expected to take place. It tells the tradesperson the type of investments anticipated. And it outlines the city's priority growth sectors and how support will be coalesced.

The Council also wishes the strategy to be relevant to the individual. Our intention is to deliver opportunity and benefit that can be felt by everyone, through better understanding of market conditions and through improved partnership and collaboration between all of the actors involved.

Cardiff faces many challenges. In recent decades successful cities have transformed their economies from industry to services. In doing so, many of these cities have established themselves as a base for financial services and creative sectors. The challenge now is to develop these sectors, identifying specialist areas to deliver more productive growth and ultimately wage increases. This requires Cardiff to understand where there is potential for job growth – but also where there is potential to develop what we are really good at in Cardiff.

It is important that the benefits of growth are more widely felt right across our communities. Data such as unemployment can mask the impact on individuals and communities, and it is essential that proposals, and the means by which we deal with our investments, are considered in a way that doesn't just drive city-level indicators, but feeds through to the people of Cardiff. Doing this is not always easy, and requires alignment of partners across the city.

Ultimately this document is a starting point. Issues such as Brexit have shown that the rules of the game can change suddenly for local economies. We need to make sure that we can be flexible in how we respond to these challenges, and take advantage of the subsequent opportunities.

In taking forward our strategy we will work with our partners, but also the people of Cardiff and the city-region to deliver more and better jobs for all.

Consultation

A consultation exercise was undertaken in early 2018 following the publication of a Green Paper. The survey was promoted through local media and social media and a number of engagement events took place in Cardiff and London. The consultation also targeted specific representative groups to ensure a broad coverage of Cardiff's businesses and communities, as well as across the city-region. Responses were received from representatives of business, education, the third sector, sport, arts and culture and local government.

On the whole the response to the Green Paper was very positive. Generally respondents supported the content, both strategically and the project proposals. However, a number of issues arose that were identified as either omitted, or requiring additional consideration.

The issue of transport and connectivity was a theme through many of the responses, with transport improvements seen as a way of supporting the development of business, whilst also making jobs more accessible for all. The need to support the development of business outside of the city centre was also highlighted, reflecting a desire for thriving and sustainable district centres. In terms of growth opportunities, the need for Cardiff to progress beyond being a service centre was highlighted, with a focus on the need to develop competitive clusters that can deliver improvements in productivity. The creative sector and 'Fin-Tech' were two cited examples where the city is seen as having considerable potential.

The need for greater emphasis on inclusive growth was a re-occurring theme and consideration of how the economic strategy could benefit all groups in Cardiff. It was noted, for example, that employment rates for disabled people, transgender people, some BAME people, and Muslim women are lower than average. There was clear support for the idea that everyone in Cardiff needs to benefit from its development. The support for inclusive growth ties in with the importance of building a skilled workforce that can take advantage of new jobs, connecting people with businesses. Overall consideration of wellbeing was a further issue raised, noting that jobs and growth by themselves were not the sole determinant of city residents' quality of life.

This document seeks to reflect the consultation responses. Whilst transportation is a major consideration in the development of any economy, the city's strategy for transport will be considered by a separate Transport Strategy.

Our Strategy

Recent decades have seen Cardiff successfully reinvent itself as a centre for service sector business activity. The city economy now needs to step up to the next level, to become more productive, and to provide better jobs for the people of the city and the city-region.

Cardiff is a well skilled and well positioned city to take this step. It requires the city to understand and communicate what it is good at and co-ordinate activity between business and government to develop a more productive and innovative business base.

Cardiff also has a responsibility as the Capital, to deliver for Wales. Welsh cities contribute less to their nation's economy than anywhere else in the UK - despite being the natural poles for growth. It is clear that if the Welsh economy is to thrive it must look to its cities to lead the way. Whilst Cardiff has the building blocks for a competitive economy, productivity still lags behind many of the UK's leading cities.

And as the gateway to Wales' visitor economy we need to make sure that Cardiff's growth in tourism continues, and that it shares the benefits of this growth across the city-region.

Critically, over the next ten years we will commit to delivering for Wales. To do this we will:

- Generate 20,000 additional jobs for the city-region
- Create Wales' first significant commercial business cluster in Central Square, Central Quay and Callaghan Square
- Establish Cardiff Bay as a leading UK urban visitor destination in its own right
- Put Cardiff at the heart of the UK's Creative and Digital sector
- Position Cardiff as a national centre for 'Reg-Tech' as part of its fin-tech and cyber security cluster
- Strengthen the Cardiff city-region's place as the focal point for advanced manufacturing in Wales, focussing on compound semi-conductors and life sciences
- Support our city's communities and districts to take advantage of the city's growth
- Establish stronger city-region governance that delivers for Wales

Underpinning this is the need to ensure that we have the support in place to deliver our ambitions. This means the transport links, the digital infrastructure, and fundamentally it means equipping our workforce with the skills to drive innovation and productivity in Cardiff. To do this we will make sure that our economic strategy is considered not just from the economic development perspective, but also in terms of skills and how we get around the city.

Cardiff's economy doesn't exist in isolation. In a post Brexit world it will be essential to understand how the city can contribute to the global, national, regional and local economies. At the heart of this is understanding how Cardiff can contribute to the UK Industrial Strategy.

Our Strategy is set out in three parts - the key spatial priorities, key Industrial Strategy priorities, and the underpinning themes to support the strategy.

The **Spatial Strategy** aims to inform investors, both inward and local, of areas where concentrations of activity will take place in Cardiff. It will provide clarity about the city's vision for these areas that will help investors to understand where we will focus on different types of investment.

The **Industrial Strategy** will highlight the sectors that offer the opportunity for productivity growth in Cardiff, and will not only provide a focus for investment around these sectors but aims to influence how areas such as skills can support the city's growth agenda. It also highlights how Cardiff can contribute to the UK's Industrial Strategy.

Supporting these strategies will be the **Underpinning Themes**, which highlights how the city's development will support its residents, communities and businesses.

Cardiff Today

The city's economy has all the tools to become a UK leader...

...we have a skilled workforce, half of which is qualified to NVQ level 4 or higher - better than all but one of the UK's core cities...

...we are growing faster than any other UK city...

...we have some of the best universities in the UK and a massive student population...

...we have some of the UK's most innovative creative, digital and fin-tech businesses...

...we have world-class sporting and cultural venues...

...we regularly top the table in measures of quality of life...

However...

...we lag some UK cities in terms of productivity...

...as the biggest Welsh city, we have more people living in poverty than any other Welsh local authority area...

...income disparities persist within the city...

Cardiff needs to find another gear. The city has successfully transitioned to become a modern service focussed economy. It now needs to become a highly productive economy that shares its spoils more broadly across communities.

Cardiff SWOT

Strengths	Weaknesses
<ul style="list-style-type: none"> • Capital City status – driver of the Welsh economy • Fast growing and dynamic economy - proven ability to create jobs in competitive sectors • Well qualified workforce – 40% qualified to degree or equivalent • Number 1 in the UK for quality of life • World-class university research – Cardiff University ranked 6th in the UK – and over 70,000 students in the city • Greater city-region alignment and established governance • Sporting and cultural assets – including Europe’s biggest covered arena • Advanced digital infrastructure 	<ul style="list-style-type: none"> • Relatively low levels of productivity – which in turn affects earnings • Low numbers of HQ operations – impacting on innovation and competitiveness • Like most other UK cities, growing pressure on the city’s transport infrastructure • Capacity to improve the level of visitor numbers • Large wage disparities – need to support productivity improvement for everyone • Poor international connectivity – physical and digital • Lack of urban policy agenda in Wales – reduces impact of ‘agglomeration’
Opportunities	Threats
<ul style="list-style-type: none"> • Scope for growth in key sectors including financial and business services and the creative sector • Improving business infrastructure such as the world-class BBC Drama Studios and Bad Wolf Studios in Cardiff Bay • Growing economy brings opportunities for wider markets • Investment in Metro will unite the city-region and provide improved access to a larger workforce • Visitor economy growing faster than any other UK city • Potential to exploit benefits from Brexit such as removal of Structural Funds boundaries 	<ul style="list-style-type: none"> • Competition from other UK cities for mobile investment • Competition from other UK cities for mobile workforce – businesses are reliant on maintaining a skilled workforce • Pressures of population growth will impact on infrastructure • Need to maintain and promote the ‘Cardiff’ brand in an increasingly competitive marketplace • Impact of Brexit on ability to attract and retain skilled workers • Need to keep pace with technological advances





SPATIAL STRATEGY

Key Priority 1: Metro Central and the City Centre

Businesses and workers have told us how important transport is to developing a more productive economy that provides jobs and prosperity for the city and the city-region. We have also been told that our city lags the best performing in the UK in terms of commercial office space - and that there is a need to improve. With much of the area south of the railway line remaining undeveloped, including Callaghan Square, there is an opportunity to expand the city centre's commercial offering and develop links with the Bay.

The Metro Central development will anchor both the city-region's new transport network as well as provide a focus for the development of commercial space in the city where businesses want to locate and where people can access jobs. The £160m redevelopment of Central Station - as part of the new Metro Central - will act as the catalyst for the next phase of development of the city centre.

Our ambitions in delivering this key priority include:

- Working with partners to secure the £160m Metro Central project
- Working with partners to compete the Central Quay and Capital Quarter developments
- Working with partners to bring forward developments that will better connect the city centre to the Bay including the regeneration of Dumballs Road, the completion of the Callaghan Square development and the improvement of Bute Street and Lloyd George Avenue
- Linking the Metro Central development to adjacent communities through the South Riverside Business Corridor



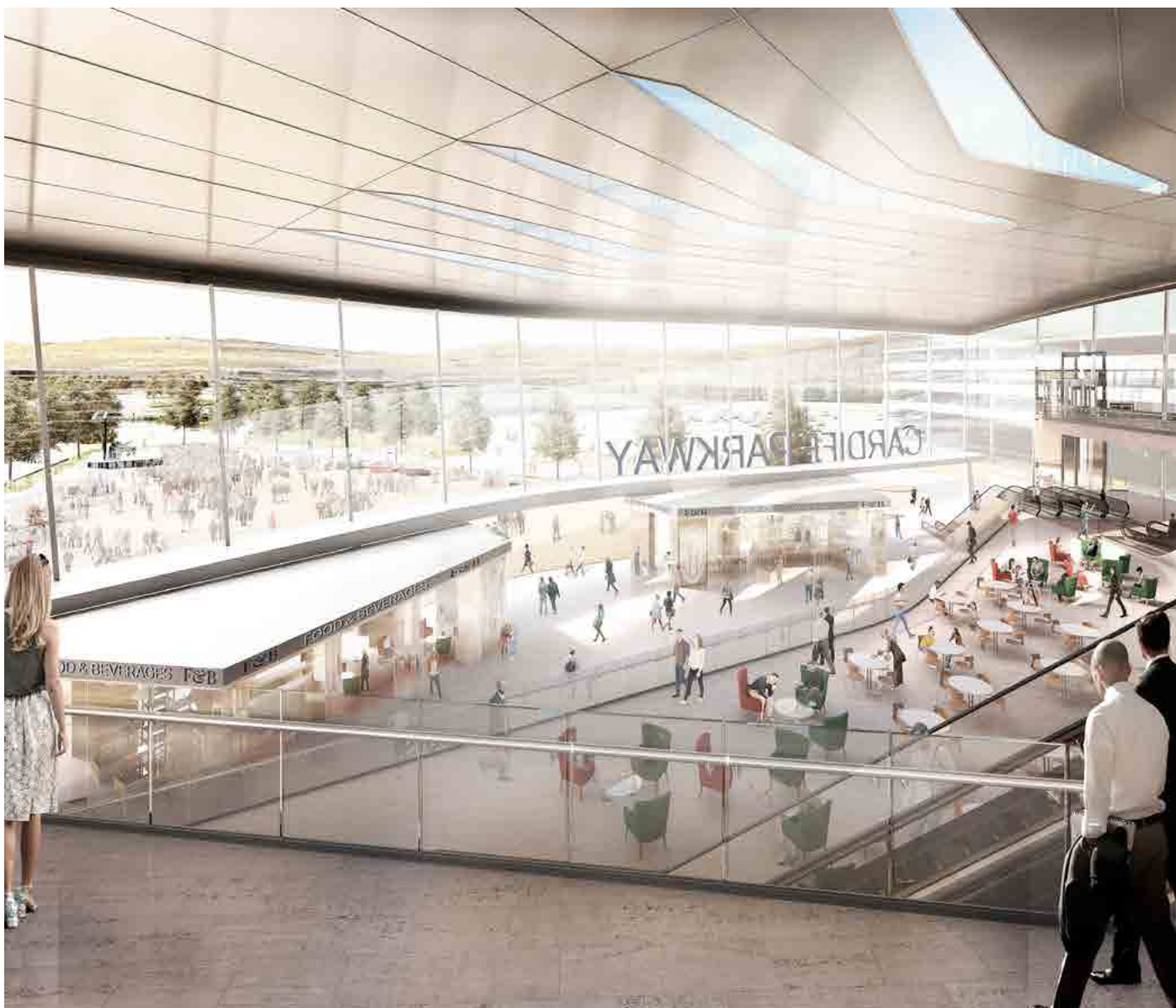


Key Priority 2: Kick-starting the Bay

There is a need for a new momentum to be put into the regeneration of Cardiff Bay. Whilst the first phase of its redevelopment has seen large scale investment in the area, it has yet to deliver its full potential. We will seek to re-ignite the Bay, with a focus on driving more visitors to the area, providing a bigger range and choice of attractions, and improving the means of getting in and out of the Bay. At the heart of this will be a revitalised Atlantic Wharf - the gateway to the Bay, where a new Indoor Arena will serve to attract a new and bigger audience.

Our ambitions in delivering this key priority include:

- Delivering a new 15,000 capacity Indoor Arena
- Developing proposals for a new public realm corridor across Bute Street and Lloyd George Avenue to improve the connection between the city centre and the Bay
- Working with partners to provide additional temporary and permanent commercial business space
- Pursuing an iconic home for contemporary arts and culture
- Working with partners to establish an anchor visitor attraction at Alexandra Head



Key Priority 3: A New Focus on Industry

Cardiff isn't just about office, retail and the visitor economy. The city has an industrial past – but we accept its industrial future will look radically different. Focusing on the East of the city we will develop a new approach to supporting the city's manufacturing and distribution sector, building on both the infrastructure already in place such as the city's docks, but also investing in new infrastructure, including completing the Eastern Bay Link road. Anchored by a new Parkway development in St. Mellons, the area will also serve to be the city's key location for its emerging energy cluster. The East will also be the focus for much needed growth space for the city's technology businesses, with links across the creative, fin-tech and compound semiconductor clusters.

Our ambitions in delivering this key priority include:

- Working with partners to deliver a new Cardiff Parkway Station at St Mellons
- Publishing an East Cardiff Development Strategy
- Better exploiting new and existing infrastructure to establish a cluster of logistics businesses
- Supporting the completion of the Eastern Bay Link Road
- Improving the connection to local communities through the Adamsdown and Roath Business Corridors

Key Priority 4: The Knowledge Corridor

Raising productivity through innovation is a critical part of the city's approach to delivering better jobs for Cardiff and the city-region. As the crucibles of the knowledge economy Cardiff is best placed to drive the nation's productivity growth. Aided by the city's universities we will support the development of a corridor of research and development focussed activity. Running from the city centre to the M4 corridor, the area will provide the foundation for business and higher education to collaborate. With over 70,000 students, and a university ranked 2nd in the UK in terms of the impact of its research, we already have many of the building blocks for success.

Our ambitions in delivering this key priority include:

- Working with partners to complete the new Innovation Campus at Maindy Park
- Supporting the development of a new life sciences park on Junction 32 of the M4



Key Priority 5: Continuing Our Sporting and Cultural Renaissance

Sport and Culture are an important part of Cardiff life. They help express our city's identity; they bring together our communities; and they showcase our city to the world. Cardiff, more than any other UK city, also understands the economic potential of sport. Raising participation is an important part of this story, and we will continue to invest in facilities to support this, with a focal point in the West of the city in terms of sport and recreation.

Critically, the completion of the International Sports Village and the Leckwith Sport Cluster will mean that Cardiff has the facilities to match its venues. Investment in our ability to showcase arts and culture will also mean that Cardiff and its communities can project our city's creative side across the globe.

Our ambitions in delivering this key priority include:

- Delivering the next phase of the International Sports Village development
- Supporting the development of a new home for Sport Wales
- Continuing to support investment in new sport facilities, from elite sport to community clubs and teams in the Leckwith area

INDUSTRIAL STRATEGY

The UK Industrial Strategy aims to increase productivity through investment in the ‘five drivers of productivity’: Ideas, People, Infrastructure, Business environment, Places. In response, local areas have been called upon to consider their contribution to the Industrial Strategy, to set out how their places can maximise their contribution to UK productivity, and consequently inform the allocation of the UK Shared Prosperity Fund – the successor to the EU Structural Funds.

To do this we need to identify the areas of potential in our economy – those industries we believe that Cardiff can lead the way for the UK and contribute to a rise in national productivity levels. It requires us to identify the strengths and opportunities that we have – and the interventions that would help unlock growth.

We know that Cardiff has a lot to offer. In recent years it has been the fastest growing UK city, buoyed by one of the most skilled populations of any British urban area, a strong university presence and emerging sector strengths. As the capital city of Wales Cardiff also plays a vital role in connecting Wales to the world.

Our response however is not just something that looks towards government for funding. Our industrial strategy is about aligning our resources within Cardiff, with the Capital Region and with both the Welsh and UK Government. It’s also not just about capital investment, it’s about engaging and working with partners to focus activities, whether it be in our schools, our Into Work services, or whether it is promoting our city internationally.

Whilst this Economic Strategy recognises four key sectors for the city-economy, our overall Industrial Strategy should be considered together with the spatial and inclusive growth elements. It will also feed into the Cardiff Capital Region City Deal Industrial Strategy and the Welsh Government’s Prosperity for All Economic Action Plan.

Our Industrial Strategy is also a live strategy – it will evolve as it responds to an ever changing global economy and as opportunities arise. To that end, we will continue to develop our strategy with partners in industry and government to make sure it delivers for Cardiff, the Cardiff Capital Region, Wales and the UK.

Key Priority 1: The City as a Creative and Digital Accelerator

Cardiff's creative and digital sector has grown from strength to strength in recent years. The city is now home to some of the UK's biggest and best TV drama productions. Our digital start-up sector is also amongst the most exciting in the UK. The existing skills base in the city, the network of support businesses and the comparatively competitive property offer provides the platform for new companies to start and thrive.

The city's ambition is to become one of the most innovative local economies in the UK. Central to this is placing collaboration at the heart of sector development, driving productivity through sharing ideas and expertise to make sure the UK continues to lead the way as a global hot-bed for creative industries.

Our ambitions to deliver this key priority include:

- Establishing an internationally significant creative and digital showcase programme
- Putting in place a 'Creative and Digital Accelerator' programme to establish Cardiff as a UK centre for innovation in the creative industries, including both incubation, enterprise and skills programmes
- Delivering a Music Strategy for Cardiff





Key Priority 2: The World's Leading Compound Semi-Conductor Cluster

If you have a mobile phone in your pocket the likelihood is that some of its most advanced material comes from the Cardiff city-region. The city-region has led the UK's development of compound semi-conductors, and now has the opportunity to cement itself as the global leader in the sector that is expected to see exponential growth in forthcoming years. In simple terms, we are a world-leader in one of the fastest growing sectors and we must take this opportunity to exploit our position.

There are already around 700 business in the compound semi-conductor cluster, supported by expertise in Cardiff University and the Compound Semi-Conductors Applications Catapult. The Cardiff region has made a £40m investment in the cluster, and the intention is to build on this to create a sector that employs more than 2,000 highly skilled workers directly, but just as crucially drives innovation and growth in the wider digital sectors.

Our ambitions to deliver this key priority include:

- Supporting the development of CS Connected - the world's first semi-conductor cluster
- Providing space for the expansion of the sector through our Spatial Strategy

Key Priority 3: The UK's dedicated Reg-Tech and Fin-Tech Cluster

In recent years, a number of globally recognised financial services companies, some of the UK's biggest accountancy firms as well as home-grown companies have expanded their operation in Cardiff. All have been supported by higher education in the city providing a steady stream of skilled graduates as well as working closely with business to design and shape education for the sector. More recently Cardiff has experienced growth in its fin-tech sector, with businesses such as Wealthify and Delio choosing Cardiff as their base.

The sector has also recently developed a reputation in 'reg-tech' and cyber security, sectors supported by higher education institutions, public sector organisations and a network of competitive businesses, as well as the National Cybersecurity Academy. As a result we have seen companies such as Alert Logic choose Cardiff as their UK base. Furthermore, the presence of numerous government regulatory bodies in South Wales has led to a highly skilled, digitally-adept workforce. These bodies include government departments such as DWP and HMRC, the DVLA, Companies House, the Intellectual Property Office and the Office for National Statistics.

Through establishing our expertise in this sector, we will seek to grow a cluster - with a focus on fin-tech businesses, regulation and cyber security - that not only creates jobs, but also drives the growth of a new and emerging industry for the UK.

Our ambitions to deliver this key priority include:

- Establishing a Fin-Tech and Reg-Tech Accelerator and Academy programme
- Promoting the sector to new and expanding businesses, as well as the public sector, as a competitive business location
- Providing space for the expansion of the sector through our Spatial Strategy





Key Priority 4: A new approach to Life Sciences

The Life Sciences sector in the Cardiff city-region is diverse, research-driven and categorised by global enterprises including Norgine, Biomet, GE Healthcare, Convatec and Johnson & Johnson Innovation, as well as one of the world's top five diagnostic companies in Ortho Clinical Diagnostics and ReNeuron - the first company to carry out clinical trials of stem cells in stroke patients. The sector is also well supported by the region's universities which are home to world-leading research expertise with a strong commercial outlook, exemplified by the £4 million Welsh Wound Innovation Centre. Overall the sector and related industries currently employ over 15,000 people in the city-region and has huge potential for growth. A key priority is to support the development of a life sciences park to drive forward growth, as well as to develop a more integrated and collaborative sector.

Our ambitions to deliver this key priority include:

- Working with partners to explore options for a new Life Sciences Park for Wales on the junction between the M4 and A470
- Establishing a healthcare focussed Collaborative Centre for Learning, Technology and Innovation
- Providing space for the expansion of the sector through our Spatial Strategy

UNDERPINNING THEMES

Key Priority 1: Inclusive Growth and Skills

The city will continue to strive to deliver jobs growth. However, the Council wishes to go one step further to make sure that the proceeds of growth are enjoyed by the many, not the few. There is recognition that whilst the city's economy has flourished in recent years not everyone has benefited. The Council will work with city partners to try to broaden access to opportunities. We will consider in more depth the impact of what we do in terms of inclusive growth in our city, from development decisions through to the £390m of direct spending each year. Matching the demand and supply of skills is also critical to the future success of the city.

Our ambitions to deliver this key priority include:

- Expanding our city's Into Work advice services
- Becoming recognised as a Living Wage City
- Providing targeted skills and enterprise support for young people across all our priority sectors
- Signing up over 500 businesses to the Cardiff Commitment
- Ensuring economic development priorities are aligned with the work of schools, training and skills providers





Key Priority 2: Developing Business throughout the City

Like other cities, recent employment growth has been concentrated in the city-centre. However, there is still a need to ensure Cardiff has vibrant district centres. These centres deliver both valuable services for local residents, whilst also helping to shape our city in terms of quality of life. The Council wants to encourage investment in our district centres to make sure they can continue to provide local jobs for residents, as well as maintaining their thriving and vibrant communities.

Our ambitions to deliver this key priority include:

- Considering the development of Business Improvement Districts across the city
- Where possible, supporting the development of new business space and workshops across the city's district centres, using planning gain contributions
- Establishing a Trade and Investment programme for the city
- Promoting the Council's Socially Responsible Procurement Policy

Key Priority 3: A Working City-Region

Cardiff accounts for a third of the total economic output of the Cardiff Capital Region and around a third of all employment. It is the focus for employment in high value added service sectors, and also acts as the gateway to the valleys and wider-city-region. Each day 88,700 people commute into the city to work - more than the number that works in any other single local authority in South East Wales. Quite simply, the city is reliant on the workforce of the surrounding areas to enable it to provide the scale to compete with other UK cities in attracting mobile investment.

It is clear that for the city economy to thrive it needs the wider city-region, and for the wider city-region to thrive it needs a competitive city at its core. Given the prevailing trends for agglomeration driving innovation, productivity growth and the knowledge economy, it is also clear that a vision for a more productive and innovative city-region requires a higher density of urban activity at its heart.

Whilst the City Deal has provided the catalyst for regional working, it is clear that it is just a step in the journey rather than the destination. The City Deal established working governance to deal with the £495m investment fund, the next stage however is to establish a more robust means of working together across a wider range of economic development related activities. This means getting city region conversations outside of the realms of collaboration and into the world of strong, democratically accountable structures with the ability to deliver.

It is also important, however, that any regional working does not erode the democratic representation of the people of Cardiff. As regional working develops in Wales across a range of services the link between population, funding and decision-making must be embedded as a core principle in any new governance arrangements. Whilst regional working will see more decisions made regionally, it cannot dilute the say of Cardiff residents in comparison with other partners.

Past decades have also seen Cardiff successfully leverage private sector investment that has led to the city boasting the fastest growing economy of the UK's Core Cities. To that end, it is essential that any new regional approach recognises and respects the ability of Cardiff to attract investment and promote the city as a global location for enterprise.

The UK Government has also signalled that there will be no more City Deals, and to that end, it is essential that we work closer with the private sector who will lead much of the future investment in our city-region.

Our ambitions to deliver this key priority include:

- Working with the Cardiff Capital Region City Deal to deliver both our Economic Strategy and the Cardiff Capital Region Industrial Strategy
- Moving beyond City Deal by working with regional and private sector partners to establish robust and democratically accountable governance, weighted by population, to deal with a wider array of economic development related activities. It is essential that the say of each and every Cardiff resident is given the same weighting as all city-region residents
- Collectively promoting Cardiff and the Cardiff Capital Region internationally through events such as MIPIM, whilst recognising the unique role that the city plays in attracting investment

Key Priority 4: Enabling Infrastructure

For business to thrive it needs the right infrastructure in place. Be it transport, digital infrastructure, or simply the right space to work from. We need to work with business and government to make sure that our infrastructure can compete with the best in the UK. Working with our partners we will seek to lever investment to put in place the necessary building blocks for a competitive capital city.

Our ambitions to deliver this key priority include:

- Supporting the development of Metro Central and Parkway
- Supporting the development of the city's Transport Strategy
- Establishing a new digital infrastructure plan for the creative and fin-tech / reg-tech sectors
- Exploring the use of Tax Increment Finance to enable us to deliver world class infrastructure

Objectives

Cardiff's Well-being Plan sets the city's priorities for action between the city's public and community services, and with the citizens of Cardiff. The Plan contains Well-being Objectives, high-level priorities that the Cardiff Public Service Board has identified as being most important. Given the partnership approach that will take forward the Economic Strategy it is considered appropriate that the city-wide partnership objectives should be adopted.

Well-being Plan Objective 1 - A Capital City that Works for Wales

- Unemployment rate of the economically active population aged 16+ (model-based)
- GVA per head
- Gross Disposable Household Income per head (National Indicator 10)
- Employee jobs with hourly pay below the living wage
- Percentage of population aged 16-64 qualified NVQ4+ (degree level or equivalent)

Well-being Plan Objective 5 - Supporting People out of poverty

- Percentage of households in poverty (i.e. below 60% of median income) by MSOA (after housing costs)
- Long-term (i.e. over 12 months) JSA Claimants

In addition the Council's Corporate Plan identifies further objectives around the visitor economy and investment. Added to the original Green Paper objectives, the following Key Performance Indicators will be considered.

Key Performance Indicators

	Cardiff	Wales	UK	Core City Rank
GVA per head	£27,480	£19,140	£26,621	5th
Jobs Growth	6.0%	0.7%	1.2%	5th
Unemployment rate	6.1%	4.8%	4.4%	4th
Visitor Spend	£1.3bn	n/a	n/a	n/a
Gross Disposable Household Income per head	£16,769	£15,835	£19,432	3rd
The amount of 'Grade A' office space committed to in Cardiff (sq. ft.)	366,000	n/a	n/a	n/a
Employee jobs with hourly pay below the living wage	20.7%	24.7%	22.0%	5th
Percentage of population aged 16-64 qualified NVQ4+	48.0%	35.1%	38.4%	2nd
Earnings	£538.5	£505.9	£550.4	2nd
Employment Rate (Female as % of all)	67.4%	69.0%	70.3%	5th
Employment Rate (BAME as % of all)	59.0%	60.5%	64.8%	2nd
Employment Rate (EA core disabled as % of all)	43.7%	45.2%	50.8%	6th
Percentage of households in poverty	16%	15%	n/a	n/a
Long-term JSA Claimants	56%	42%	42%	3rd

PROPOSED PROJECTS

SPATIAL STRATEGY

Key Priority 1: Metro Central and the City Centre

Our ambitions in delivering this key priority include:

- Working with partners to secure the £160m Metro Central project
- Working with partners to complete the Central Quay and Capital Quarter developments
- Working with partners to bring forward developments that will better connect the city centre to the Bay including the regeneration of Dumballs Road, the completion of the Callaghan Square development and the improvement of Bute Street and Lloyd George Avenue
- Linking the Metro Central development to adjacent communities through the South Riverside Business Corridor

Key Project: Metro Central

The Metro Central project will deliver a new Central Transport Interchange at the heart of Cardiff city centre's core employment zone. The project encompasses a new Central bus station, the modernisation of Cardiff Central train station, and delivery of a range of other transport infrastructure such as a new coach station, a cycle hub and public realm improvements. The aim is to improve the capacity of the Central Interchange to accommodate increased frequency of services delivered through the South Wales Metro investment and to provide an infrastructure platform for jobs growth through accelerating investment in Cardiff's Core Employment Zone. The improvements required to the station include:

- Improved platform 1 & 2 access
- Platform 0 expansion
- Improved north/south links
- Improved north/south concourses
- General platform improvements
- Improved weather protection
- Tram integration

In addition to the improved transport facilities, investment in Metro Central will also contribute significantly towards leveraging circa 5 million ft² of commercial development with the potential to accommodate more than 30,000 jobs over the next 10 - 15 years.

Key Project: Central Quay

The Central Quay masterplan has been developed to establish a new area to live, work and visit south of Central Station, which will re-unite this area of the city with its riverfront. It will build on the area's heritage, with the brewery tower proudly taking its place at the centre of the development.

The area will provide a mixed-use development that will not just provide commercial and residential development, but also a new area for the people and businesses of Cardiff to use.

Key Project: Dumballs Road

The proposed Dumballs Road development will connect the city centre to the Bay, as well as opening up the city's riverfront. The development will also complement the Central Quay proposals, providing a mixed-use footprint that will provide homes, jobs and new open spaces for Cardiff residents. Currently the site is dominated by low density activities that don't reflect the area's city centre location and potential for commercial and residential development. A comprehensive masterplan will see the regeneration of the area that aims to deliver:

- Significant city centre development on brownfield land
- A focus on residential towards the riverside, commercial/office use towards the interior and active retail along riverside and key open spaces
- Improvements in accessibility for all modes
- Priority routes for pedestrians
- Dedicated cycle routes

Key Project: South Riverside Business Corridor

The South Riverside Business Corridor, which focusses on Tudor Street, Lower Cathedral Road and Cowbridge Road East, and interconnecting areas, is proposed as an initial target area for support under the Targeted Regeneration Investment programme. It includes a major district centre serving a wide catchment area from Ely to Riverside and also provides a link into our city's communities from the Central Square development. Fundamentally the project aims to ensure that the proceeds of growth that are accrued by Central Square are shared with the nearby communities.

A package of regeneration interventions that will be considered includes:

- Commercial property enhancement schemes to uplift retail frontages and facilitate business development
- Gateway improvements leading to key city centre destinations including the Central Square redevelopment
- Improvements to the commercial environment, including public realm and community safety improvements
- Bringing vacant and under-used floor-space into beneficial use including opportunities for low-cost, flexible business start-up units
- Active travel measures to link with major new infrastructure proposals including measures (walking, cycling and public transport) which encourage access to, and through the corridor
- Identification of new residential/mixed use and wider investment opportunities

Key Priority 2: Kick-starting the Bay

Our ambitions in delivering this key priority include:

- Delivering a new 15,000 capacity Indoor Arena
- Developing proposals for a new public realm corridor across Bute Street and Lloyd George Avenue to improve the connection between the city centre and the Bay
- Working with partners to provide additional temporary and permanent commercial business space
- Pursuing an iconic home for contemporary arts and culture
- Working with partners to establish an anchor visitor attraction at Alexandra Head

Key Project: Indoor Arena

The development of a 15,000 seat indoor arena has been a long-standing aspiration of the city. A new multi-use venue will be built linking with investment in the South Wales Metro and providing a new anchor attraction for Cardiff Bay. With a target date of 2022 for completion, the Arena aims to trigger the next phase of development for Cardiff Bay. It will also see the Atlantic Wharf area, as well as the associated leisure complex, point towards rather than away from the Bay area of the city.

Key Project: Highline

The Highline aims to link the city centre to the Bay. Beginning at Callaghan Square and ending at the Wales Millennium Centre, this City-Bay Park will be both an improved route between the Bay and the city centre, as well as a destination in its own right. Following the development of urban park schemes such as the 'Gardens of the Turia' in Valencia, it will also be part of the city's active travel infrastructure, as well as complementing the Metro.

Key Project: Alexandra Head

When the Volvo Ocean Race visited Cardiff in the spring of 2018 it is fair to say that it exceeded all expectations. Against a target of 130,000 visitors Cardiff ended up delivering a total of 175,000. Central to this success was the location of the Volvo Ocean Race Village at the Alexandra Head site. We will explore the potential for an anchor visitor attraction to be developed at the site, capitalising on its waterfront location and its place on the 'urban park' of the Cardiff Bay Barrage.

Key Project: Providing the Platform for Business

The development of Cardiff Bay is predicated on increasing footfall and demand for local businesses. In turn this will require increased provision within the Bay to make sure that when visitors come to use the new arena they dwell in the area before and after events. The Eisteddfod in 2018 was an excellent showcase of how the Bay can be used as a canvas for small businesses. We aim to build on this success and work with partners to identify and package areas for pop-up and retail/food and drink use across Cardiff Bay. We will also work with existing businesses to make sure the approach does not displace current activity, rather it supports increased footfall and spend generally. As part of this proposal we will seek to protect the city's waterfront as the key commercial space within Cardiff Bay.

Key Project: Centre of Contemporary Arts and Innovation

Cardiff has a long history of innovation, most notably Marconi's first wireless transmission across sea in 1897. Building on our history of innovation, we will explore options for the development of a new concept for contemporary art and science collaboration space in Cardiff Bay. The Centre would provide a focal point for activity in the sector – both in terms of gallery and exhibition space, but also as a place for artists, business and visitors. It will also provide a unique visitor destination to complement the city's current range of cultural attractions, providing flexible gallery spaces, as well as providing a working lab where artists and scientists collaborate.

Key Priority 3: A New Focus on Industry

Our ambitions in delivering this key priority include:

- Working with partners to deliver a new Cardiff Parkway Station at St Mellons
- Publishing an East Cardiff Development Strategy
- Better exploiting new and existing infrastructure to establish a cluster of logistics businesses
- Supporting the completion of the Eastern Bay Link Road
- Improving the connection to local communities through the Adamsdown and Roath Business Corridors

Key Project: Cardiff Parkway

We will work with partners to progress the proposed Cardiff Parkway project, which comprises a new railway station on the eastern side of Cardiff that will open business development with the potential to employ 15,000 people. The development however is far more than a station. It will also comprise 1 million ft² of commercial business and technology park development, providing a lower density location for businesses that complements the higher density city centre offer. This will provide a unique location for business not just within the city-region, but within the UK, with new high spec business premises located directly at a mainline railway station. The Parkway station itself will also be a major addition to the South Wales Metro, serving both commuting traffic into Cardiff from the north east of the city, as well as supporting the city's transport infrastructure on major event days.

Key Project: Eastern Bay Link Road

The long-standing ambition to complete the Eastern Bay link road remains - not just to provide access to the city centre and Bay from the east, but also to unlock the economic potential of the East of the city - in terms of business and labour market. We will work with partners to explore options for completing this link, and ensure that it fits in with the wider East Cardiff Development Strategy.

Key Project: Eastern Distribution Centre

Investment in the road infrastructure, linking with the M4, will open up new opportunities for distribution. Market demand for facilities is on the rise across the UK, and it is important that Cardiff can capture any investment taking place to make sure that the people of our city benefit. The development of an Eastern Distribution Centre will exploit this potential.

Key Project: East Cardiff Development Strategy

We will bring forward a new East Cardiff Development Strategy that will comprise the coastal areas to the East of the city. Under the themes of transport, technology and sustainability the plan will outline the infrastructure requirements for the area, whilst also bringing

Key Project: Adamsdown/ Roath Business Corridor

The Adamsdown/Roath Business Corridor – which includes City Road, Crwys Road, Clifton Street and interconnecting areas – has also been identified as an area for support from the Targeted Regeneration Investment programme. The area is home to a diverse range of commercial and business activities and also acts as the gateway to the east of the city from Cardiff city centre. It is proposed that a feasibility assessment for this target area is undertaken in 2019/20, with the aim of commencing project delivery in 2020/21. Proposed investment themes will include:

- Improvements to the eastern gateway to the city centre
- Active travel measures to link with major new infrastructure proposals and promote safe cycling and walking routes to, and within the Corridor
- Improvements to commercial frontages and the public realm, building on previous District Centre investments
- Measures to bring longer-term vacant properties into beneficial use and opportunities for business start-up accommodation
- Enhancements to the setting of Cardiff Royal Infirmary, which is being converted into a locality health and well-being centre

Key Priority 4: The Knowledge Corridor

Our ambitions in delivering this key priority include:

- Work with partners to complete the new Innovation Campus at Maindy Park
- Support the development of a new life sciences park on Junction 32 of the M4

Key Project: Cardiff Innovation System

Cardiff University's Innovation Campus on Maindy Road will build partnerships across private, public and third sectors to exploit the city's knowledge base and commercialise its research. The development of the Innovation Campus will bridge this gap, increasing and improving productivity in Cardiff and the city-region - as well as for the UK.

The development will be home to two world leading scientific research establishments - the Institute for Compound Semiconductors and Cardiff Catalysis Institute. The site will also host SPARK, the world's first social science research park. A new Innovation Centre - a creative space for start-ups, spinouts and partnerships - will also expand the city's innovation and incubation space and provide unique facilities for knowledge-based businesses.

In addition to supporting this development we will also establish, with the city's higher education institutions a new approach to supporting innovation in Cardiff. This approach will work with city-region partners to deliver against the Grand Challenges identified in the UK Government's Industrial Strategy.

Key Project: Life Sciences Park

We will explore options to develop a new Life Sciences park at Coryton to support new advanced technology businesses, located near the junction of the M4 and A470 - creating potentially Wales' most accessible site. The life sciences sector in the Cardiff Capital Region is developing an international reputation. The city-region has a research-driven sector characterised by global enterprises including Norgine, Biomet, GE Healthcare and Convatec. The Cardiff Capital Region is also home to one of the world's top five world diagnostic companies Ortho Clinical Diagnostics, the £4 million Welsh Wound Innovation Centre, ReNeuron, the first company to carry out clinical trials of stem cells in stroke patients and leading European specialist pharmaceutical company Norgine.

However, there is a lack of expansion space for start-up and growing businesses within the sector. This is inhibiting the ability for the city region to exploit its strength and expertise in the life sciences sector, especially through exploiting its higher education base.

Key Priority 5: Continuing Our Sporting and Cultural Renaissance

Our ambitions in delivering this key priority include:

- Delivering the next phase of the International Sports Village development
- Supporting the development of a new home for Sport Wales
- Continuing to support investment in new sport facilities, from elite sport to community clubs and teams in the Leckwith area

Key Project: International Sports Village Masterplan

It has been clear that the development of the International Sports Village has stalled in recent years. However, it remains very much an area of significant potential for Cardiff with a unique waterfront location for its residential development, as well as an emerging cluster of activities that include the new Ice Arena, the Whitewater Rafting Centre and the International Pool. We will seek to expand on these developments and deliver the foremost location in Wales in terms of concentrations of sporting and leisure activities. This will also include providing a much improved commercial offer to make the ISV a destination in its own right.

Key Project: A new home for Sport Wales

We will explore plans for a redeveloped Sport Wales National Centre to cement its position as the home of sport in Wales, improving facilities and site access for all users and delivering a base that befits our nation's and city's status as a conveyor belt of international sporting talent. The development will help to secure the long-term future of Sport Wales in the Capital City.

Key Project: Improve sport facilities, from elite sport to community clubs and teams

We will work with sports clubs and organisations across the city to explore how we can improve facilities. A partnership approach will be adopted where improvements are supported through a mix of Council resources, partner organisation investment, private support and through the work of clubs themselves.

PROPOSED PROJECTS

INDUSTRIAL STRATEGY

Key Priority 1: The City as a Creative and Digital Accelerator

Our ambitions to deliver this key priority include:

- Establishing an internationally significant creative and digital showcase programme
- Putting in place a 'Creative and Digital Accelerator' programme to establish Cardiff as a UK centre for innovation in the creative industries, including both incubation, enterprise and skills programmes
- Delivering a Music Strategy for Cardiff

Key Project: Creative and Digital Accelerator and Academy

There is a clear opportunity to develop the sector to deliver more and better jobs. Our aim, however should not be to be the biggest – but to be the most innovative and productive. To be the place where businesses know they can start and flourish and become the next unicorn creative and tech businesses. There is, however, a need to co-ordinate and support the sector. In response Cardiff Council proposes to establish a Creative and Digital Accelerator and Academy programme, overseen by an industry led board.

The Creative and Digital Strategic Board will co-ordinate skills and training provision and business support for the sector in Cardiff.

This will supplement established national provision in Wales and the UK to ensure seamless links between the supply and demand for skills and business support. The Board will also provide a strategic lead for inward investment for the sector in the city. To support this we will also seek to establish more space for start-up businesses within the sector, as well as providing places for people to experiment and learn new skills.

Key Project: Establish an internationally significant creative and digital showcase programme

A proposed Creative and Digital Showcase aims to put Cardiff on the map as the UK city for creative and digital technologies.

Drawing upon and bringing together elements of the cultural and tech worlds, the showcase will also provide networking opportunities for businesses and individuals across the sector to collaborate.

As well as promoting the sector, it will also seek to attract an audience in its own right. Events such as South by South West and the Edinburgh Festival, originally a showcase for local artists, but now an internationally recognised attraction that draws hundreds of thousands of visitors, provide examples for the Cardiff Showcase event.

Key Project: Deliver a Music Strategy for Cardiff

Cardiff Council has undertaken a major assessment and analysis of the music industry and ecology in the city, working with the global leaders of the Music Cities Movement - Sound Diplomacy. The aim is to deliver a music strategy and progressive policy to help us achieve our aspiration to become the first music city in the UK that means the first local authority to consider music as an essential part the city's infrastructure and future development.

Cardiff already has a flourishing music ecosystem, from a sophisticated classical music ecology, to a thriving grassroots scene, we have a range of venues that showcase music with five venues equipped for concerts over 7,500 capacity, including three stadia. The missing piece of this jigsaw is the proposed multi-purpose arena.

Cardiff Council will continue to work with partners to further explore the value of music to the city, delivering best practice governance and leadership on music friendly: Licensing, Planning, Transport, Education, Professional Development, Employment, Music Tourism, Audience development, Place-Making and Music City brand building, promoting Cardiff as a music destination and further establishing Cardiff as a robust city of culture, whilst setting out how to maximise its role as a music city.

We will actively work with partners to attract concerts, events, music conventions and conferences, working to develop world-class signature music events and showcasing platforms, whilst continuing to support the existing city music ecology and infrastructure.

Key Priority 2: The World's Leading Compound Semi-Conductor Cluster

Our ambitions to deliver this key priority include:

- Supporting the development of CS Connected – the world's first semiconductor cluster
- Providing space for the expansion of the sector through our Spatial Strategy

Key Project: Cardiff Parkway

The proposed Cardiff Parkway development (see above) lies at the heart of the UK's Compound Semi-Conductor Cluster. For the cluster to thrive however, it needs space to expand, and it needs the space for businesses to congregate to deliver the agglomeration effects that will drive productivity and innovation.

Key Priority 3: The UK's dedicated Reg-Tech and Fin-Tech Cluster

Our ambitions to deliver this key priority include:

- Establishing a Fin-Tech and Reg-Tech Accelerator and Academy programme
- Promoting the sector to new and expanding businesses, as well as the public sector, as a competitive business location
- Providing space for the expansion of the sector through our Spatial Strategy

Key Project: Fin-Tech and Reg-Tech Accelerator and Academy programme

Working with business we propose to establish a programme of support to drive innovation and productivity within the Fin-Tech and Reg-Tech sectors, an essential part of which is the city's emerging fin-tech start up community as well as its cyber security expertise. The city-region's expertise in data and regulation – established through organisations such as Companies House and the Office for National Statistics in Newport – is supported by a world-class cyber security eco-system and emerging fin-tech companies such as Wealthify. In addition, FTSE 100 companies like Admiral, headquartered in the city, have shown how some of the UK's youngest and fastest growing financial services companies can thrive in the city.

The initial steps of the programme will involve bringing together the sector to establish a programme of interventions, aimed at the UK's Industrial Strategy, to establish Cardiff as the foremost UK location for 'reg-tech' start-ups, and to support the city in growing existing businesses within the wider sector. Key elements of the programme will include building on the already established graduate schemes, such as the Welsh Financial Services Graduate Programme. It will also include understanding and responding to the infrastructure requirements of the sector.

Key Project: Establishing Cardiff as the UK Hub for Reg-Tech

Cardiff has already successfully secured investment from the UK Government in Central Square. It is important, however that we don't see this as the culmination of its relocation strategy. Establishing Cardiff as a location for government services within the 'reg-tech' sector, building on both its expertise, but also its aspirations to support the cluster, will become a focal point for attracting skilled government jobs to Cardiff. This approach will be predicated on showing that we have the skills and expertise within Cardiff and the city-region, and not simply offering our city as a low cost location.

Key Priority 4: A new approach to Life Sciences

Our ambitions to deliver this key priority include:

- Working with partners to explore options for a new Life Sciences Park for Wales on the junction between the M4 and A470
- Establishing a healthcare focussed Collaborative Centre for Learning, Technology and Innovation
- Providing space for the expansion of the sector through our Spatial Strategy

Key Project: Life Sciences Park

As noted above, we will explore options to develop a new Life Sciences park at Coryton to support new advanced technology businesses, located near the junction of the M4 and A470 – creating potentially Wales' most accessible site.

PROPOSED PROJECTS

UNDERPINNING THEMES

Key Priority 1: Inclusive Growth and Skills

Our ambitions to deliver this key priority include:

- Expanding our city's Into Work advice services
- Becoming recognised as a Living Wage City
- Providing targeted skills and enterprise support for young people across all our priority sectors
- Signing up over 500 businesses to the Cardiff Commitment
- Ensuring economic development priorities are aligned with the work of schools, training and skills providers

Key Project: Living Wage City

When employers commit to pay their staff a real Living Wage, it not only benefits low paid workers, but can also help increase local productivity and drive inclusive growth. Recent analysis on the impact of the real Living Wage across city-regions in the UK outlined that if a quarter of the workers in the Cardiff Capital Region currently paid below the Living Wage were brought up to real living wage levels this could contribute a net additional £24m to the city-region economy annually. As the longest accredited Living Wage Council in Wales, the Council's ambition is for Cardiff to be recognised as a Living Wage City. To achieve this we will:

- Encourage our suppliers to become accredited employers with the Living Wage Foundation
- Establish a wider city partnership to support more of the city's 'anchor' employers to become accredited Living Wage employers
- Work with potential investors to ensure they recognise the benefits of paying the real Living Wage, in particular that the potential benefits to their business will offset any additional costs to their wage bill.

Key Project: Into Work Advice Services

We will continue the development of our Into Work Services, delivering support services directly into all of our communities. Cardiff launched its new approach to employability support in April 2018. The new service provides an individualised approach by bringing together various funding streams and the Council's own resources to create one service working seamlessly together and directly into communities across Cardiff. The new Into Work Advice Service includes the following elements:

- A single Gateway into all employability services
- Light touch support in our job clubs
- Digital Inclusion and Universal Credit help
- In-depth Mentoring and Support
- Specialist youth team
- Employer Engagement alongside the Cardiff Commitment team
- Major and regular local jobs fairs
- Self-Employment advice and support
- In Work Poverty Support
- Into Work Training
- Adult Community Learning

The Into Work Services have already proved successful, with over 25,000 people registered on the database with footfall of over 43,000 in 2017/ 2018. We will seek to expand and develop the service, working in partnerships with WG, DWP and training providers. The team are also hoping to open the new CSCS test centre in the East of the city in 2019.

Key Priority 2: Developing Business throughout the City

Our ambitions to deliver this key priority include:

- Considering the development of Business Improvement Districts across the city
- Where possible, supporting the development of new business space and workshops across the city's district centres, using planning gain contributions
- Establishing a Trade and Investment programme for the city
- Promoting the Council's Socially Responsible Procurement Policy

Key Project: BID Development

Consortiums of retail representatives in the city's district centres will be supported to establish proposals for developing a Business Improvement District. Officer support would also be available for interested parties to undertake initial modelling of potential BID area.

Key Project: Workshop Development

Whilst the private sector has supported the development of quality workspace in the city there is still a need for easy access and affordable premises for start-up businesses. These low cost and flexible spaces can help support the development of the city's businesses of the future, yet the return for private developers in bringing together such spaces can hold back their development. We propose to establish a programme of expanding our existing workshop provision across the city to make sure we can exploit the potential of Cardiff's entrepreneurial base.

A programme of investment will be developed to identify areas of investment for workshops, focussing on district centres and those areas currently underserved by provision where there is clear demand from the business community. Where appropriate we will also seek to use planning gain contributions to support the development in workshop provision.

Key Project: Trade and Investment Board

In responding to the challenges of Brexit, and in responding to the UK's Industrial Strategy we will establish an industry led Trade and Investment Board. The board, comprising representatives from key sectors in the city, including those related to the Creative and Digital and Fintech sectors, will help to establish a new trade and investment strategy to shape and develop the city's brand to promote Cardiff as a location for investment, as well as supporting city businesses to access wider markets both internationally as well as across the UK.

Key Priority 3: A Working City-Region

Our ambitions to deliver this key priority include:

- Working with the Cardiff Capital Region City Deal to deliver both our Economic Strategy and the Cardiff Capital Region Industrial Strategy
- Moving beyond City Deal by working with regional and private sector partners to establish robust and democratically accountable governance, weighted by population, to deal with a wider array of economic development related activities. It is essential that the say of each and every Cardiff resident is given the same weighting as all city-region residents
- Collectively promoting Cardiff and the Cardiff Capital Region internationally through events such as MIPIM, whilst recognising the unique role that the city plays in attracting investment

Key Project: Our Vision for a Competitive City-Region

Cardiff Council will work with the local authorities of the Cardiff Capital Region to deliver a long-term and sustainable partnership arrangement that drives the development of the city-region for mutual benefit, with more robust and stronger governance arrangements than those currently in place for the Cardiff Capital Region City Deal to take forward a city-region that delivers for Cardiff and the people of South East Wales.

Key Priority 4: Enabling Infrastructure

Our ambitions to deliver this key priority include:

- Supporting the development of Metro Central and Parkway
- Supporting the development of the city's Transport Strategy
- Establishing a new digital infrastructure plan for the creative and fin-tech / reg-tech sectors
- Exploring the use of Tax Increment Finance to enable us to deliver world-class infrastructure

Key Project: Creative and Financial Services Digital Network

We will explore the development of a dedicated network within the city, linking nationally and to the city-region, to support the growth of digitally reliant small and medium sized businesses. It will aim to support those businesses for whom the market has not always provided easy to access, fast, and affordable services.

Key Project: SMART Cities Strategy

Cardiff Council has appointed a Chief Digital Officer and has established a 'digital first' strategy. The Smart City Strategy will take this to the next level, working with partners across all sectors to develop a data rich environment to support a more productive city that better aligns citizen needs with the services that are provided and the investment that is made. The strategy will also consider how we can improve planning for both service delivery and investments that improve not only quality of life today, but also for future generations.

Key Project: Tax Increment Financing

We will explore the development of a Tax Increment Finance pilot. Tax Increment Financing is a means of unlocking development value through investing in infrastructure, which is funded through future business rates. The scheme enables projects to be taken forward that would otherwise face barriers in terms of infrastructure costs. We will work with the Welsh Government to establish a pilot programme that will deliver economic benefits and infrastructure investment at zero lifetime cost to the public purse.





Cardiff Economic White Paper Building More and Better Jobs

Draft

The Cardiff Economy

The city's economy continues to perform well. Jobs are being created, and the city's GVA is rising faster than any other UK Capital. We have seen new sectors emerge in the city, from fin-tech to creative and cultural enterprises that are truly competitive on a global level. Our universities continue to provide a pipeline of talent, whilst school and further education performance has improved considerably. Furthermore, the city's NEET population - those not in employment education or training - has fallen dramatically.

We know, however, that challenges remain. Despite job growth we have seen unemployment creep up in recent years. We continue to see stark differences in the economic outcomes of our different communities, and the city's southern arc stubbornly remains an area in need of support.

Brexit also remains a threat, not just in terms of trade and the job market, but also in terms of support for the city-region for regeneration.

Our opportunities, however, are considerable and real, and we should not underestimate what Cardiff can contribute to the Wales and UK economy. Our city is home to household names in the financial services sector, homegrown and Cardiff developed enterprises. Online TV providers are commissioning Cardiff companies to produce their latest boxset shows. The workings of most of the world's mobile phones will include technology developed and made in Cardiff.

As a place to live, work and visit Cardiff continues to punch above its weight. We have well over 20 million people a year now visiting our city, spending more than £1.3bn. We continue to rank highly in quality of life tables, and the likes of the Champions League has meant that the city continues to attract more and more world-class events.

Employment

A variety of different data sources can be used to highlight the city's employment growth. The most recent, based on the Annual Population Survey suggests that well over 230,000 people are working in the city.

Workplace Employment

Apr 2014-Mar 2015	206,900
Apr 2015-Mar 2016	222,000
Apr 2016-Mar 2017	231,500
Apr 2017-Mar 2018	236,800

Source: annual population survey - workplace analysis

Almost half (47.9%) of those in employment in the city are in one of Welsh Government's priority sectors. Financial and Professional Services (19.0% of total employment) is by far the largest of these in Cardiff with it accounting for almost a third of the sector's total employment in Wales. Creative Industries (7.1%) are also more prevalent in the city, with Cardiff again responsible for around a third of Wales's total employment in the sector.

Employment by Welsh Government Priority Sector, 2016

Priority Sector	Employment (thousands)			
	CARDIFF		Wales	
	No.	%	No.	%
Advanced materials / manufacturing	5.6	2.5	83.9	6.2
Construction	13.9	6.1	110.5	8.2
Creative industries	16.1	7.1	48.6	3.6
Energy & environment	25.3	11.2	155.8	11.6
Food & Farming	1.6	0.7	50.6	3.8
Financial & professional services	43.1	19.0	136.8	10.2
ICT	5.6	2.5	26.6	2.0
Life sciences	3.4	1.5	17.2	1.3
Tourism	21.3	9.4	131.2	9.8
<i>In A Priority Sector</i>	108.6	47.9	604.1	45.0
<i>Not In A Sector</i>	118.3	52.1	738.6	55.0
Total	226.9	100.0	1,342.6	100.0

Source: Welsh Government

NB. Local units are individual sites of an enterprise.

The priority sector totals will not equal the sum of the individual priority sectors as there is overlap between several sectors.

Today over two-thirds (69.9%) of Cardiff's population aged 16-64 are in employment; the fifth highest rate amongst the core cities and Edinburgh. National comparisons tend to be difficult – simply because of the city's large student population. This also impacts on the city's economic activity rate.

Employment and Employment Rate (Aged 16 to 64), Jan - Dec 2017

Area	Employment Rate (%)	Economic Activity Rate (%)
Bristol, City of	78.2	81.8
Leeds	76.6	80.1
Edinburgh, City of	75.7	77.6
Sheffield	70.7	75.6
CARDIFF	69.9	74.9
Manchester	67.5	72.0
Liverpool	67.1	71.3
Newcastle upon Tyne	66.6	71.1
Glasgow City	66.0	70.0
Birmingham	63.6	69.4
Nottingham	57.4	62.4
Wales	72.4	76.0
United Kingdom	74.7	78.2

Source: Annual Population Survey, ONS

Cardiff's unemployment rate for those aged 16+ (6.1%) is one of the highest across the core city network. Although it experienced a sizeable decrease between 2012 and 2016, Cardiff has also consistently exceeded the figures of both the Wales and Great Britain since 2004, and saw its rate increase over the past year. Much of this rise has been driven by a substantial increase in the economically active population over recent years, where more people are entering the labour market and looking for work.

Unemployment rate - aged 16-64, Jan - Dec 2017

Area	Unemployment Rate (Aged 16+)
Nottingham	8.3
Birmingham	8.1
Newcastle upon Tyne	6.9
CARDIFF	6.1
Sheffield	6.0
Liverpool	5.9
Manchester	5.6
Glasgow City	5.6
Leeds	4.7
Bristol, City of	4.0
Edinburgh, City of	3.2
Wales	4.8
Great Britain	4.4

Source: Annual Population Survey, ONS

NB. Local authority rates are model-based

Economic Output

In 2016, Cardiff (£9,933m) accounted for 17% of the total gross value added (GVA) for Wales, with its GVA growing at a faster rate (5.7%) than both Wales and the UK over the year. In terms of GVA per head, Cardiff (£27,480) is only a mid-table performer across the major cities, with the figure for Edinburgh over 40% higher at £39,321, although its rate of growth over the year again compared favourably with the other areas.

Gross Value Added (Balanced) (£million), 2016

Area	2016	Annual % Change
Birmingham	£25,720	4.3
Leeds	£21,951	2.2
Glasgow City	£20,371	3.5
City of Edinburgh	£19,942	4.6
Manchester	£18,172	5.4
Bristol, City of	£14,313	4.7
Sheffield	£11,433	1.4
Liverpool	£11,334	0.6
CARDIFF	£9,933	5.7
Nottingham	£8,911	4.4
Newcastle upon Tyne	£7,802	2.1
Wales	£59,585	4.0
United Kingdom	£1,747,647	3.7

Source: ONS (2016 figures are provisional)

Gross Value Added (Balanced) Per Head of Population (£), 2016

Area	2016	Annual % Change
City of Edinburgh	£39,321	2.9
Manchester	£33,573	3.2
Glasgow City	£33,120	2.0
Bristol, City of	£31,513	3.6
Leeds	£28,079	1.2
CARDIFF	£27,480	4.5
Nottingham	£27,393	2.3
Newcastle upon Tyne	£26,317	0.8
Liverpool	£23,389	-0.6
Birmingham	£22,871	3.0
Sheffield	£19,870	0.4
Wales	£19,140	3.5
United Kingdom	£26,621	2.9

Source: ONS (2016 figures are provisional)

In terms of trends, Cardiff's GVA per head has consistently exceeded the UK average since 1998. Although the gap gradually declined following a 2007-peak, in recent years it has again diverged away from the national figure.

In 2016, the GVA per hour worked was £28.8 for Cardiff and Vale of Glamorgan. This was only 88.5% of the UK figure and made it a mid-level performer across the major UK NUTS3 areas. GVA per filled job (£45,157) for 2016 compared even less favourably with it only exceeding the Nottingham, Sheffield, and Tyneside regions, and was just 85.8% of the UK figure.

Enterprise

In 2016, there were 1,780 new enterprises in Cardiff, equating to 49.3 births per 10,000 residents. Although this exceeded the rate for Wales (38.9 per 10,000), it was below the UK average (63.1 per 10,000) as well as many of the major cities, in particular Manchester (119.1 per 10,000). The number of new enterprises per 10,000 residents in Cardiff has consistently been below the UK rate and, in contrast to the national figure, has declined since 2014.

Births of New Enterprises, 2016

Area	Births of New Enterprises	Population (Mid-2016)	Births per 10,000 Population
Manchester	6,445	541,319	119.1
Birmingham	9,200	1,128,077	81.6
Bristol, City of	2,920	455,966	64.0
Leeds	4,820	781,087	61.7
Edinburgh, City of	2,915	507,170	57.5
Liverpool	2,670	487,605	54.8
Glasgow City	3,290	615,070	53.5
CARDIFF	1,780	361,168	49.3
Nottingham	1,480	324,779	45.6
Sheffield	2,525	574,050	44.0
Newcastle upon Tyne	1,265	293,713	43.1
Wales	12,115	3,113,150	38.9
United Kingdom	414,355	65,648,054	63.1

Source: Business Demography/Mid-Year Population Estimates, ONS

Visitor Economy

Data for 2017 showed that 22 million people visited Cardiff with an economic impact of £132bn. Between 2007 and 2017, both the number of visitors to Cardiff and their expenditure in the city has followed an upward trend, reflecting the increasing contribution the visitor economy is making towards the city's economic performance.

No. Visitors to Cardiff and Expenditure for Cardiff, 2007 - 2017

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Total spend (£m)	757	817	889	1,038	1,094	1,129	1,133	1,172	1,252	1,240	1,325
Staying Visitor (m)	1.4	1.5	1.6	1.7	1.8	1.9	1.9	2.0	2.0	2.0	2.1
Visitors (£m)	12.1	13.0	14.7	18.3	18.4	18.9	19.0	19.5	20.5	20.4	22.0

Source: Steam Data

Whilst there has been an overall positive trend in terms of visitor numbers and spend, Cardiff still lags behind many UK cities and towns in terms of attracting international visitors.

International visits, nights and spending in the top 20 UK towns 2017 Ranked by Spend

	Visits (1000s)	Nights (1000s)	Spend (£mil)
London	19,828	114,016	13,546
Edinburgh	2,015	11,240	1,019
Manchester	1,319	8,230	668
Liverpool	839	3,658	358
Birmingham	1,117	5,300	349
Glasgow	787	4,006	319
Oxford	536	3,243	268
Brighton / Hove	491	3,407	214
Cambridge	519	3,098	212
Bristol	602	3,842	200
Bournemouth	164	1,752	132
Newcastle-upon-Tyne	297	2,286	125
Cardiff	372	1,736	120
Bath	361	1,914	118
Leeds	294	1,708	117
Aberdeen	276	1,814	112
Nottingham	267	2,535	106
Sheffield	155	2,431	101
York	289	1,087	97
Inverness	311	1,418	95

Source: Office for National Statistics

Commuting Data

Around 90,000 people commute into Cardiff each day with the city receiving a net daily inflow of 56,100 people, comprised of a daily inflow of 88,700 commuters and an outflow of 32,600.

In-commuting to Cardiff by Area, 2017

Vale of Glamorgan	21,600
Rhondda Cynon Taf	18,900
Caerphilly	11,600
Newport	7,200
Bridgend	7,100
Other outside Wales	5,100
Torfaen	3,500
Merthyr Tydfil	2,900
Monmouthshire	2,800
Swansea	2,500
Neath Port Talbot	2,500
Blaenau Gwent	1,100
Other	2,000

Source: Welsh Government

Qualifications

Almost half (48.0%) of Cardiff's population aged 16 to 64 are qualified to NVQ4+, significantly above the comparative figures for Wales (35.1%) and the UK (38.4%). In addition, only one-in-fifteen (6.6%) have no qualifications. These figures compare well with other major cities.

Qualifications (Aged 16 to 64), Jan - Dec 2017

Area	NVQ4+	NVQ3 only	Trade Apprenticeships	NVQ2 only	NVQ1 only	Other Qualifications (NVQ)	No Qualifications (NVQ)
Edinburghf	57.8	10.8	5.3	8.7	7.1	7.2	3.2
Bristol	54.2	15.0	2.1	10.7	8.2	4.6	5.1
CARDIFF	48.0	17.4	1.7	14.9	7.0	4.4	6.6
Glasgow City	46.3	11.8	2.5	12.4	7.4	7.1	12.4
Sheffield	41.7	15.5	3.1	15.6	10.6	5.0	8.5
Manchester	39.9	17.0	3.3	12.5	9.5	6.6	11.1
Newcastle	37.3	22.5	2.4	15.2	7.7	5.9	9.0
Leeds	36.4	17.2	3.1	15.3	10.9	6.0	11.2
Liverpool	35.0	15.9	2.5	18.3	10.4	4.7	13.1
Birmingham	31.4	18.4	1.2	14.4	11.2	10.8	12.6
Nottingham	30.1	21.4	2.8	14.2	9.6	8.9	12.9
Wales	35.1	17.8	3.4	17.9	11.2	6.0	8.7
United Kingdom	38.4	17.0	3.2	16.0	10.7	6.8	8.0

Source: Annual Population Survey, ONS

Since 2004, the qualification levels of the Cardiff population aged 16 to 64 have improved and compared favourably with those of Wales and the UK. The proportions qualified to NVQ4+ and NVQ2+ have increased over the period, while the percentage with no qualifications has declined.

Income and Earnings

In 2017, the median gross weekly earnings of Cardiff residents working full-time were £538.5; up 0.8% on the previous year. This exceeded the earnings of most other major cities although, as has been the case since 2012, it was below the UK average.

Median Gross Weekly Earnings of Full-Time Workers, 2017 (Resident Analysis)

Area	Earnings (£)	Annual Percentage Change (%)
Edinburgh, City of	583.8	4.3
Bristol, City of	539.9	3.0
CARDIFF	538.5	0.8
Leeds	536.6	1.6
Newcastle upon Tyne	532.5	4.6
Sheffield	524.0	3.9
Birmingham	523.0	5.7
Glasgow City	519.7	-0.5
Liverpool	509.2	2.5
Manchester	479.1	1.6
Nottingham	450.6	0.5
Wales	505.9	1.3
United Kingdom	550.4	2.2

Source: Annual Survey of Hours and Earnings, ONS (provisional data for 2017)

The gross weekly earnings of full-time workers working in Cardiff was £528.8 in 2017. In contrast to the resident analysis, this compared poorly with other major cities and was the only core city to see earnings fall since the previous year (see Table 4). In addition, it has predominantly been below the UK figure since 2011, with the gap between the two increasing over the year (see Figure 9).

Median Gross Weekly Earnings of Full-Time Workers, 2017 (Workplace Analysis)

Area	Earnings (£)	Annual Percentage Change (%)
Edinburgh, City of	598.5	5.1
Manchester	570.8	4.3
Glasgow City	560.8	2.6
Newcastle upon Tyne	554.2	6.8
Birmingham	549.4	1.0
Bristol, City of	545.3	1.6
Leeds	543.4	2.2
Liverpool	530.7	2.3
CARDIFF	528.8	-0.9
Sheffield	526.6	2.9
Nottingham	494.8	3.1
Wales	498.4	1.0
United Kingdom	550.4	2.2

Source: Annual Survey of Hours and Earnings, ONS (provisional data for 2017)

Gross Disposable Household Income per Head

In 2016, Cardiff's gross disposable household income per head (£16,769) compared fairly well with other major cities. Since 1997, it has followed an upward trend and has consistently been above that of Wales. However, it has remained below the UK figure with the gap increasing over time.

Gross Disposable Household Income (GDHI) Per Head, 2016

Area	GDHI Per Head (£)
Edinburgh, City of	21,837
Bristol, City of	17,633
Leeds	16,814
CARDIFF	16,769
Newcastle upon Tyne	16,180
Glasgow City	15,311
Sheffield	15,057
Liverpool	14,538
Birmingham	14,093
Manchester	13,184
Nottingham	12,232
Wales	15,835
United Kingdom	19,432

Source: ONS (2016 figures are provisional)

Employee jobs with hourly pay below the Real Living Wage

The Living Wage is based on the amount an individual needs to earn to cover the basic costs of living. However, in contrast to the national minimum wage, it is not a legally enforceable minimum level of pay. In 2017, the Living Wage Foundation's living wage was £9.75 for those working within London and £8.45 for those working elsewhere in the UK.

In 2017, just over a fifth (20.7%) of employee jobs in Cardiff had an hourly rate of pay below the Living Wage. This is amongst the lowest levels in Wales and is below the UK level, but is a mid-ranking position against Core Cities.

Employee jobs with hourly pay below the living wage

LA	2016 %	2017 %
Birmingham	21.9	20.8
Bristol, City of	15.6	14.4
CARDIFF	19.2	20.7
City of Edinburgh	15.6	14.0
Glasgow City	17.8	14.6
Leeds	20.0	19.4
Liverpool	23.6	22.3
Manchester	18.0	15.2
Newcastle upon Tyne	21.1	18.4
Nottingham	24.3	23.1
Sheffield	22.5	21.7
Wales	25.1	24.7
UK	23.2	22.0

Source: Office for National Statistics

Employee jobs with hourly pay below the living wage

LA	2016 %	2017 %
Blaenau Gwent	34.1	33.0
Bridgend	23.3	26.2
Caerphilly	22.4	20.2
CARDIFF	19.2	20.7
Carmarthenshire	27.5	23.0
Ceredigion	27.8	21.9
Conwy	33.4	30.5
Denbighshire	24.0	27.2
Flintshire	23.9	27.2
Gwynedd	31.1	32.2
Isle of Anglesey	25.2	31.3
Merthyr Tydfil	27.2	27.4
Monmouthshire	24.4	22.2
Neath Port Talbot	21.3	21.0
Newport	23.3	21.7
Pembrokeshire	31.6	32.7
Powys	32.2	26.2
Rhondda Cynon Taf	27.0	23.6
Swansea	27.8	24.2
Torfaen	18.4	21.8
Vale of Glamorgan	23.0	27.5
Wrexham	27.8	28.0
Wales	25.1	24.7
UK	23.2	22.0

Source: Office for National Statistics

Inclusive Growth

Consideration of the Cardiff economy as a whole does not tell the complete picture. Economic outcomes are different according to your gender, ethnic background, or the community you live in. Employment rates show that almost eight out of ten working age white males are in employment in Cardiff, whereas less than half of working age ethnic minority females are in employment.

Employment rate (%) - aged 16-64 (2017)

White	74.8
White males	77.9
Ethnic minority males	71.2
White females	71.6
Ethnic minority females	47.3
Ethnic minority	59.0

Source: Annual Population Survey

Disabilities also impact significantly on economic outcomes in Cardiff, with employment rates for those suffering from disabilities being under half of the working age population.

Employment rate (%) - aged 16-64 (Apr 2017-Mar 2018)

Equality Act (EA) core or work-limiting disabled	45.2
EA core disabled	43.7
Work-limiting disabled	34.0
Not EA core or work-limiting disabled	78.5
All aged 16-64	72.0

Source: Annual Population Survey

Where you live in Cardiff will also have an impact on economic outcomes. The worst performing ward in Cardiff in terms of unemployment claimants, Ely, has 18 times the proportion of working age residents claiming unemployment benefits than the best performing ward, Lisvane. Notably there is little relationship between unemployment and volume of jobs provided within the wards, with fewer employee jobs to be found in Lisvane than any other Cardiff ward bar one according to the Business Register and Employee Survey.

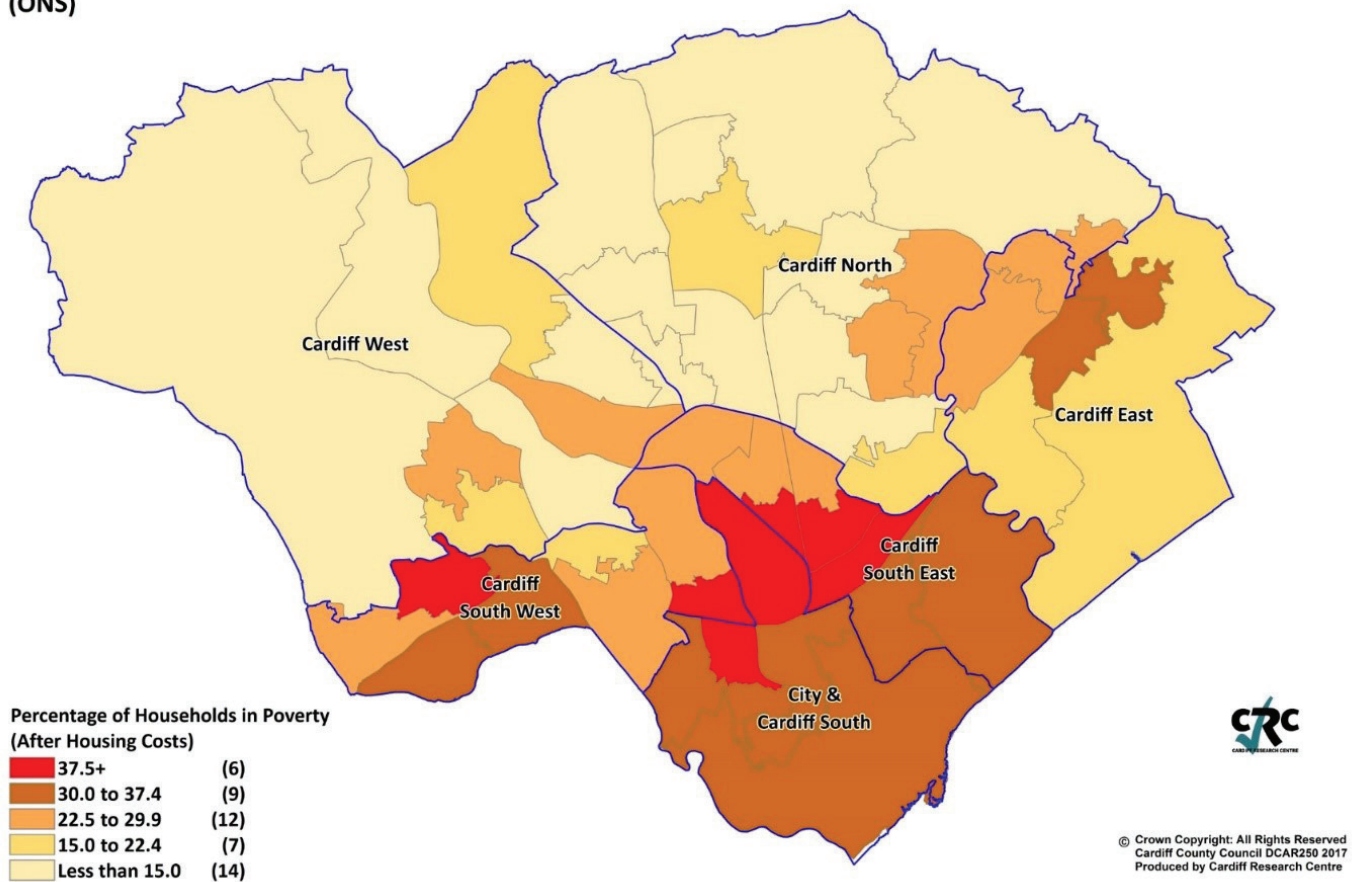
Claimants as a proportion of residents aged 16-64 (August 2018)

Ely	5.4	Llanishen	1.5
Adamsdown	4.8	Penylan	1.5
Splott	4.4	Whitchurch and Tongwynlais	1.5
Caerau	4.2	Pentyrch	1.3
Trowbridge	3.8	Gabalfa	1.1
Riverside	3.7	Llandaff	1.0
Fairwater	3.5	Pontprennau/Old St. Mellons	1.0
Llanrumney	3.5	Creigiau/St. Fagans	0.9
Pentwyn	3.4	Heath	0.9
Grangetown	3.2	Cathays	0.8
Plasnewydd	3.2	Rhiwbina	0.8
Llandaff North	3.1	Cyncoed	0.7
Butetown	2.9	Radyr	0.7
Rumney	2.7	Lisvane	0.3
Canton	2.4	All Cardiff	2.5

Source: Claimant Count

Around a quarter of the city's households have income of below 60% median income after housing costs. However this only tells part of the story. The concentration of poverty in Cardiff is heavily weighted towards the 'Southern Arc'.

Percentage of Households in Poverty (i.e. Below 60% of Median Income) After Housing Costs by MSOA, 2013/14 (ONS)



Percentage of people living in households in material deprivation
(National Indicator 19) (National Survey)

Household material deprivation, by local authority, 2016-17

	Household in material deprivation %
Blaenau Gwent	19
Bridgend	11
Caerphilly	15
CARDIFF	16
Carmarthenshire	15
Ceredigion	12
Conwy	13
Denbighshire	16
Flintshire	15
Gwynedd	14
Isle of Anglesey	16
Merthyr Tydfil	21
Monmouthshire	12
Neath Port Talbot	16
Newport	14
Pembrokeshire	12
Powys	12
Rhondda Cynon Taf	19
Swansea	18
Torfaen	15
Vale of Glamorgan	12
Wrexham	13
Wales	15

Source: Stats Wales

Cardiff's Industrial Strengths

In responding to the UK's Industrial Strategy it is important that Cardiff can outline its economic strengths and opportunities, as well as where we can support the economy to become more innovative and productive.

It is clear that Cardiff offers a lot to the national, regional and city-region economies. However it is also clear that it can deliver a lot more. Specifically the city has a skilled and resourceful labour market, with emerging clusters in creative and digital, reg-tech and fin-tech, life sciences and emerging technology such as compound semi-conductors.

Through exploiting this potential Cardiff has the potential to significantly improve levels of productivity, both contributing to the growth of the city, the city-region and national economies, whilst also increasing earnings for local workers and providing a greater range and choice of jobs for the residents of the Cardiff Capital Region.

We have the necessary tools...	...but we are not converting our potential
<ul style="list-style-type: none"> • Highly qualified workforce • Over 65,000 higher education students • HE reputation for commercialisation of research • Established city-region • Service sector with exporting perspective • Strong TV and broadcast sector • Concentration of 'reg-tech' and cyber security skills • Competitive fin-tech and digital start-up community • Emerging technology clusters, including compound semi-conductors • Internationally prominent life-sciences businesses • Strong quality of life offer 	<ul style="list-style-type: none"> • Low levels of productivity across all sectors • Knowledge base not being fully exploited • Prevalence of low value activity in business sectors • Lack of recognised brand • City centre dominated by retail • Need for infrastructure investment in both transport and digital connectivity

Higher Education

Cardiff is home to almost 70,000 students studying at three universities: Cardiff University, Cardiff Metropolitan University and the University of South Wales which between them offer three business schools and three law schools. The city's universities attract talent from around the world, with 1 in 4 students being international students.

Enrolled Students by Institution

	Enrolled Students 2016/17
Cardiff Metropolitan University	10,995
University of South Wales	23,465
Cardiff University	31,595

Source: StatsWales

Cardiff University is a member of the Russell Group of leading research universities and has a strong reputation for the quality of its teaching and research. 31,500 students, including more than 4,000 from over 100 countries outside the UK, help to create a vibrant, cosmopolitan community.

The university is ranked top 5 UK University for research quality and impact in the most recent Research Excellence Framework (REF 2014) with 87% of research assessed as world-leading or internationally excellent. The School of Engineering is ranked no.1 in the UK for research impact (REF 2014) and has developed strong links with industry.

Cardiff Metropolitan University is a growing university with business and management a key strength. Its career-orientated courses make graduates popular with employers.

Cardiff Metropolitan's specialisms are focused around its five schools, namely Cardiff School of Management, Cardiff School of Art & Design, Cardiff School of Education, Cardiff School of Health Sciences, and Cardiff School of Sport. In addition, the National Centre for Product Design and Development Research (PDR) provides expertise in design and innovation, offering support to manufacturing businesses.

In the recent Research Excellence Framework results, Cardiff Metropolitan University was ranked as the highest post-1992 'modern' university, with 80% of the University's overall quality profile rated as world leading or internationally excellent.

The **University of South Wales** is one of the largest universities in the UK with 17,000 undergraduates and is renowned for its partnership with major employers in the region.

The university has established a Centre for Financial and Professional Services in Cardiff, working with the Welsh Government to meet the city's demand for skills in the growing financial and professional services sector.

With specialisms in the cyber security, creative industries, sustainable energy, and mobile communications, many lecturers at the University of South Wales are producing research which is contributing to advances within their field of expertise. The latest Research Excellence Framework results rated half of the university's research as either world-leading or internationally excellent.

Innovation

As a result of its skilled workforce and higher education base, the city has a relatively innovation focussed economy, exemplified by proportionally high numbers of patent applications and a high proportion of skilled jobs focussed on exporting.

City	Patent Applications 2015 (per 100,000 of population)
Bristol	34.7
Nottingham	18.1
Cardiff	16.8
Newcastle	15.3
Sheffield	13.2
Manchester	13.2
Leeds	12.5
Liverpool	10.1
Glasgow	10.0
Birmingham	8.2

Source: Centre for Cities Analysis

City	High skilled share of export jobs
Bristol	51%
Cardiff	49%
Leeds	47%
Manchester	43%
Newcastle	40%
Nottingham	40%
Liverpool	38%
Birmingham	38%
Sheffield	37%

Source: Centre for Cities Analysis

Sector Strengths

Creative and Digital Sector

Cardiff has become the hub of Wales' creative industries sector, with particular strengths in broadcasting, TV and film production. A significant concentration of creative companies are attracted to Cardiff due to the presence of major broadcasters, such as the BBC, ITV, S4C, and the city's academic excellence.

Pinewood Studios Wales has founded a base in Cardiff, adding to established studios including the BBC Drama Village. Located in Cardiff Bay, the 170,000 sqft facility, including nine studios equivalent in length to three football pitches is now the purpose-built home of four flagship BBC dramas - Casualty, Doctor Who, Pobol y Cwm, and Sherlock.

BBC Wales has invested in a new Foster & Partners designed regional headquarters at Central Square. The statement building is the centre piece of a new destination for the creative sector in the heart of the city centre. Cardiff University's new School of Journalism has relocated immediately next to the new BBC HQ.

As well as being a prime location for major players in the creative sector, Cardiff is also home to a growing creative start-up community that has been increasing in size and confidence. The city benefits from a wide variety of incubation space for the creative industries, from the newly developed Gloworks in the heart of Cardiff Bay, Tramshed Tech and Indycube as well as space in the city's established Cardiff Business Technology Centre.

- Cardiff is one of the UK's fastest growing creative sectors outside of London
- Employs over 16,000 people
- Around a third of all Welsh creative industry jobs are based in Cardiff
- 3000 creative businesses in Cardiff
- Home to triple Emmy Award production Sherlock as well as leading BBC prime time production Dr Who and Casualty
- 98.43% penetration of superfast broadband boosted by an Internet Exchange in the heart of the city
- The creative industry sector is the fastest growing sector in Wales with employment increasing 58% between 2005 and 2018
- Renowned universities with 7,000 creative industries graduates each year in subjects including animation, visual effects, digital and mobile technology development, fashion and fine art
- Contributes over £1bn of GVA to the city's economy each year

There is already support in the sector. University of South Wales' Faculty of Creative Industries is one of the largest in the UK. The school runs 33 undergraduate courses with around 3,000 students. Cardiff University's School of Journalism, Media and Culture has a world leading reputation for its industry-facing research and training. The school houses the Centre for Community Journalism, the UK's leading network centre for 400 community and hyperlocal news outlets across the UK. Cardiff Metropolitan University's School of Art & Design is home to 1,200 students with subjects including Animation, Fashion Design, Fine Art, Graphics and Illustration. All of them undertake live projects with industry.

Another initiative of the school is Creative Cardiff a network of 1,750 creative companies and freelancers. Creative Cardiff brings industry and academics together on initiatives including research and sector mapping, co-working spaces and international networks.

Life Sciences

The fast-moving Life Sciences sector in the Cardiff Capital Region is diverse, research-driven and categorised by global enterprises including Norgine, Biomet, GE Healthcare, Convatec and Johnson & Johnson Innovation.

The sector is well supported by the region's universities which are home to world leading research expertise with a strong commercial outlook. As well as facilities such as the Cardiff Medicentre (a medical technology incubator on the site of University Hospital Wales), there has also been significant investment in Life Sciences Hub Wales, based in Cardiff Bay, which is a nerve centre for academic and healthcare organisations, business, expert advisers, clinical and funding organisations. The Hub seeks to stimulate interaction, innovation, networking and collaboration, making the link between ideas and commercialisation a reality and providing a commercially-driven resource for the sector.

In comparison with the UK's Core Cities, Cardiff has a broad range of businesses within life sciences. A greater proportion of people are employed in Cardiff in the manufacture of irradiation, electromedical and electrotherapeutic equipment, medical and dental instruments, supplies and pharmaceutical preparations than the UK average.

- The sector and related industries employ 17,000 people in the city (Business Register and Employment Survey 2016)
- The Cardiff Capital Region is home to one of the world's top five world diagnostic companies in Ortho Clinical Diagnostics, the £4 million Welsh Wound Innovation Centre, ReNeuron, the first company to carry out clinical trials of stem cells in stroke patients and leading European specialist pharmaceutical company Norgine.
- Cardiff University is the base for Sir Martin Evans, Nobel Prize Winner for discovery of embryonic stem cells, and has an MRC Centre for Neuropsychiatric Genetics and Brain Imaging Research Centre (CUBRIC)

Compound Semi-Conductors

The compound semi-conductors sector is developing a cluster of international standing in South East Wales. Anchored by IQE, and supported by both City Deal investment and Cardiff University expertise, there is ambition to establish the cluster and the globe's premier location for the future development of a technology that will be fundamental to the growth of the digital sector.

To date almost 700 businesses have been identified as part of the cluster in South East Wales and South West England, benefitting from increasing levels of FDI, as well as the development of the city's home-grown businesses.

Overall, wider sector support is provided by:

- The Institute of Compound Semiconductors
- The Compound Semiconductors Centre
- The Compound Semiconductors Manufacturing Hub
- The Compound Semiconductors Applications Catapult.

Already the Cardiff Capital Region has made a £40m commitment to the development of a compound Semiconductor Industrial cluster in the region, with the aim to develop a cluster that will:

- Leverage £375m of private sector investment,
- Create up to 2,000 high skilled jobs,
- Return the investment for use on other regional schemes, and
- Create hundreds more jobs in the wider supply chain cluster

The cluster is intended on supporting a wide range of service sector and manufacturing activities across the entire city-region, which already has established concentrations of enterprise in areas such as instrumentation and communication equipment.

Financial Services and Reg-Tech

In comparison with the UK's other Core Cities, a broad range of businesses within the financial services sector are represented in Cardiff. Welsh government research states that Cardiff is the preferred location for contact and shared service centres in the UK and the city has a growing reputation in outsourced HR, legal and other corporate services. The flourishing financial sector is dominated by banks and building societies, with an increasing number of insurance and pension companies making Cardiff their home. Employment in insurance is significantly above the UK average, with the proportion of people employed in life insurance seven times greater than the UK average.

A number of globally recognised financial services companies, some of the UK's biggest accountancy firms as well as home-grown companies have expanded their operation in Cardiff over recent years, all supported by higher education in the city that not only provides a steady stream of skilled graduates, but also works closely with business to design and shape future courses for the sector.

More recently Cardiff has experienced growth in its fintech sector, with businesses such as Wealthify, a new online investment service, and Delio, which provides technology support for financial services businesses, choosing Cardiff as their base.

The sector has also recently developed a reputation in 'Reg-tech' and cyber security. These sectors are supported by higher education institutions, public sector organisations and competitive businesses, including the establishment of a National Cybersecurity Academy

The presence of numerous government bodies already in the wider South Wales region has created the foundations of a highly skilled, digitally-adept and technically proficient workforce. These bodies include core ministerial and non-ministerial departments such as DWP and HMRC, but also more specialised agencies including the DVLA, Companies House, the Intellectual Property Office and the Office for National Statistics.

Role of the City Centre

Of the Core Cities, Cardiff has the smallest city centre by radius. The expansion of the city-centre into Central Quay, Callaghan Square and Dumballs Road will see Cardiff join the rest of the UK's Core Cities in terms of city centre size. Analysis shows that Cardiff also lags the better performing cities in terms of the proportion of its city centre space dedicated to office and non-retail development.

The introduction of more office and non-retail commercial development in the city-centre is seen as critical in exploiting the benefits of agglomeration and cluster development.

City Centre Spatial Analysis

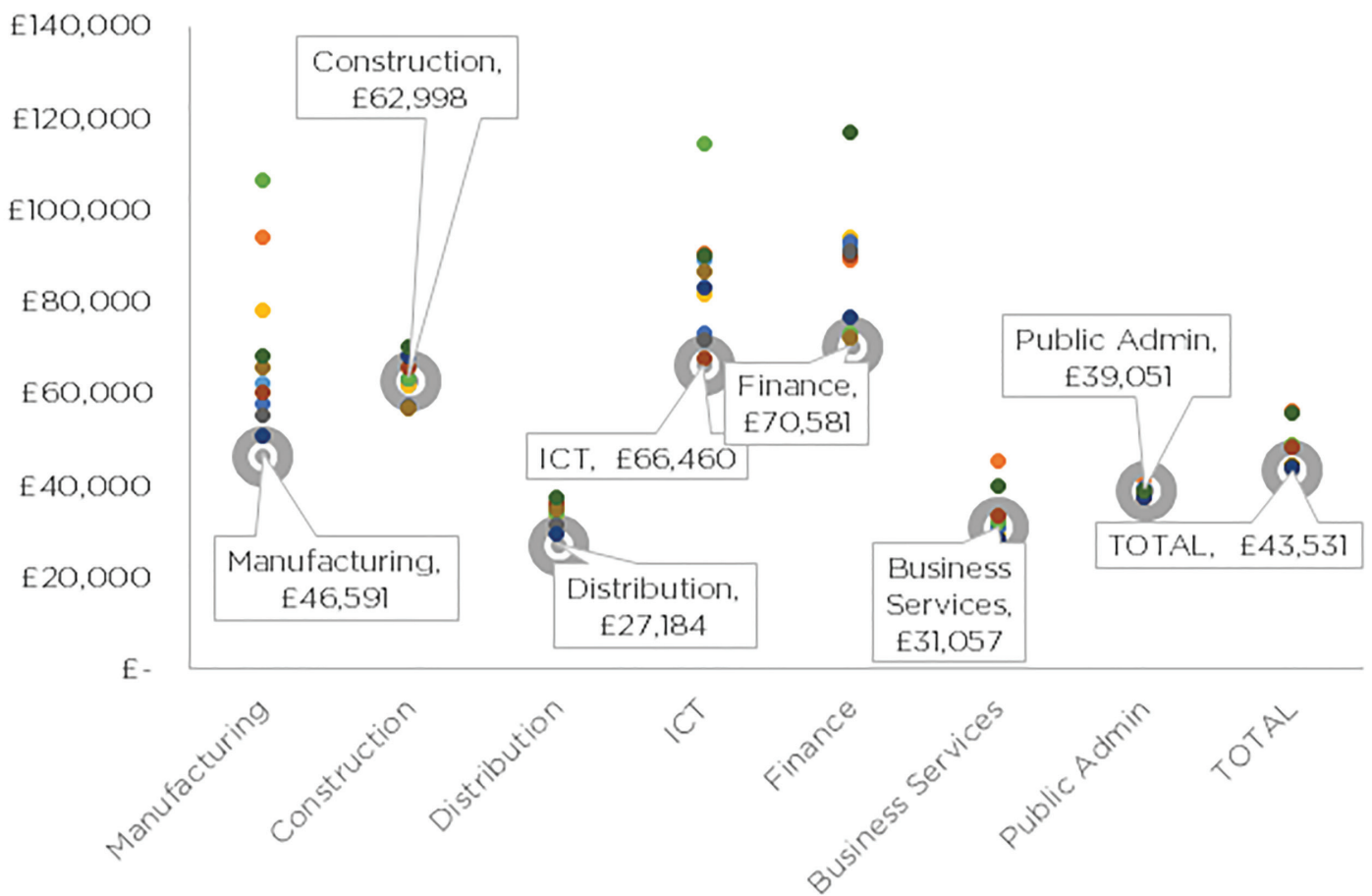
	City Centre Office	City Centre Retail	City Centre Size	radius of city centre (miles)
London	76%	11%	London	2
Birmingham	40%	19%	Large	0.8
Bristol	51%	20%	Large	0.8
Leeds	52%	21%	Large	0.8
Liverpool	45%	29%	Large	0.8
Manchester	55%	21%	Large	0.8
Newcastle	43%	35%	Large	0.8
Nottingham	35%	32%	Large	0.8
Sheffield	38%	24%	Large	0.8
Cardiff	43%	38%	Medium	0.5

Source: Centre for Cities

Productivity

Despite its industrial strengths, Cardiff's productivity lags many of the UK's Core Cities, and overall productivity is £12,000 less than the UK per worker average. Analysis shows that this isn't down to sector mix, rather it is within sector productivity that drives these differentials.

Cardiff Sector Productivity V Core Cities



A city approach to supporting the development of key sectors of potential, through a mixture of interventions, is seen as they primary tool for improving overall city productivity.

Economic Objectives

Cardiff's Well-being Plan sets the city's priorities for action between the city's public and community services, and with the citizens of Cardiff. The Plan contains Well-being Objectives, high-level priorities that the Cardiff Public Service Board has identified as being most important. Given the partnership approach that will take forward the Economic White Paper it is considered appropriate that the city-wide partnership objectives established should be adopted.

In addition the Council's Corporate Plan identifies further objectives around the visitor economy and investment. Added to the original Green Paper objective, the following Key Performance Indicators will be considered:

- GVA per head
- Jobs Growth
- Unemployment rate
- Visitor Spend
- Gross Disposable Household Income per head
- The amount of 'Grade A' office space committed to in Cardiff (sq. ft.)
- Employee jobs with hourly pay below the living wage
- Percentage of population aged 16-64 qualified NVQ4+
- Earnings (Weekly Resident FT Gross)
- Employment Rate (Female as % of all)
- Employment Rate (BAME as % of all)
- Employment Rate (EA core disabled as % of all)
- Percentage of households in poverty
- Long-term JSA Claimants

Economic Indicators Summary

	Cardiff	Wales	UK	Core City Rank
GVA per head (2016)	£27,480	£19,140	£26,621	5 th
Jobs Growth (2017-2018)	6.0%	0.7%	1.2%	5 th
Unemployment rate (Dec 2017)	6.1%	4.8%	4.4%	4 th
Visitor Spend (2017)	£1,325m	n/a	n/a	n/a
Gross Disposable Household Income per head (2016)	£16,769	£15,835	£19,432	3 rd
The amount of 'Grade A' office space committed to in Cardiff (sq. ft.)		n/a	n/a	n/a
Employee jobs with hourly pay below the living wage (2017)	20.7%	24.7%	22.0%	5 th
Percentage of population aged 16-64 qualified NVQ4+ (2017)	48.0%	35.1%	38.4%	2 nd
Earnings (2017 Weekly Resident FT Gross)	£538.5	£505.9	£550.4	2 nd
Employment Rate (Female as % of all)	67.4%	69.0%	70.3%	5 th
Employment Rate (BAME as % of all) Apr 2017-Mar 2018	59.0%	60.5%	64.8%	2 nd
Employment Rate (EA core disabled as % of all) Apr 2017-Mar 2018	43.7%	45.2%	50.8%	6 th
Percentage of households in poverty	16%	15%	n/a	n/a
Long-term JSA Claimants	56%	42%	42%	3 rd



COUNCIL:

28 MARCH 2019

CABINET PROPOSAL

SUPPLEMENTARY PLANNING GUIDANCE

Reason for this Report

1. To advise on the outcome of consultation on the following draft Supplementary Planning Guidance (SPG) and recommend their approval, as amended, by the Council:
 - Flat Conversions
 - Student Accommodation

Background

2. The Council has a number of SPGs which are prepared to supplement the policies contained in previous adopted plans. In order to ensure conformity with the Cardiff Local Development Plan (LDP) policies (adopted 2016) a programme of SPG to support and amplify the policies in the LDP is being produced. These SPG's are the fifth tranche of this programme and further tranches will be brought before Cabinet and Council in next 12 months.
3. Welsh Government guidance encourages local planning authorities to prepare SPG to provide advice on how LDP policies will be implemented. This should help those involved in the development and planning process understand the purpose and objectives of policies and assist the submission of permissible planning applications.
4. SPG must be consistent with planning legislation, Welsh Government guidance and the LDP. It should be prepared in consultation with the public and appropriate interests, and their views should be taken into account before formal Council approval. SPG may be given weight as a material consideration when making decisions on planning applications.
5. For six weeks from late September to early November 2018, consultation was undertaken on the SPGs. Consultation included the following:
 - A six- week public consultation period
 - A public notice in the local press
 - Copies of the documents were made available to view in all Cardiff Libraries.

- Consultation was advertised on Council website.
6. In addition to the above, Councillors were notified about the current SPG consultation and an email/letter notification was sent out to consultees on the SPG Consultation List. This list includes around 300 formal LDP consultees, businesses, interested groups or individuals who have requested to be kept informed of SPG consultations. Both of the SPGs appended to this report contain appendices outlining the specific consultation undertaken, a summary of the representations submitted and the changes made in response.

Flat Conversions SPG

7. The SPG seeks to outline the council's planning policies in terms of the development of flats that are converted from other uses. It is not applicable to new build flats.
8. The authority recognises the vital role played by converted flats in contributing towards a balanced housing mix within the city. However, this SPG seeks to ensure that developments are of a suitable design and standard and accord with wider planning aspirations, such as in regard to sustainable transport. The SPG therefore seeks to ensure high quality flat conversions in the future
9. The key points from the SPG may be considered as follows:
- Introduces principle of space standards, as referenced in H5 of LDP
 - Aligns with *Managing Transport Impacts and Parking Standards SPG* and *Waste Collection and Storage Facilities SPG*.
 - States preference for provision of mixed size dwellings after conversion, to encourage family accommodation and
 - Does not require access to gardens for all flats.
 - Clarifies Planning Obligations with regards to triggers for affordable housing and other commitments
10. A wide range and variety of nearly 50 comments were received through the consultation process, some points replicated by different consultees. These are addressed within an appendix in the SPG. Of the comments, a number will lead to changes within the final SPG. These are relatively minor and do not alter the main thrust of the SPG.
11. Many comments were generally supportive in principle of the SPGs aims, but wished for further tightening up of standards, particularly in terms of room sizes. Other comments felt that the proposed standards were appropriate or too restrictive. Several comments sought changes that would have conflicted with the adopted LDP, which is not the purpose of SPG. A number of relatively minor or technical points were raised and acted upon.
12. Overall, the proposed amended version is considered to represent another key element of guidance, which, together with other relevant

policies and SPG will provide the necessary framework for the consideration of future proposals.

Student Accommodation SPG

13. The Student Accommodation SPG outlines the authority's planning guidance in terms of purpose built student accommodation. It does not apply to HMOs or students living in private accommodation or parent's homes.
14. The authority recognises the key cultural and economic role that universities and students play in the city and the consequential need for accommodation for students. It also recognises that poorly located and poorly designed developments can have potential negative impacts upon local neighbourhoods. It is recognised therefore that student accommodation can provide key economic benefits to the city, but it is important that the council acts proactively and manages the process to ensure clear strategic benefits are delivered. The SPG's focus therefore is on ensuring that student accommodation is of a high quality and delivered in appropriate and sustainable locations.
15. The key points in the SPG may be considered as follows:
 - Strong emphasis on design quality, active ground floors, quality of materials.
 - Emphasis on sustainability, limited car parking, and developments in suitable locations.
 - Aligns with *Managing Transport Impacts and Parking Standards SPG* and *Waste Collection and Storage Facilities SPG*.
 - Clarifies planning obligations required, including the reiteration that change of use to other types of development would need a new planning application, with changes of use to residential development requiring an affordable housing contribution, alongside other obligations
 - Reference to standards expected in terms of size of living accommodation.
16. A wide range and variety of nearly 60 comments were received through the consultation process, some of these were replicated by different consultees. These are addressed within an appendix in the SPG. Of the comments, a number led to changes within the final SPG. These are relatively minor and do not alter the main thrust of the SPG.
17. The main concerns related to the design of, and demand for, student accommodation, with the latter tied into concerns about future changes of use to non-student uses. This is not something that the SPG can consider, other than clarifying the standards and requirements for student accommodation and emphasising that any changes would require planning permission in the future. Several comments sought changes that would have conflicted with the adopted LDP, which is not the purpose of SPG. A number of relatively minor or technical points were raised and acted upon.

18. Importantly, the SPG will be used alongside other approved policies and guidance to provide the necessary framework for the rigorous consideration of future proposals.

Reason for the Recommendation

19. To comply with Welsh Government guidance on the process for preparing Supplementary Planning Guidance.

Legal Implications

20. The Cardiff Local Development Plan (LDP) was adopted on 28 January 2016 and contains policies and proposals which provide the basis for deciding planning applications. The policies in the adopted Cardiff LDP have special status under section 38(6) of the Planning and Compulsory Purchase Act 2004 which means that planning decisions must be taken in accordance with it unless material considerations indicate otherwise.
21. Whilst the LDP contains policy; supplementary planning guidance (SPG) contains guidance and advice. SPG should derive from a generic LDP policy and can be used to show in more detail how generic policies will be interpreted.
22. In order for a SPG to be given as much weight as possible as a material consideration SPG should go through a process of consultation followed by the necessary changes before formal adoption.
23. The Well-Being of Future Generations (Wales) Act 2015 ('the Act') places a 'well-being duty' on public bodies aimed at achieving 7 national well-being goals for Wales - a Wales that is prosperous, resilient, healthier, more equal, has cohesive communities, a vibrant culture and thriving Welsh language, and is globally responsible.
24. In discharging its duties under the Act, the Council has set and published well-being objectives designed to maximise its contribution to achieving the national well-being goals. The well-being objectives are set out in Cardiff's Corporate Plan 2018-21: <http://cmsprd.cardiff.gov.uk/ENG/Your-Council/Strategies-plans-and-policies/Corporate-Plan/Documents/Corporate%20Plan%202018-21.pdf> . When exercising its functions, the Council is required to take all reasonable steps to meet its well-being objectives. This means that the decision makers should consider how the proposed decision will contribute towards meeting the well-being objectives and must be satisfied that all reasonable steps have been taken to meet those objectives.
25. The well-being duty also requires the Council to act in accordance with a 'sustainable development principle'. This principle requires the Council to act in a way which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. Put simply, this means that Council decision makers must

take account of the impact of their decisions on people living their lives in Wales in the future. In doing so, the Council must:

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

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

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

26. In considering this matter the decision maker must have regard to the Council's duties under the Equality Act 2010. Pursuant to these legal duties Councils must, in making decisions, have regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. Protected characteristics are: (a) Age, (b) Gender reassignment (c) Sex (d) Race – including ethnic or national origin, colour or nationality, (e) Disability, (f) Pregnancy and maternity (g) Marriage and civil partnership, (h) sexual orientation (i) Religion or belief – including lack of belief.
27. The LDP was subject to an Equalities Impact Assessment. The SPGs supplement and provide guidance on the policies which were prepared within this framework.

Financial Implications

28. The approval of the Supplementary Planning Guidance for Flat Conversions and Student Accommodation is not expected to result in any direct financial implications.

HR Implications

29. There are no HR Implications for this report.

CABINET PROPOSAL

Council is recommended to approve the following Supplementary Planning Guidance as amended and appended to this report:

- Flat Conversions
- Student Accommodation

THE CABINET

24 January 2019

The following Appendices are attached:

- Supplementary Planning Guidance: Flat Conversions
- Supplementary Planning Guidance: Student Accommodation

Flat Conversions

Supplementary Planning Guidance



January 2019



FINAL DRAFT

Contents

1	Introduction	Page 2
2	Planning Policy Context	Page 3
3	Space Standards	Page 5
4	Design and Accommodation Amenities	Page 6
5	Loss of family homes and other uses	Page 11
6	Planning Obligations (Developer Contributions)	Page 12
7	Appendices	Page 13

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

DRAFT

1 Introduction

1.1 What is Supplementary Planning Guidance (SPG)?

The Welsh Government (WG) support the use of Supplementary Guidance to set out detailed guidance on the way in which Local Development Plan (LDP) policies will be applied in particular circumstances or areas. SPG must be consistent with development plan policies and National Planning policy guidance. Before it is adopted, an SPG undergoes a period of public consultation and must be approved by the council. Upon adoption by Cardiff Council in January 2019, the SPG became a material consideration in the determination of relevant planning applications.

1.2 What is the history of the Flat Conversions SPG?

The SPG went to public consultation between 20th September and 1st November 2018. It was adopted by Cardiff Council on xx/xx.

1.3 What is the purpose of this SPG?

- 1.3.1 This SPG refers to the conversion of buildings into flats. It does not deal with new build flats. It is recognised that conversions of older properties into flats offer unique challenges that warrant their own policies whereas new build flats tend to benefit from less 'constraints', most notably in terms of space restrictions that the existing building encompasses. In addition to this SPG, the *Cardiff Residential Extensions & Alterations SPG* (Adopted 2017) should be referenced in circumstances where flat conversions require extensions or notable alterations to the existing building.
- 1.3.2 New build flats should reference the *Cardiff Infill Sites SPG* (2017) and the *Residential Design Guide SPG* (2017) which outline key principles for new developments in terms of design and amenity.
- 1.3.3 Houses in Multiple Occupation (HMOs) are addressed in the *Houses in Multiple Occupation SPG* (2016). Whilst sharing similar characteristics with residential conversions to flats, HMOs are defined in broad Planning terms by retaining a single unit of shared accommodation for three or more unrelated persons who share basic amenities. Individual flats therefore will typically not be considered to be HMOs unless they fall within the HMO definition.
- 1.3.4 Developments aimed explicitly and exclusively at students are addressed in the *Student Accommodation SPG* (2018).

2 Planning Policy Context

2.1 National Policy

2.1.1 Planning Policy Wales (Edition 9, 2016) sets out land-use planning policies of the Welsh Government. It is supplemented by a series of Technical Advice Notes (TANs). Procedural advice is given in circulars and policy clarification letters.

2.1.2 Paragraph 3.1.4 states:

Factors to be taken into account in making planning decisions (material considerations) must be planning matters; that is, they must be relevant to the regulation of the development and use of land in the public interest, towards the goal of sustainability. The planning system does not exist to protect the private interests of one person against the activities of another. Proposals should be considered in terms of their effect on the amenity and existing use of land and buildings in the public interest. When determining planning applications local planning authorities must take into account any relevant view on planning matters expressed by neighbouring occupiers, local residents and any other third parties. While the substance of local views must be considered, the duty is to decide each case on its planning merits.

2.1.3 In terms of conversions of and for housing, Paragraph 9.2.6 states:

Local planning authorities should address the scope and potential for rehabilitation, conversion, clearance and redevelopment when considering suitable sites for housing development. Maximising the use of suitable previously developed land for housing development can assist regeneration and at the same time relieve pressure for development on greenfield sites. In particular, local authorities should consider the contribution to the overall provision of land for housing that can be made by reclaimable or reclaimed urban land and by disused or underused buildings. Sites which are no longer likely to be needed for office or industrial purposes may also be appropriate locations for housing.

2.1.4 Paragraph 9.3.3 states:

Insensitive infilling, or the cumulative effects of development or redevelopment including conversion and adaptation, should not be allowed to damage an area's character or amenity. This includes any such impact on neighbouring dwellings, such as serious loss of privacy, or overshadowing.

2.1.5 In the Planning Use Class systems, flats and houses are usually classed as C3 Dwelling houses. As stated in 1.3.3, certain developments of flats can be identified as C4 developments; they are for three or more unrelated persons, forming a House in Multiple Occupation.

2.2 Local Policy

2.2.1 The Cardiff Local Development Plan (LDP) 2006-2026 was adopted in January 2016. The principle of maximising the use of existing dwellings is established with one of the 4 key objectives is 'To respond to evidenced social needs' within this it is stated:

C. [LDP Objective]To maximise the use of the existing building stock through refurbishment, retro-fitting and empty homes initiatives

2.2.2 Policy H5 in the LDP refers explicitly to the sub-division of conversion of residential properties. This is outlined below. Several other policies are also applicable to flat conversions and will be referenced throughout this SPG. Unless stated otherwise, policies noted within this SPG will refer

to those stated in the LDP. Developments of HMOs should refer to the HMO SPG (2016)

Proposals for any conversion to flats or Houses in Multiple Occupation will be permitted where:

- i) The property is of a size, whereby the layout, room sizes, range of facilities and external amenity space of the resulting property would ensure an adequate standard of residential amenity for future occupiers.*
- ii) There would be no material harm to the amenity of existing, nearby residents by virtue of general disturbance, noise, or overlooking.*
- iii) The cumulative impact of such conversions will not adversely affect the amenity and/or character of the area.*
- iv) Does not have an adverse effect on local parking provision.*

2.2.3 Policy H2 references conversions to flats above commercial premises within the Central Business Area of the city centre, District centres and Local centres. Policy H2 states:

The conversion of suitable vacant space above commercial premises to residential use will be favoured where:

- i) Adequate servicing and security can be maintained to the existing commercial use(s)*
- ii) Appropriate provision can be made for parking, access, pedestrian access, amenity space, and refuse disposal together with any appropriate external alterations and;*
- iii) The residential use does not compromise the ground floor use.*

2.2.4 The *Cardiff Residential Extensions and Alterations SPG (2017)* outlines key principles in terms of design and the potential impact of the development on surrounding properties. In particular, section 7 outlines the impact of Extensions which may be a feature of some flat conversions. The key listed Design principles are as follows and expanded upon in more detail in the SPG.

- *Be subordinate to the original dwelling*
- *Avoid blocking natural light and outlook to habitable rooms in neighbouring properties*
- *Avoid reducing garden space to an unreasonable small size*
- *Consider the impact on trees within or adjacent to the site*

2.2.5 Affordable Housing contributions are requested for developments of five or more dwellings, or for developments on sites exceeding 0.1 gross hectares. This, and other planning contributions are expanded upon in Section 6

2.3 Listed Buildings and Conservation Areas

2.3.1 Owners of properties that have been listed by Cadw for their special architectural or historic interest, or are in a conservation area should seek additional advice prior to contemplating conversion to flats. Many alterations or associated facilities (such as bin stores, roof lights or dormer windows) that often form part of flat conversions, may require planning permission or listed building consent (LBC) and will be less acceptable within designated historic areas than elsewhere in the city.

2.3.2 Proposals in conservation areas are required to preserve or enhance the character or appearance of the area, as set out in policies KP17 and EN9 of the LDP. Specific advice regarding each conservation area is available on the Council's website www.cardiff.gov.uk/conservation. The location of conservation areas and listed buildings can also be checked on the website.

3 Space Standards

- 3.1 Space standards refer to the ambition to see adequate space provided to future residents to ensure accommodation is of a high quality and affords space for living. Policy H5 of the LDP states:

Proposals for any conversion to flats or Houses in Multiple Occupation will be permitted where:

- i) *The property is of a size, whereby the layout, room sizes, range of facilities and external amenity space of the resulting property would ensure an adequate standard of residential amenity for future occupiers.*

This policy forms the basis that seeks to achieve a minimum size for newly converted flats in order to provide good amenity to current and future users. Unlike England and across all London boroughs, Wales has no national space standards, but various attempts at standards have been historically applied within the British planning system, and these are presented in Appendix B.

- 3.2 Hitherto, Cardiff Council has had no space standards for each converted residential unit, but has typically sought to approve flats where they are larger than 30m², based on the 1961 Parker Morris standards. Above this size, the Council currently make no provision for the number, or size of bedrooms and in light of the above LDP policy it is deemed appropriate to provide a definition of 'adequate standard of residential amenity' for developers to adhere to. The following standards are expected:

Number of Bedrooms	Minimum Flat Size in GIA
Studio Flat	30m ²
1 Bedroom	35 m ²
2 Bedroom	45 m ²
3 Bedroom	55 m ²
4 Bedroom	65 m ²

These standards take account of alternative space standards used elsewhere in the country, but are adapted to the practical needs of Cardiff, the city's housing types, projected population growth and need to maintain a buoyant housing supply at all price ranges. See Appendix A for more information

- 3.3 These standards will be expected to be delivered unless it can be demonstrated that there are exceptional circumstances in terms of wider planning benefits, such as bringing a derelict listed building into beneficial use.

4 Design and Accommodation Amenities

4.1 This part of the SPG presents design guidance for flat conversions above and beyond the principles on space standards stated in Section 3.

4.2 Room Sizes and Facilities

4.2.1 Within the confines of the space standards outlined in 3.2, the council would not seek to be prescriptive in terms of individual room sizes. However, applicants are reminded of the council's Licensing standards, replicated in Appendix C and which in addition to the total flat space standards, offer guidance and best practice on suitable sizes for individual rooms.

4.2.2 In terms of ceiling heights, a height appropriate for a good standard of living must be demonstrated as part of the application. In respect of loft conversions, habitable room space that contributes towards the space standards outlined in 3.2 is only counted as that which has a ceiling height above 1.5m. A minimum of 2m headroom must be provided above stairwells which is measured vertically from the pitch line of the stairs.

4.3 Recycling and Storage

4.3.1 Adequate provision must be made for waste, recycling and composting facilities. Policy W2 (Provision for Waste Management Facilities in Development) of the LDP states:

Where appropriate, provision will be sought in all new development for facilities for the storage, recycling and other management of waste

4.3.2 The *Waste Collection and Storage Facilities SPG* (October 2016) outlines key principles that developments must achieve in terms of waste and recycling. For houses being converted into flats, the preferred option is individual bin allocation, managed by each flat. Each flat would be allocated:

- 140L wheeled bin or bags (equivalent to 140L) for general waste
- 25L kerbside caddy for food waste
- Green bags for recycling

There is also the option for communal bins where space is limited.

4.3.3 The table below shows the bin provision of smaller wheeled bins for converting flats.

Number of Flats	Recycling (L)	General (L)	Garden* (L)	Food** (L)
3	bags	1 x 240L and 1 x 140L	240L	1 x 25L
4	bags	2 x 240L	240L	2 x 25L
5	bags	3 x 240L	240L	2 x 25L
6	bags	3 x 240L and 1 x 140L	240L	240L
7	bags	4 x 240L	240L	240L
8	bags	4 x 240L and 1 x 240L	240L	240L
9	bags	5 x 240L	240L	240L

For large developments of purpose built flats or apartments please see table below.

Number of Flats	Recycling (L)	General (L)	Garden* (L)	Food** (L)	Reuse/Bulky Storage
5	660	660	-	240	-
10	1100	1100	-	240	5m ²
15	2200	2200	-	240	5m ²
20	2200	2200	-	240	5m ²
25	3300	3300	-	480	5m ²
30	4400	4400	-	480	5m ²
35	4400	4400	-	480	5m ²
40	5500	5500	-	480	5m ²
45	6600	6600	-	720	10m ²
50	6600	6600	-	720	10m ²

4.4 Amenity Space

- 4.4.1 Amenity space is important in retaining a quality of life for people within converted dwellings, and to a lesser extent those who live nearby. Amenity space can perform many different functions, such as a secure playing space for children, a horticultural area, a place for drying clothes, or for sitting out in. Policy H5 in the LDP references the importance of external amenity space for future occupiers of converted flats. The full text of the policy is listed in 2.2.2.
- 4.4.2 Ground floor (or roof terrace) amenity space for flat conversions is different to amenity space for C3 dwellings or for HMOs, as it is less likely that upper floor residents would have direct access to any ground floor amenity space in converted flats. The council would favour developments that make every effort to provide access to external amenity space to as many dwellings as possible within the converted building. However, it is recognised that this may not always be viable, or desirable, and that a range of flats, some with sole access to amenity space, some with shared access and some with no access, is a matter for individual residents in choosing where to live. Amongst other considerations, a family dwelling on the ground floor with sole access to the amenity space can on balance be more beneficial than the same space being *accessed* by all flats within the building.
- 4.4.3 Amenity space can also exist in terms of balconies. Balconies on upper floors, if overcoming any overlooking concerns, can help to mitigate for any lack of access to ground floor amenity space. Sections 8.27 – 8.29 of the *Cardiff Residential Extensions and Alterations SPG (2017)* provides principles for provisions of balconies. Balconies may be particularly beneficial for units with no ground floor amenity space access.

4.5 Parking

- 4.5.1 The impact of parking is a key local issue with all residential development. This is especially the case with flat conversions where there can be a heightened perception of the impact that this type of development can have on often limited street space. As such car parking provision should be effectively incorporated into the design of the development. Policy H5 of the LDP states:

Proposals for any conversion to flats or Houses in Multiple Occupation will be permitted where:

- iv) *It does not have an adverse effect on local parking provision.*

In respect of this, reference should be made to the Council's parking standards, which are set out in the *Managing Transport Impacts and Parking Standards SPG*, which provides guidance on car, cycle, motorcycle and disabled parking provision, layout and design. The above SPG notes in 6.13:

Changes of use involving the subdivision of properties to create additional units can potentially result in the intensification of use and an increase in the level of demand for car parking. In areas

where there is a high concentration of single dwellings that are in multiple occupation, or have been subdivided into multiple flat/bedsit/apartment units, levels of on-street parking may already be oversubscribed. In locations where these circumstances exist, proposals for the further subdivision of existing dwellings will need to be carefully considered in light of the likely impacts of any intensification upon existing parking pressures. In exceptional circumstances, the likely parking impacts of a proposal may warrant a flexible application of the standards in this SPG with the effect that permission may not be granted unless additional off street parking space can be provided within the curtilage of the building

4.5.2 The *Managing Transport Impacts and Parking Standards SPG (2018)* includes the table below, which outlines the maximum and minimum provisions for car and cycle parking for different types of developments. Flat conversions will typically fall under ‘all dwelling properties’, in the central area and ‘1 or 2+ bedroom dwelling properties’ in the Non-Central area. Minimum provisions are not provided for car parking spaces, and there is no maximum for cycle parking. For example, a house converted to three one-bedroom flats would have at least three cycle parking spaces. This is in order to encourage sustainable means of transport, in accordance with policy KP8 of the LDP. Cycle parking should be provided in suitably designed stores and not designed to be kept in corridors or other informal arrangement.

Area	Development Type	Maximum car parking spaces	Minimum cycle parking	Disabled Parking Provision
Central	All dwelling properties	1 per unit	1 per unit (house) 1 per bedroom (flat)	Provided in car parking allocation
Non Central	1 bedroom dwelling properties	1 per unit	1 per unit (house) 1 per bedroom (flat)	Provided in car parking allocation
	2+ bedroom dwelling properties	2 per unit	1 per unit (house) 1 per bedroom (flat)	

Central area as defined in *Managing Transport Impacts SPG (2018)*

4.5.3 In terms of standards of storage, the impact on proposed cycle storage on the street scene will be assessed on its merits. The *Managing Transport Impacts SPG* states in 6.22:

Residential and long stay cycle parking must be secure and sheltered. The shelter may be in the form of accommodation within buildings, in cycle sheds or other sheltered structures and can include cycle lockers or cages located in close proximity to the main building access. For houses, where cycle parking cannot be accommodated within individual dwellings (e.g. where garages and/or outside space are not available), appropriate alternative secure and sheltered provision should be made. It is often better to have several small groups of stands rather than one large facility. Cycle provision should be designed into a scheme from the outset to ensure adequate provision is made available from first occupation. Reference should be made to the Cardiff Residential Design Guide and other relevant guidance.

4.6 Noise, Light and Outlook

4.6.1 Design and layout of flat conversions should minimise the potential for noise nuisance. By definition, flat conversions bring different household units into closer contact with each other within the confines of existing building structures. This can result in greater conflict between residents within conversions, and also neighbours. For this reason the council strongly favour the ‘stacking’ of flats, whereby consistent room types are above each other when conversions occur, i.e. the kitchen of the first floor flat is above the kitchen of the ground floor flat. The council will carefully scrutinize arrangements between bedrooms and living spaces where there may be potential conflicts.

4.6.2 Effective sound insulation is important between adjoining flats/dwellings, and helps to mitigate against future noise disturbance and nuisance. Noise is a material factor which must be considered when applications are received. The specific details of sound insulation are not dealt with under

Planning legislation, instead the Building Regulations 2010 (as amended) identify this type of development as a 'material change of use' and makes specific requirements in respect of acoustic design under Part E of the Regulations. It is something which developers will need to consider in order to mitigate against future noise problems.

4.6.3 Privacy between flats in the same building and adjacent buildings is important. Rooms should be arranged in a manner that maximises the living standards of occupants whilst preventing the overlooking of neighbouring properties and avoiding bedrooms facing high boundary walls. This accords with Policy KP5 in the LDP.

4.6.4 All habitable rooms must benefit from natural light, ventilation and a means of outlook that should be onto streets or amenity spaces. *The Cardiff Residential Design Guide SPG (2017)* and LDP Policy KP5 offers a series of design principles on outlook, light and privacy.

4.7 Access

4.7.1 Flats that are above shops or offices should have their own separate access to the street frontage to avoid conflict with the commercial properties on the lower floor(s). If this is not possible, strong justification must be given for utilisation of shared entrances.

4.7.2 Access to the building should be through the front door with direct access from the street entrance as opposed to via the commercial area. Wider principles on conversions of spaces above commercial units is provided in Policy H2 of the LDP, which is presented in 2.2.3

4.7.3 Rear or side access should only be used as the primary access if it is well lit and already extensively used for this purpose. External staircases at the back of the building, via a back alley are not acceptable as the main access as they can cause a loss of privacy for neighbouring properties. This principle also applies to upper floor flats that are not above commercial premises.

4.8 External Alterations

4.8.1 The visual impact of any conversion on the external appearance of the property is a key issue, and consideration of this through good design must be considered. KP5 of the SPG states:

To help support the development of Cardiff as a world-class European Capital City, all new development will be required to be of a high quality, sustainable design and make a positive contribution to the creation of distinctive communities, places and spaces by:

- i) Responding to the local character and context of the built and landscape setting so that layout, scale, form, massing, height, density, colour, materials, detailing and impact on the built and natural heritage are addressed within development proposals.*

4.8.2 4.2 Presents guidance on ceiling heights and floor levels. If floor levels are altered, through the conversion to flats, the impact on the appearance from the street must be considered, with the lower floor level not visible to those using the street. This is best achieved by using obscured glazing. Additionally, in cases where it may be appropriate to split larger rooms into smaller rooms care must be taken to ensure that new windows align with the divided room. This is especially the case in traditional bay fronted properties, where it is not appropriate for two rooms to share the same window.

4.8.3 More generally, the *Cardiff Residential Extensions and Alterations SPG (2017)* provides guidance [for all development types] and outlines core planning principles that would also apply for the conversion to flats, including commentary on materials, density, colours and form.

4.8.4 Newly converted flats will need to have consideration in respect of designing out crime and the creation of safe environments. Applicants are encouraged to engage with Police Design Out Crime Officers and refer to secured by design principles, which can be found at www.securedbydesign.com. Policy C3 (Community Safety / Creating Safe Environments) of the LDP states:

All new development and redevelopment shall be designed to promote a safe and secure environment and minimise the opportunity for crime. In particular development shall:

- i) Maximise natural surveillance of areas which may be vulnerable to crime such as publicly accessible spaces, open space, car parking areas and footpaths*
- ii) Have well defined routes, spaces and entrances that provide convenient movement without compromising security*
- iii) Maintain perceptible distinction between public and private spaces through well-defined boundaries and defensible space.*
- iv) Provide a good standard of lighting to public spaces and routes while minimising energy use and light pollution; and*
- v) Be designed with management and maintenance in mind, to discourage crime in the present and future.*

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5 Loss of Family Homes and Other Uses

- 5.1 Cardiff has a housing shortage, and this includes the provision of family accommodation. There is a need for all sizes of family accommodation, both in the affordable and market housing sectors. Whilst it is recognised that conversions to flats can result in an increase of smaller, denser accommodation being provided, it can often be at the expense of family accommodation, as a larger single residential unit makes way for several smaller flats. A significant loss of family housing can erode the character of an area, including diluting mixed and sustainable communities, as outlined in Policy H5 of the LDP, and listed in 2.2.2.
- 5.2 In addition to maintaining a supply of family housing, the council needs to protect the character and amenity of an area. As such, where an existing C3 Use Class family home is lost to conversion, the council would favour the provision of a range of flat sizes, especially two bed flats, which are more versatile in terms of occupiers and can serve as small family accommodation. The most appropriate location for a two-bed flat is on the ground floor, which is typically better positioned to benefit from any ground floor amenity space. It is understood that in some cases a two bed flat may not be possible within the confines of an existing building, or without extensive, and possibly unacceptable, extensions.
- 5.3 The majority of flat conversions occur in buildings that had previously been residential. However, in many cases flats are developed in what may previously have been commercial or industrial spaces. This is particularly the case with larger developments of flats that may occur in what were previously office blocks, or industrial warehouses.
- 5.4 Given the greater prominence of larger conversions, and the principle of the change of building use, greater attention is needed to the design principles outlined within this SPG. LDP Policy EC3 Alternative Use of Employment Land and Premises, outlines some key principles in terms of the change *from* other uses, and policy H6 outlines the requirements for conversion *to* residential. EC3 states:
- Development of business, industrial and warehousing land and premises for other uses will only be permitted if:*
- i) The land or premises are no longer well located for business, industrial and warehouse use; or*
 - ii) There is no realistic prospect of employment use on the site and/or the property is physically unsuitable for employment use, even after adaptation/ refurbishment or redevelopment; or*
 - iii) There is no need to retain the land or premises for business, industrial or warehousing use, having regard to the demand for such land and premises and the requirement to provide for a range and choice of sites available for such use; and*
 - iv) There will be no unacceptable impact on the operating conditions of existing businesses.*
- 5.5 On occasions when the development may be acceptable, a contribution towards the provision of local training and employment may still be requested. This is contained in Section 7, alongside other developer contributions that may be required.

6 Planning Obligations (Developer Contributions)

- 6.1 New development often generates additional demands upon existing services, facilities, infrastructure and the environment. As identified in LDP Policy KP7, planning obligations will be sought to mitigate any impacts related to the proposed development, where they are:
- *Necessary to make the development acceptable in planning terms*
 - *Directly related to the development; and*
 - *Fairly and reasonably related in scale and kind to the development*
- 6.2 The following contributions may be sought, either through in-kind provision or by financial contribution, towards site specific infrastructure provision which is required as a result of the development, or where it is required to mitigate the impacts of development. Further details are provided in the *Cardiff Planning Obligations SPG(2017)*
- 6.2.1 **Affordable Housing:** LDP Policy H3 seeks 20% affordable housing on brownfield sites in all residential proposals that result in five or more dwellings, or sites of or exceeding 0.1ha in gross site area, or where adjacent and related residential proposals result in combined numbers or site size areas exceeding the above thresholds.
- 6.2.2 **Transportation and Highways:** Contributions may be sought towards specific measures in the immediate vicinity that may be required to enhance access to local facilities by sustainable modes (ie bus stop enhancements, cycling or walking routes). Developers will generally be expected to pay the costs of any new Traffic Regulation Orders (TRO) needed to accommodate the development.
- 6.2.3 **Functional Open Space:** A financial contribution towards functional open space will be sought on developments over eight units, and the provision of a minimum of 2.43ha of functional open space per 1000 projected population. For developments of 14 or more dwellings an element of on-site functional open space will be sought although it is recognised that this is less achievable for flat conversions and as such financial contributions may be sought in those instances too.
- 6.2.4 **Schools and Education:** A financial contribution towards school and education provision will be sought from residential developments where the site contains 80 or more flats, 13 or more houses, or an equivalent combination thereof (For this contribution only, 1 house is defined as equivalent to 5.43 flats).
- 6.2.5 **Community Facilities:** A financial contribution towards community facilities will be sought for any development of 25 or more flats.
- 6.2.6 **Public Realm, Community Safety and Public Art:** Where the need arises as a result of the development, provision of, or a contribution towards public realm, public art, or community safety measures in the vicinity of the site may be requested.
- 6.2.7 **Local Training and Employment:** As stated in 6.3, in circumstances where development proposals involve the loss of Class B1, B2 or B8 land and/or floorspace, a financial contribution towards bringing forward compensatory employment and training opportunities will be sought.

7 Appendices

7.1 Appendix A

An analysis has been made of 40 planning applications granted between 2015 and 2017, to ensure that the standards presented are in line with developments in Cardiff and are not unreasonable for the majority of schemes to be able to deliver. The 40 developments were all flat conversions that contained a variety of different sizes; studio, one-bed, two-bed and three-bedroom flats.

- The average size of studio flats / 1 bed flats was 37m²
- The average size of two-bed flats was 49m²
- The average size of three+ bedroom flats was 58m²

The minimum flat sizes outlined in 3.2 are designed to align with the above market expectations while ensuring that standards of flat accommodation are maintained and raised where necessary.

7.2 Appendix B

A justification for the space standards presented in 3.2 is given below. While this is only a guide to space standards, it should be noted that Cardiff Council have previously informally applied the Parker Morris standards, in seeking 30m² for flat conversions

	Flat Sizes				
	Studio	1 bedroom	2 bedroom	3 bedroom	4 bedroom
Ministry of Health Housing Manual 1949	27.9m ²	32.5 - 46.5m ²	65.0m ²	69.7 – 83.6m ²	88.3 - 92.9m ²
London Housing Standards (2016)	37-39m ²	50m ²	61-70m ²	74-95m ²	90-117m ²
	Flat Sizes				
	1 person	2 person	3 person	4 person	5 person
Parker Morris Standards (1961)	29.7m ²	44.6m ²	56.7m ²	69.7m ²	79m ²
Parker Morris Standards Amended (1967)	32.3m ²	47.4m ²	59.7m ²	73m ²	82.3m ²

7.4 Appendix C

The below information is replicated for guidance only, in order to demonstrate minimum standards of amenity space, as expected by Cardiff Council in licensed properties.

Cardiff Council Amenity Space Standard Table: Licensable properties

Required Amenities	Bedsits / flats
Personal Hygiene	
Bathrooms (This means a room containing a bath or shower, but not necessarily a toilet or wash hand basin).	1 bathroom for every 5 occupants. 1 to 5 occupants = 1 bathroom. 6 to 10 occupants = 2 bathrooms. 11 to 15 occupants = 3 bathrooms.
Water Closets (WC) (Toilets)	1 WC for up to 4 occupants (may be in bathroom/shower room) 1 WC per 5 occupants (in a separate compartment to the bath/shower) 2 WCs per 6 Occupants (may be in bathroom/shower room) 2 WCs per 7 occupants (with 1WC to be in a separate compartment) 3 WCs per 11-15 occupants (with 1WC to be in a separate compartment to the rooms containing baths/showers). * All W.C's must contain a WHB with hot and cold water
Kitchens	
Cooker	Minimum 2 hobs, oven & grill (May be a worktop appliance) per single person unit. Minimum 4 hobs, oven & grill per double person unit. (For flats with more than 2 occupiers, apply standard for Shared HMOs)
Sinks With permanent supply of hot & cold water and draining board.	1 per unit (For flats with more than 2 occupiers, apply standard for Shared HMOs)
Electrical sockets	Minimum requirement of 3 double sockets specifically for the kitchen area (may accept 2 double sockets in 1 person units). Additional sockets needed for cooker and refrigerator.
Worktop (Usually 600 mm deep)	2.0 linear metres per 5 occupants with an additional 0.5 linear metres for each extra person..
Food Storage	0.4 cubic metres dry goods per person (1 average cupboard). 0.1 cubic metres (100 litres) (3.5 cubic feet) combination of refrigerated and frozen food storage per person (this would normally mean one shelf in a fridge and one shelf in the freezer, per person).
Ventilation	Extractor fan (to outside air) to be provided with a minimum extraction rate of 30 litres/second if located near to the cooker or 60 litres/second if located elsewhere.

Space Standards

Example 1: Shared house of 3 or more occupants.

Kitchen:

7m² for up to 6 persons with 2.5m² per additional user. Not to be more than 1 floor away from any bedroom unless the property has a dining room or other eating area.

Bedroom:

Where a separate living room is provided:

Minimum 6.5m² for a single room

Minimum 11m² for a double room

Where no separate living room is provided:

Minimum 10.0m² for a single room

Minimum 15m² for a double room

Living room:

11.5m² for up to 6 persons with 2.5m² per additional person.

Example 2: Flat with combined lounge kitchen and a separate bedroom (Total of 2 rooms excluding bathroom)

Lounge – Kitchen:

10m² for 1 person or 13m² for 2 people

Bedroom: 6.5² for 1 person or 11m² for 2 people.

Example 3: Flat with combined lounge bedroom and a separate kitchen. (Total of 2 rooms excluding bathroom)

Lounge – bedroom: 10m² for one person 15m² for 2 people.

Kitchen: 5.5m² For up to 2 people.

Example 4: Flat/bedsit with combined lounge kitchen and bedroom (Total of 1 room excluding bathroom)

1 person unit = 13m²

2 person unit = 15m²

Example 5: Flat with separate lounge, separate bedroom/s , and separate kitchen.

Bedroom: 6.5m² for 1 person 11m² for 2 people

Lounge: 8.5m² For 1 person. 10m² for 2 persons and 11m² for up to 6people with an additional 2.5m² per person after this.

Kitchen: 5.5m² For up to 2 people. 7m² For up to 6 people with 2.5m² per additional person.

7.5 **Appendix D**

The following comments and responses provide a summary of the responses to the public consultation. The comments are not verbatim and reflect the thrust of responses to the SPG, rather than a comprehensive list of points made. The consultation ran from 20th September to 1st November 2018

Paragraph	Comment	Responses	Action
General	Welcome the SPG, but concerned by lack of reference to community safety.	A new section has been added (4.8.4) which addresses the several concerns made regarding community safety	SPG Amended
General	Concerns over the cumulative impact of flat conversions on local areas.	The SPG does not consider the cumulative impact, as there is no evidence that this is negative. Each application will be assessed on its own merits	No Change
2.2.2	Greater reference should be given to the HMO SPG.	Reference to the HMO SPG has been added	SPG Amended
3.2	Some concern that proposed flat space standards are too large and some comments felt they were too small.	We feel the balance is right in this regard	No Change
3.3	Concern that original wording regarding exceptional circumstances of some developments was not clear enough.	The wording in this section was clarified.	SPG Amended
4.3	Concerns about waste management issues.	This is referred to specifically in the Waste Management SPG, and is firmly reiterated within the SPG.	No Change
4.5	Concern that lack of minimum parking standards will exacerbate parking problems.	The SPG aligns with the Managing Transport Impacts SPG.	No Change
4.5	Suggestion to see cycle parking policies weakened, to take a pragmatic approach to cycle parking, particularly for flats on upper floors.	This is not appropriate, as policies are there for a purpose. This SPG provides opportunity to tighten up legislation in this regard.	No Change
5	Concerns that desires to see family accommodation may impact upon development.	A lack of family housing is a serious concern and the desire to see family suitable accommodation retained is important.	No Change

Student Accommodation

Supplementary Planning Guidance



January 2019



FINAL DRAFT

Contents

1	Introduction	Page 2
2	Terminology	Page 3
3	Planning Policy Context	Page 4
4	Location of Student Accommodation	Page 6
5	Design, Parking and Amenity	Page 7
6	Accommodation standards	Page 11
7	Loss of Employment Land and Residential Land	Page 12
8	Planning Obligations (Developer Contributions)	Page 13
9	Appendices	Page 14

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

1 Introduction

1.1 What is Supplementary Planning Guidance?

The Welsh Government (WG) support the use of Supplementary Guidance to set out detailed guidance on the way in which Local Development Plan (LDP) policies will be applied in particular circumstances or areas. SPG must be consistent with development plan policies and National Planning policy guidance. Before it is adopted, an SPG undergoes a period of public consultation and must be approved by the council. Upon adoption by Cardiff Council in January 2019, the SPG became a material consideration in the determination of relevant planning applications.

1.2 What is the history of the Student Accommodation SPG?

The SPG went to public consultation between 20th September 2018 and 1st November 2018. It was adopted by Cardiff Council on xx/xx.

1.3 What is the purpose of this SPG?

1.3.1 Student Accommodation is now a key feature in many UK cities, including Cardiff. In particular there has been significant growth of privately provided student accommodation in recent years. This is typically referred to as *Purpose Build Student Accommodation (PBSA)*. This term can also be applied to more traditional halls of residence, which are generally developed by educational institutions for the students of one specific institution, however PBSAs tend to be open for students of any higher or further education establishment. This SPG refers to both types of development and uses the term PBSA irrespective of which type of institution or student the development is provided by and for.

1.3.2 Cardiff is home to three universities, more than 40,000 students (Source, HESA, 2015/16 figures) and a number of colleges and language schools. As stated in Section 2.1 of the LDP, 10.8% (in 2011) of the population of the city are students. The need for accommodation is recognised and the social and economic benefits that students provide are fully acknowledged. In addition, the vitality of the universities themselves is underpinned by students being able to live nearby in safe and suitable accommodation. Finally, a failure to provide diversity within the student accommodation market is likely to exacerbate students residing in HMOs, which may conflict with other council aspirations, notably the *Houses in Multiple Occupations SPG* (2016). Providing accommodation for students is an objective within the LDP, with Objective 2b stating:

[LDP Objective] To provide a range and choice of new homes of different tenure, type and location that meets specific needs such as the provision of affordable housing, family accommodation, housing for the elderly, the disabled and students and pitches for the gypsy and traveller community.

1.3.3 Notwithstanding the wide benefits students bring to the city, deep concentrations of one type of accommodation in small areas can create issues for other residents, particularly in terms of amenity or character of areas. As such, this SPG seeks to present guidance for the balanced development of student accommodation, ensuring they positively contribute to the communities in which they are sited, as well as the wider city. In addition, any development needs to satisfy key principles in terms of design, sustainability and scale. PBSA's are often large developments, and given the prominence of many PBSAs in recent years, this is especially important for this type of development, which can have significant impact on streetscapes and communities nearby.

1.4 Student Accommodation is treated differently to other types of residential accommodation and will not be subject to the same standards in terms of size or amenity of accommodation. The key reason for this is because while the council expect developments to be built for the long term, student accommodation is designed to cater for people who will spend less than one year in the accommodation before moving on. As such, while the accommodation is permanent, the residents are transient utilising the accommodation for a specific and time limited period of their lives.

2 Terminology

- 2.1 The council will define student accommodation as follows: *“Accommodation provided exclusively for students at higher or further education institutions in the form of dormitory, cluster or individual rooms”* Purpose Built Student Accommodation (PBSA) generally falls within the Sui Generis Planning use class.
- 2.2 In the wider sense, student accommodation can come in many forms. This SPG does not seek to address students living at parent’s homes, in HMOs or in small privately rented flats. The latter two of these are best dealt with by the *Houses in Multiple Occupation SPG (2016)* and the *Flat Conversions SPG (2018)* respectively.
- 2.3 This SPG therefore focuses on typically larger developments specifically aimed at the student population. These may be clusters of flats with shared kitchen facilities, or individual en-suite rooms. There is no specific size at which PBSA’s begin, but typically these developments will be larger than HMOs, and would typically contain no fewer than 10 individual bed spaces, rising into the hundreds. For the purposes of Public Open Space contributions, developers are required to contribute when numbers in a development surpass 8 units. More information on planning contributions is provided in 10.5.

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3 Planning Policy Context

3.1 National Policy

3.1.1 Planning Policy Wales (Edition 9, 2016)

This document sets out land-use planning policies of the Welsh Government. It is supplemented by a series of Technical Advice Notes (TAN's). Procedural advice is given in circulars and policy clarification letters. There is little national policy that specifically refers to student accommodation; however Planning Policy Wales states more general principles on good development, which includes student developments.

Paragraph 9.1.2 of Planning Policy Wales states:

Local Planning authorities should promote sustainable residential environments, [and] avoid large housing areas of monotonous character. Local planning authorities should promote:

- *Development that is easily accessible by walking, cycling and public transport.*
- *Mixed use development so communities have good access to employment, retail and other services*
- *Greater emphasis on quality, good design and the creation of places to live that are safe and attractive*
- *Well-designed living environments, where appropriate at increased densities.*

3.2 Local Policy

3.2.1 LDP Policy KP10 Central and Bay Business Area states:

The following uses are considered appropriate within the Central and Bay Business Areas

- i) *New offices, residential and commercial leisure uses within the Central and Bay Business Areas;*
- ii) *Enhanced retail and complementary facilities within the Central Shopping Area; and*
- iii) *Other uses most appropriately located in city centres*

The accompanying Section 4.142 states:

*The Central and Bay Business Areas also contain a significant number of residential properties including high-rise apartment blocks, **student accommodation** and residential uses above commercial premises. Although the city centre and bay areas have experienced a large increase in residential development over the past 20 years, there remains the potential for further residential development.*

The Central and Bay Business Areas are therefore considered appropriate locations for student accommodation, which would complement existing uses within these areas.

3.2.2 LDP Policy KP5 outlines the Council's policies in terms of good quality and sustainable design. Because student accommodation can come in a large variety of sizes, locations and styles, Policy KP5 is key to determining good practice. This policy is referenced throughout this SPG, and is listed in full below.

To help support the development of Cardiff as a world-class European Capital City, all new development will be required to be of a high quality, sustainable design and make a positive contribution to the creation of distinctive communities, places and spaces by:

- i) *Responding to the local character and context of the built and landscape setting so that layout, scale, form, massing, height, density, colour, materials, detailing and impact on the built and natural heritage are all addressed within development proposals;*
- ii) *Providing legible development which is easy to get around and which ensures a sense of continuity and enclosure;*
- iii) *Providing a diversity of land uses to create balanced communities and add vibrancy throughout the day;*

- iv) *Creating interconnected streets, squares and spaces as distinctive places, which are safe, accessible, vibrant and secure and incorporate public art where appropriate*
- v) *Providing a healthy and convenient environment for all users that supports the principles of community safety, encourages walking and cycling, enables employment, essential services and community facilities to be accessible by sustainable transport and maximises the contribution of networks of multi-functional and connected open spaces to encourage healthier lifestyles*
- vi) *Maximising renewable energy solutions;*
- vii) *Achieve a resource efficient and climate responsive design that provides sustainable water and waste management solutions and minimise emissions from transport, homes and industry;*
- viii) *Achieving an adaptable design that can respond to future social, economic, technological and environmental requirements;*
- ix) *Promoting the efficient use of land, developing at highest practicable densities and where appropriate achieving the remediation of land contamination;*
- x) *Ensuring no undue effect on the amenity of neighbouring occupiers and connecting positively to surrounding communities;*
- xi) *Fostering inclusive design, ensuring buildings, streets and spaces are accessible to all users and is adaptable to future changes in lifestyle; and*
- xii) *Locating tall buildings in locations which are highly accessible through walking and public transport and within an existing or proposed cluster of tall buildings*

3.2.3 PBSAs are often brownfield developments, or utilise existing buildings. LDP Policy H6: Change of Use or Redevelopment to Residential Use states:

Change of use of redundant premises or redevelopment of redundant previously developed land for residential use will be permitted where:

- i) *There is no overriding need to retain the existing use of the land or premises and no overriding alternative local land use requirement;*
- ii) *The resulting residential accommodation and amenity will be satisfactory;*
- iii) *There will be no unacceptable impact on the operating conditions of existing businesses*
- iv) *Necessary community facilities are accessible or can be readily provided or improved; and*
- v) *It can be demonstrated that the change of use to a more sensitive end use has been assessed in terms of land contamination risk and that there are no unacceptable risks to the end users.*

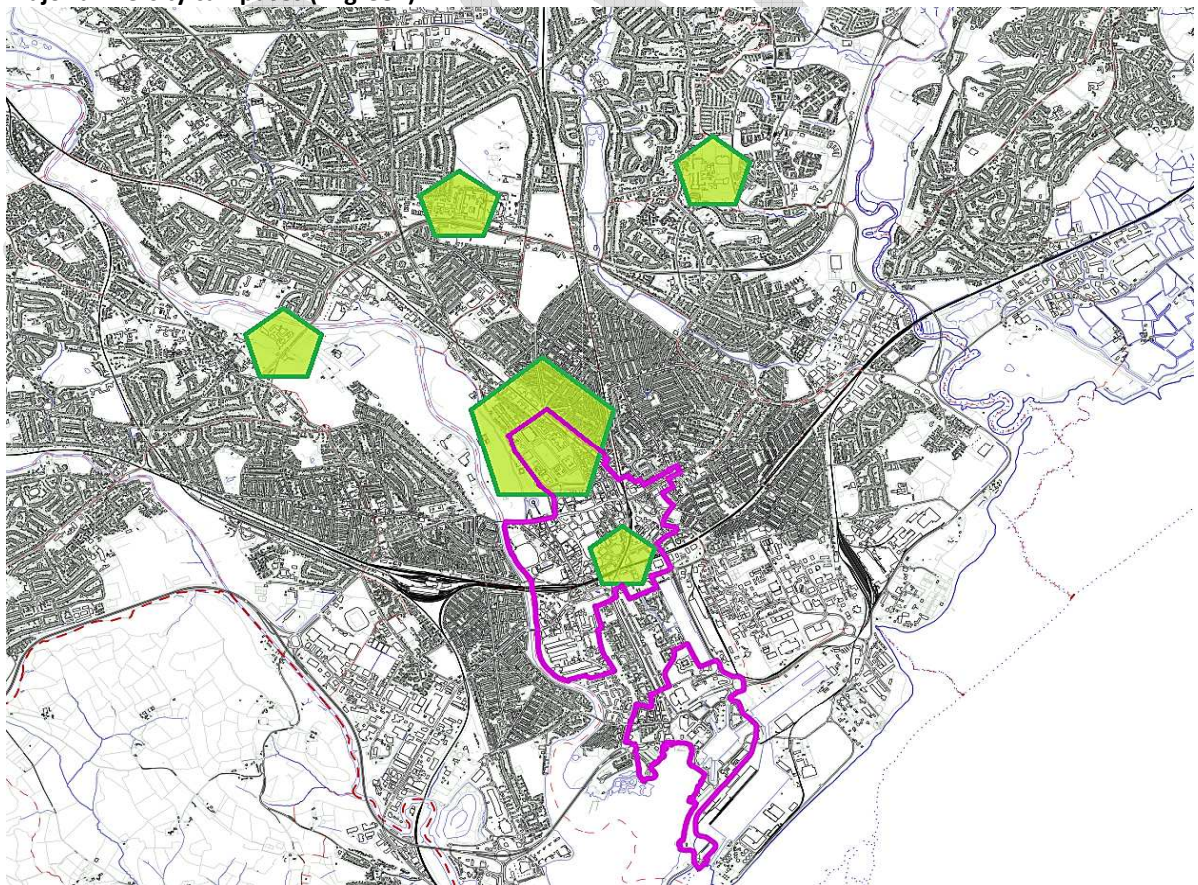
3.2.4 Owners of properties that have been listed by Cadw for their special architectural or historic interest, or are in a conservation area should seek additional advice prior to contemplating conversion to student accommodation. Many alterations or associated facilities (such as bin stores, roof lights or floor extensions) that often form part of student accommodation, may require planning permission or listed building consent (LBC) and will be less acceptable within designated historic areas than elsewhere in the city. Additionally, early consultation with The Glamorgan-Gwent Archaeological Trust is recommended in order to mitigate for any archaeological issues associated with previous land uses.

3.2.5 Proposals in conservation areas are required to preserve or enhance the character or appearance of the area, as set out in policies KP17 and EN9 of the LDP. Specific advice regarding each conservation area is available on the Council's website. www.cardiff.gov.uk/conservation. The location of conservation areas and listed buildings can also be checked on the website.

4 Location of Student Accommodation

- 4.1 Student Accommodation, particularly larger developments, can have a significant impact on the immediate surrounding area, bringing large numbers of people of a specific demographic to a locality. As stated in 1.3, the council recognises the economic benefits of suitably located student accommodation as well as the vitality and vibrancy that they can bring. It is recognised however that the development comes with a balance of impacts and that the sustainable development of such uses is critical to their success for both students and the surrounding community. The location of existing student accommodation within the city is shown in Appendix A.
- 4.2 As stated in 1.4, one of the key benefits of student developments is the economic impact that the developments can provide in terms of often hundreds of people needing goods and services in the surrounding area. Countering this, the impact of so many people of one demographic can lead to concerns over noise or disruption to existing residents within the communities in which they are located. In light of this, and in order to align with sustainability policies such as those identified in Policy KP8 of the LDP, PBSAs are generally considered more acceptable in the City centre and Cardiff Bay, as stated in 3.2.1, as well as in locations well served by public transport. A definition of the City Centre and Bay Business areas is provided in 4.3.
- 4.3 It is also recognised that not all student accommodation serve the city's universities, and that those universities also have numerous sites throughout the city. Generally speaking however, PBSAs are overwhelmingly occupied by university students attending the larger campuses, such as in Cathays Park, the City Centre, Llandaff, Cyncoed and *University Hospital of Wales*. As such, student accommodation is more acceptable (if not in the city centre or Bay) then in sustainable locations either as close to those campuses as possible, or within them.

The map below shows the location of the City Centre and Bay Business areas (in purple) as well as the major university campuses (in green)



5 Design, Parking and Amenity

5.1 General Principles

- 5.1.1 PBSAs are often large buildings, having a significant impact on the street scene and character. They can have a negative impact when not in accordance with principles of good design. Design is important for all developments, but this is especially so when the buildings are large in scale. As listed in 3.2.2, KP5 of the LDP states 12 principles, including three key principles in terms of design.

To help support the development of Cardiff as a world class European Capital City, all new development will be required to be of a high quality, sustainable design, and make a positive contribution to the creation of distinctive communities, places and spaces by:

- i) *Responding to the local character and context of the built and landscape setting so that layout, scale, form, massing height, density, colour, materials, detailing and impact on the built and natural heritage are all addressed within development proposals;*
- ii) *Providing legible development which is easy to get around and which ensures a sense of continuity and enclosure;*
- iii) *Providing a diversity of land uses to create balanced communities and add vibrancy throughout the day*

- 5.1.2 New student accommodation developments will need to have consideration in respect of designing out crime and the creation of safe environments. Applicants are encouraged to engage with Police Design Out Crime Officers and refer to secured by design principles, which can be found at www.securedbydesign.com. Policy C3 (Community Safety / Creating Safe Environments) of the LDP states:

All new development and redevelopment shall be designed to promote a safe and secure environment and minimise the opportunity for crime. In particular development shall:

- i) *Maximise natural surveillance of areas which may be vulnerable to crime such as publicly accessible spaces, open space, car parking areas and footpaths*
- ii) *Have well defined routes, spaces and entrances that provide convenient movement without compromising security*
- iii) *Maintain perceptible distinction between public and private spaces through well-defined boundaries and defensible space.*
- iv) *Provide a good standard of lighting to public spaces and routes while minimising energy use and light pollution; and
Be designed with management and maintenance in mind, to discourage crime in the present and future.*

- 5.1.3 In addition to this SPG, further guidance can be found in the *Infill Sites SPG (2017)* and *Tall Buildings Design Guide SPG (2017)*, if applicable.

5.2 Height

- 5.2.1 Student Accommodation developments can often be tall buildings. The *Tall Buildings SPG (2017)* outlines preferred locations and a set of design criteria for new tall buildings. Tall buildings are generally classed as either more than eight storeys or 25m or more when in the City Centre and Cardiff Bay, and outside of these areas, as more than double the height of surrounding buildings.

- 5.2.2 The *Tall Buildings SPG* offers a variety of design and land use principles, summarised in Section 2.2 of the SPG as follows:

All tall building proposals must demonstrate that:

- *There would be no negative impacts on important views or vistas.*
- *The character or setting of heritage assets is not harmed.*
- *The proposal will be a positive feature in skyline and streetscape, either by*

- *complementing a cluster of tall buildings or forming a strategic landmark.*
- *There will be walking and cycling accessibility to sustainable transport and local facilities.*

Detailed Proposals will:

- *Exhibit exceptional architectural standards: elegance in form, silhouette and quality of materials.*
- *Maximise activity through ground floors uses and fenestration.*
- *Provide the highest standards of building performance, safety, inclusivity and adaptability.*
- *Include exemplary cycle storage, low car parking levels and integrated servicing, recycling and waste storage.*
- *Prove that the development will not create adverse microclimatic effects*
- *Deliver significant enhancements to the public realm*

5.3 Interaction with the street

- 5.3.1 Student Accommodation blocks are essentially private spaces. Where they interact with the public realm, a high quality and welcoming interface is required. Policy KP5 in the LDP outlines some key principles, listed in 3.2.2.
- 5.3.2 The council would favour active ground floor uses. This is especially the case in the City Centre, Cardiff Bay or in local and district centres where retail facilities open to the public are favoured. Where this is not possible, or in locations unsuitable to retail use, internal community facilities should be based on the ground floor, providing some activity and interaction with the street. The 2017 Tall Buildings SPG states:

“Active ground floor uses (in additional to residential or student accommodation access) including a sufficient number of entrance points are essential in city centre and urban locations at intervals along the façade at strategic places to enliven the street throughout the day and night”

As stated, this principle is particularly important in urban locations, district centres, local centres and the City Centre and the Bay, and for taller buildings, but the principle of active ground floor uses is preferred citywide. In cases where the ground floor provides internal provisions for building occupants, the glazing and design should be such that it interacts with the street, affords visual interaction and does not prevent future potential use of the ground floor for public purposes.

5.4 Parking

- 5.4.1 The impact of developments on parking and road traffic is a key issue for local communities and the city as a whole. Policy KP8 in the LDP states several key policies in achieving sustainable transport, including:
- Achieve the target of a 50:50 modal split between journeys by car and journeys by walking, cycling and public transport*
 - Reduce travel demand and dependence on the car;*
 - Enable and maximise use of sustainable and active modes of transport.*

As such, it is key that in addition to being located in sustainable locations (see section 4) developments also attempt to discourage car use. This is especially important and deliverable for the student market, where developments are both often large in nature, and whose occupants are typically less likely to own a car. Transport Assessment and Travel plans are required for student developments of 25 or more units. Any parking that is provided should be well overlooked and accord with the principles described in 5.1.2

- 5.4.2 Pick up and drop off arrangements for occupiers are especially important for student developments. Consideration will need to be given to managing potentially large numbers of

people arriving and leaving at similar times when moving into and leaving the accommodation without impacting adversely on the local area or transport network.

- 5.4.3 Reference should be made to the Council’s parking standards, which are set out in the latest *Managing Transport Impacts and Parking Standards SPG (2018)*, which provides guidance for car, cycle, motorcycle and disabled parking provision, layout and design. The standards within the SPG are set out below. Residential and long stay cycle parking must be secure and sheltered (see 6.22 of above SPG). The shelter may be in the form of accommodation within buildings, in cycle sheds or other sheltered structures and can include cycle lockers or cages located in close proximity to the main building access.

City Location	Development Type	Max. Car Parking Spaces	Cycle Parking	Max. Motorbike Parking	Disabled Parking
All Areas	Purpose Built, high density student housing	1 space per 25 beds for operational parking. A condition may also be applied requiring the submission of a parking and traffic management plan	1 per 2 beds	Bespoke	1 per disabled student room + 2 spaces

- 5.4.4 Section 6.37 of the *Managing Transport Impacts and Parking Standards SPG (2018)* outlines the Council’s support for Car Club facilities. Where appropriate developers may be required to provide Car Club facilities on or near the development for use by both the general public and any occupants.

5.5 Waste and Recycling

- 5.5.1 Adequate provision must be made for waste, recycling and composting facilities. Policy W2 (Provision for Waste Management Facilities in Development) of the LDP states:

"Where appropriate, provision will be sought in all new development for facilities for the storage, recycling and other management of waste"

- 5.5.2 Waste collections arrangements may vary on a development specific basis, but for large developments of purpose built flats and apartments for students, developers should refer to the waste storage requirements shown below. This serves as a guide, with specific provision being determined on a case by case basis.

Number of Flats (up to 3 bedrooms)	Recycling (L)	General (L)	Garden* (L)	Food** (L)	Reuse/Bulky Storage
5	660	660	-	240	5m ²
10	1100	1100	-	240	5m ²
15	2200	2200	-	240	5m ²
20	2200	2200	-	240	5m ²
25	3300	3300	-	480	5m ²
30	4400	4400	-	480	5m ²
35	4400	4400	-	480	5m ²
40	5500	5500	-	480	5m ²
45	6600	6600	-	720	10m ²
50	6600	6600	-	720	10m ²

Table 1: Waste and recycling storage capacities for purpose built student developments

*Garden waste is not supplied under the assumption that the flats do not have individual gardens/amenity areas that they are responsible for maintaining. If the proposed development has individual gardens, waste bins can be provided in 240L containers on request.

**Receptacles for food waste must be no larger than 240L wheeled containers, due to the weight and the resulting health and safety implications for collection operatives.

- 5.5.3 In instances where student developments propose ‘cluster flats’ (ie, multiple bedrooms with a shared kitchen and living space) the storage requirements will be based on the number of

bedrooms. The below calculations are based on the following anticipated waste volumes per week per bedroom:

- 60 litres of general waste
- 60 litres of recycled waste
- 7 litres of food waste

Number of Bedrooms	Recycling (L)	General (L)	Garden* (L)	Food** (L)	Refuse/Bulky Storage
10	1100	1100	-	240	5m ²
20	2200	2200	-	240	5m ²
30	2200	2200	-	240	5m ²
40	3300	3300	-	480	5m ²
50	3300	3300	-	480	5m ²
60	4400	4400	-	480	10m ²
70	4400	4400	-	480	10m ²
80	5500	5500	-	720	10m ²
90	5500	5500	-	720	10m ²
100	6600	6600	-	720	10m ²

*Garden waste is not supplied under the assumption that the flats do not have individual gardens/amenity areas. If the proposed development has individual gardens, waste bins can be provided in 240L containers on request.

**Receptacles for food waste must be no larger than 240L wheeled containers, due to the weight and the resulting health and safety implications for collection operatives.

5.5.4 Alternative collection options are available (such as open and closed skips, roll on roll off containers etc. These may reduce the storage footprint required, however, they would not be available through the free domestic collection service.

5.6 Waste Storage

5.6.1 As shown in the table in 5.5.3, all student developments are required to provide adequate storage for a minimum of 3 dedicated waste streams; recycling, food and residual/general waste. Provision must be made for the total volume of all waste streams produced over a 14 day period. This storage must be separate from the dwelling it serves. It is not acceptable for waste to be stored for a long period within the dwelling [in this case, bedrooms, or cluster flats] itself.

5.6.2 To enable and encourage occupants of new residential units to recycle their waste, developers should provide adequate internal storage, usually within the kitchen, for the segregation of recyclable materials from other waste. Developers must ensure that residents of all flats have access to the refuse and recycling storage area. For developments of five or more units a dedicated refuse store or screened storage area for bins/bags is required. The bin store must be capable of housing the maximum number of containers required, based on an assessment of the projected waste arising. Under no circumstances can waste be stored on the highway.

5.6.3 Due to statutory targets, under cover storage for the reuse/recycling of bulky waste items is now a compulsory element for purpose built flats, (including student developments.) The proposed storage area should be a dedicated area, so that bulky items awaiting collection do not interfere with the collection of other bins. Developers should allow a degree of flexibility with the storage of waste, particularly for purpose built flats, to accommodate possible future changes to the Council's waste collection method.

6 Accommodation standards

- 6.1 The council recognises that one of the ways in which student accommodation providers compete is in terms of the quality of development, amenity space for occupiers and room sizes. In terms of amenity space and room sizes, it is not possible to provide a one-size fits all policy, as the scale of student accommodation can vary. Amenity can be provided on site or it may be subject to a contribution for provision off site (see section 8). Likewise, amenity space may be provided collectively or it may be broken down into a series of clusters. In addition, room sizes are subject to different considerations, such as whether bathroom or kitchen facilities are provided for each unit, or communally for a small number of flats.
- 6.2 In terms of flat sizes, Appendix B shows an analysis of recent student accommodation planning approvals in the city and the typical size of individual bedroom units within them. It is recognised that accommodation types and room sizes will vary, but average sizes for the most typical types of accommodation in those applications assessed was as follows:
- Studio flats: 14m² - 32.6m² (Average size : 20.8m²) including kitchen and utilities.
 - Double Room / Twodio / Double Studio: 27m² - 45m² (Average size 36.5m²) including kitchen and utilities.
 - Cluster 1 bed units: 11.5m² - 17.5m² (Average 14.7m²)
 - Cluster Hubs: 18.25m² – 38.5m² (Average: 26.95m²)

As stated in 6.1, it is not the intention to be overly prescriptive in this respect, but the developer would be expected to achieve the minimum sizes stated above to ensure adequate amenity for future occupiers. This is especially the case given the request for an adaptability statement (see Section 6.4) to ensure that buildings and activity is safeguarded should the student accommodation market change in future. This would align with the *Wellbeing of Future Generations Act (2015)* especially regarding the goal of *A healthier Wales* in which peoples physical and mental health is prioritised. It is also noted that cluster hubs size is dependent upon how many students they serve. Typically, they offer around 5-7.5m² per student, which should provide a standard to future developments.

- 6.3 In respect of light and outlook, all habitable rooms should have natural light, a means of outlook, and ventilation. This is in order to ensure an environment suitable for people who may spend prolonged periods of time in their rooms.
- 6.4 As stated in 1.4, student accommodation is considered a distinct form of residential accommodation. However, it is recognised that once established, it is not inconceivable that student accommodation may in the future seek to revert to standard C3 residential accommodation in the form of flats, or potentially C1 as a Hotel. Such changes would be subject to a full and separate planning application at any point in the future. Irrespective, the council would welcome an *Adaptability Statement*, which would consider how the development would not prejudice future uses, such as for residential or hotel use. This may make reference to room sizes, floor plates, access or amenity issues amongst others. As clarified in 8.3, any future change of use to residential accommodation would be subject to an affordable housing contribution.

7 Loss of Employment Land and Residential Land

- 7.1 Student Accommodation is often developed on, or within the confines of existing office buildings. Protection of employment land and policies is an important principle to deliver sustainable growth within the city. Policy EC3 of the LDP states:

Development of business, industrial and warehousing land and premises for other uses will only be permitted if:

- i) The land or premises are no longer well located for business, industrial and warehousing use; or*
- ii) There is no realistic prospect of employment use on the site and/or the property is physically unsuitable for employment use, even after adaption/refurbishment or redevelopment; or*
- iii) There is no need to retain the land or premises for business, industrial or warehousing use, having regard to the demand for such land and premises and the requirement to provide for a range and choice of sites available for such use; and*
- iv) There will be no unacceptable impact on the operating conditions of existing businesses*

- 7.2 As such, the developer may be expected to demonstrate that there is limited existing demand for the use as employment site. If the development is considered acceptable, then contributions will be sought to mitigate for loss of employment land. This is expanded upon in section 10.

- 7.3 LDP Policy H4 addresses proposed changes of use from residential land and is thus relevant in cases where residential land is proposed to be lost to student accommodation.

Outside the Central and Bay Business Areas and District and Local Centres, identified on the Proposals Map, conversion or redevelopment of residential properties to other uses will only be permitted where:

- i) The premises or their location are no longer suitable for residential use; or*
- ii) The proposal is for community use necessary within a residential area.*
- iii) There would be no unacceptable impact on residential amenity*

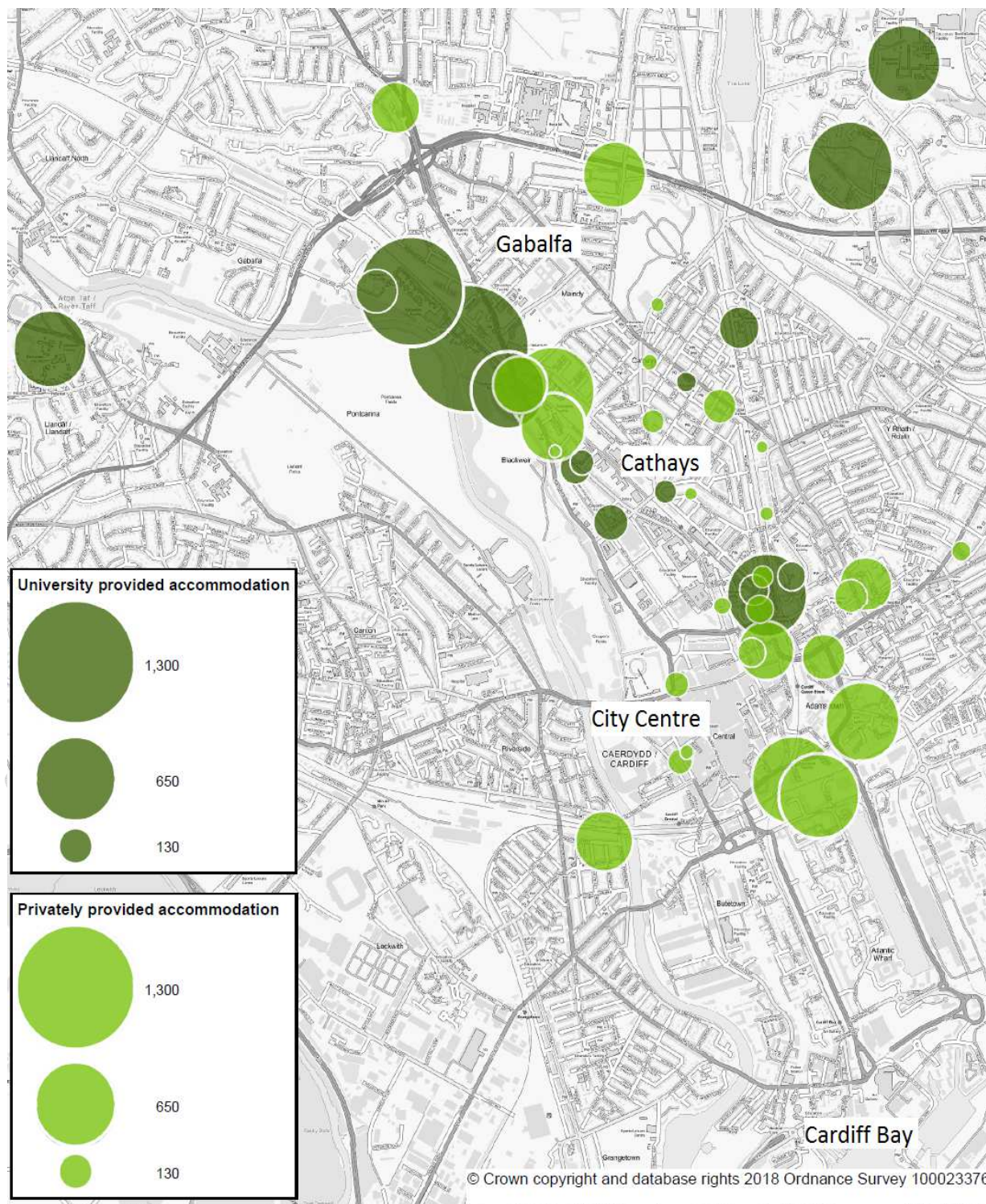
8 Planning Obligations (Developer Contributions)

- 8.1 New development often generates additional demands upon existing services, facilities, infrastructure and the environment. As identified in LDP policy KP7, planning obligations will be sought to mitigate any impacts related to the proposed development, where they are:
- *Necessary to make the development acceptable in planning terms*
 - *Directly related to the development; and*
 - *Fairly and reasonably related in scale and kind to the development*
- 8.2 The following contributions may be sought, either through in-kind provision or by financial contribution, toward site specific infrastructure provision which is required as a result of the development, or where it is required to mitigate the impacts of development. Affordable Housing and healthcare provision will not be sought from student accommodation developments due to the fact that the developments are defined as *Sui Generis* in the Planning Use Class system. Further details are provided in the *Cardiff Planning Obligations SPG(2017)*.
- 8.3 As recognised in Section 7 and in respect of 8.1, any permanent future changes from student accommodation to other forms of accommodation would be classed as a change of use to C3 in the Planning Use Class system. In this scenario, developers at this stage would be liable to affordable housing contributions and in the case of very large developments, a Primary and Community Healthcare contribution.
- 8.4 **Transportation and Highways:** Contributions may be sought towards specific measures in the immediate vicinity of new student accommodation that may be required to enhance access to local facilities by sustainable modes (eg bus stop enhancements, cycling or walking routes). Developers will generally be expected to pay the costs of any new Traffic Regulation Orders (TRO) needed to accommodate the development.
- 8.5 **Local Training and Employment:** As stated in 6.3, in circumstances where development proposals involve the loss of Class B1, B2 or B8 land and/or floorspace, a financial contribution towards bringing forward compensatory employment and training opportunities will be sought.
- 8.6 **Community Facilities:** Developments of more than 25 dwellings [in this instance, single bedrooms] will be subject to a financial contribution towards community facility provisions. Large developments of more than 500 units [in this instance, single bedrooms] would be subject to in-kind provision of on-site community facilities. Depending on the location and scheme specifics, developments may provide a combination of on-site facilities and contribution to facilities off-site.
- 8.7 **Functional Open Space:** A financial contribution towards functional open space will be sought on developments over eight units, and the provision of a minimum of 2.43ha of functional open space per 1000 projected population. For developments of 14 or more dwellings an element of on-site functional open space will be sought.
- 8.8 **Public Realm, Community Safety and Public Art:** Where the need arises as a result of the development, provision of, or a contribution towards public realm, public art, or community safety measures in the vicinity of the site may be requested.

9 Appendices

9.1 Appendix A Location of existing student accommodation in Cardiff.

Map shows locations of operational student accommodation as of the beginning of 2018.



9.2 Appendix B: Recent Planning Approvals Room Sizes

The below table is based on an assessment of typical room sizes for nine recent Student Accommodation planning applications between the years of 2012 and 2016. The applications assessed are: 12/01910, 12/00309, 13/00130, 13/01888, 14/03004, 15/01036, 15/3097, 15/02820 and 16/01808.

The developments include schemes varying in size from 34 rooms to 644 rooms, and include a mixture of new build student developments and conversions, and also a mixture of developments based on single en-suite rooms as well as cluster flats. All applications were either approved, under construction or occupied at time of writing.

The average room size is based on sampling of the typical room sizes within the developments and does not take account of the total number of units of each type within each development. Room sizes are rounded to the nearest 0.1m².

Accommodation Type		Smallest Examples	Average Room Size	Largest Examples
Individual Units	Studio Apartment (1 bed)	14m ²	20.8m ²	32.6 m ²
	'Twodio' / Double Studio / Double Room Apartment (2 persons)	27 m ²	36.5 m ²	45 m ²
	1 Bed Apartment	35 m ²	37.4 m ²	42.9 m ²
Units forming Clusters	Cluster Units (1 bed)	11.5 m ²	14.7 m ²	17.5 m ²
	Cluster Hub (Communal facilities serving 1 bed units)	18.25 m ²	26.95 m ²	38.5 m ²

9.4 Appendix C: Consultation Comments

The following comments and responses provide a summary of the responses to the public consultation. The comments are not verbatim and reflect the thrust of responses to the SPG, rather than a comprehensive list of points made. The public consultation ran from 20th September to 1st November 2018

Paragraph	Comment	Responses	Action
General	Welcome the SPG, but concerned by lack of reference to community safety.	A new section has been added (5.1.2) which addresses the several concerns made regarding community safety	SPG Amended
General	Suggestion that SPG should require applicants to provide evidence of demand for accommodation.	This is not within the remit of the planning system.	No Change
1.3.3	Concerns that the policies will disperse students around the city.	The SPG will attempt to ensure that students are accommodated in appropriate locations	No Change
3.2.4	Reference should be made to archaeological concerns, given the nature and location of many student developments.	Wording to this effect as been added to 3.2.4	SPG Amended
5.1.1	Feels stronger wording should be used to demonstrate potential negative impact on surrounding streets when design is poor.	Wording amended to reflect this	SPG Amended
5.4	Concern that parking policies will negatively impact on surrounding streets.	The SPG aligns with the Managing Transport Impacts SPG.	No Change
5.4.3	Feels that more cycle parking should have to be provided.	The SPG aligns with the Managing Transport Impacts SPG.	No Change
5.4.3	Support provision of cycle parking, but feel it should be more than one space per 2 beds	This is stated in the Managing Transport Impacts SPG	No Change
6	Concerns that room sizes are too small, impacting negatively on students.	The principle is that student accommodation is only designed as temporary accommodation and so differs from other types. 6.2 outlines standards council would expect to see maintained.	No Change
6.2	Feels that the council should insist upon an 'adaptability statement' to ensure buildings are fit for potential future uses.	The council will welcome this statement, but we cannot insist, and each application received has to be judged against what is proposed.	No Change

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**CARDIFF COUNCIL
CYNGOR CAERDYDD**

COUNCIL : 28 MARCH 2019



CABINET PROPOSAL

AGENDA ITEM:

PAY POLICY 2019/2020

1. To ask the Council to agree a Pay Policy Statement for 2019/20, in accordance with the requirements of the Localism Act 2011.

Background

2. Cardiff Council understands the importance of having a clear written policy on pay for employees. The policy statement will provide a framework to ensure that employees are rewarded fairly and objectively without discrimination.
3. The Council also has a statutory requirement under the Localism Act 2011 to prepare a pay policy statement on an annual basis. The first statement was in place by 31st March 2012 and they have been produced annually since. Agreement (and subsequent publication) of the 2019/20 Pay Policy Statement will ensure continued compliance with this legislation.
4. The focus of the legislation is about transparency of pay for Chief Officers and how their pay compares with lower paid employees in the Council. However, in the interests of transparency and accountability the Council has chosen since 2011 to take a broader approach and produce a policy statement covering all employee groups with the exception of teachers (as the remuneration for this latter group is set by the Secretary of State and therefore not in local authority control). This policy also excludes Members of the Council as they are not employees and are governed by separate legislation via the Independent Remuneration Panel for Wales.

Voluntary Redundancy Scheme

5. The legislation also requires the Council to provide information about redundancy payments that are made to employees who leave the organisation. The current Voluntary Redundancy Policy has been in place since 3rd April 2015, and annual reviews since then have resulted in no further changes. There will be no change to the Voluntary Redundancy Policy for 2019/20.
6. Redundancy payments made under the Policy are calculated with

reference to a week's pay up to a maximum of £508.00. Since 13th June 2017, as a result of a ruling by an Employment Appeal Tribunal (EAT) in the case of *University of Sunderland v Drossou*, in June 2017, employers must ensure that a week's pay includes remuneration 'payable by the employer under the contract of employment' and that this value should not be limited by what the employee directly receives. The rationale offered by the EAT was that employer's pension contributions formed part of the overall package of 'remuneration' offered to an employee in return for their services. The result of this is that where appropriate, the employer's pension contributions are included in the calculation of an employee's weekly pay, subject to the £508 maximum stated in the Voluntary Redundancy Policy.

Chief Officer Pay

7. In line with the Standing Orders (Wales) Amendment Regulations 2014 and a Council resolution effective since the 2015/16 Pay Policy Statement, the pay award for Chief Officers employed under JNC terms and conditions will be automatically applied, once agreed by the national employers.

Local Government Services Pay Award 2019

8. The National Joint Council for Local Government Services (the NJC) pay agreement for 2018/20 includes the introduction of a new pay spine on 1st April 2019.
9. The NJC pay agreement dated 10th April 2018 is set out in Appendix 1 (Annex 1).
10. The new pay spine entirely replaces the current pay spine and it is for employers to determine their approach to implementing the changes effective from 1st April 2019, subject to local negotiations with the recognised trade unions, which for this purpose are the GMB, UNISON and UNITE.
11. Local negotiations have taken place and agreement reached on the process for implementing the new pay spine, with no implications on the Single Status Collective Agreement between the Council and the recognised trade unions.
12. As a result, the Council's new pay spine is set out in Appendix 1 (Annex 2).

UK Government Changes

13. The Council reports accompanying the Pay Policy Statements since 2015/16 have described proposed UK Government changes concerning:
 - (i) an Exit Payment Cap,
 - (ii) a wider review of Public Sector Exit Payment Schemes

(iii) recovery of exit Payments (Clawback)

14. At this point these proposed changes have not been finalised and the position remains as reported to Council in 2017.

Gender Pay Gap

15. The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, which relate to public sector employers in England and Wales, requires the publication of gender pay gap data based on a 'snapshot' date of 31st March.
16. Since the publication of the regulations it has been clarified that local authorities in Wales are not covered by the requirement to formally publish a Gender Pay Gap report, but instead must manage gender pay differences. On this basis, there is no requirement on the Council to publish anything other than the data we have published to date.
17. With more public sector employers being required to report on their Gender Pay Gap, and in line with the Council's commitment to fairness and transparency, it is proposed that the Council continues to voluntarily publish its Gender Pay gap report as part of the annual Pay Policy Statement, to be published by 31st March 2019.

Non-Guaranteed Working Hours

18. In December 2016 the Welsh Government issued principles and guidance on the appropriate use of non-guaranteed hours arrangements in the devolved public services in Wales. These principles and guidance were developed by the Public Services Staff Commission in social partnership with the Welsh Government's Partnership Council and its sector groups. The Council is committed to the principles determined by Welsh Government which apply to those employees who are employed on a relief, 'casual' or sessional basis. These employees are used in services within the Council where there is either a need to bring in an additional workforce in order to cover peaks in workload, or where the workload is on a one off basis, such as Events.

Reasons for Recommendations

19. To respond to the legal requirement under the Localism Act 2011 but the production of the policy statement will also provide openness and accountability in how the Council rewards its employees.

Legal Implications

20. Under Section 38 of the Localism Act 2011 the Council must prepare a Pay Policy Statement for each financial year before the commencement of that year. The Pay Policy Statement for 2019/20 must therefore be approved by 31st March 2019.

21. The Act requires the Pay Policy Statement to cover certain specific matters and the Welsh Government has issued statutory Guidance in relation to Pay Policies.
22. The proposed Pay Policy Statement for 2019/20 meets the requirements of the Act and Welsh Government Guidance.
23. The Pay Policy must be published in such manner as the Council thinks fit, which must include publication on the Council's website.
24. The Council's pay structures are considered to be compliant with Equalities legislation.

Financial Implications

25. The rates of pay and conditions set out in the Pay Policy Statement are reflected in the Council's budget for 2019/20.

HR Implications

26. The recommendation will not impact on employees across the Council as it merely outlines in one policy, existing and agreed arrangements for pay and remuneration of employees.

CABINET PROPOSAL

Cabinet is recommended to approve the attached Pay Policy Statement (2019/20) for consideration by Council

THE CABINET
21 March 2019

The following Appendix is attached:

Appendix 1: Pay Policy Statement 2019/20, together with Annex1 and 2.

CARDIFF COUNCIL**PAY POLICY STATEMENT 2019/20****INTRODUCTION AND PURPOSE**

1. Cardiff Council recognises the importance of managing pay fairly and consistently in a way that motivates employees to make a positive contribution to the Council's business. The decisions that are taken regarding pay are crucial to maintaining equality across the Council. The production of a Pay Policy Statement supports this approach and will provide transparency.

SCOPE

2. The Localism Act 2011 requires authorities to develop and make public a pay policy statement on all aspects of Chief Officer remuneration (including on ceasing to hold office), and that pertaining to the 'lowest paid' in the authority, explaining their policy on the relationship between remuneration for Chief Officer and other groups. However, in the interests of transparency and accountability the Council has chosen to take a broader approach and produce a policy statement covering all employee groups with the exception of teachers (as the remuneration for this latter group is set by the Welsh Government and therefore not in local authority control). This policy does not apply to Members of the Council as they are not employees and are governed by separate legislation via the Independent Remuneration Panel for Wales.

LEGISLATION

3. In determining the pay and remuneration of all its employees, the Council will comply with all relevant legislation. This includes the Equality Act 2010, Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000, Agency Workers Regulations 2010 and where relevant the Transfer of Undertakings (Protection of Employment) Regulations 2006. With regard to the Equal Pay requirements contained within the Equality Act, the Council will ensure there is no pay discrimination within its pay structures and that all pay differentials can be objectively justified through the use of equality proofed Job Evaluation mechanisms which directly relate salaries to the requirements, demands and responsibilities of the role.
4. This policy statement incorporates the Cardiff Council's Pay Policy Statement as required by the Localism Act 2011.

RESPONSIBILITY AND SCOPE

5. The Council is directly responsible for a budget of £609 million (2018/19) and for the employment of 13,271 employees (as at December 2018). The Council provides services to a total population of 362,800 (rounded to the nearest 100) according to the Office for National Statistics' latest (mid-2017) population estimates. The Council was

recorded as having a Council housing stock of 13,478 and in October 2018 there were 54,434 pupils enrolled in our schools.

DEFINITIONS

6. **Chief Officer** – the Localism Act 2011 defines Chief Officer as:
 - Head of Paid Service - in Cardiff this is the Chief Executive
 - Monitoring Officer – in Cardiff this is the Director of Governance & Legal Services
 - Statutory Chief Officers – in Cardiff these are -
 - Director for Education and Lifelong Learning,
 - Director of Social Services
 - Corporate Director Resources who undertakes the role of Section 151 Officer
 - Non-statutory Chief Officers – this refers to non-statutory posts that report directly to the Head of Paid Service so in Cardiff this would be –
 - Corporate Director for People and Communities
 - Director for Economic Development
 - Director for Planning, Transport and Environment
 - Deputy Chief Officers – this refers to officers that report directly to statutory or non-statutory Chief Officers. In Cardiff this includes –
 - Assistant Director for Education and Lifelong Learning
 - Assistant Director for Children’s Services
 - Assistant Director for Corporate Landlord
 - Assistant Director for Housing and Communities
 - Assistant Director for Street Scene
 - Head of Service for Finance
 - Head of Performance and Partnerships
 - Head of Democratic Services – statutory role which reports to the Monitoring Officer
 - Chief Officer for HR People Services
 - Chief Digital Officer
 - There are also some Operational Managers that report directly to statutory or non-statutory Chief Officers (Corporate Director Resources, Directors of Economic Development; Governance and Legal Services; Social Services) and so for the purposes of this policy these posts are included within this definition. Operational Managers are employed on the same terms and conditions as the Council’s Heads of Service and Chief Officers as indicated in paragraph 16.
7. **Lowest Paid Employees** – the Localism Act 2011 requires the Council to define its ‘lowest paid employee’ within the pay policy statement. Within the Council the lowest paid employees are those appointed on SCP6 of the NJC nationally agreed pay spine. However, with effect from 1st September 2012 the Council adopted the Voluntary Living Wage for its employees. Therefore, the minimum pay is currently £8.75 per hour. This is to rise to £9.00 per hour from 1st April 2019.
8. The National Joint Council for Local Government Services (the NJC) pay agreement for 2018-20 (Annex 1) includes the introduction of a new pay scale with effect from 1st April 2019. The minimum point on the new pay scale is Point 1 which equates to an hourly rate of pay of £9.00, which is equivalent to the Voluntary Living Wage. The

Council remains committed to the payment of the Voluntary Living Wage, and will review future changes to the National Pay Agreement to determine if the Voluntary Living Wage supplement needs to be reintroduced.

9. **Pay** – the Localism Act 2011 defines remuneration as ‘salary, bonuses, charges, fees or allowances payable, any benefits in kind, increase or enhancement of pension entitlement. This definition is adopted for the term **pay** used in this policy.

KEY PRINCIPLES

10. This policy statement aims to ensure that all employees are rewarded fairly and without discrimination for the work that they do. It reflects fairness and equality of opportunity, the need to encourage and enable employees to perform to the best of their ability and the commitment to operate a transparent pay and grading structure.
11. The Council recognises that pay is not the only means of rewarding and supporting employees and offers a wider range of benefits, such as flexible working arrangements, access to learning and development, a Health and Wellbeing Charter and an Employee Assistance Programme, etc.
12. To ensure these principles are embedded the Council will ensure that there are clear and rational processes for setting and reviewing salaries for all employees, and that there is sufficient flexibility to take into account the pay market and recruitment and retention factors.
13. Any policy statement on pay has to be affordable and support the provision of high quality public service.

PAY DETAILS

Pay Ranges – previous ‘NJC Green Book’ and ‘JNC Craft’ Employees

14. All former NJC Green Book and JNC Craft positions within the Council went through a job evaluation (JE) process using the Greater London Provincial Council (GLPC) scheme, and the Council has Collective Agreements in place with UNISON, GMB and Unite.(NJC Green Book) and UNISON, GMB, Unite and UCATT (JNC Craft). The JE process is also used to determine the grades for all new posts in these employee groups and ensures that men and women receive equal pay for work of equal value.
15. The Council’s pay and grading structure links the scores from the job evaluation process directly to the NJC pay structure. This national pay structure with effect from 1st April 2019 ranges from spinal column point (SCP) 1 to 49 which equates to £17,364 to £45,591. Within Cardiff we have in place 10 grades that span across SCPs 1-40 which equates to £17,364 to £42,683, at 1st April 2019. Each grade has a number of incremental points. More information about the GLPC Scheme and the grades of the Council can be found in the Council’s Single Status Collective Agreement. The agreed grades can be seen at Annex 2.

Pay Ranges – Chief Officers and Operational Managers

16. Posts at Operational Manager and above are employed on JNC Chief Officer terms and conditions, and pay levels for these posts have been evaluated using the Korn Ferry Hay (formerly Hay) Job Evaluation Scheme since 1999.
17. The JNC for Chief Officers negotiates on national (UK) annual cost of living pay increases for this group, and any award of same is determined on this basis. Chief Officers employed under JNC terms and conditions are contractually entitled to any national JNC pay rises. This Council will therefore pay these nationally agreed pay awards as and when determined, unless full Council decides otherwise.
18. The following table shows the pay for the Senior Management structure:

Level	Salary*
Chief Executive	£180,423
Corporate Director for Resources and Corporate Director for People and Communities	£137,970
Directors	£127,357
Chief Digital Officer	£102,240
Chief Officers, Assistant Directors	£86,603
Operational Managers	<u>Level 1</u> 5 points from £56,881 - £69,318 <u>Level 2</u> 5 points from £46,552 - £56,233

* Effective from 1st April 2019 in line with JNC for Chief Officers and JNC Chief Executive 2018/2019 two year national pay agreement.

19. When evaluating Chief Officer posts, Korn Ferry Hay are asked to provide information on salary levels based on their assessment of relative job sizes and benchmarking against market comparisons for posts of similar size and complexity. Any report from Korn Ferry Hay on changes to salary levels would be presented to the Council's Employment Conditions Committee (ECC) which has the following functions delegated to it under the Council's Constitution:
- (i) *To consider and determine policy and issues arising from the organisation, terms and conditions of Chief Officers and Deputy Chief Officers (as defined in the Local Authorities (Standing Orders) (Wales) Regulations 2006), together with any other category of employee specified in Regulation from time to time where this is necessary, subject to the approval of Council in respect of any determination or variation of the remuneration of Chief Officers.*
- (ii) *To decide requests for re-grading of Chief Officers and Deputy Chief Officers (as defined in the Local Authorities (Standing Orders) (Wales) Regulations 2006), together with any other category of employee specified in Regulation from time to time, whether by way of appeal by an employee against a decision to refuse a re-grading application or to decide applications for re-grading which are supported,*

subject to the approval of Council in respect of any determination or variation of the remuneration of a Chief Officer.

20. Since 2009/10 the Council has published pay details for Chief Officer posts on its website. Previous to this, the number of officers at each salary band over £60,000 were set out. The information can be found in the 'Statement of Accounts' which is accessed via the tab 'Your Council' and then the link to 'Council Finance'. The Chief Executive pay has been published on the website since 2010.
21. The current pay levels within the Council define the multiple between the lowest paid (full time equivalent) employee (£16,881) and the Chief Executive (£176,885) as [1:10] and; between the lowest paid employee (£16,881) and median Chief Officer (£84,905) as [1:5].

The multiple between the median full time equivalent earnings (£23,720) and the Chief Executive (£176,885) is [1:7] and; between the median full time equivalent earnings (£23,720) and median Chief Officer (£84,905) is [1:4].

These figures are based on basic salary on 1st April 2018.

22. The Council does not use performance related pay or bonuses for Chief Officers.

Pay Ranges – Employees other than Chief Officer and previous 'Green Book' and 'Craft' employees

23. The Council also has employees on other national terms and conditions, i.e. JNC Youth and Community, Soulbury, and School Teacher terms and conditions. Pay for these employees is based on the relevant nationally agreed rates of pay. Pay rates are included in Annex 1 for information.

Incremental Progression – all employees

24. Incremental progression for 'Green Book', 'Craft' employees and Operational Managers is not automatic but is dependent upon a successful performance review. Following a successful performance review, increments are normally effective from the 1st April each year. For 'Green Book' and 'Craft' employees, this requirement is detailed in the relevant Single Status Collective Agreement, and for Operational Managers this is contained within their terms and conditions.

Salary on Appointment – all employees

25. Posts are advertised on the agreed grade and the minimum and maximum salary is stated. In practice, most appointments are made at the bottom of the range, but there is discretion to appoint at a higher point on the range. This would usually be to match a candidate's current level of pay or in particular circumstances.

Pay Review – all employees

26. All pay is reviewed in line with the national pay awards negotiated by the Local Government Employers in conjunction with the recognised Trade Unions at a national level. Please see paragraph 16 in relation to JNC for Chief Officer national pay awards.

Market Supplements – all employees

27. It is recognised that there will be exceptional occasions where the market rate for certain key jobs is higher than that provided for by the new pay and grading structure. In these circumstances, the grading of the post will be reviewed in accordance with the new Market Supplement Scheme agreed as part of the Council's single status package. The scheme is applicable to all those covered by the green book, Craft employees, JNC for Chief Officers, JNC for Youth & Community Workers and those on Soulbury terms and conditions. Proposals to pay a Market Supplement must be supported by a full evidence based business case, and follow the agreed decision making processes of the Council.

ADDITIONAL PAYMENTS

28. Employees employed under the previous 'Green Book' and 'Craft' terms and conditions are paid on the same terms and conditions and pay scales through Single Status. However, a tool allowance has been retained for relevant craft posts.

NJC 'Green Book' and JNC 'Craft' Employees

29. Additional payments are made as detailed in their respective Collective Agreements. The types of additional payments made include: overtime and Saturday and Sunday working at time and a half, recalls to work attract a minimum payment of 2 hours payment, public holiday payments, car allowances, motorcycle and bicycle allowances, stand by and call out payments, night /evening /unsocial hours payments, shift work allowance, sleeping in duty payment, first aid allowance, relocation payment and payment for professional subscriptions. In order to manage an ongoing budgetary pressure, in the financial year 2019/20 payments for interview expenses, relocation expenses and professional subscriptions (which are not legal requirements of a post) will not be made. This has consistently been applied since the 2014/15 financial year.

Chief Officers and Operational Managers

30. Additional payments made include car, motorcycle and bicycle allowances which have been harmonised for all Council employees using the single rate based on the HMRC arrangements paid for business mileage, i.e. currently 45p per mile.
31. Interview Expenses and Relocation Assistance – Consistent with a decision applied since the 2014/15 financial year, these payments will not be made for the 2019/20 financial year.

32. Professional Subscriptions – For the financial year 2019/20 these will continue to only be paid by the Council where it is an essential requirement of the post.
33. Returning Officer Fees - The appointment of Electoral Registration Officer is required by S8 Representation of the People Act 1983, and the appointment of Returning officer by S35 Representation of the People Act, 1983. In Cardiff the role of Electoral Registration Officer and Returning Officer is part of the job description of the Chief Executive. The fee for parliamentary, European Union, Welsh Government, Police and Crime Commissioner elections and all referenda are set by legislation. For these externally sponsored elections the fee is funded through grant awarded by the Welsh Government in respect of its election, and by Central Government in respect of the other elections. Local authorities have the discretion to set the fee for local elections. In the Council the fee for local elections (including ordinary and casual) is set in line with the fee agreed for the Welsh Government elections. Following Council decision on the 28th February 2019, from the 3rd April 2019 the Chief Executive will carry out the role of Electoral Registration Officer and Returning Officer. The Chief Executive has waived all fees associated with the role.

Other Employees

34. The Council is looking to negotiate with trade unions to harmonise the additional payments for JNC Youth and Community and Soulbury employees with those paid to 'Green Book' and 'Craft' employees. The Council's intention is to commence negotiations in the next financial year.

HONORARIA AND ACTING UP SCHEMES

35. The Council has schemes for payment where an employee acts up into a post at a higher level of pay (Acting Up Scheme) or where they undertake additional duties at a higher level of responsibility (Honoraria Scheme). These schemes are applicable for all Council employees, excluding teachers, however for the financial year 2019/20 use of the Honoraria Scheme will continue to be withdrawn in order to manage an ongoing budgetary pressure.

ANNUAL LEAVE

Green Book and Craft employees, Chief Officers and Operational Managers

36. The annual leave entitlement is 27 days, rising to 32 days after 5 years' service. Plus 8 bank holidays.

Other Employees

37. The annual leave entitlement for JNC Youth & Community is 30 days, rising to 35 days after 5 years' service. The Soulbury entitlement is 25 days rising to 30 days after 5 years' service. Plus 8 bank holidays and 4 extra statutory days for both groups.
38. The entitlements to annual leave are pro rata for part time employees.

39. The Council has in place an Annual Leave Purchase scheme, whereby employees can purchase up to 10 days annual leave, which is then payable by monthly deductions during the leave year. As at January 2018, 192 employees had accessed the scheme in the 2017/18 annual leave year.

GENDER PAY GAP REPORT

40. The Council has published a Gender Pay Gap report as part of its Annual Equalities Monitoring Report. The Council has a Job Evaluation process to determine the grades for all posts which ensures that men and woman receive equal pay for work of equal value. The following Gender Pay Gap information sets out the differences in the average pay between men and women (excluding schools) as at 31st March 2018, compared with 31st March 2017:

	2017 Mean Hourly Rate	2017 Median Hourly Rate	2018 Mean Hourly Rate	2018 Median Hourly Rate
Male	13.40	12.01	13.65	12.32
Female	12.97	11.27	13.21	11.74
Pay Gap	3.21%	6.16%	3.22%	4.71%

41. The **mean** average involves adding up all of the hourly rates and dividing the result by how many numbers were in the list. The **median** average involves listing all of the hourly rates in numerical order. If there is an odd number of results, the median average is the middle number. If there is an even number of results, the median will be the mean of the two central numbers.

42. The difference in the median pay gap from 6.16% to 4.71%, a decrease of 1.45%. The mean average has stayed relatively the same between 2017 and 2018. The median average of 6.16% in 2017 compared with 4.71% in 2018 gives an overall decrease of 1.45%. This decrease is due to a slight reduction in the number of females, and slight increase in the number of males, employed by the Council.

43. When schools are included, the Gender Pay Gap information as at 31st March 2018, compared with 31st March 2017 is as follows:

	2017 Mean Hourly Rate	2017 Median Hourly Rate	2018 Mean Hourly Rate	2018 Median Hourly Rate
Male	14.93	12.78	14.98	12.61
Female	14.48	12.19	14.56	12.13
Pay Gap	3.01%	4.62%	2.80%	3.81%

The UK Government’s Equalities Office recently stated that women working in the public sector are paid on average 19.0% less than men compared to 23.8% less for women in the private sector

44. The quartile table below shows the proportion of male and female full-pay relevant employees (excluding schools) in four quartile pay bands, which is calculated by dividing the workforce into four equal parts. If there are number of employees on the same hourly rate of pay crossing two of the quartiles, males and females are split as evenly as possible across the quartiles.

Quartiles	2017		2018		Male Difference	Female Difference
	Male	Female	Male	Female		
Q1	24.40%	75.60%	24.44%	75.56%	0.04%	-0.04%
Q2	30.20%	69.80%	30.02%	69.98%	-0.18%	0.18%
Q3	33.80%	66.20%	34.42%	65.58%	0.62%	-0.62%
Q4	28.10%	71.90%	28.83%	71.17%	0.73%	-0.73%

PENSIONS AND REDUNDANCY/SEVERANCE PAYMENTS

45. All Council employees (with the exception of teachers) are entitled to join the local government pension scheme (LGPS) which is offered by the Local Government Employers. If employees are eligible they will automatically become a member of the scheme (to join they must have a contract for at least 3 months duration and be under the age of 75). Employees can decide to opt out of the scheme. The benefits and contributions payable under the Fund are set out in the LGPS regulations.
46. The current level of contribution to the scheme by employees is:

Contribution table since 2017/18			
Band	Actual pensionable pay for an employment	Contribution rate for that employment	
		Main	50/50 section
1	Up to £14,100	5.50%	2.75%
2	£14,101 to £22,000	5.80%	2.90%
3	£22,101 to £35,700	6.50%	3.25%
4	£35,701 to £45,200	6.80%	3.40%
5	£45,201 to £63,100	8.50%	4.25%
6	£61,301 to £89,400	9.90%	4.95%
7	£89,401 to £105,200	10.50%	5.25%
8	£105,201 to £157,800	11.40%	5.70%
9	£157,801 or more	12.50%	6.25%

47. Teachers are entitled to join the Teachers' Pensions scheme. As the Teachers Pensions scheme is operated externally further information can be found on www.teacherspensions.co.uk.

48. The Council's current published statement relating to pensions was agreed by the Cabinet on 12th June 2014 for implementation in 30th June 2014 and the relevant document is available on the Council's website. A change to the way redundancy payments are calculated was agreed by Cabinet on 26th January 2015 as part of the Voluntary Redundancy Policy, and is detailed below in paragraph 51.
49. The document provides details of the Council's policy on making discretionary payments on early termination of employment under Regulation 7 of the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006. The document also provides details of the Council's policy on increasing an employee's total pension scheme membership and on awarding additional pension under Regulation 66 of the Local Government Pension Scheme (Administration) Regulations 2008.
50. The arrangements set out in the document referred to in paragraph 49 apply to all employees of the Council irrespective of grade or status. The most relevant sections are detailed below:
- (i) **The power to pay lump sum compensation of up to 104 weeks** - the Council's policy for utilising this discretion is that the statutory redundancy table is multiplied by a factor of 1.5 subject to a maximum of 45 weeks from 3rd April 2015.
 - (ii) **The power to increase a Statutory Redundancy Payment** – the Council's policy for utilising this discretion is that redundancy payments to be based on actual week's pay up to a maximum of £508 per week (as at 6th April 2018) or actual pay whichever is the lesser. The maximum figure to be adjusted by the statutory amount for a week's pay, as announced annually by the Department of Business Innovation and Skills.
51. The policy effective since 5 April 2015 has been amended to take account of the decision of an Employment Appeal Tribunal (EAT) in the case of *University of Sunderland v Drossou (13 June 2017)*. The EAT ruled that employer's pension contributions should be included in the calculation of a week's pay for calculations made under the Employment Rights Act 1996 (ERA). Sections 220-229 of the ERA set out the rules regarding the 'week's pay provisions' and the way a week's pay is used, which includes the calculation of redundancy pay.
52. The EAT held that a week's pay should include remuneration 'payable by the employer under the contract of employment' and that this value should not be limited by what the employee directly receives. The rationale offered by the EAT was that employer's pension contributions formed part of the overall package of 'remuneration' offered to an employee in return for their services. The result of this is that, where appropriate, the employer's pension contributions are included in the calculation, subject to the £508 maximum.

RE-EMPLOYMENT OF STAFF

53. Since 1st April 2015, the Council has had a policy regarding re-employment of employees (at any level) who take voluntary redundancy from the Council which was agreed at Cabinet on 26th January 2015.
54. The Council's agreed policy is that employees requesting voluntary redundancy have to agree to the condition that given the Council's obligation to safeguard public funds, they will be precluded from returning to employment (which includes permanent, temporary, casual and agency) within the Council (including schools) for a period of 12 months from the date of their termination.
55. The Council does not believe that it employs any individual in a manner that seeks to avoid tax.
56. Within the Council, under the pension fund discretionary policies there is generally no abatement of pension following re-employment except under the following circumstances:
- (i) Where a person has been awarded compensatory added years (CAY's) under the LGPS Compensation Regulations the pension may be abated. This is a requirement of the compensation regulations but these will be historical cases as CAY's can no longer be granted.
 - (ii) Where a person has retired under tier 1 ill health provisions and is subsequently re-employed. This is because the certification for tier 1 supposes that the person is permanently unfit for all work. Other tiers of ill health or other retirements would not lead to abatement on re-employment.
57. Abatement, where it applies, would be based on non betterment that is the pension together with the pay in the new employment should not exceed the pay at the point of retirement (adjusted for pension increases). Under (i) the abatement would only apply to the pension from CAY's.

NON GUARANTEED WORKING HOURS

58. In December 2016 the Welsh Government issued principles and guidance on the appropriate use of non-guaranteed hours arrangements in the devolved public services in Wales. These principles and guidance were developed by the Public Services Staff Commission in social partnership with the Welsh Government's Partnership Council and its sector groups. The Council is committed to the principles determined by Welsh Government which apply to those employees who are employed on a relief, casual or sessional basis. These employees are used in services within the Council where there is either a need to bring in an additional workforce in order to cover peaks in workload or where the workload is on a one off basis.

ACCOUNTABILITY AND DECISION MAKING

59. In accordance with the Constitution of the Council the Cabinet are responsible for decision making in terms of pay, terms and conditions and redundancy arrangements

in relation to employees of the Council. The exception to this is that the Employment Conditions Committee is responsible for posts at Chief Officer level and above.

60. In accordance with the Localism Act 2011 redundancy packages above £100,000 for Chief Officers must be agreed by full Council. The redundancy package includes any redundancy payment (from 3 April 2015, statutory redundancy pay of 30 weeks plus an additional 15 weeks), contractual notice period and full cost of early release of pension (as required under Regulation 68(2) of the Local Government Pension Scheme).
61. An updated Pay Policy Statement will be agreed by the full Council annually in line with the legislation and full Council will ensure compliance with the Pay Policy Statement.

REVIEW OF THE POLICY

62. This Pay Policy Statement will be kept under review and developments considered in the light of external best practice and legislation. The Pay Policy Statement may also be reviewed as part of the Council's existing Scrutiny arrangements. The Council will ensure the Pay Policy Statement is updated on an annual basis in line with the requirement of the Localism Act 2011. The annual Pay Policy Statement will be submitted to Cabinet, and then full Council by March of each year.

National Joint Council for Local Government Services

Employers' Secretary:
Simon Pannell

Trade Union Secretaries
Rehana Azam, GMB
Jim Kennedy, Unite
Heather Wakefield, UNISON

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**To: Chief Executives in England, Wales and N Ireland
(copies for the Finance Director and HR Director)
Members of the National Joint Council**

10 April 2018

Dear Chief Executive,

2018 and 2019 PAYSCALES & ALLOWANCES

Agreement has been reached between the National Employers and the NJC Trade Union Side on rates of pay applicable from **1 April 2018** and **1 April 2019**.

UNISON and GMB both voted to accept whilst Unite voted to reject. However, in line with the Constitution of the NJC, Unite accepts the collective majority decision of the other unions that the pay award should now be implemented.

The new pay rates are attached at **Annex 1**.

The new rates for allowances up-rated by two per cent in each year are set out at **Annex 2**.

Yours sincerely

*Simon
Pannell*

Simon Pannell

*Rehana
Azam*

Rehana Azam

*Jim
Kennedy*

Jim Kennedy

Heather Wakefield

Heather Wakefield

Joint Secretaries

ANNEX 1

SCP	1 April 2017		1 April 2018		1 April 2019			Old SCP[s]
	£ per annum	£ per hour*	£ per annum	£ per hour*	New SCP	£ per annum	£ per hour*	
6	£15,014	£7.78	£16,394	£8.50	1	£17,364	£9.00	6/7
7	£15,115	£7.83	£16,495	£8.55				
8	£15,246	£7.90	£16,626	£8.62	2	£17,711	£9.18	8/9
9	£15,375	£7.97	£16,755	£8.68				
10	£15,613	£8.09	£16,863	£8.74	3	£18,065	£9.36	10/11
11	£15,807	£8.19	£17,007	£8.82				
12	£16,123	£8.36	£17,173	£8.90	4	£18,426	£9.55	12/13
13	£16,491	£8.55	£17,391	£9.01				
14	£16,781	£8.70	£17,681	£9.16	5	£18,795	£9.74	14/15
15	£17,072	£8.85	£17,972	£9.32				
16	£17,419	£9.03	£18,319	£9.50	6	£19,171	£9.94	16/17
17	£17,772	£9.21	£18,672	£9.68				
18	£18,070	£9.37	£18,870	£9.78	7	£19,554	£10.14	18
19	£18,746	£9.72	£19,446	£10.08	8	£19,945	£10.34	19
20	£19,430	£10.07	£19,819	£10.27	9	£20,344	£10.54	20
					10	£20,751	£10.76	
21	£20,138	£10.44	£20,541	£10.65	11	£21,166	£10.97	21
22	£20,661	£10.71	£21,074	£10.92	12	£21,589	£11.19	22
					13	£22,021	£11.41	
23	£21,268	£11.02	£21,693	£11.24	14	£22,462	£11.64	23
24	£21,962	£11.38	£22,401	£11.61	15	£22,911	£11.88	24
					16	£23,369	£12.11	
25	£22,658	£11.74	£23,111	£11.98	17	£23,836	£12.35	25
					18	£24,313	£12.60	
26	£23,398	£12.13	£23,866	£12.37	19	£24,799	£12.85	26
27	£24,174	£12.53	£24,657	£12.78	20	£25,295	£13.11	27
					21	£25,801	£13.37	
28	£24,964	£12.94	£25,463	£13.20	22	£26,317	£13.64	28
29	£25,951	£13.45	£26,470	£13.72	23	£26,999	£13.99	29
30	£26,822	£13.90	£27,358	£14.18	24	£27,905	£14.46	30
31	£27,668	£14.34	£28,221	£14.63	25	£28,785	£14.92	31
32	£28,485	£14.76	£29,055	£15.06	26	£29,636	£15.36	32
33	£29,323	£15.20	£29,909	£15.50	27	£30,507	£15.81	33
34	£30,153	£15.63	£30,756	£15.94	28	£31,371	£16.26	34
35	£30,785	£15.96	£31,401	£16.28	29	£32,029	£16.60	35
36	£31,601	£16.38	£32,233	£16.71	30	£32,878	£17.04	36

SCP	1 April 2017		1 April 2018		1 April 2019			Old SCP[s]
	<i>£ per annum</i>	<i>£ per hour</i>	£ per annum	£ per hour	New SCP	£ per annum	£ per hour	
37	£32,486	£16.84	£33,136	£17.18	31	£33,799	£17.52	37
38	£33,437	£17.33	£34,106	£17.68	32	£34,788	£18.03	38
39	£34,538	£17.90	£35,229	£18.26	33	£35,934	£18.63	39
40	£35,444	£18.37	£36,153	£18.74	34	£36,876	£19.11	40
41	£36,379	£18.86	£37,107	£19.23	35	£37,849	£19.62	41
42	£37,306	£19.34	£38,052	£19.72	36	£38,813	£20.12	42
43	£38,237	£19.82	£39,002	£20.22	37	£39,782	£20.62	43
44	£39,177	£20.31	£39,961	£20.71	38	£40,760	£21.13	44
45	£40,057	£20.76	£40,858	£21.18	39	£41,675	£21.60	45
46	£41,025	£21.26	£41,846	£21.69	40	£42,683	£22.12	46
47	£41,967	£21.75	£42,806	£22.19	41	£43,662	£22.63	47
48	£42,899	£22.24	£43,757	£22.68	42	£44,632	£23.13	48
49	£43,821	£22.71	£44,697	£23.17	43	£45,591	£23.63	49

*hourly rate calculated by dividing annual salary by 52.143 weeks (which is 365 days divided by 7) and then divided by 37 hours (the standard working week in the National Agreement 'Green Book')

Part 3 Paragraph 2.6(e) Sleeping-in Duty Payment:

1 April 2018	1 April 2019
£35.37	£36.08

**RATES OF PROTECTED ALLOWANCES AT 1 APRIL 2018 and 1 APRIL 2019
(FORMER APT&C AGREEMENT (PURPLE BOOK))**

Paragraph 28(3) Nursery Staffs in Educational Establishments - Special Educational Needs Allowance

1 April 2018	1 April 2019
£1,264	£1,289

Paragraph 28(14) Laboratory / Workshop Technicians

City and Guilds Science Laboratory Technician's Certificate Allowance:

1 April 2018	1 April 2019
£205	£209

City and Guilds Laboratory Technician's Advanced Certificate Allowance:

1 April 2018	1 April 2019
£149	£152

Paragraph 32 London Weighting and Fringe Area Allowances £ Per Annum

Inner Fringe Area:

1 April 2018	1 April 2019
£857	£874

Outer Fringe Area:

1 April 2018	1 April 2019
£597	£609

Paragraph 35 Standby Duty Allowance - Social Workers (1)(a)(i) Allowance - Per Session

1 April 2018	1 April 2019
£28.46	£29.03

FORMER MANUAL WORKER AGREEMENT (WHITE BOOK)

Section 1 Paragraph 3 London and Fringe Area Allowances £ Per Annum

Inner Fringe Area:

1 April 2018
£857

1 April 2019
£874

Outer Fringe Area:

1 April 2018
£597

1 April 2019
£609

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Salary Scales

SCP	Job Evaluation Scores (GLPC scheme)	FTE SALARY	MONTHLY	HOURLY (National Living Wage £7.83 from 01/04/2018)	Hourly Living Wage £9.00 from 01/04/2019
NJC for Local Government (as at 1st April 2019) £17,364					
GRADE 1					
1	1 - 247	17364	1447.00	9.00	
GRADE 2					
2	248 - 286	17711	1475.92	9.18	
3		18065	1505.42	9.36	
GRADE 3					
3	287 - 327	18065	1505.42	9.36	
4		18426	1535.50	9.55	
5		18795	1566.25	9.74	
6		19171	1597.58	9.94	
GRADE 4					
6	328 - 369	19171	1597.58	9.94	
7		19554	1629.50	10.14	
8		19945	1662.08	10.34	
9		20344	1695.33	10.54	
11		21166	1763.83	10.97	
GRADE 5					
11	370 - 409	21166	1763.83	10.97	
12		21589	1799.08	11.19	
14		22462	1871.83	11.64	
15		22911	1909.25	11.88	
17		23836	1986.33	12.35	
19		24799	2066.58	12.85	
GRADE 6					
19	410 - 454	24799	2066.58	12.85	
20		25295	2107.92	13.11	
22		26317	2193.08	13.64	
23		26999	2249.92	13.99	
24		27905	2325.42	14.46	
25		28785	2398.75	14.92	
GRADE 7					
25	455 - 499	28785	2398.75	14.92	
26		29636	2469.67	15.36	
27		30507	2542.25	15.81	
28		31371	2614.25	16.26	
29		32029	2669.08	16.60	
30		32878	2739.83	17.04	
GRADE 8					
30	500 - 544	32878	2739.83	17.04	
31		33799	2816.58	17.52	
32		34788	2899.00	18.03	
33		35934	2994.50	18.63	
34		36876	3073.00	19.11	
GRADE 9					
34	545 - 589	36876	3073.00	19.11	
35		37849	3154.08	19.62	
36		38813	3234.42	20.12	
37		39782	3315.17	20.62	
GRADE 10					
37	590 +	39782	3315.17	20.62	
38		40760	3396.67	21.13	
39		41675	3472.92	21.60	
40		42683	3556.92	22.12	
Other		0	0.00	0.00	

* SCP 10, 13, 16, 18 & 21 are not in use

SCP	FTE SALARY	MONTHLY	HOURLY
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JNC CHIEF OFFICERS (as at 1st April 2019)

OM2			
1	46552	3879.33	24.13
2	49000	4083.33	25.40
3	51132	4261.00	26.50
4	53681	4473.42	27.82
5	56233	4686.08	29.15

OM1			
1	56881	4740.08	29.48
2	60041	5003.42	31.12
3	63202	5266.83	32.76
4	66190	5515.83	34.31
5	69318	5776.50	35.93

Chief Officer/Assistant Director			
1	86603	7216.92	44.89

Chief Digital Officer			
1	102240	8520.00	52.99

Director			
1	127357	10613.08	66.01

Corporate Director			
1	137970	11497.50	71.51

JNC CHIEF EXECUTIVE (as at 1st April 2019)

Chief Executive			
1	180423	15035.25	93.52

NATIONAL MINIMUM WAGE (as at 1st April 2019)

NMW - Point 1 (16 to 17 years of age)			
1	8392	699.33	4.35

NMW - Point 2 (18 to 20 years of age)			
2	11865	988.75	6.15

NMW - Point 3 (21 to 24 years of age)			
3	14856	1238.00	7.70

NMW - Point 4 (25 years and above)			
4	15839	1319.92	8.21

Apprentice Rate			
1	7524	627.00	3.90

Teacher (Main Pay Range)

			Daily Rate (195ths)
1	23,720	1976.67	121.64
2	25,344	2112.00	129.97
3	27,380	2281.67	140.41
4	29,488	2457.33	151.22
5	31,811	2650.92	163.13
6	35,008	2917.33	179.53

Teacher (Upper Pay Range)

			Daily Rate (195ths)
1	36,646	3053.83	187.93
2	38,004	3167.00	194.89
3	39,406	3283.83	202.08

Unqualified Teacher

			Daily Rate (195ths)
1	17,208	1434.00	88.25
2	19,210	1600.83	98.51
3	21,210	1767.50	108.77
4	23,212	1934.33	119.04
5	25,215	2101.25	129.31
6	27,216	2268.00	139.57

Leadership Group Range

	Min	Max
Group 1	45,213	60,153
Group 2	47,501	64,736
Group 3	51,234	69,673
Group 4	55,064	74,985
Group 5	60,755	82,701
Group 6	65,384	91,223
Group 7	70,370	100,568
Group 8	77,613	111,007

* Scale points to be applied only to head teachers at the top of the school group range in the academic year 2015/16, indicating no uplift for 2016/17.

e.g
Headteacher on Grade 12-18 (moves to sp18 on Sept 2016)
Salary Range £51,127 - £58,677 (no uplift on point 18)

Headteacher on Grade 15-21 (moves to sp18 on Sept 2016)
Salary Range £55,049 - £63,779 (sp18 = £59,264)

Leading Practitioner Range

LP01 - LP05		LP02 - LP06		LP03-LP07	
1	40,162	2	41,168	3	42,196
2	41,168	3	42,196	4	43,246
3	42,196	4	43,246	5	44,324
4	43,246	5	44,324	6	45,435
5	44,324	6	45,435	7	46,658
LP04-LP08		LP05-LP09		LP06-LP10	
4	43,246	5	44,324	6	45,435
5	44,324	6	45,435	7	46,658
6	45,435	7	46,658	8	47,735
7	46,658	8	47,735	9	48,927
8	47,735	9	48,927	10	50,183
LP07-LP11		LP08-LP12		LP09-LP13	
7	46,658	8	47,735	9	48,927
8	47,735	9	48,927	10	50,183
9	48,927	10	50,183	11	51,486
10	50,183	11	51,486	12	52,672
11	51,486	12	52,672	13	53,989
LP10-LP14		LP11-LP15		LP12-LP16	
10	50,183	11	51,486	12	52,672
11	51,486	12	52,672	13	53,989
12	52,672	13	53,989	14	55,335
13	53,989	14	55,335	15	56,712
14	55,335	15	56,712	16	58,219
LP13-LP17		LP14-LP18			
13	53,989	14	55,335		
14	55,335	15	56,712		
15	56,712	16	58,219		
16	58,219	17	59,557		
17	59,557	18	61,055		

Leadership Pay Range

1	39,965
2	40,966
3	41,989
4	43,034
5	44,106
6	45,213
7	46,430
8	47,501
9	48,687
10	49,937
11	51,234
12	52,414
13	53,724
14	55,064
15	56,434
16	57,934
17	59,265
18*	60,153
18	60,755
19	62,262
20	63,806
21*	64,736
21	65,384
22	67,008
23	68,667
24*	69,673
24	70,370
25	72,119
26	73,903
27*	74,985
27	75,735
28	77,613
29	79,535
30	81,515
31*	82,701
31	83,528
32	85,605
33	87,732
34	89,900
35*	91,223
35	92,135
36	94,416
37	96,763
38	99,158
39*	100,568
39	101,574
40	104,109
41	106,709
42	109,383
43*	111,007

SCP	FTE SALARY	MONTHLY	HOURLY
EAI			
01	34749	2895.75	18.01
02	35993	2999.42	18.66
03	37168	3097.33	19.27
04	38359	3196.58	19.88
05	39543	3295.25	20.50
06	40727	3393.92	21.11
07	41971	3497.58	21.75
08	43168	3597.33	22.38
09	44563	3713.58	23.10
10	45807	3817.25	23.74
11	47035	3919.58	24.38
12	48223	4018.58	25.00
13	49569	4130.75	25.69
14	50769	4230.75	26.31
15	52095	4341.25	27.00
16	53293	4441.08	27.62
17	54495	4541.25	28.25
18	55674	4639.50	28.86
19	56891	4740.92	29.49
20	57519	4793.25	29.81
21	58727	4893.92	30.44
22	59780	4981.67	30.99
23	60939	5078.25	31.59
24	61978	5164.83	32.12
25	63089	5257.42	32.70
26	64173	5347.75	33.26
27	65282	5440.17	33.84
28	66405	5533.75	34.42
29	67532	5627.67	35.00
30	68656	5721.33	35.59
31	69771	5814.25	36.16
32	70903	5908.58	36.75
33	72036	6003.00	37.34
34	73197	6099.75	37.94
35	74353	6196.08	38.54
36	75544	6295.33	39.16
37	76715	6392.92	39.76
38	77899	6491.58	40.38
39	79066	6588.83	40.98
40	80233	6686.08	41.59
41	81406	6783.83	42.19
42	82578	6881.50	42.80
43	83749	6979.08	43.41
44	84925	7077.08	44.02
45	86099	7174.92	44.63
46	87274	7272.83	45.24
47	88454	7371.17	45.85
48	89623	7468.58	46.45
49	90797	7566.42	47.06

SCP	FTE SALARY	MONTHLY	HOURLY
EDPSY A			
01	36446	3037.17	18.89
02	38296	3191.33	19.85
03	40146	3345.50	20.81
04	41994	3499.50	21.77
05	43844	3653.67	22.73
06	45693	3807.75	23.68
07	47434	3952.83	24.59
08	49175	4097.92	25.49
09	50806	4233.83	26.33

SCP	FTE SALARY	MONTHLY	HOURLY
EDPSY B			
01	45693	3807.75	23.68
02	47434	3952.83	24.59
03	49175	4097.92	25.49
04	50806	4233.83	26.33
05	52439	4369.92	27.18
06	53961	4496.75	27.97
07	54586	4548.83	28.29
08	55754	4646.17	28.90
09	56911	4742.58	29.50
10	58089	4840.75	30.11
11	59243	4936.92	30.71
12	60420	5035.00	31.32

JNC YOUTH AND COMMUNITY (as at 1st September 2018)

SCP	FTE SALARY	MONTHLY	HOURLY	Hourly Living Wage £9.00 from 01/04/2019
	CE2			£17,364
02	16757	1396.42	8.69	9.00
03	17681	1473.42	9.16	
04	18141	1511.75	9.40	
05	24153	2012.75	12.52	
06	24153	2012.75	12.52	
07	25955	2162.92	13.45	
08	29724	2477.00	15.41	
09	29724	2477.00	15.41	
10	35160	2930.00	18.22	

SCP	FTE SALARY	MONTHLY	HOURLY
T00 1			
11	22116	1843.00	11.46
12	23118	1926.50	11.98
13	24153	2012.75	12.52
14	25225	2102.08	13.07
T00 2			
18	28223	2351.92	14.63
19	28972	2414.33	15.02
20	29724	2477.00	15.41
21	30568	2547.33	15.84
T00 3			
20	29724	2477.00	15.41
21	30568	2547.33	15.84
22	31525	2627.08	16.34
23	32456	2704.67	16.82
T00 4			
22	31525	2627.08	16.34
23	32456	2704.67	16.82
24	33392	2782.67	17.31
25	34335	2861.25	17.80
T00 4A			
24	33392	2782.67	17.31
25	34335	2861.25	17.80
26	35277	2939.75	18.29
27	36221	3018.42	18.77
T00 5			
27	36221	3018.42	18.77
28	37175	3097.92	19.27
29	38122	3176.83	19.76
30	39070	3255.83	20.25

SCP	FTE SALARY	MONTHLY	HOURLY
T00 HRLY			
02	16757	1396.42	8.69
03	17267	1438.92	8.95
04	17681	1473.42	9.16
05	18141	1511.75	9.40
06	18556	1546.33	9.62
07	19009	1584.08	9.85
08	19645	1637.08	10.18
09	20456	1704.67	10.60
10	21090	1757.50	10.93
11	22116	1843.00	11.46
12	23118	1926.50	11.98
13	24153	2012.75	12.52
14	25225	2102.08	13.07
15	25955	2162.92	13.45
16	26718	2226.50	13.85
17	27468	2289.00	14.24
18	28223	2351.92	14.63
19	28972	2414.33	15.02
20	29724	2477.00	15.41
21	30568	2547.33	15.84
22	31525	2627.08	16.34
23	32456	2704.67	16.82
24	33392	2782.67	17.31

**CARDIFF COUNCIL
CYNGOR CAERDYDD**



COUNCIL:

28 MARCH 2019

**REPORT OF THE DIRECTOR GOVERNANCE & LEGAL SERVICES
AND MONITORING OFFICER**

CONSTITUTION AMENDMENTS

Reason for this Report

1. To enable Council to consider changes to the Constitution recommended by the Constitution Committee in respect of:
 - (i) A new Code of Corporate Governance;
 - (ii) Public Questions at Full Council;
 - (iii) Substitute Committee Members;
 - (iv) Scrutiny Committees Size and Membership of Task and Finish Groups; and
 - (v) Planning Committee delegations.

Background

2. The Constitution Committee is responsible for reviewing the Council's Constitution and making recommendations to Council in respect of amendments required.
3. At its meeting on 11th February 2019, the Constitution Committee considered reports on various constitutional issues and proposed amendments. The Committee agreed to recommend a number of constitutional changes to full Council for approval.

Issues

- (I) A new Code of Corporate Governance
4. There are a number of documents and processes that set out the governance arrangements of the Council. These include the Constitution, Financial Procedure Rules, and performance frameworks. However, it is considered good practice to have an overarching document that details these arrangements and reaffirms how the governance framework of the Council operates.
5. A draft Code of Corporate Governance ('Code') has been drawn up, based on the seven good governance principles developed by the Chartered Institute

for Public Finance and Accountancy (CIPFA) and the Society of Local authority Chief Executives (SOLACE) in their publication 'Delivering Good Governance in Local Government framework'.

6. The Code has been developed to ensure that the Council has clarity on how to apply, assess and use a governance assessment for reporting and making improvements to the Council. The development of the Code has provided an opportunity to embrace several strands of current activity that form part of the Council's governance e.g. the Annual Governance Statement, which sits alongside the Statement of Accounts, and to introduce a more 'enterprise' based risk management approach.
 7. The Code is not purely a statement but is a benchmark that can be used to promote understanding and engagement in one of the key strands of local government. In order to achieve this the Code has been developed in three parts:
 - How we apply the principles of good governance
 - How we assess governance in Cardiff Council
 - How we use our governance assessment
 8. The draft Code has been discussed and agreed by Audit Committee (at its meeting on 30th January 2018).
 9. At its meeting in February 2019, the Constitution Committee considered the draft Code and resolved to recommend it (with one minor amendment) to full Council for adoption and inclusion within the Constitution, Part 5.
 10. The recommended draft Code of Corporate Governance is appended as **Appendix A** to this report.
- (II) Public Questions at Full Council
11. Under the Council Meeting Procedure Rules (Rules 18, 19 and 35), up to 15 minutes is allowed at each Council meeting for any person who resides or works in Cardiff to ask a question of a Cabinet member or Committee Chairperson.
 12. Key provisions of the Rules include:
 - a) the question must be submitted 6 working days prior to the day of the Council meeting;
 - b) questions can be ruled out by the Chair if they are not relevant or appropriate (as defined and specified);
 - c) the question is circulated with the Council papers;
 - d) answers may be provided orally at the meeting or in writing after the meeting;
 - e) no more than 5 minutes is allowed for a response to any one question; and
 - f) each questioner who attends the Council meeting is allowed one minute to ask a supplementary question (without notice) relating to the original question or the answer.

13. As with Members' oral questions, it is customary for public questions to be circulated prior to the Council meeting (but not read out at the meeting) and then to start with the reply to the question at the meeting. However, the rules make no specific provision in this regard.
14. The Constitution Committee has considered a suggestion that members of the public should be allowed to read out their question at the Council meeting, as a matter of respect for the questioner, so that the proceedings are clear and transparent, particularly to those watching on the webcast, and to demonstrate good democracy.
15. The Constitution Committee supported this proposal and has recommended that a new paragraph should be added to Council Meeting Procedure Rule 18 to confirm that: *'The questioner shall be given the opportunity to read their question orally.'*

(III) Substitute Committee Members

16. Many local authorities operate a substitute system, which allows a substitute Member to attend a committee or sub-committee meeting whenever an appointed Member cannot attend. A substitute system helps to preserve political balance on committees to give all groups the ability to ensure their views are properly and fully represented in the decision making process.
17. Caselaw has confirmed that substitution, made in accordance with Council approved procedure rules, is generally permitted. However, there are exceptions, in that substitutes are not legally permitted for members of the Cabinet or the Planning Committee.
18. Cardiff's current constitutional arrangements authorise the Monitoring Officer to appoint substitute members to committees under her delegated authority reference LD17 in Section 4E of the Scheme of Delegations:

'To appoint councillors or non-councillor members to committee seats allocated to political groups or nominating bodies (or to make changes, fill vacancies or give effect to temporary membership changes – "substitutions") in accordance with the wishes of political groups or member nominating body.'
19. However, the Council has no procedure rule governing the permitted appointment of substitutes.
20. In making provision for substitutes, it is important that there is certainty regarding the membership of committees at any given time. (Councils are required to maintain a register of committee and sub-committee membership pursuant to the Local Government Act 1972, 100G (1)). It is also important to ensure that substitute Members have undertaken any necessary training and have sufficient information to be able to take properly informed and reasoned decisions. It is best practice for the arrangements for substitutes to be set out in approved procedure rules.

21. Following consultation with party group whips, the Constitution Committee has recommended the draft procedure rule at **Appendix B** for adoption and incorporation within the Council's procedure rules (specifically, the Committee Meeting Procedure Rules and the Scrutiny Procedure Rules).
22. Members will note that the new Procedure Rule allows for substitutions at committee meetings *only* if a Member is unable to attend over an extended period of time (defined as a period covering more than one committee meeting) and due to one or more of the following reasons:
 - (i) Unavoidable family or work commitments;
 - (ii) Serious illness;
 - (iii) Maternity, paternity or adoption leave;
 - (iv) Other Family Absence, approved under the Family Absence Procedure Rules;
 - (v) Caring responsibilities; or
 - (vi) Some other good reason.
23. The draft procedure rule is intended to clarify the arrangements and provide the necessary safeguards, having regard to the issues set out above. The Head of Democratic Services would be responsible for making the necessary administrative arrangements.

(IV) Scrutiny Committees Size and Membership of Task and Finish Groups

24. The Constitution provides that: *'The Council will have the five Scrutiny Committees set out in Article 6 and will appoint to them as it considers appropriate from time to time. Scrutiny Committees will have a membership determined by the Council'* (Rule 1 of the Scrutiny Procedure Rules). The size of Scrutiny Committees is not specified in the Constitution.
25. The Constitution Committee has, in consultation with Scrutiny Chairs and Party Group Whips, considered whether the size of Scrutiny Committees should be reduced from 9 to 7 or 8 members. However, it has been agreed that the current size should remain unchanged.
26. In the interests of clarity and transparency, it is recommended that the agreed size of the Scrutiny Committees should be set out in the Constitution.
27. The Constitution Committee has also considered the current provisions relating to the size and membership of Task and Finish Groups.
28. The Scrutiny Procedure Rules currently provide that: *'Scrutiny Committees may appoint "Task and Finish" Sub Committees to be established for a fixed period, on the expiry of which they shall cease to exist. These will not exercise the formal powers associated with scrutiny (which are the preserve of the Committees), but can contribute to, or inform, the scrutiny process.'* (Rule 1).

There is no constitutional provision regarding the size or membership of Task and Finish groups.

29. The Council has previously agreed that all non-Executive Elected Members should be encouraged to participate in Scrutiny (as Committee members and / or as members of Task and Finish groups), subject to the maximum number of Members on a Task and Finish group being nine.
30. Scrutiny Officers have confirmed that non-Executive Elected Members (who are not Scrutiny Committee members) have participated in a number of Task and Finish Group inquiries; and that, where appropriate, non-Councillors have been invited to participate in Task and Finish inquiries on account of their particular expertise.
31. In the interests of clarity and transparency it is recommended that the agreed arrangements for membership of Task and Finish groups should be set out in the Constitution.
32. The recommended amendments to the Scrutiny Procedure Rules (Rules 1 and 2) are to:
 - i. Set out the agreed size of each of the 5 Scrutiny Committees (nine members), as agreed at Annual Council;
 - ii. Confirm that the membership of Task and Finish groups may include any non-Executive Elected Members, subject to a maximum of nine Members on each Task and Finish group; and
 - iii. Confirm that non-Councillors may be invited to participate in Task and Finish inquiries as expert advisors to a Task and Finish group,as shown in **Appendix C**.

(V) Planning Committee Delegations

33. The Planning Committee in March 2018 reviewed its officer delegations and, having regard to Welsh Government guidance, approved revised delegations (which are appended at **Appendix D1**).
34. The revised delegations aim to provide an effective, clear and transparent scheme of delegations for the discharge of the Council's planning functions. Members will note that the Planning Committee has granted a general delegation to the Head of Planning (exercisable in consultation with the Chair of Planning in cases involving objections) with a list of excepted matters which are reserved for decision by the Planning Committee. The matters reserved for decision by the Planning Committee are broadly major developments, policy issues or controversial cases.
35. In order to ensure the Council's arrangements for the discharge of its planning functions are transparent, clear and accessible, the Planning Committee has asked the Constitution Committee to consider incorporating its approved delegations within the Scheme of Delegations in the Constitution.
36. The Constitution Committee considered this matter at its meeting in February 2019 and resolved to recommend the incorporation of the Planning Committee's delegations (set out in **Appendix D1**) within the Constitution.

37. The Constitution Committee also considered the Planning Committee's previous delegations (made in June 2013) in respect of various highways powers, which had been delegated to the Chief Officer (or equivalent) responsible for highways - listed in **Appendix D2**. For consistency and transparency, the Committee resolved to recommend that these delegations should also be incorporated within the Constitution.
38. The Council is required by law to maintain a list of all powers delegated to officers (pursuant to section 100G of the Local Government Act 1972). Inclusion of officer delegations within the Constitution promotes openness and transparency of the Council's decision making arrangements. However, once incorporated within the Constitution, any changes to the delegations will require the approval of full Council.

Legal Implications

39. The Local Government Act 2000 and the Local Authority Constitution (Wales) Direction 2002 requires the authority to keep its constitution up to date. The recommended changes to the Constitution set out in this report require the approval of full Council, pursuant to Article 14.2(a) of the Constitution.
40. Other relevant legal implications are set out in the body of the report.

Financial Implications

41. There are no direct financial implications arising from this report.

Recommendations

The Council is recommended to approve the following Constitution amendments:

1. The draft Code of Corporate Governance attached as **Appendix A** to be approved and incorporated within Part 5 of the Constitution;
2. The amendment of Council Meeting Procedure Rule 18 'Public Questions', as set out in paragraph 15 of the report;
3. The Appointment of Substitute Members – draft Procedure Rule attached as **Appendix B** be approved and incorporated within the Committee Meeting Procedure Rules and the Scrutiny Procedure Rules;
4. The Scrutiny Procedure Rules 1 and 2 be amended as set out in **Appendix C**; and
5. The Planning Committee delegations in respect of planning functions (set out in **Appendix D1**) and highways functions (**Appendix D2**) be incorporated within the Scheme of Delegations in Part 3 of the Constitution.

Davina Fiore

Director Governance and Legal Services and Monitoring Officer

20 March 2019

Appendices

Appendix A	Draft Code of Corporate Governance
Appendix B	Appointment of Substitute Members – draft Procedure Rule
Appendix C	Scrutiny Procedure Rules – draft amendments to Rules 1 and 2
Appendix D1	Planning Committee delegations (planning functions)
Appendix D2	Planning Committee delegations (highways functions)

Background papers

[Constitution Committee reports, 11 February 2019, 'Draft Code of Corporate Governance'; 'Public Questions at Full Council'; 'Appointment of Substitute Committee Members'; 'Scrutiny Committees Size and Membership of Task and Finish Groups – Update'; and 'Planning Committee Delegations'](#)

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CYNGOR CAERDYDD
CARDIFF COUNCIL
Code of Corporate Governance.

Introduction

The Council has formalised a Code of Corporate Governance. This Governance Framework has adopted the seven good governance principles developed by the Chartered Institute for Public Finance and Accountancy (CIPFA) and the Society of Local Authority Chief Executives (SOLACE) 'Delivering Good Governance in Local Government Framework'.

The CIPFA / SOLACE framework principles of good governance form the basis of how we apply, assess and use our governance assessment for reporting and improvement purposes. The CIPFA / SOLACE framework utilises the International Framework definition of governance, as follows:

Governance comprises the arrangements put in place to ensure that the intended outcomes for stakeholders are defined and achieved.

Purpose

The Council is committed to effective governance as a means to delivering better stakeholder outcomes in an open approach which inspires confidence and trust.

This Code of Corporate Governance sets out:

- How the governance framework in which the Council operates
- How the annual assessment of governance is made using this framework
- How annual governance assessments will be used for to deliver improvement

The annual assessment meets the requirements Accounts and Audit (Wales) Regulations.

Good governance Principles

The Framework comprises two core principles and five supporting principles. Principles A and B run through the implementation of principles C to G but good governance is dynamic, and the Council as a whole is committed to improving governance on a continuing basis through a process of evaluation and review.

Core Principles

- A. Behaving with integrity, demonstrating strong commitment to ethical values, and the rule of law.
- B. Ensuring openness and comprehensive stakeholder engagement.

Supporting Principles

- C. Defining outcomes in terms of sustainable economic, social and environmental benefits.
- D. Determining the interventions necessary to optimise the achievement of intended outcomes.
- E. Developing the entity's capacity, including the capability of its leadership and the individuals within it.
- F. Managing risks and performance through robust internal control and strong public financial management.
- G. Implementing good practices in transparency, reporting and audit to deliver effective accountability.

DRAFT

The Code of Corporate Governance for Cardiff Council is separated into three parts.

1. [How we apply the principles of good governance](#)
2. [How we assess governance in Cardiff Council](#)
3. [How we use our governance assessment](#)

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Part 1

How we apply the principles of good governance

A: Behaving with integrity, demonstrating strong commitment to ethical values, and the rule of law.

The Council has a strong commitment to integrity, ethical values and the law, and the Council's Corporate Values, Constitution and supporting policies and procedures centre on achieving this core governance principle.

We apply this core principle through the following.

- We maintain Corporate Values to guide our workforce and to communicate expectations to our stakeholders on conduct and behaviour.
- Our Members and officers are required to comply fully with Codes of Conduct as set out in the Constitution.
- We hold formal rules of procedure covering Cabinet, Committee, and officer responsibilities as set out in the Constitution.
- Learning and development processes are in place for all officers and Members to ensure awareness and understanding on a range of policies, procedures and regulations.
- The Section 151 Officer has overall responsibility for the financial administration of the Council.
- The Monitoring Officer has overall responsibility for ensuring that the Council, its Officers, and its Elected Councillors, maintain the highest standards of conduct
- The Standards and Ethics Committee monitors and scrutinises the ethical standards of the Authority, its Members, employees and any associated providers of the Authority's services.
- The Council has a Whistleblowing Policy through which staff and contractors are encouraged to speak out on misconduct or illegal behaviour within the organisation, which affects the public or other people (making a disclosure in the public interest).
- We maintain a zero tolerance attitude to fraud, bribery and corruption requiring staff and members to act honestly and with integrity at all times, and to promptly report concerns

B: Ensuring openness and comprehensive stakeholder engagement

The Council recognises that there is a need for openness about our activities as well as having clear channels for communicating and engaging with all stakeholders. We

hold many public meetings, which are increasingly available via webcast, and opportunities are given to engage in the difficult choices being made by the Council, with increasing amounts of data published.

We apply this core principle through the following.

- We have open mechanisms for consultation, engagement and joint working with employees, citizens, communities and partners.
- We are open and honest about the difficult choices we face, and allow people to have their say on what's important to them and their communities.
- We publish increasing amounts of data, with a focus on making it more easily accessible and available to the public.
- Meetings of the Council, Cabinet and Committees are generally open to the public to attend except where confidential or exempt information is being discussed, as defined by the law.
- Full Council meetings include the opportunity for public questions, and the Council's Scrutiny Committees invite stakeholder contributions to their scrutiny programme.
- The public and other stakeholders are given the opportunity to tell the Council what they think about the services provided through the Council's Comments, Complaints and Compliments Policy.

C: Defining outcomes in terms of sustainable economic, social, and environmental benefits.

The Cabinet has published its vision, outcomes and priorities which underpin the corporate planning, performance management and risk management frameworks. There are formal and informal networks of officers, members, partners and stakeholders which contribute to delivering our outcomes.

We apply this principle through the following.

- We have a corporate planning process which focusses its approach on the delivery of Cabinet priorities and improvement objectives.
- Our performance and risk management frameworks focus on measuring, monitoring and reporting on the key measures of effective delivery of corporate outcomes and priorities.
- Our rolling three year Organisational Development Programme focusses on the delivery of strategic change and the re-shaping of services.

- We set a deliverable Budget Strategy for meeting the changes we must make to the shape of the organisation in order for it to remain operational and resilient.
- We are a partner in the Cardiff Capital Region (CCR) City Deal which aims to enhance development, infrastructure, land use, economic development and employment.
- We are a partner in the Public Service Board, which aims to improve economic, social, environmental and cultural well-being through stronger partnership working.
- We carry out equality impact assessments and consider implications on budget proposals, cabinet reports etc, and it forms part of either/both our ethical values or social outcomes.

D: Determining the interventions necessary to optimise the achievement of intended outcomes.

The Council takes action to identify the key risks to the delivery of our outcomes and to understand the areas where we need to develop and evolve. Our financial planning and monitoring arrangements are built on prudence and resilience, with strong performance and risk management arrangements supporting outcome delivery.

We apply this principle through the following.

- We systematically engage and consult with internal and external stakeholders on the services delivered and proposals for change.
- Our performance and risk management frameworks are aligned to the delivery of corporate priorities and outcomes.
- Our decision makers are well informed of the implications of proposals through business cases and reports.
- Financial planning arrangements use forecasting and risk assessments for prudent financial management and long term resilience.
- Business continuity and disaster recovery arrangements operate across Council services and functions.

E: Developing the capacity of the Council including the capability of its leadership and the individuals within it.

The Council takes action to develop and retain a management structure that provides leadership and enables staff to work effectively and efficiently in delivering Council objectives.

We apply this principle through the following.

- We have set out decision making responsibilities and authority in the Council's Constitution.
- As a member-led authority, there is a commitment and focus on delivering strong leadership.
- Our Chief Executive (Head of Paid Service) is the most senior member of staff and leads responsibility for overall management and for the Senior Management Team.
- Our Cabinet is the part of the Council which takes responsibility for major decisions, and comprises the Leader and up to nine other Councillors, approved by Council.
- We communicate our values, objectives, policies and procedures to new staff and existing staff and Members through induction and engagement programmes.
- We have strategies to meet the learning and development needs of staff and Members.
- We hold personal performance reviews to support individual learning and development needs, and to align performance measures to Council outcomes and priorities.

F: Managing risks and performance through robust internal control and strong public financial management.

The Council takes action to manage risks and performance in order to deliver efficient and effective services. We understand that strong risk management, internal control and financial management are essential for us to achieve our objectives and we have put appropriate arrangements in place.

We apply this principle through the following.

- We incorporate risk management into strategic decision making, as a key element of business planning, budget setting and programme and project management.
- We maintain risk and performance management frameworks which cover all key business activities and functions which are supported by lead officers and networks.
- We escalate and report risks to Members and senior managers on a quarterly basis through application of our risk management framework.
- We report to Members and senior managers on performance information, against performance indicators which are aligned to corporate plan priorities.

- Our Audit Committee provides assurance on our governance, risk management, and internal control arrangements through a wide ranging programme of work.
- Our Scrutiny Committees are designed to support the cabinet in providing accessible, efficient and effective services for citizens.
- We have a Fraud, Bribery and Corruption Policy and an independent investigation team to investigate concerns. Frauds are reported to the Section 151 Officer and the Audit Committee.
- We maintain arrangements to safeguard personal data with governance arrangements led by our Senior Information Risk Owner.

G: Implementing good practices in transparency, reporting and audit to deliver effective accountability.

The Council takes steps to carry out its activities in an open manner and to ensure that those making decisions and delivering services are answerable for them. We communicate our plans and enable stakeholders to respond to them.

We apply this principle through the following.

- We report to the public and other stakeholders in a fair, balanced and understandable way.
- We have adopted the Information Commissioner's model publication scheme, and make appropriate information routinely available.
- Our Directors have overall accountability for reviewing the effectiveness of their governance, risk management and internal control arrangements, and completing an assurance statement twice a year.
- Our Senior Management Team are accountable identifying, managing and reporting on the Council's significant governance issues.
- Our internal audit service provides independent assurance on the governance, risk management and control.
- We publish our corporate risk register and corporate performance information on a quarterly basis.

Part 2

How we assess governance in Cardiff Council

We assess governance against each of the core and supporting governance principles as outlined above on an annual basis. This formal annual review of our governance arrangements results in the production of an Annual Governance Statement which we include as part of our financial statements each year. A diagram of the key components of the Annual Governance Statement is included in [Figure 1](#).

The Annual Governance Statement comprises three elements:

1. **Assurance Statements** from Senior Management, the Internal Audit Manager and the Audit Committee;
2. **Significant Governance Issues** identified by Senior Management in their review;
3. **Supporting Information** and evidence mapped to the core and supporting good governance principles.

These three elements when taken together represent the assessment of governance, from the perspectives of the Senior Management Team (SMT) the Audit Manager (Chief Audit Executive) and the Audit Committee.

Assurance Statements

- A self-assessment exercise is undertaken by each director and their senior management teams through which governance maturity is measured against 9 assurance categories as included in [Figure 1](#). This results in a Senior Management Assurance Statement being completed by each Director for their areas of responsibility. The results of each assurance statement are reviewed collectively by the Senior Management Team, following engagement with review / assurance support teams where applicable. This results in an overall Corporate Senior Management Assurance Statement from the Senior Management Team, which is included in the Annual Governance Statement.
- The Internal Audit Manager and Audit Committee Assurance Statements are independent assessments of the internal control environment. The Audit Committee's assessment is informed through the delivery of its terms of reference, with the Audit Manager opinion based on application of the Public Sector Internal Audit Standards. Both assurance statements are included within the Annual Governance Statement.

Significant Governance Issues

- As part of the senior management self-assessment process, Directors are required to review any significant governance issues which have impacted upon the assurances they, or the Council can give overall.

- The Action Plan of Significant Governance Issues is an open disclosure from the Senior Management Team of the significant governance issues affecting the organisation as summary actions to take forward and address.
- This Action Plan is held and owned by the Senior Management Team, and is used to inform risk management, business planning and internal control arrangements.

Supporting Information

- The Annual Governance Statement includes supporting information which has been mapped to the governance framework principles within the AGS. This is based on officer engagement and a review of correspondence and minutes of the Council, Cabinet and Committees of the Council. It is through this review and the Senior Management Assurance Statements that the external audit and regulatory assurance is captured and documented within the Annual Governance Statement.

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Part 3

How we use our governance assessment

We use our governance assessment to publish an annual governance statement in our Statement of Accounts each financial year.

In addition to this formal disclosure, we use the outputs of our governance assessment to inform and make improvements to our risk management, business planning and internal control arrangements. This process is summarised in a process diagram in [Figure 2](#).

Risk management

- The assurance statements and the action plan of significant governance issues are reviewed for risk management purposes.
- The assurance statements are reviewed by the risk management team whilst also being used to target improvements in directorates, where required.
- The significant governance issues are used to identify any new or emerging risks and to challenge understanding of existing risks and the sufficiency of current mitigating actions.

Business planning,

- The assurance statements and the action plan of significant governance issues are considered in directorate and corporate reviews and as part of the business planning process
- Business planning arrangements aim to ensure that recognised governance strengths are maintained and enhanced, and areas for improvement are targeted.

Internal control.

- The assurance statements and the action plan of significant governance issues are reviewed within directorates themselves, with a view to enhancing internal controls where required.
- The Internal Audit function uses the assurance statements and the action plan to inform its risk-based audit plan, through gaining assurances where this is possible and reviewing identified governance issues and risks.

Figure 1. Annual Governance Assessment

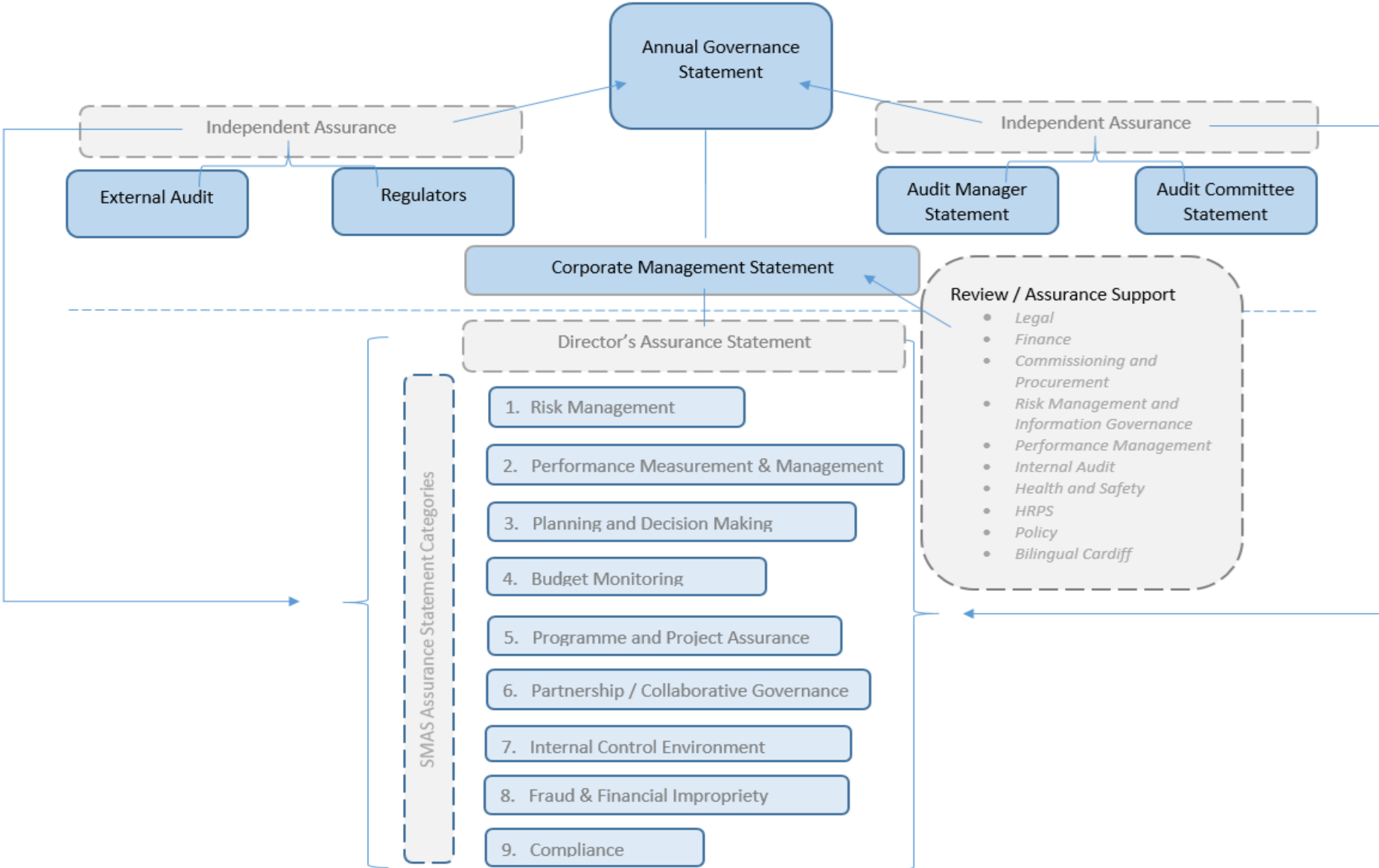
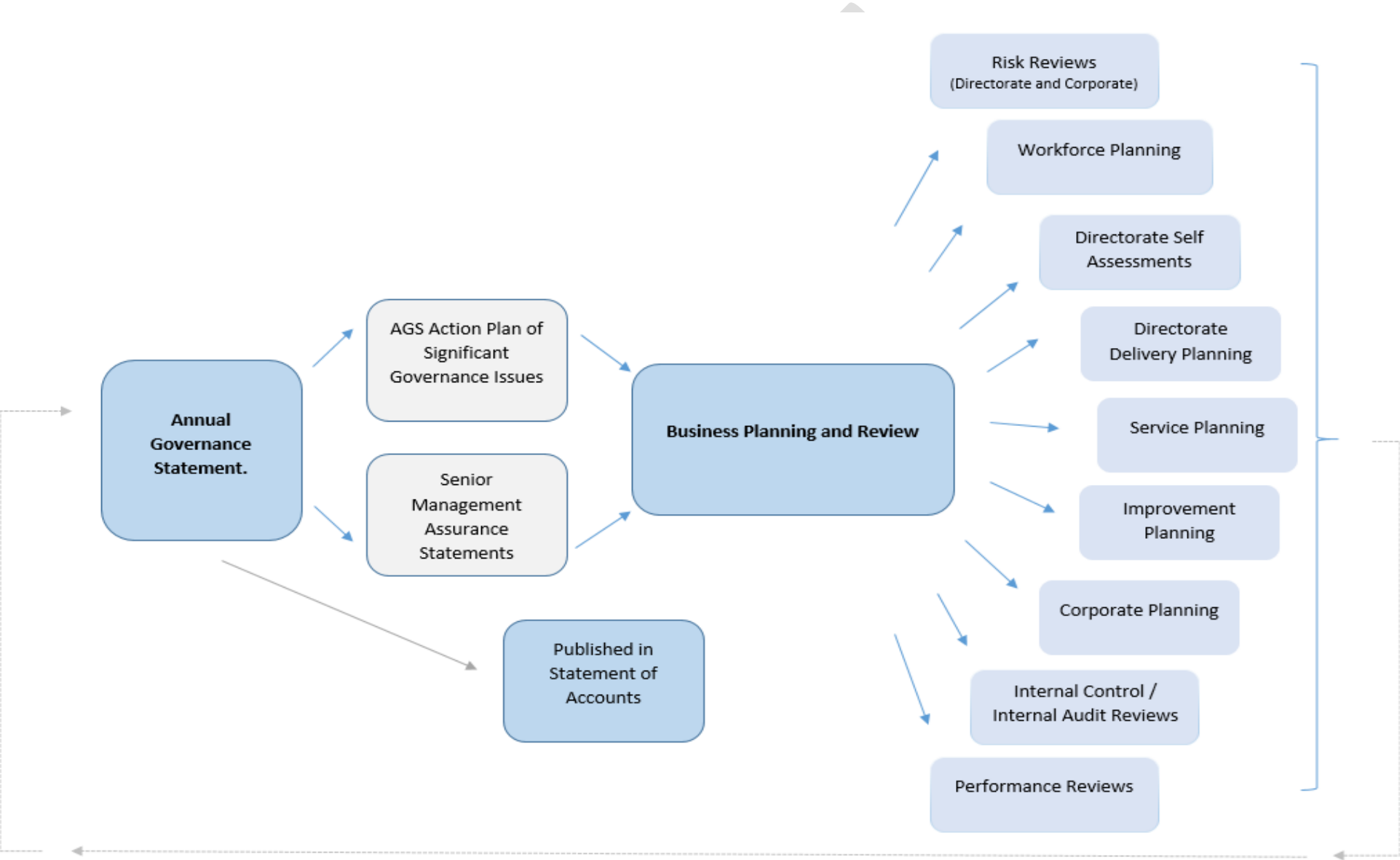


Figure 2. How Cardiff Council uses its Annual Governance Assessment



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Appointment of Substitute Members – Draft Procedure Rule

- (a) A member of a committee who is unable to attend a committee meeting may submit a request to the Head of Democratic Services to appoint a substitute Member, provided that the substitute Member is from the same political group.
- (b) A request to appoint a substitute Member must:
- (i) State the name of the Member making the request and the name of the proposed substitute Member;
 - (ii) Specify the committee meetings (including the dates of the meetings) which the substitute Member is to attend;
 - (iii) Explain the reasons why the substitution is required (having regard to paragraph (e) below);
 - (iv) Confirm the agreement of the proposed substitute Member to attend the specified committee meetings as a substitute; and
 - (v) Be received by the Head of Democratic Services by no later than 9am on the fourth working day before the day of the meeting.
- (c) A substitute Member must:
- (i) Be eligible for appointment to the committee under any other rules of the constitution or by law; and
 - (ii) for a regulatory or quasi judicial committee, have undertaken any current essential training in relevant procedures and the law, in line with the requirements of the committee's terms of reference.
- (d) Subject to compliance with this rule and provided he/she is satisfied that substitution is appropriate, the Monitoring Officer shall exercise his/her delegated authority to appoint a substitute in accordance with the request and arrange to notify the leader of the party group and the Chair of the committee of the substitution.
- (e) For the purposes of this procedure rule, substitution will only be appropriate when an appointed Member is unable to attend specified committee meetings over an extended period of time (a period covering more than one committee meeting) due to one (or more) of the following:
- (i) Unavoidable family or work commitments;
 - (ii) Serious illness;
 - (iii) Maternity, paternity or adoption leave;
 - (iv) Other Family Absence, approved under the Family Absence Procedure Rules;
 - (v) Caring responsibilities; or
 - (vi) Some other good reason.
- (f) A substitute Member may attend a committee meeting in that capacity only:
- (i) To take the place of the ordinary Member for whom they are the designated substitute; and
 - (ii) Where the ordinary Member will be absent for the whole of the meeting.
- (g) The substitution shall last for the duration of the specified meeting/s, unless otherwise expressly requested and agreed by the Monitoring Officer.
- (h) A substitute Member attending a meeting must speak and vote in his or her own capacity, and is under the same obligations as any other Member in respect of declaring personal interests and complying with the Members' Code of Conduct and relevant procedure rules.
- (i) A substitute Member may not be appointed to:

the Cabinet or the Planning Committee (as confirmed in the Constitution, Article 7.4 (The Cabinet) and Planning Committee Procedure Rule 1.1B)

- (j) A substitute appointed under this procedure rule by the Monitoring Officer upon the request of a Committee Chair (or Deputy Chair) is to fulfil the role of Committee member only, and not to discharge the role of Chair (or Deputy Chair), unless they are elected or appointed to that role by full Council or the Committee.

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SCRUTINY PROCEDURE RULES – Rules 1 and 2 (Extract from full Rules)

1 Scrutiny Committees

The Council will have the five Scrutiny Committees set out in Article 6 and will appoint to them as it considers appropriate from time to time. Scrutiny Committees will have a membership of nine elected Members unless otherwise determined by the Council.

Scrutiny Committees may appoint "Task and Finish" Sub Committees comprised of up to nine elected Members, for a fixed period, on the expiry of which they shall cease to exist. These will not exercise the formal powers associated with scrutiny (which are the preserve of the Committees), but can contribute to, or inform, the scrutiny process. A Scrutiny Committee may agree to invite one or more advisors with relevant expertise to participate in a Task and Finish group inquiry.

2 Members of Scrutiny Committees

All councillors, except members of the Cabinet, may be members of a Scrutiny Committee or a Task and Finish Sub Committee. However, no member may be involved in scrutinising a decision which he/she has been directly involved in taking.

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**Development Management
Delegations Scheme**

The Head of Planning has authority to determine all matters which are delegated to the Planning Committee under the Council's constitution and to carry out any functions under Planning legislation, subject to consultation with the Chair of the Planning Committee (or in his or her absence, the Vice Chair) in any case where written objections on valid planning grounds have been submitted and remain unwithdrawn, EXCEPT for the following matters which are reserved for determination by the Planning Committee:

1. Planning applications submitted by current Elected Members of the Council, Directors and Assistant Directors.
2. An Elected Member of the Council has requested in writing to the Chair of Planning Committee within the statutory consultation period (being 21 days from the commencement of the formal public consultation) that an application be referred to Planning Committee for consideration giving valid planning reasons, except in cases where the Head of Planning, in consultation with Chair of Planning Committee (or in his or her absence, the Vice Chair) determines at his discretion that the application should be determined as a delegated decision.
3. The Director of Planning, Transport and Environment or the Head of Planning considers that the application should be determined by Planning Committee by virtue of the application raising significant policy and material considerations/concerns and/or widespread local concerns.
4. Approval of the application would represent a significant departure from policies contained within the approved Local Development Plan.
5. Cardiff Council is the applicant and the scheme is not of a 'minor' nature in the opinion of the Director of Planning, Transport and Environment or Head of Planning.
6. Applications where the decision would conflict with an objection received from a statutory consultee and the objection has not been withdrawn or has been unable to be resolved by negotiation or by imposing a planning condition on any consent issued, except in cases where the Head of Planning, in consultation with Chair of Planning Committee (or in his or her absence, the Vice Chair) determines at his discretion that the application should be determined as a delegated decision.
7. Applications where a valid petition has been submitted in accordance with the Council's Planning Committee Procedure Rules.

In the absence of the Head of Planning, this delegation shall be exercisable by either of the Planning Operational Managers. In the case of a senior management re-organisation, any officers with similar duties to the officers and the job titles specified in this scheme will have the powers assigned to the officers and the job titles in this scheme.

In the absence of the Chair of Planning Committee, the authority passes to the Vice Chair of Planning Committee.

Reports will be prepared for all delegated applications outlining the material issues for consideration together with a recommendation. Each report is to be signed by the report author, the Head of Planning or either of the Planning Operational Managers and where written valid planning objections and/or concerns have been submitted, or as otherwise considered appropriate by the Head of Planning, also to be following consultation with, signed by, the Chair of Planning Committee (or in his/her absence, the Vice Chair).

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HIGHWAYS FUNCTIONS DELEGATED BY PLANNING COMMITTEE June 2013

To the Chief Officer (or equivalent) responsible for highways:

The functions contained in the following provisions of Part IX of the Highways Act 1980 (lawful and unlawful interference with highways and streets)—

- (i) section 130 – protection of public rights;
- (ii) sections 139 – control of builders' skips;
- (iii) section 140 – removal of builders' skips;
- (iv) section 140A(1) – builders' skips: charges for occupation of the highway;
- (v) section 142 – licence to plant trees, shrubs etc in a highway;
- (vi) section 147 – power to authorise erection of stiles etc on footpath or bridleway;
- (vii) section 147ZA(1) – agreements relating to improvements for benefit of persons with mobility problems;
- (viii) section 149 – removal of things so deposited on highways as to be a nuisance etc;
- (ix) section 169 – control of scaffolding on highways;
- (x) section 171 – control of deposit of building materials and making of excavations in streets;
- (xi) section 171A(2) and regulations made under that section – works under s169 or s171: charge for occupation of the highway;
- (xii) section 172 – hoardings to be set up during building etc;
- (xiii) section 173 – hoardings to be securely erected;
- (xiv) section 178 – restriction on placing of rails, beams etc over highways;
- (xv) section 179 – control of construction of cellars etc under street;
- (xvi) section 180 – control of openings into cellars etc under streets, and pavement lights and ventilators;

To the Chief Officer, or the officer otherwise responsible for the performance of this function:

The function of making Legal Event Modification Orders (pursuant to section 53(2)(b) and 53(3)(a)) .

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City & County of Cardiff Democratic Services Committee Annual Report 2018



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

WORKING FOR CARDIFF,
WORKING TOGETHER



Contents

Chair's Foreword	5
Membership of the Democratic Services Committee	6
Committee Attendance	7
Terms of Reference	7
The Democratic Services Team – Support, Services and Structures	8
Head of Democratic Services	8
Committee Services	8
Electoral Services	9
Member Services	9
• Members Enquiry System (MES)	9
• Supporting Community Councils	9
Scrutiny Services	10
Resources	12
Key Activities	13
Member Development.....	13
• Main Sessions	13
• Briefing Sessions.....	14
• E-learning	14
• Annual Reports.....	14
Wales Audit Office (WAO) Review - Overview and Scrutiny Fit for the future	15
Democratic Engagement 2018.....	16
• National Democracy Week (2 - 8 July 2018).....	16
• Engagement with Cardiff and Vale College.....	16
• European Local Democracy Week Events (15 - 19 October 2018)	16
Corporate Apprentices and Trainees	17
Collaborative Working and Networks	18
Member Support and Development Lead Member and Officers network	18
Welsh Government: Equality, Local Government & Communities Committee	18
Independent Remuneration Panel for Wales (IRPW)	18
Officer Networks.....	18
Performance Information	19
Webcasting	19
Scrutiny engagement and participation.....	19
Publication of Draft Minutes	20
Annual Canvass - Electoral Registration.....	20
Printing	20
Forward Plan for 2019	22
Committee & Members Services.....	22
• Member Role Descriptions	22

• Members Survey 2019	22
• Cardiff Council Mentoring Scheme.....	22
• Democratic Services: Review of Service Provision	22
Electoral Services	22
• National Assembly for Wales (Electoral Reform Programme)	22
• Welsh Local Government (Electoral Reform Programme)	23
• UK Government (Electoral Registration Reform Programme)	23
• Undertake Reviews	23
• Polling Districts, Places and Stations Review	23
Scrutiny Services	24
• Continue to progress the WAO – Fit for the Future Action Plan.....	24
• Develop and Publish Committees Work Programmes	24
• Identify topics for Task & Finish Groups Inquiries	24
Summary	24
Appendices	26
Structure – Democratic Services 2018	27
Roles and Functions	28
• Committees Services	28
• Electoral Services.....	29
• Member Services	30
• Scrutiny Services.....	30
Officer Networks	32
• Association of Electoral Administrators	32
• Association of Democratic Services Officers (ADSO).....	32
• National Scrutiny Network	32
• South East Wales Regional Scrutiny Networks.....	33

Chair's Foreword

Being a Councillor is a unique form of public service because, as elected representatives, we are given an opportunity to make a real difference to the quality of other people's daily lives and prospects. Each Councillor has a wide variety of roles to undertake, one of which is that of a community leader, ensuring that the Council is aware of the needs of people in their communities and making sure that the views of their constituents are taken into account when decisions are made.

Cardiff Council is responsible for a whole range of services vital to people's lives and to the functioning of this Capital City and as the elected representatives of its citizens we help determine the way these services are provided, funded and prioritised.


The Local Government (Wales) Measure 2011 required Councils to establish a Democratic Services Committee to ensure that all Councillors had access to appropriate support to represent their communities effectively. This Annual Report identifies the services and support that are currently being provided and those planned to be developed in the future.

The Committee has focussed its work on ensuring that the needs and requirements of Councillors are addressed, whilst also being mindful of the financial challenges facing the Council. The Committee has considered various matters including the appointment and designation of the Head of Democratic Services, the provision of an Elected Member Learning and Development Strategy, along with the wellbeing of Councillors, aiming to set the standard of excellence in both these areas, and has commenced a review of the various Elected Member role descriptions.

During the coming year, the Committee and I intend to examine how we can develop the support provided to Elected Members by reviewing and enhancing the current Mentoring scheme and the Personal Review process. We will also be eager to identify how any new legislation can be implemented to bring a positive benefit to Councillors and their constituents.

This has been a busy period for the Democratic Services Committee and the Council as a whole and I extend my thanks and appreciation to the Committee for their time, dedication, support and meaningful and valued contributions, and to the Officers for their willingness, commitment and continued dedication.

We also wish to recognise and be grateful for the valuable contribution to the work of the Committee by Councillor Jim Murphy who died late last year. We will miss him.

A handwritten signature in black ink, appearing to read 'Mike Jones Pritchard', is written over a yellow rectangular background.

Councillor Mike Jones Pritchard

Chair, Democratic Services Committee

Membership of the Democratic Services Committee.

The Democratic Services Committee have worked together to develop the support and services provided to all Elected Members, Independent Members, Registered Representatives, Lay Members and Co-optees.



Councillor Jones-Pritchard



Councillor Burke-Davies



Councillor Goddard



Councillor Goodway



Councillor Kelloway



Councillor Lister



Councillor McKerlich



Councillor Murphy



Councillor Naughton



Councillor Parry



Councillor Sandrey



Councillor Wong

Committee Attendance.

Councillor	Possible	Actual
Councillor Mike Jones-Pritchard (Chair)	3	3
Councillor Jennifer Burke-Davies ¹	1	1
Councillor Susan Goddard	3	3
Councillor Russell Goodway	3	2
Councillor Kathryn Kelloway	3	3
Councillor Ashley Lister	3	2
Councillor Norma Mackie	1	1
Councillor Rod McKerlich	3	3
Councillor Jim Murphy ²	2	2
Councillor Dan Naughton	3	3
Councillor Keith Parry	1	1
Councillor Emma Sandrey	3	0
Councillor Peter Wong	3	3
Councillor Lisa Ford ³	2	1
Invitees:		
Councillor Ramesh Patel	1	1
Councillor Fenella Bowden	1	1

Terms of Reference.

The remit of the Democratic Services Committee is:

- (a) To carry out the local authority's function of designating the Head of Democratic Services;
- (b) To keep under review, the adequacy of provision of staff, accommodation and other resources made available to discharge the democratic services functions of the Authority;
- (c) To make reports, at least annually, to the full Council in relation to these matters.

¹ Maternity Leave from September 2018

² Passed away 01 December 2018

³ Membership on the Committee changed at Annual Council 24 May 2018

The Democratic Services Team – Support, Services and Structures

Head of Democratic Services

The post of Head of Democratic Services was advertised in January 2018. An Appointment Committee undertook the recruitment process in February and March culminating with interviews on 29 March 2018. The Democratic Services Committee designated Mr Gary Jones as the Head of Democratic Services at its meeting on 24 May 2018 and he took up his post on 2 July 2018.

The Head of Democratic Services has management responsibility for Committee, Electoral, Member and Scrutiny Services. An organisational structure diagram of the Democratic Services Team can be seen at **Appendix A**.

The following is an overview of the Democratic Services Team. A full list of the functions undertaken by the team can be found at **Appendix B**.

Committee Services

At present, the team currently consists of four members of staff made up of the Committee and Member Services Manager, two Senior Committee and Member Services Officers and two Committee and Member Services Officers.

Committee Services supports the Full Council and its Committees, the formal decision-making and good governance of the Council. This includes preparation of agendas, minutes & reports packs using the Modern.Gov committee administration system; publishing; booking rooms for meetings and pre-meetings; support to Lord Mayor as Chair of Council; Chairs of Committees. Support is provided to the following meetings.

- Full Council;
- Regulatory: Council Appeals, Planning, Planning (Policy), Public Protection and Licensing and Licensing Sub Committees;
- Governance: Appointments, Audit, Constitution, Corporate Parenting, Democratic Services, Employment Conditions, Pension, Standards and Ethics Committees – including Standards & Ethics Hearing Panels; Bilingual Cardiff & Local Authority Governor Panels;
- Scrutiny: Economy and Culture, Environmental, Children and Young People, Community and Adult Services and Policy Review and Performance Scrutiny Committees;
- Joint Committees: Glamorgan Archives; Prosiect Gwyrdd & Joint Pension Board;
- Officer Meetings: Investment Review Board, Joint Partnership Board (Trade Unions), Election Project Team;

This equates to 210 scheduled meetings a year for which they arrange suitable dates, prepare agendas, co-ordinate report approval, circulate documents, draft minutes, record decisions and attendances and publish appropriate information on the various websites. This section also co-ordinates the delivery of the audio visual and webcasting facilities for Council, Planning and Scrutiny Committees.

Electoral Services

The Council's Electoral Services Team provides services to approximately 243,000 electors and 43,000 postal voters spanning 4 parliamentary constituencies, 6 community councils, and a unitary authority comprising 75 members in 29 wards.

At present, the team currently consists of six members of staff made up of two Electoral Services Officers, two Electoral Administrators, one assistant and one Manager.

Following the retirement of the previous Electoral Services Manager a new post holder was formally appointed in May 2018.

The following activities were undertaken by the Team in 2018:

- Completion of Annual Postal Vote Refresh Exercise
- Preparation for the Introduction of the General Data Protection Regulation
- National Democracy Week Engagement
- European Local Democracy Week
- Recruitment of Electoral Services Assistant
- Completion of the IER Annual Canvass Process
- Management of Community/County Council Casual Vacancies

Member Services

The Member Services Team supports all 75 Elected Members and provides them with a first point of contact to address any queries they may have. At present, the team currently consists of three Member Support Officers who are managed by the Committee and Member Services Manager.

- **Members Enquiry System (MES)**

This is one of the key services support provided by the Members Services team and which is used by 70/75 (93.3%) Elected Members. The MES is an important tool to effectively deal with the issues raised by residents with their Councillor. Logging enquiries provides Senior Managers with data on the key service issues, logging frequency and trends.

The Members Services team is continually monitoring MES for responses to and from councillors, chasing and escalating matters as necessary. The team liaise closely with agents in Directorates and regularly meet with teams to deal with specific issues in particular in relation to Requests for Service. The complexity and multi-service nature of some enquiries means that response times can exceed the 10 working days.

Table 1 provides an update on the number and method of reporting Member Enquiries:

Table 1

Enquiry Type	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19
Total Enquiries	1362	1533	1613	1421
Member Self-serve	643	695	780	705
Logged by Officer	719	838	833	716
Time taken to close in days.	9.2	10.9	9.2	7.9*

**Data correct as at 23 Jan 2019*

- **Supporting Community Councils**

Since 1 August 2018, the team provided the MES service to the six Clerks Community Councils as part of a pilot scheme to support the Community Councils Charter. Positive

feedback was received from the Community Councils regarding the service with the team being commended for their work. Cabinet formally adopted the Community Council Charter on 13 December 2018 and it was agreed that the MES service will be provided to community Council on a permanent basis with the use of the service being monitored and reviewed as and when necessary.

Scrutiny Services

At present, the team currently consists of six members of staff made up of five Principal Scrutiny Officers and a Principal Research Officer. The team is managed by the Head of Democratic Services.

Each Scrutiny Committees provide a detailed Annual Report to Council on the activities they have undertaken during the year. This is a summary of the activities of the Scrutiny Service.

Scrutiny Services support the following Scrutiny Committees.

- Children and Young People (CYP) Scrutiny Committee (
- Community & Adult Services Scrutiny Committee (CASSC)
- Economy & Culture Scrutiny Committee (ECSC)
- Environmental Scrutiny Committee (ESC)
- Policy Review and Performance Scrutiny Committee (PRAP)

There were 62 Scrutiny Committee meetings held in 2018 and included two joint Scrutiny Committee meetings. The team also has a research facility which is used by the Scrutiny Committees and for any task and finish groups established by them.

Task & Finish Inquiries:

The Team supported the following Task and Finish Group inquiries:

	Sponsor	Topic	Concluded/To be concluded
1.	ECSC	Funding of Parks Inquiry	Apr 18
2.	ESC	Improving Cardiff's Air Quality	May 18
3.	PRAP	Managing the Estate under a Corporate Landlord Model	May 18
4.	PRAP	Customer Leadership	May 18
5.	CYP	Out of County Placements	Jul 18
6.	CYP-CASSC	Preventing Young People's Involvement in Drug Dealing	Sep 18
7.	ECSC	Council Workshops & Innovation Premises	Nov 18
8.	ESC	Litter & Fly Tipping in Cardiff	Feb 19
9.	ECSC	Events in Cardiff	Feb 19
10.	CASSC	Closer to Home Strategy	TBC
11.	PRAP	Scrutiny Impact.	TBC
12.	CYP	Child Mental Health	TBC

Corporate Plan Target Setting Panel

The PRAP Scrutiny committee led on the provision of a the inaugural informal pre-decision Corporate Plan target setting panel with the Leader and embracing all five scrutiny committee chairs.

Cardiff Capital Region City Deal (CCRCD) – Joint Scrutiny Committee

The Team and the other Authorities in the region supported the establishment of the CCRCD – Joint Scrutiny Committee and collaborated with Bridgend Council who were the appointed facilitators of the Joint Scrutiny Committee to develop the arrangements of the Joint Scrutiny Committee.

Young People’s Participation in Scrutiny

The Chairman of the Children & Young People Scrutiny Committee extended an invitation to the Youth Council to have a representative attending all future Scrutiny meetings. The Youth Council agreed and a representative has attended all Children & Young People Scrutiny committee meetings. Members of the Youth Council have also agreed to support the Child Mental Health task and finish inquiry.

It is hoped that the engagement with young people can be extended in the future to cover a number of Scrutiny Committees and task and finish groups

The statistics relating to engagement and participation in the Scrutiny Committees can be seen in Performance Information section of this report

Joint Scrutiny

The Scrutiny Services undertook the following Joint Scrutiny Committee reviews

- The Community and Adult Services Scrutiny Committee and the Children and Young People Scrutiny Committee formed a Joint Committee to review the draft Local Authority Social Services Annual Report 2017/18, prior to its consideration by the Cabinet and Council. The members of the Joint Committee were able to provide observations and recommendations for consideration prior to approval of the report at Cabinet.
- The Environment Scrutiny Committee and the Economy and Culture Scrutiny Committee reviewed the initial findings of the consultation regarding the Public Space Protection Orders (PSPO) – Dog Controls’ as a Joint Committee. The Joint Committee gathered feedback from a range of stakeholders who attended the meeting on 19 November 2018 and considered potential options to address concerns around dog control and the development of future ‘PSPO – Dog Controls’.

Resources

The budget allocation for 2018/19 for the Democratic Services Team was £3.064m which was allocated as follows to the relevant service areas.

Service	Net Budget £000
Democratic Services	402
Electoral Services	490
Member Services	1,745
Scrutiny Services	427
Total	3,064

The latest financial projection indicates that the Team will achieve an underspend in this financial year due to the mid-year start of the Head of Democratic Services post and for the additional funding received from the UK Cabinet Office for Individual Electoral Registration costs incurred throughout 2018/19.

The Budget Strategy report considered at Full Council on 19 July 2018 identified a projected budget gap and a requirement for a number of measures to be brought together to meet the challenges in 2019/20. One of ten measures included the requirement for Directorates to model for savings of 17.5%.

The Director of Legal and Governance and the Head of Democratic Services in discussion with stakeholder groups considered the potential savings models and their impacts. It was agreed that the Resources Directorate would re-profile the budget of Democratic Services with only low level non-staffing budget reductions which can be met from planned efficiencies.

Consideration is being given to amalgamate some of these budgets in order to reduce the administration burden of Democratic Services which is now a single team.

Key Activities

Member Development

A Member Development Programme was developed to support all Councillors and provide opportunities for collective and individual learning. The programme included specialist areas of development reflecting the needs of Members in developing skills and understanding in both corporate governance; statutory requirements and thematic or service related areas.

The programme offered a variety of learning opportunities during the year and were attended as follows: -

- Main Sessions

Date(s)	Event	Attendance			Remarks
		Category	Actual	%	
10 Jan 18	Planning Committee – Session on Student Accommodation/ Housing in Multiple Occupation & Update on forthcoming Supplementary Planning Guidance	Advisory	10/12	83.33%	
5 Feb 18 6 Feb 18	Budget Scrutiny Committee Training	Advisory	15/43	33.33%	
8 Feb 18	NAW – Corporate Parenting Awareness Session for all Members	Optional	N/A		
27 Feb 18	UN Rights of a Child Part 1 (previous sessions Oct 2017)	Advisory	9/75	12.00%	Ongoing
28 Feb 18	UN Rights of a Child Part 2 (previous sessions Oct 2017)	Advisory	10/75	13.33%	
Various	Licensing Committee – for new Members appointed by Annual Council 24 May 2018	Essential	3/3	100.00%	
13 Jun 18	Planning Committee for new Member appointed by Annual Council 24 May 2018	Essential	1/1	100.00%	
8 Oct 18	Licensing Committee – for new Members appointed to vacancy	Essential	1/1	100.00%	
15 Nov 18	National Safeguarding week – Awareness session at Annual Conference Cardiff	Optional	2		
15 Nov 19 19 Nov 18 AM 19 Nov 18 PM	Diversity Awareness – Transgender	Advisory	27/75	36.00%	
6 Dec 18	Planning Committee –session for new Committee Member	Essential	1/1		

- Briefing Sessions

Date(s)	Event	Attendance			Remarks
		Category	Actual	%	
26 Feb 18	Ward Action Plans	Advisory	27/75	36.00%	
12 Mar 18	Understanding Universal Credit	Advisory	17/75	22.67%	
19 Mar 18	Understanding More about Modern Slavery	Advisory	7/75	9.33%	
16 Jul 18	Draft Waste Strategy & Forthcoming Projects	Advisory	15/75	20.00%	
5 Sep 18 6 Sep 18	Changes To Glass Collection Recycling	Advisory	13/30	43.33%	Pilot Wards only

- E-learning

In addition to formal sessions Councillors have been signposted to the All Wales Academy e-learning opportunities and the following modules have been completed in 2018.

Topic	Number completed
Chairing Meetings	1
Corporate Parenting	2
Data Protection Awareness	3
Decisions for Future Generations (Councillor Development)	2
Effective Writing	1
Emotional Intelligence	1
Ethics and Standards (old)	7
Freedom of Information	2
Introduction to Equality & Diversity (Councillor Development)	2
Introduction to Scrutiny (Councillor Development)	1
Public Speaking Skills	1
Social Media	1
Social Services and Well-Being (Wales) Act 2014	1
Stress Awareness	1
Using E-learning for your Development	1
Violence against women, domestic abuse and sexual violence	1

- Annual Reports

All Elected Members are provided with the opportunity to complete an Annual Report in accordance with the provisions of the Local Government (Wales) Measure 2011. The Annual Report details the work of the Councillor over the Municipal Year and is published bilingually on Members' individual webpages.

The number of Members who produce Annual Reports are reported annually to the Independent Remuneration Panel (IRP) for Wales. For the Municipal Year 2017/18, 15 individual Annual Reports and 11 Councillors as Ward Groups were published during 2018.

Wales Audit Office (WAO) Review - Overview and Scrutiny Fit for the future

The primary activity for the Scrutiny Service in 2018 was to finalise the outcomes of the review by the WAO entitled Overview and Scrutiny – Fit for the Future. The WAO visited the Authority between October 2017 and January 2018 and undertook document reviews, interviewed a number of key officers and ran focus groups with key councillors to understand their views on the Authority's current scrutiny arrangements and in particular how the Council is approaching and intended to respond to the challenges it faced.

The review identified:

- that the Council recognised and valued the importance of its scrutiny function;
- that Scrutiny committee meetings were well-run and the Council proactively engages key stakeholders in the work of its task and finish groups but recognises it could improve public involvement in its scrutiny activity;
- that Council could explore different ways of working to improve the impact of scrutiny activity and maximise the resources available.
- The following proposals for improvement:
 - P1.** The Council should build on its experience of using different ways of working to consider more innovative methods for undertaking scrutiny activity.
 - P2.** The Council should consider the skills and training that scrutiny members may need to better prepare them for current and future challenges and develop and deliver an appropriate training programme, including providing additional training on the Well-Being of Future Generations (Wales) Act.
 - P3.** The Council should make scrutiny committees' forward work programmes more accessible to the public and consider how it can involve the public in its scrutiny activity more effectively.
 - P4.** The Council should publish final versions of scrutiny committee meeting minutes on its website in a more timely manner.
 - P5.** The Council should review the type of scrutiny support required to enable the scrutiny function to respond to current and future challenges.

Their conclusion was that the scrutiny arrangements were **well-developed and supported by a culture which made them well-placed to respond to current and future challenges**. However, it was identified that the Council could be more innovative in how it undertakes scrutiny activity.

In response to this review, an action plan was developed to take forward these proposals for improvement. The initial [Action Plan](#) was considered and agreed by the Policy Review and Performance Scrutiny Committee on 3 October 2018. Some progress has already been achieved including:

- the publication of all of the scrutiny committee [Forward Work Programmes](#) on the Cardiff Council website.
- Officers have supported the establishment of National and Regional Scrutiny Networks to assist in identifying good Scrutiny practice and to provide learning and development opportunities for Scrutiny Chairs, Members and Officers.
- Provision of Wellbeing of Future Generations learning events in early 2019.
- The development of closer working relationships between Scrutiny and Democratic Services Committees.

- A task and finish group established by the PRAP Scrutiny Committee, to examine the current impact of scrutiny and to explore methods of capturing the impact of scrutiny in the future.

Democratic Engagement 2018

- **National Democracy Week (2 - 8 July 2018)**
This event celebrated democracy in society and was an opportunity to celebrate progress and champion future democratic participation in this historic centenary year of suffrage. This included:-
 - **Display presentation** - located in the main reception of County Hall explaining the importance of democracy and marking the 90th anniversary of the 1928 Equal Franchise Act which, for the first time, gave women the same voting rights as men.
 - **Social Media Campaign** - with post updates, pics and clips published on Facebook, Instagram and Facebook highlighting the importance of registering to vote, getting more involved in democracy and letting people have their say.
 - **Democratic Services** - promotion of council meetings and availability of watching live webcasts.
- **Engagement with Cardiff and Vale College**
The team attended the Fresher's Fayre (11 September 2018) and a Student Engagement Event (9 October 2018) at Cardiff and Vale College to encourage eligible students living with the Cardiff Council area to register to vote and to provide additional information about the process of voting. In addition, staff also took the opportunity to speak to students highlighting the forthcoming voting franchise reform allowing 16 year olds to vote in future Welsh Assembly and Local Government Elections.
- **European Local Democracy Week Events (15 - 19 October 2018)**
Co-ordinating with Democratic and Scrutiny Officers, to raise the awareness of young people of the Democratic processes (including electoral registration) supported by the Council. Activities included:
 - **Youth Council Meeting and Engagement Event - 17 October 2018**
Outcome: Captured audience and basic voter registration messaging provided to 50 young electors/attainers. Online registration applications completed – 5 Applications.

This event was also used to highlight the role and activities undertaken by the Democratic Services Team and to encourage applications for the Corporate Apprentice – Democratic Services which was being recruited.
 - **Cardiff and Vale College, City Centre Campus Engagement Event - 18 October 2018**
Outcome: Captured Audience and Basic Voter Registration Messaging provided to 100 students. Online Registration Applications Completed – 10 Applications.
 - **Engagement with Black Asian Minority Ethnic (BAME) Communities**
Small pilot events were also undertaken to engage with BAME communities throughout Cardiff with the aim of encouraging voter registration and awareness of the annual canvass process.

These included:-

- Sanatan Dharma Mandal & Hindu Community Centre, (15 October 2018)

Outcome: Captured audience and basic voter registration messaging provided to approx. 350 BAME electors. Online Registration Applications Completed – 5 Applications

- AbuBakr Mosque, (19 October 2018)

Outcome: Captured audience and basic voter registration messaging provided to approx. 300 BAME electors. Online Registration Applications Completed – 2 Applications

Following the roll-out of the Welsh Government's electoral reform programme, expected February 2019, further work will be required to adapt current engagement activity planning to align with any new key themes/branding regarding local government franchise reform once confirmed.

Corporate Apprentices and Trainees

The Democratic Services Team has been successful in recruiting a number of Corporate Trainees and apprentices. During 2018 the Scrutiny Service facilitated a Corporate Trainee for a six month period before the trainee undertook an apprenticeship role in another department in the Council

The Electoral Service recruited a corporate apprentice who at the end of their apprenticeship was successful in being appointed to a permanent post as an Electoral Assistant.

The Team has continued to actively participate in the Council's Corporate Apprentice and Trainee programmes and has successfully recruited two corporate apprentices one who will be supported by Committee and Members Services and the other by Scrutiny Services. These apprentices will continue with the team until the completion of apprenticeship and their Business Administration qualification in February 2020.

Collaborative Working and Networks

Member Support and Development Lead Member and Officers network

This network is facilitated by the Welsh Local Government Association (WLGA) with the intention to improve the services and member development opportunities provided to Councillors. The Member Support element of network are Heads of Democratic Services or Member Support Officers, with Councillors forming the Development Lead (Elected) Member element of the network. The two networks have joint meetings on a regular basis to share views and ideas.

Welsh Government: Equality, Local Government & Communities Committee

As part of its inquiry into Diversity in Local Government the Welsh Government Equality, Local Government and Communities Committee as part of its call for evidence held a workshop with a cross party group of Elected Members on 19 July 2018. All Members were invited to participate in an on-line survey. The key aims of the inquiry were to

- understand the importance of diversity among local councillors, including the effect on public engagement, debate and decision making.
- understand key barriers to attracting a more diverse pool of candidates for local government elections.
- explore areas of innovation and good practice that may help increase diversity in local government.
- explore the potential impact of the proposals in the Welsh Government's Green Paper, Strengthening Local Government to increasing diversity in Council chambers

Details of the findings of their enquiry can be found on the following link:

<http://senedd.assembly.wales/mgIssueHistoryHome.aspx?Id=22010&Opt=0>

Independent Remuneration Panel for Wales (IRPW)

The Annual Meeting of the IRPW with the Chairs of Democratic Services Committee and the Heads of Democratic Services was held on 7 November 2018 to discuss the Draft Annual Report for 2019/20 and proposed determinations in relation to Elected Members

The Chair and Head of Democratic Services participated in discussions on the report; the schedule of Remuneration; reimbursement of the Cost of Care Allowances and the consistency of provision to Elected Members and Civic Heads across all authorities. The IRPW urged Democratic Services Committees to take steps to encourage and facilitate greater use of the remuneration framework so that Members concerned are not financially disadvantaged in undertaking their roles.

The final IRPW report for 2019/202 will be published in February 2019 and a report will be submitted to Council in March 2019 setting out the key recommendations for approval.

Officer Networks

The Democratic Services Team actively participate in other officer networks which assist in developing good practice, sharing information and facilitating the effective provision of support to the Elected Members of Cardiff. These include: the National Scrutiny Network, South East Wales Regional Scrutiny Network, Association of Democratic Services Officers and the Association of Electoral Administrators. Details of these networks can be seen at **Appendix C**.

Performance Information

Webcasting

The Authority has a contract for 100 hours of webcasting which is currently allocated to Council, Planning Committee with the Scrutiny Committee having an opportunity to identify those meetings which are expected to be of significant public interest for webcasting.

The following table describes the duration of webcasts and the number of views both live and archived that these meetings have achieved:

Webcast Meetings	Duration of recordings	All views	Live views	Archive views
Scrutiny Committees	20:02:19	928	211	717
Planning Committee	34:44:40	2031	830	1201
Council	31:39:15	2457	926	1531

The team has also been piloting the inclusion of webcasts on Facebook Live. The viewing figures from 2018 are as follows

Committee	Date	Views
ESC	03 Jul 18	107
Planning Committee	11 Jul 18	143
ESC	04 Sep 18	113
CASSC	05 Sep 18	250
Planning Committee	19 Sep 18	409
Council	27 Sep 18	443
ESC	02 Oct 18	170
Planning Committee	17 Oct 18	229
Council	25 Oct 18	137
Planning Committee	07 Nov 18	50
Joint Scrutiny Committee	19 Nov 18	225
Planning Committee	21 Nov 18	76
Council	29 Nov 18	68
Planning Committee	19 Dec 18	91
Totals		2511

It should be noted that these views are only very short views (over 10 seconds) further work is being undertaken to advertise Facebook live activities to promote webcasts, with the intention to consider how the available data to develop suitable targets for the future.

Scrutiny engagement and participation

The following table describes the number of external contributors who have engaged with scrutiny either by attending meetings or completing Scrutiny surveys:

Committee	External Contributors				
	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Total
Children and Young People	21	0	3	24	48
Community & Adult Services	0	414	0	5	419
Economy & Culture	3	1	7	12	23
Environmental	0	1881	1409	15	3305
Policy and Performance	8	4	0	3	15

Publication of Draft Minutes

A target of 80% was set for draft committee minutes being published on the Council website within 10 working days of the meeting being held.

Date	Number of Meetings Held	Number of DRAFT minutes published within 10 working days of the meeting being held	Percentage of DRAFT minutes published within 10 working days of the meeting being held
Q4 2017/18	59	17	29%
Q1 2018/19	41	18	44%
Q2 2018/19	41	24	59%
Q3 2018/19	46	36	78%
Total	187	95	52.5%

The production of minutes is being reviewed by the team with the intention to publish final versions of committee meeting minutes in a timelier manner. However, it should be noted that this is not purely a Democratic Services function, with many council services contributing to the turnaround time for the publication of minutes. All directorates will be encouraged to support the achievement of this performance target. Although this target has not been achieved significant progress has been made to improve performance during this year.

Annual Canvass - Electoral Registration

The performance target for the 2018 Register of Electors was set at obtaining a 90% response rate from all residential households within the local authority area. Achieving this target relied significantly on residents engaging with the Electoral Registration Officer and providing the necessary information required during the audit period. The final household response rate attained for the canvass was 89.3%, in a non-election year, and, following the addition of approximately 1,500 new residential properties to the electoral roll.

Printing

The provision of IT and the Modern.Gov platform to Members and officers has significantly supported the reduction in reliance on hard copy papers at meetings. It is recognised that Members have individual requirements and adjustments are made to accommodate those Members.

The table below demonstrates the efficiencies that have been achieved with the support of Elected Members by Committee & Members Services since 2013/14 when the Members technology was updated.

	2014	2015	2016	2017	2018
Total	£27,654.71	£19,790.83	£13,982.22	£10,429.22	£8,718.96

Forward Plan for 2019

The Democratic Services Team has a range activities that it will need to undertake in 2019. Some of these will be subject to legislation which is likely to be introduced during the year and which is expected to include:

- Welsh Parliament and Elections (Wales) Bill.
The Welsh Parliament and Elections (Wales) Bill is scheduled to be published in Spring 2019 and is expected to include significant electoral arrangement reforms in Wales which will include reducing the minimum voting age for elections to the National Assembly for Wales to 16. Following this legislation it is expected that a supplementary Bill will be published by the Welsh Government legislating for a similar electoral reform package for Welsh Local Government Elections.

UK Government (Electoral Registration Reform Programme)

The UK Government has announced its intention to introduce legislation which would change the procedures to be carried out by Electoral Registration Officers (EROs) at the canvass. They would be given more flexibility and discretion regarding the registration process and to make better use of data matching and mining technology. If introduced this would have a significant impact on the service with changes likely to be needed to software systems and work practices relating to the Electoral Register and the administration of electoral events.

- Local Government and Elections (Wales) Bill
The Local Government Bill is planned to be considered in Spring 2019 and is likely to introduce the requirement for e-petition schemes and an increase to the number of Council meetings that are broadcast.

Until the details of this legislation are made known the Democratic Services Team will undertake the following provisional programme of activities for 2019:

Committee & Members Services

- Member Role Descriptions
Complete the review of Member Role descriptions for approval by Full Council in March 2020.
- Members Survey 2019
to receive feedback from Councillors on Democratic Services provision to Members; Learning and Development and governance and code of conduct matters.
- Cardiff Council Mentoring Scheme
Review and enhance the current Mentoring scheme to support the opportunities for Councillors to become Mentors ahead of the next Local Election in 2022
- Democratic Services: Review of Service Provision
Review all aspects of Democratic Services including a review of ICT and connected Councillor; webcasting and Members Enquiry Service.

Electoral Services

- National Assembly for Wales (Electoral Reform Programme)
In October, 2018, the National Assembly for Wales, announced its intention to introduce the Welsh Parliament and Elections (Wales) Bill. The Bill has yet to be published but it is expected to include significant electoral arrangement reforms in Wales

- Welsh Local Government (Electoral Reform Programme)
The Welsh Parliament and Elections (Wales) Bill is scheduled to be published in Spring 2019 and is expected to include significant electoral arrangement reforms in Wales which will include reducing the minimum voting age for elections to the National Assembly for Wales to 16. A supplementary Bill will also likely be published in early 2019 by the Welsh Government legislating, amongst other things, for a similar electoral reform package for Welsh Local Government Elections.
- UK Government (Electoral Registration Reform Programme)
The UK Government has announced its intention to introduce legislation which would change the procedures to be carried out by Electoral Registration Officers (EROs) at the canvass. In short, EROs would be given more flexibility and discretion in relation to the registration process with the added ability to make far better use of advancements in data matching and mining technology. Subject to approval, the various legislative reforms outlined above will have a significant impact on the functioning and administration of the service. Over the course of the year adaptations and modifications may well be required to software systems and work practices relating to the maintenance and collation of the Electoral Register and the administration of electoral events.
- Undertake Reviews
Electoral Services will be undertaking the following reviews:
 - Electoral Review
The Local Democracy and Boundary Commission for Wales is required to carry out periodic reviews of the electoral arrangements of principal areas in Wales. The next scheduled review of the electoral arrangements for the local authority is due to commence in April 2019 with draft proposals provisionally scheduled to be drafted by January 2020 and final proposals published by December 2020.
 - Parliamentary Boundary Review
In September 2018, the Boundary Commission for Wales submitted its final recommendations for the review of all Parliamentary Constituencies in Wales to Parliament. It is expected that a draft order will be debated, at some point during the New Year. If approved the Electoral Registration Officer will be required to make significant alterations to the current four Cardiff Parliamentary Constituencies as they are reorganised into three new constituencies to be named Cardiff West (Gorllewin Caerdydd), Cardiff North (Gogledd Caerdydd) and Cardiff South and East (De a Dwyrain Caerdydd), taking effect on the date of the next UK Parliamentary General Election. If the draft Order in Council is not approved, the Government may then amend the draft and lay an amended draft before Parliament for approval in due course.
 - Polling Districts, Places and Stations Review
The Electoral Registration and Administration Act 2013 introduced a change to the timing of compulsory reviews of UK Parliamentary polling districts and polling places. The legislation required subsequent reviews to commence within a period of 16 months on every fifth year after 1 October 2013. A polling district is a geographical area created by the sub-division of a UK Parliamentary constituency for the purposes of a UK Parliamentary election. In Wales each community should be a separate polling district, unless there are special circumstances. The next compulsory review must be completed by 31 January 2020. Further work will be undertaken during the year to commence the review process.

- Annual Canvass Electoral Registration and Postal Vote Refresh Exercises
The annual canvass electoral registration review process will commence in July 2019 with the revised register scheduled for publication on 1 December 2019. Following publication of the current electoral register a return response rate of 89.3% of all Household Enquiry Forms (HEFs) was achieved in a non-electoral year. The performance response target for the 2019 Register of Electors in what is currently scheduled to be a further non-electoral year will be 90%.

Scrutiny Services

- Continue to progress the WAO – Fit for the Future Action Plan
This is a significant piece of work which should assist the Scrutiny services to meet the future requirements of the service. The action plan includes:
 - a. Identify appropriate topics in collaboration with the following bodies to enhance the knowledge and skills related to the delivery of effective scrutiny at a local, regional and national level:
 - The Democratic Services Committee,
 - The Welsh Local Government Association (WLGA),
 - Wellbeing of Future Generations Commissioners Office,
 - Scrutiny Officers/Members/Chairpersons
 - National /Regional Scrutiny Networks.
 - Member Support Officer Network
 - b. Support the task group of the PRAP Scrutiny Committee, to examine the current impact of scrutiny and to explore methods of capturing the impact of scrutiny in the future. Review the outputs to support the future development of scrutiny.
 - c. Explore and assess how the impact of scrutiny activity can be improved using the available resources.
- Develop and Publish Committees Work Programmes
To identify items for inclusion on the Scrutiny Committee Work Programme which ensure that the Executive is held to account, add value to the Authority and provide positive outcomes for those living, working and visiting Cardiff.
- Identify topics for Task & Finish Groups Inquiries
To identify topics for Task & Finish Groups Inquiries which will provide positive outcomes in respect of the services provided by the Authority and its partners for those for those living, working and visiting Cardiff.

Summary

The Democratic Services Team has had a successful year where many of its targets have been met and good outcomes have been achieved. It is acknowledged that there are areas of the service which can be improved and efficiencies can be made. With the team being brought together under a single manager will provide opportunities to work together with common priorities.

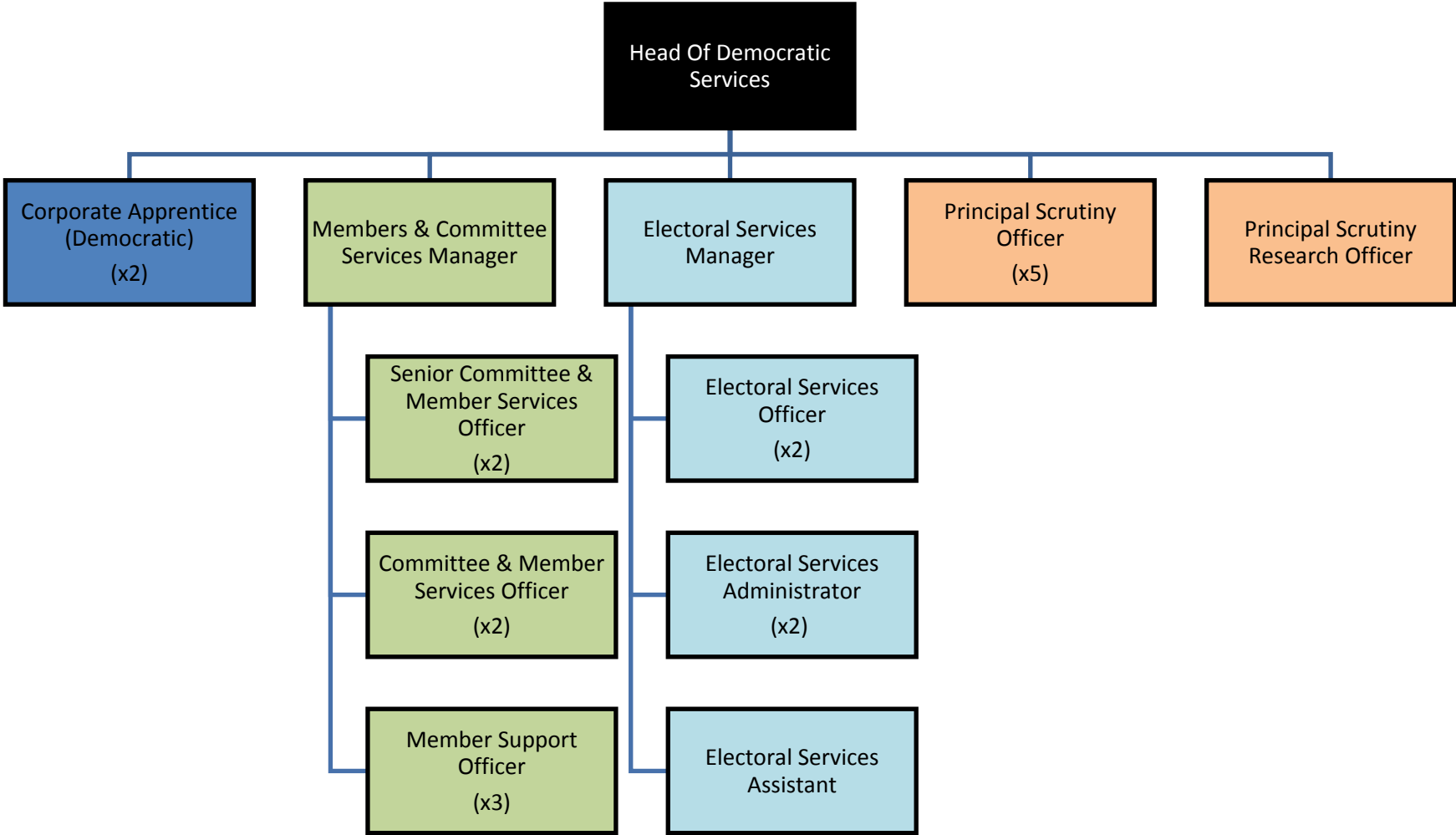
During the forthcoming year a series of reviews will be undertaken which will require the Team to adapt to meet future challenges and changes to the legislation to ensure that the Democratic Services Team continues to deliver an effective service for the Authority. The reviews will include:

- a. The action plan to meet the improvement proposals identified during the WAO Overview and Scrutiny – Fit for the Future review which includes:
 - Action 20: Explore and assess how the impact of scrutiny activity can be improved using available resources.
- b. The Council has introduced a mandatory workforce planning process as part of the corporate planning cycle. Workforce Planning will enable the Council to fulfil its priorities and ensure it continues to deliver valued public services for the people of Cardiff. This is also linked to developing the current arrangements for the Corporate Apprentices within Democratic Services and for succession planning across the Democratic Services Team.
- c. The following legislative and other changes which are anticipated to be implemented in 2019 and which are likely to impact to Democratic Services:
 - a. Welsh Parliament & Elections (Wales) Bill
 - b. The Local Government (Wales) Bill
 - c. UK Government (Electoral Registration Reform Programme)

The outcomes of these reviews is anticipated to see the Democratic Services Team evolve to meet these challenges. The service will have to maintain its statutory and legislative requirements and prioritise those activities which provide positive outcomes from the resources that are available.

Appendices

Structure – Democratic Services 2018



Roles and Functions

The roles and functions undertaken by each element of the Democratic Services Team is as follows:

- Committees Services

In addition to Committee administration the team support the following functions:

- a. Council Governance: custodians of the:
 - Constitution;
 - Declaration of Acceptance of Office;
 - Cardiff Undertaking;
 - Register of Political Groups.
- b. Member Governance: maintain up to date records of:
 - Register of Individual Member Interests;
 - Conference and Events Register;
 - Hospitality Register;
- c. Outside Bodies Membership administration of Register and notification;
 - Attendance & Apologies Register
 - Arrange welsh translation in accordance with the statutory requirements of the Welsh Language Standards;
 - Provide guidance and support in the preparation, publication & translation of Members Annual Reports and Member Information.
- d. Public Engagement: support given to:
 - Public questioners at Council;
 - Hosting attendees and visitors;
 - Petitioners & public at Committee meetings.
- e. Liaison with Members and External Bodies:
 - Produce & issue the Members Diary;
 - Issuing of Member Electronic Briefs;
 - Members of Parliament and Assembly Members;
 - Welsh Local Government Association Networks & projects;
 - Report to & liaise with Independent Remuneration Panel;
 - Wales Audit Office with inspections; providing information & reports; & at meetings;
 - Liaise with a range of Outside Bodies.
- f. Corporate Support:
 - Emergency Management on call on a rota basis;
 - Representing Committee & Members Services at corporate meetings such as Welsh Language Co-ordinators.
- g. Management and development of systems:
 - Modern.Gov;
 - Conference System;
 - Webcasting;
 - Facebook Live.
- h. Member Development:
 - Elected Member Learning and Development Strategy;
 - Member Development Programme;
 - Arranging /Liaising with Trainers/ Speakers;
 - Co-ordinating venues & technology;
 - Evaluation of activities and providers
 - Member Development material;
 - Issue notification of Member briefings, information & signposting.

- Electoral Services

- a. Electoral Registration

In order to be able to vote in elections in the United Kingdom, a person's name must be included in a register of electors. Responsibility for compiling the register of electors lies with the Electoral Registration Officer (ERO). In Wales, the appointment of the ERO is made by the county or county borough council. The current appointed ERO for Cardiff Council is the Corporate Director for Resources.

The ERO has a duty to maintain a register of Parliamentary and local government electors, as well as other relevant registers. In addition, the ERO must also produce an edited (or 'open') version of the registers. The open register contains only the names and addresses of those on the full register who have not taken the decision to opt out of their details appearing on the edited register. As part of their legal responsibilities EROs are required to take all necessary steps to publish and maintain registers that are as accurate and complete as possible.

This responsibility is supported by the Electoral Services Team conducting an annual refresh exercise (often referred to as the Annual Canvass) where the staff of the ERO are obliged to carry out an audit of approximately 151,000 residential properties within the County Council area, as well as undertaking various monthly update processes to the relevant Registers of Electors.

- b. Electoral Administration

Every County and County Borough in Wales is required to appoint an officer of the council to undertake the role of Returning Officer (or Counting Officer for Referendums) for the various types of electoral events held within the county borough area. The current appointed Returning Officer for Cardiff Council is the Corporate Director for Resources.

This includes:

- UK Parliamentary General Elections
- European Parliamentary Elections*
- National Assembly for Wales Elections
- Welsh Local Government Elections
- Police and Crime Commissioner Elections
- Referendums^{4 5}

The core role of the Electoral Services team is to fully support the Returning Officer in conducting their statutory responsibilities in administering well-run electoral events, carrying out all necessary procedures and process as prescribed by legislation.

This includes:-

- Electoral Event Project Planning (incl. verification and count processes)
- Candidate and Agent Liaison
- Communications and Media Liaison
- Management and Booking of all Polling Stations
- Appointing all Presiding Officers and Poll Clerks (incl. staff training)
- Publishing all relevant Statutory Notices

⁴ Subject to the UK's Membership of the European Union

⁵ Subject to appropriate electoral legislation

- Print production of all Electoral Stationery (incl. Poll Cards and Ballot Papers)
- Member Services
The Members Services Team assists all 75 Elected Member by:
 - providing face to face contact with Elected Members;
 - allocating a dedicated Members Services Officer to support with enquiries concerning Council Services;
 - tracking and monitoring Members Enquiries and chasing responses with agents;
 - providing general administrative and secretarial service including handling correspondence and emails; typing, scanning, mail merges etc.;
 - providing advice on data protection and GDPR;
 - maintaining an up to date contact list of all 75 Elected Members;
 - maintaining an electronic record of Members Surgeries; preparing data for publication on website; and preparing surgery notices;
 - arranging room bookings for meetings relating to ward matters; with constituents or outside body representatives
 - arranging welsh translation in accordance with the statutory requirements of the Welsh Language Standards;
 - providing stationery and office supplies; and
 - overseeing Members' business offices including offices for Chairs of Committees and communal members areas;
 - the first point of access for Members ICT/Telephone; allocation of IT equipment; and early stage troubleshooting support;
 - provide signposting to other information and services relating to the role of Councillor.

- Scrutiny Services

- a) **General**

Within their terms of reference, Scrutiny Committees will:

- review and/or scrutinise decisions made or actions taken in connection with the discharge of any of the Authority's functions;
- make reports and/or recommendations to the Council and/or the Cabinet;
- consider any matter affecting the area or its inhabitants; and
- exercise the right to 'call-in', for reconsideration, decisions made but not yet implemented by the Cabinet, Cabinet Members and designated senior officers.
- Receive and consider reports from statutory external inspectors or auditors referred to them.
- Act in accordance with the Scrutiny Procedure Rules.

Specific functions - Policy Review and Performance

The Policy Review and Performance Scrutiny Committee will:

- (i) assist the Council and the Cabinet in the development of its budget and policy framework by in-depth analysis of policy issues;
- (ii) conduct research, community and other consultation in the analysis of policy issues and possible options;

- (iii) consider and implement mechanisms to encourage and enhance community participation in the development of policy options;
- (iv) question relevant people and organisations about their views on issues and proposals affecting the area;
- (v) liaise with other external organisations operating in the area, whether national, regional or local, to ensure that the interests of local people are enhanced by collaborative working; and
- (vi) adjudicate on any areas of overlap between the functions of the Scrutiny Committees and allocate any additional areas of responsibility which are not already included within the terms of reference of any particular Scrutiny Committee.

The Community & Adult Services Scrutiny Committee is the Council's Crime and Disorder Committee as required by the Police and Justice Act 2006 and any re-enactment or modification thereof; and as full delegate of the Council to exercise all the powers and functions permitted under that Act.

b) Scrutiny

Scrutiny Committees will:

- (i) review and scrutinise the decisions made by and performance of the Cabinet and/or committees and employees both in relation to individual decisions and over time;
- (ii) review and scrutinise the performance of the Authority in relation to its policy objectives, performance targets and/or service areas;
- (iii) question members of the Cabinet and committees and/or employees about their decisions and performance, whether generally in comparison with service plans and targets over a period of time, or in relation to particular decisions, initiatives or projects;
- (iv) make recommendations to the Cabinet and/or appropriate committee and/or Council arising from the outcome of the scrutiny process;
- (v) review and scrutinise the performance of other public bodies in the area and invite reports from them by requesting them to address the scrutiny committee and local people about their activities and performance; and
- (vi) question and gather evidence from any person (with their consent).

c) Resources

Scrutiny Committees may exercise overall responsibility for the resources made available to them.

d) Annual Report

Scrutiny Committees must report annually to the Council on their workings and make recommendations for future work programmes and amended working methods if appropriate.

Officer Networks

- Association of Electoral Administrators

There are eleven regional branches of the Association covering the United Kingdom with the Wales branch being chaired in 2018 by the Electoral Services Manager from Cardiff. The Welsh branch meets three or four times a year and provides electoral officers with an opportunity to discuss matters relating to the conduct of elections and electoral registration. This network also support the engagement with the various Welsh Electoral Stakeholder Forums to embed consistency of messaging and allow for early and regular consultation on future legislative change.

- Association of Democratic Services Officers (ADSO)

ADSO was established as a professional association to represent, promote and develop excellent democratic services, for the benefit of all those working within the sector. It is a nationally recognised body with over 800 members across the United Kingdom including the four representatives in Wales who are currently working for Cardiff Council.

Members of the Team regularly participate in Regional Workshops in the South West of England to engage with colleagues. ADSO also provides opportunities for training and development for Democratic Services Officers including a Certificate in Democratic Services Knowledge and a Diploma in Local Democracy.

- National Scrutiny Network

The Head of Democratic Services liaised with the 14 Local Authorities in South Wales to re-establish the National Scrutiny Network. With support from these Authorities the WLGA agreed to facilitate this network and its first meeting was held on 22 October 2018.

At its first meeting the WLGA agreed to organise and facilitate two meetings of the Network per year. Participants suggested that the following should be the priorities for future agendas

- Practice sharing
- Training opportunities
- Scrutiny improvement activities
- Joint Scrutiny

And that:

- Guest speakers should be invited but that no one should have a standing invitation
- The North and South Wales Networks should liaise with the National Network.
- The network should work with the WLGA to design a national scrutiny learning event with members. Suggestions for content are welcomed.

- South East Wales Regional Scrutiny Networks

The Head of Democratic Services promoted the potential benefits of establishing a Regional Scrutiny Network with other local authorities in South Wales. One option was to develop a network based on the Cardiff Capital Region City Deal footprint. The ten authorities (Blaenau Gwent; Bridgend; Caerphilly; Cardiff, Merthyr Tydfil, Monmouthshire, Newport, Rhondda Cynon Taff; Torfaen; and Vale of Glamorgan) agreed to establish the South East Wales Scrutiny Network with the intention of:

- Developing an understanding of each other structures, staffing and capacity.
- Sharing current good scrutiny practice with Local Authorities across the SE Wales Region/Nationally/UK Wide.
- Identifying areas of common research/investigation which can be shared with other authorities.
- Considering forthcoming legislation which will impact on the scrutiny function.

REPORT OF THE DEMOCRATIC SERVICES COMMITTEE

DRAFT ELECTED MEMBER LEARNING & DEVELOPMENT STRATEGY

Reason for this Report

1. The purpose of this report is to recommend that Council approve and adopt the Draft Elected Member Learning & Development Strategy 2019-22 as attached at **Appendix A**.

Background

2. The role of a Councillor is complex and challenging and the political, legislative and local landscape in which they work is changing constantly. Communities have high expectations of their elected representatives from the day of their election throughout their period of office. Both new and experienced Councillors need appropriate support, information and professional development to undertake their complex and evolving roles.
3. An Elected Member Learning and Development Strategy sets out the approach that an Authority via its Democratic Services Committee takes regarding the development and support of its Elected Members. It should include:
 - a commitment to support the development needs of all Elected Members in order to assist them in carrying out the roles which they undertake during their term of office.
 - a process for identifying the local and national, collective and individual development needs of all members.
 - the provision of a personal review process which is available to all Members and which will enable them to review and identify their personal development needs.
 - a methodology for responding to the development needs of Members identified in their personal reviews.
4. At its meeting on 01 October 2018 the Democratic Services Committee agreed that the Head of Democratic Services, in consultation with the Party Group Whips and an Independent Member, develop a Member Development Strategy for approval by the Committee at the next meeting in January 2019.

Development of the Strategy

5. The Head of Democratic Services worked with officers including Senior Management Team and the Monitoring Officer to develop the initial draft Elected Member Learning and Development Strategy. Development meetings were established with the Group Whips and the Independent Member on 19 November and 10 December 2018.

6. The initial feedback on the draft strategy from the Group Whips was generally positive and the following feedback was provided:
 - Support for the Wellbeing of Elected Members should be enhanced within the strategy.
 - That Members be supported when undertaking e-learning which supplements or replaces formal learning sessions.
 - That a bespoke WLGA Leadership Programme for the Elected Members from Cardiff Council be considered if there was sufficient interest (12 - 15 Elected Members).
 - Further consideration and review of the Strategy would be undertaken by email rather than using formal meetings.
7. Revisions were made to the draft strategy which was then reviewed by the Chair of the Democratic Services Committee. The revised draft strategy was re-circulated to all Group Whips and the Independent Member.
8. The agreed strategy was considered by the Democratic Services Committee at its meeting on 14 January 2019 where it was endorsed for presentation to Council for approval and adoption
9. Following approval and adoption the Strategy will be translated into Welsh, uploaded to the Modern.gov Library and made publically available on the internet.

Review of the Elected Member Learning and Development Strategy

10. To ensure that the Elected Member Learning and Development Strategy remains an effective tool for Elected Members, it is planned that the strategy will be reviewed in the autumn of 2020 or in response to relevant changes to legislation or to the Authority.

Legal Implications

13. Section 7 of the Local Government (Wales) Measure 2011 requires local authorities to secure the provision of reasonable training and development opportunities for its members. Each member should also have the opportunity to have a review of their training and development needs on an annual basis. If a member decides to have an annual review of their training and development needs, the authority must ensure that the review includes an opportunity for an interview with someone who they consider to be “suitably qualified” to advise about the training and development needs of a member.
14. In considering these requirements, regard must be had to the statutory guidance issued by the Welsh Ministers. The guidance recommends that the Democratic Services Committee (DSC) has overall responsibility for deciding what should be regarded as reasonable training and development opportunities as part of its function of providing support to members to carry out their functions. It also notes that ‘The agreed, training and development opportunities could be contained within a published development strategy. The Welsh Local Government Association’s Charter for Member Support and Development (“the Charter”) could be used for guidance purposes by local authorities in developing their strategies. Local

authorities may wish to consider the requirements to achieve the Charter when developing their strategies and programmes.’ (Guidance paragraph 2.10).

15. The Democratic Services Committee has responsibility for overseeing the support services provided to Members, ensuring they are adequately resourced and reporting any recommendations to Council.

Financial Implications

11. There are no direct financial implications arising from this report. The Draft Elected Member Learning and Development Strategy includes a section on ‘Resources’, which outlines how learning and development, in-house training and attendance at relevant conferences and events are to be resourced within existing budgets.

RECOMMENDATIONS

The Democratic Services Committee recommends that Council approves and adopts the Draft Elected Member Learning and Development Strategy attached at Appendix A.

GP JONES
HEAD of DEMOCRATIC SERVICES
19 March 2019

The following appendix is attached:

Appendix A - Draft Elected Member Learning and Development Strategy

Background Papers –

- Welsh Local Government Association (WLGA) [Charter for Member Support and Development](#)
- [Elected Member Learning & Development Strategy report](#) to the [Democratic Services Committee](#) dated January 2019;

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Elected Member

Learning & Development Strategy

2019-2022



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

WORKING FOR CARDIFF,
WORKING TOGETHER



Contents

Foreword	5
Expectations of the Elected Member Learning and Development Strategy	6
Roles and Responsibilities for Elected Member Learning and Development	7
Democratic Services Committee	7
The Head of Democratic Services	7
Political Leaders (supported by Party/Group Whips).....	8
Directorates and Departments.....	8
Individual Members	8
Co-ordination	8
A Phased Approach	8
Phase 1 – Administration.....	8
Phase 2 – The Essentials	9
Phase 3 – The Core Functions.....	9
Phase 4 – Identifying the Needs of Individual Councillors.....	10
Phase 5 – Individual & Continuing Development	11
Member Development Activity Survey	14
Prioritisation of Member Development activities	14
Methods of learning and development	14
Face-To-Face Activities	14
E-Learning	14
WLGA Workbooks	15
Member Development Programme	15
Access to learning and development opportunities	16
Attendance at Member Development Activities.....	16
Learning and development records	16
Resources	16
Evaluation	17
Evaluation of Individual Activities	17
Evaluation of Facilitators	17
Review of the Elected Member Learning and Development Strategy.....	17
Enhancing the current arrangements for Elected Member Learning and Development .	17
Role Descriptions	17
Mentoring:.....	18
Personal Review Process.....	18
Potential Candidate Briefings	18
Learning and Development Support for Community Councils.....	19

Foreword

The role of a Councillor can be complex and challenging and is getting more so. The responsibilities and duties placed upon us by the Welsh Government, the Council, through the provision of its services and Councillor duties, and the communities we represent, grow and change with each election. Councillors are expected to carry out many roles ranging from community leader to taking on additional responsibilities within the council structure. Councillors have to balance the needs and interests of their community, their political party or group, and the council as a whole as well as, of course, their personal, family and employment commitments.

Constantly changing priorities, needs and legislation require difficult decisions for which Councillors need to be well informed. The provision of services, as well as the search for new and collaborative ways of working, for both front line and back office operations, can, in many cases, require difficult choices and a need for more information. Just as challenging can be the task of explaining these decisions, and dealing with the impact of these choices in our own communities. For many Councillors, this is something they may not have had to do before and might involve dealing with residents who are opposed to the outcome.

It is essential that the Council meets the needs of Councillors and provides excellent development opportunities to assist them in serving the citizens of this city. In fact, the Local Government (Wales) Measure 2011 directs Councils to place more emphasis on Member Development. The Democratic Services Committee will be working to ensure that Cardiff offers all its Councillors the best personal development opportunities to enable them to gain the knowledge and learning they may need, to properly serve the city and its citizens. The council also recognises that looking after the Wellbeing of Councillors is equally important and seeks to set the standard of excellence in both these areas.

The council sees the needs of Councillors in Cardiff as of paramount importance. This Elected Member Learning and Development Strategy sets out what are seen as the development priorities for the induction of newly Elected Members as well as the identification of each Councillors ongoing development, learning and wellbeing needs. As Councillors knowledge and experience grows, sometimes over many electoral cycles, the opportunities for them to undertake wider roles increases, bringing greater responsibilities and pressures. These new roles and responsibilities may require further learning and development. This strategy is intended to assist in equipping all members with the necessary skills, knowledge and help to meet the challenges that they may face during their term of office.

Councillor Michael Jones-Pritchard
Chair of Democratic Services Committee

Expectations of the Elected Member Learning and Development Strategy

Elected Members are an integral part of setting the strategic aims and objectives of the Council. They also ensure that these objectives are met and that high quality cost effective services are delivered to the residents of Cardiff.

This Council is working to support the development of all of its Elected Members and to ensure that they are able to meet the demands of their roles. Cardiff Council is committed to ensuring that:

- There is a planned and structured approach to Elected Member Learning and Development;
- Elected Members have access to appropriate means to assist them to acquire relevant knowledge and develop the skills necessary for their roles;
- Learning and development, wherever possible, is linked to the roles of Elected Members;
- Access to learning and development activities is equitable;
- Elected Members are encouraged to identify their own development needs and participate fully in learning and development activities;
- Elected Member learning and development activity is adequately resourced within available budgets;
- The Member Development Programme will be produced and updated on a regular basis, to support the Council's strategic plans, the roles and functions of Elected Members and key challenges affecting the Council's priorities.

Roles and Responsibilities for Elected Member Learning and Development

Democratic Services Committee

The Democratic Services Committee will provide direction to the Head of Democratic Services when reviewing the development and support requirements of Elected Members. This will include identifying learning and development priorities and the adequacy of the Member Development budget.

To assist in the prioritisation of learning opportunities, the Democratic Services Committee has categorised topics for inclusion in the development of the Member Development programme as follows:

- | | |
|-----------|--|
| Essential | - Those development topics for quasi-judicial functions such as Planning for Planning Committee, Licensing etc where members who have not attended the training will not be able to take part in the decision making. This category will also include those topics which are key to an Elected Member's role e.g. Corporate Parenting, Code of Conduct, Corporate/Council Policies, GDPR and Safeguarding. |
| Advisory | - This category may include topics which are important but not essential such as Risk Management and Scrutiny Questioning Skills which are very informative and support a Councillor's role. |
| Optional | - This category identifies topics that may be useful to some Councillors but these are not a priority and could be considered as interesting and useful in supporting a Councillor's role. |

These categories will be applied by the Head of Democratic Services who will then assess if topics should be delivered to all Elected Members or targeted for specific groups of Elected Members i.e. all scrutiny members or all of the Corporate Parenting Advisory Committee etc. The Head of Democratic Services will liaise with the Chairperson of the Democratic Services Committee regarding the categorisation and delivery of development topics as necessary.

The Democratic Services Committee will also consider any benefits which could be achieved by providing a tiered level of development. This would enable one level for those elected members with existing skills, knowledge or abilities and for a more detailed introduction for those members who are new to the topic.

The Head of Democratic Services

The role of the Head of Democratic Services is to:

- produce and monitor the Member Development Programme,
- collate any identified learning and development needs, and
- inform and plan the on-going Member Development Programme,
- Identify opportunities which support the wellbeing of Elected Members and enhance their personal resilience.

Political Leaders (supported by Party/Group Whips)

The responsibility of political leaders (Party/Groups Whips) is to:

- endorse the aims and intentions of the Elected Member Learning and Development Strategy;
- Promote participation in the Member Development Programme to enhance the knowledge and skills of individual members;
- Raise awareness of the support mechanisms available to improve the wellbeing and personal resilience of all of their Party/Group Members;
- Encourage all of their Party/Group Members to achieve their potential.

Directorates and Departments

Directorates and Departments are responsible for identifying and delivering service specific learning and development in co-ordination with the Head of Democratic Services and the Democratic Services Committee

Individual Members

Individual Members are responsible for:

- identifying their own development needs;
- seeking opportunities to improve their effectiveness and increase their potential;
- attending arranged learning and development activities;
- sharing their knowledge and skills with their peers;
- reviewing their learning and development activities;
- applying the knowledge and skills developed through the activities;

Co-ordination

The day-to-day co-ordination of learning and development activities will be the responsibility of the Head of Democratic Services and the Democratic Services Team in liaison with representatives from the Council as necessary

A Phased Approach

A systematic induction programme will be provided for all newly Elected Members. The initial induction and subsequent Member Development Programme will be delivered as part of a phased approach as shown in **Figure 1**.

Details of each phase of the strategy are as follows:

Phase 1 – Administration

To establish the newly Elected Members within the Council and will include:

- Fulfilling their statutory requirements regarding their Acceptance of Office and completing their Declaration of Personal Interests,
- Creation of ICT accounts and provision of ICT equipment.
- Authority for the use of personal information to set up remuneration payments, web pages and enable officers to carry out other necessary administrative functions.
- A briefing of the facilities available to Elected Members within the Authority
- The taking of official photographs for use on the Cardiff Council website and ID cards

Expected outcomes

The following are the expected outcomes from this phase:

- All Acceptances of Office completed
- Elected Member induction administration completed
- Cardiff Undertaking signed by all Elected Members

Phase 2 – The Essentials

To provide Elected Members with sufficient knowledge to prepare them to undertake their initial role in the support of Council business. This phase may include briefings on the following topics from key officers:

The Chief Executive:

- Overview of the Council its services and structures

Corporate Directors/Directors:

- An overview of the Directorate Policy and Service Provision – policy context, challenges and achievements

The Monitoring Officer:

- Introduction to Local Government
- Constitution and decision making
- Members Code of Conduct

Head of Democratic Services

- Roles of and appointment to committees
- Introduction to role descriptions
- The electronic meeting systems used at Council and Committee meetings

Expected outcomes

The following are the expected outcomes from this phase:

- a. All Members have a basic knowledge of the Council, its structure and role
- b. Code of Conduct completed by all Elected Members
- c. Elected Members are able to effectively undertake their governance and decision making role at Council meetings

Phase 3 – The Core Functions

To provide Elected Members with the knowledge and skills to enable them to undertake their core functions as Elected Members. It is intended to provide a sound basis for decision making which is required by councillors to carry out their role effectively.

- Ward and Casework (including the Member Enquiry System)
- Personal Resilience
- Corporate Parenting
- Safeguarding
- Equalities and Diversity
- Decision Making for Cabinet Members
- Developing effective decision making for those appointed to the following:
 - Audit Committee

- Constitution Committee
- Corporate Parenting Advisory Committee
- Council Appeals Committee
- Democratic Services Committee
- Employment Conditions Committee
- Local Authority Governor Panel
- Pensions Committee
- Standards & Ethics Committee
- Licensing Committee
- Planning Committee
- Public Protection Committee
- Overview and Scrutiny Committees
- Representing constituents at meetings ie Licensing and Planning Committees
- Chairing Skills
- Questioning Skills
- Using Social media and Handling online Abuse
- Managing difficult discussions

Expected outcomes

The following are the expected outcomes from this phase:

- a. Elected Members understand the roles to which they have been appointed.
- b. Elected Members are more able to carry their role in their wards and for the City.
- c. Elected Members are aware of their responsibilities when representing the Authority

Phase 4 – Identifying the Needs of Individual Councillors

With the possibility of a large number of new Elected Members after an election, it will be necessary to undertake a Personal Review process¹ as soon as possible. Learning, support and development needs will be identified at a number of levels which may include:

Personal Resilience and Wellbeing

All Elected Members will be informed of the personal support available to develop their personal resilience and ensure that their wellbeing is maintained throughout their time in office.

As an individual:

All Elected Members and in particular those who have been newly elected will have an opportunity to discuss their learning and development needs:

- with a suitable mentor¹ as part of their induction;
- as part of a peer review process where learning and development requirements can be identified.

Role Specific:

- Role descriptions will be used as an aid to identify development needs particularly during a review process.
- Members whose roles change will be supported to review their learning and development needs.

¹ See Enhancing the current arrangements for Elected Member Learning and Development (Page 16-18)
Version 1.4

- The identification of learning and development needs at political group level be achieved in consultation with the Head of Democratic Services and through the feedback from the Democratic Services Committee.

Corporate and Constitutional:

Member Development will be linked to corporate and constitutional priorities by the Head of Democratic Services in liaison with the Chief Officers, Heads of Service and the Democratic Services Committee.

Regional and National Initiatives:

Requests are often received from regional bodies or national organisations to provide development opportunities on key issues. These events will be integrated into the Member Development Programme by the Head of Democratic Services but may be in addition to the usual learning and development activities.

Expected outcomes

The following are the expected outcomes from this phase.

- a. Elected Members have been offered a Member Mentor to assist in their development
- b. Elected Members regularly identify their support and development needs.

Phase 5 – Individual & Continuing Development

To provide Elected Members with knowledge and skills related to:

- leading their community,
- developing those individual and specialist requirements identified within the personal review process,
- learning and development identified by the Democratic Services Committee.
- working with external partners.

Regional and National Development Opportunities

Opportunities may arise for regional development activities to be undertaken. This may include topics of common interest on a regional or national basis. These events may reduce costs and enhance outcomes due to the diversity of knowledge and experience of attendees, whilst also providing an opportunity for cross-council communication and collaboration.

The Leadership Programme

As part of the Academi Wales, the Welsh Government and the Welsh Local Government Association (WLGA) work in partnership with the Local Government Association (LGA) to deliver a Leadership Programme for Elected Members.

The Leadership Programme is a place where Elected Members, can explore the latest thinking in political leadership, and equip themselves with the knowledge and skills needed to meet the challenges that they face as councillors.

Initially authorities are offered 2 places. However, if every council does not take up its entitlement any unfilled places are made available for Authorities who have identified reserves. Attendance is capped at 3 - 4 c

ouncillors per authority per programme to ensure that confidentiality in action learning sets is maintained and that the benefits of having representatives from a variety of Councils are not diminished.

Elected Members can request via their political group to attend the Leadership Programme as long as they have sufficient experience to actively participate. A process for the allocation of available spaces to the Leadership Programme for the current term of office has been agreed by political groups as follows:

Year	Places	Allocation
2017-18	2	Labour x 2
2018-19	2	Labour x 2
2019-20	2	Conservative x 1 Liberal Democrat x 1
2020-21	2	Conservative x 1 Labour x 1
2021-22	2	Conservative x 1 Liberal Democrat x 1

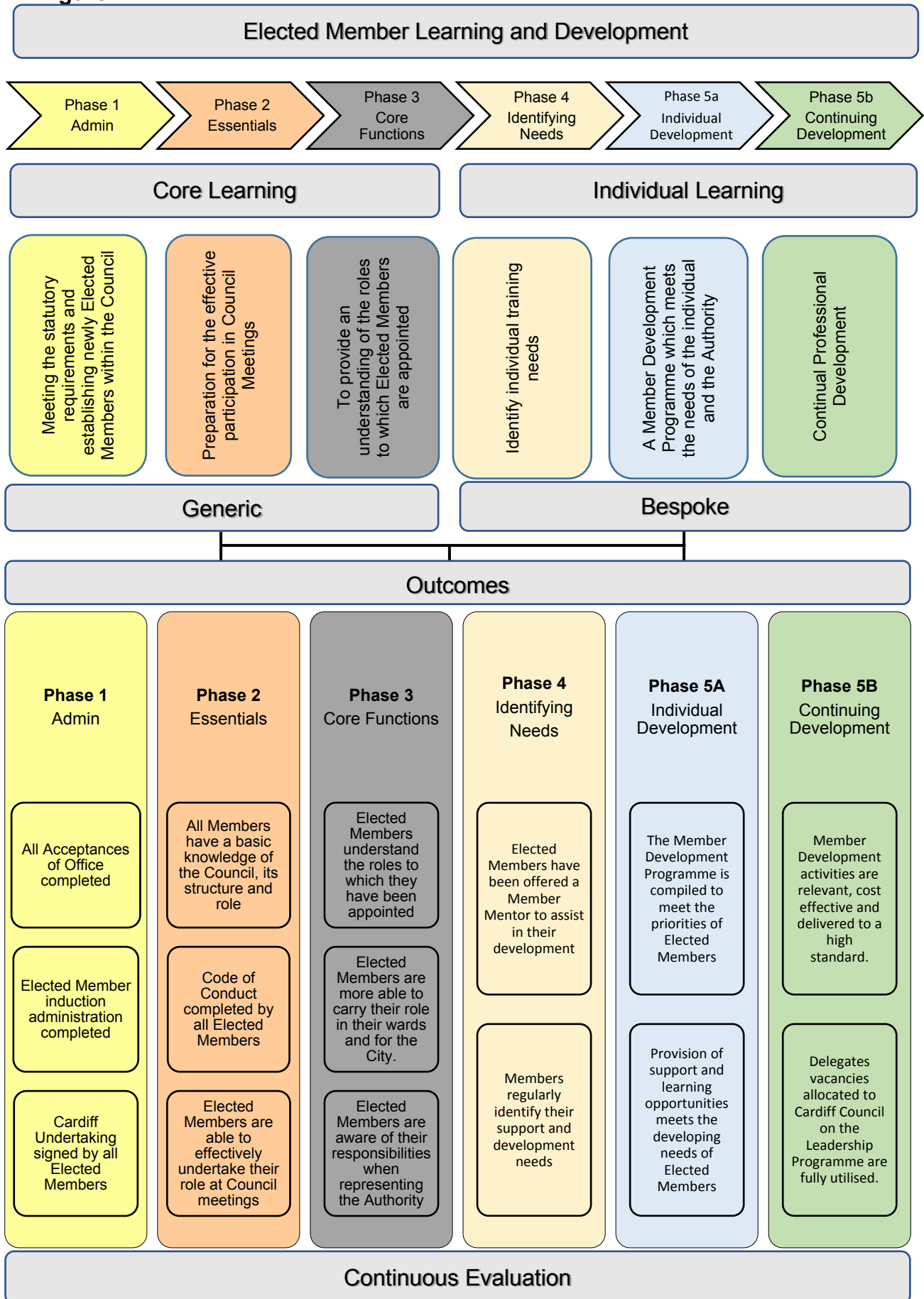
Should there be sufficient interest a bespoke Leadership Programme could be provided by the WLGA specifically for Cardiff councillors. It should be acknowledged that this option does have financial implications and does not provide the networking opportunities with other Local Authority Members which is regarded as a beneficial element of the Leadership programme.

Expected outcomes

The following are the expected outcomes from this phase.

- a. The Member Development Programme is compiled to meet the priorities of Elected Members;
- b. Provision of support and learning opportunities meets the developing needs of Elected Members;
- c. Member Development activities are relevant, cost effective and delivered to a high standard;
- d. Delegate vacancies allocated to Cardiff Council on the Leadership Programme are fully utilised.

Figure 1



Member Development Activity Survey

Elected Members will be surveyed within the first 12 months following the Local Government Elections to help inform the number of topics, frequency and timings of development events that will be held. The survey will identify the most appropriate time to provide learning and development events to maximise participation. This survey will be repeated at the mid-point of a term of office or when requested to do so by the Democratic Services Committee.

Prioritisation of Member Development activities

All requests to provide learning and development opportunities for Elected Members should include the following key information to assist when prioritising the delivery of Member Development activities:

- The subject of the learning activity.
- A brief outline description of the subject.
- The requirement/justification to undertake this learning, i.e. is there a statutory requirement, is it part of an on-going initiative?
- Who forms the target audience, i.e. All Members, Scrutiny Members etc.?
- What are the expected/desired learning outcome/objectives?
- Which officers/organisations will be delivering/facilitating this event?
- What is the anticipated duration of the session?
- What type of training activity is suggested i.e. 1 hour presentation with questions, 30 minute briefing, 2 hour interactive workshop etc.?
- How will this activity be evaluated to show that the anticipated benefits have been achieved?

The Head of Democratic Services will assess all requests and recommend to the Democratic Services Committee how these requests should be prioritised, categorised and if necessary tiered for inclusion in the Member Development Programme.

Methods of learning and development

A flexible approach to the delivery of learning and development opportunities will be adopted to meet the identified needs of individuals and groups.

Face-To-Face Activities

A variety of methods may be used to deliver these opportunities which could include: seminars, workshops, e-learning and briefing sessions. Where appropriate, shared Member and officer development activities will be encouraged.

E-Learning

The Cardiff Academy Website is an online portal where suitable development opportunities are provided for Officers and Elected members.

Greater use of the e-learning facilities will be incorporated into the Member Development Programme and this will enable:

- Essential E-learning modules to be identified by the Democratic Services Committee and included as part of an Elected Member Induction. Elected Members will be expected to be complete the identified induction e-learning modules.

- Key topics to be identified for inclusion in the Member Development programme and categorised by the Democratic Services Committee accordingly. Elected Members may be requested to complete the specific e-learning modules by a particular date. A subsequent report will be provided by Cardiff Academy to confirm that the e-learning modules have been completed as requested by the Democratic Services Committee.
- Those returning councillors or those who have previously attended face to face training on topics such as Corporate Parenting will be able to undertake the e-learning module rather than attending an annual repeat of any face to face refresher sessions.
- Elected Members to undertake other e-learning activities for their own development which will be shown on their training records.

Assistance can be provided by the Democratic Services Team to enable Elected Members to engage with these learning activities and ensure that development records are maintained.

WLGA Workbooks

The WLGA have designed a series of Elected Members workbooks which can be used as an introduction or a refresher for key knowledge. They cover a broad range of generic skills as well as specific issues and service and or policy areas and their impact at ward level. The workbooks currently available are:

- The Effective 'Ward' Councillor
- Handling Casework
- Influencing Skills
- Facilitation and Conflict Resolution
- Stress Management and Personal Resilience
- Safeguarding Adults
- Child Sexual Exploitation
- Scrutiny of Finance
- Corporate Parenting
- Health and Safety in the Council
- Making Sustainable Decisions
- Presentations from regional training sessions for Elected Members on their responsibilities towards Gypsies and Travellers

Member Development Programme

It will be the responsibility of the Head of Democratic Services to prepare the Member Development Programme in line with the priorities determined by the Democratic Services Committee. This will be a rolling programme that will confirm the Member Development activities for the following three months with topics for the subsequent 3 months being identified but not confirmed. This will allow the programme to be flexible and adapt to the changing needs and priorities of Elected Members and the Council.

If time dependant learning opportunities arise and there is no meeting of the Democratic Services Committee planned before the delivery of the event the

Chairperson of the Democratic Services Committee in liaison with the Head of Democratic Services will update the Member Development Programme as necessary.

Access to learning and development opportunities

All Elected Members will have equal access and opportunity to:

- information relating to learning and development opportunities.
- participate in learning and development opportunities, taking into account the needs of their roles and responsibilities and their personal learning needs.
- benefit from learning and development activities, regardless of ability, race, colour, national ethnic or social origin, gender, sexuality, sexual orientation, religion, age, disability, political or other personal beliefs.

Attendance at Member Development Activities

The Member Development Programme will be approved by the Democratic Services Committee and included in the Member Information and Diary of Meetings email circulated by Democratic Services.

Electronic invitations for Member Development activities will be placed in individual Elected Members electronic calendars. Elected Members will be requested to respond electronically if they are unable to attend the activity. It is vital that these responses are accurate as the facilitators of the events are provided with the anticipated attendance numbers to tailor their delivery of the session. The attendance of Elected Members at these Member Development Activities will be displayed on the Elected Members profile page on the Cardiff Council website.

At each session the attendance will be recorded and passed to Democratic Services. A summary of attendance at training events will be compiled and circulated to Group Whips on a regular basis to promote and encourage attendance of their Members.

Learning and development records

Democratic Services will collate and record information relating to Elected Member learning and development including attendance and the evaluation of activities which have been completed. The evaluation will also enable Elected Members to identify and record any additional learning needs which arise from a completed learning activity.

Resources

Elected Member learning and development, will be resourced from the allocated Member Development budget. Reasonable allocation will be made as part of the annual budget round and applied with regard to the corporate needs of the Authority. The Democratic Services Committee will monitor appropriate spend on the budget.

In house training will be provided by Directorates if the topic relates to their service areas. The costs for this type of event will be met from Directorate budgets and not from the Member Development budget.

The Democratic Services Team will be responsible for the co-ordination and support for Elected Members attending relevant conferences and events within its allocated resources. The Team will also coordinate the reimbursement of travel and out of county subsistence allowances.

Evaluation

It is the responsibility of the Head of Democratic Services to ensure that the evaluation of learning and development activities is carried out.

Evaluation of Individual Activities

All training providers will be required to incorporate an evaluation of the event into their learning session and Elected Members will be asked to complete a learning and development evaluation form. Elected Members are recommended to compile learning logs to support any self-assessment or review of their development requirements..

Evaluation forms will be analysed and the feedback collated into a report which will be presented to the Democratic Services Committee on a regular basis. This will enable the Democratic Services Committee to evaluate the effectiveness of the Member Development Programme and ensure that the identified outcomes are achieved.

Evaluation of Facilitators

To ensure that any learning and development activity provided to Elected Members is delivered to the highest standards and that the aims and objectives of the event are met, it is intended that an internal subject matter expert or the Head of Democratic Services attend each learning event and evaluate the provider/facilitator. This will be essential for events delivered by external providers to ensure that value for money has been achieved and that an effective learning opportunity has been provided and achieves the planned outcomes.

Review of the Elected Member Learning and Development Strategy

To ensure that the Elected Member Learning and Development Strategy remains an effective tool for Elected Members increase their knowledge. It will be necessary to plan a review the strategy. It is anticipated that the strategy will be reviewed in the Autumn of 2020, at the request of the Democratic Services Committee and in response to relevant changes to legislation or to the Authority.

Enhancing the current arrangements for Elected Member Learning and Development
The following topics are planned to be developed during the duration of this strategy:

Role Descriptions

The WLGA provides a suite of generic role descriptions which are being reviewed with the intention of adapting them to better reflect the roles that Elected Members undertake in Cardiff.

Role descriptions set out the responsibilities and functions of the role of an Elected Member. The person specifications describe the qualities and skills desirable to fulfil the role and can help when considering personal development.

Where Elected Members undertake more than one role it is anticipated that role descriptions would be combined. For example: Overview and Scrutiny committee chairs would be expected to undertake the role of Elected Member, Overview and Scrutiny Member Overview and Scrutiny Chair.

Mentoring:

The formal mentoring of Elected Members by experienced Members is strongly recommended and it is planned to be offered to all newly Elected Members. This will enable the mentee to develop the skills, knowledge, understanding and behaviours required for the Elected Member role. This is not a prescriptive or directive relationship but one which allows the mentee to find their own way, guided by the mentor.

Guidance for Member Mentors has been developed by the Welsh Local Government Association (WLGA). It is anticipated that experienced Elected Members identified by Political Groups will participate in a workshop facilitated by the WLGA to those undertaking a mentoring role. This will provide the appropriate level of support for newly elected to rapidly develop the necessary skills to become an effective Elected .

Returning Members who do not require mentoring will be provided with the opportunity to discuss their development needs as part of the Personal Review process. This process is to be developed but it is anticipated that it will enable Senior Elected Member Peers to be able to assist other Elected Members to identify their learning needs.

Personal Review Process

The key requirements of a Personal Review process are identified in the Local Government (Wales) Measure 2011:

- A local authority must make available to each member of the authority an annual review of the member's training and development needs.
- The review must include an opportunity “to discuss” with a person who is, in the opinion of the authority, suitably qualified to provide advice regarding the training and development needs of a member of a local authority.

Establishment and effective use of the Personal Review process will enable this Authority to meet its requirement in accordance with the Measure and secure the provision of reasonable learning and development opportunities for its Elected Members.

The use of learning logs to record any development activities that have been attended will provide an opportunity to reflect on the event at a later date. These will also assist in the production of an Annual Report and support Personal Review discussions.

Potential Candidate Briefings

In order to promote local democracy and the understanding of the role of a councillor briefings for potential candidates will be held prior to Local Government elections. This event will inform those members of the public planning to stand for election of the:

- The criteria to stand for election,
- election process
- roles and responsibilities they will be expected to undertake as a councillor
- skills, knowledge and commitment necessary to become an effective councillor
- structure and remit of the Council

Learning and Development Support for Community Councils

With the introduction of a Community Councils Charter opportunities to identify appropriate common learning and development activities will be investigated although Community Councils may be asked to contribute to the cost.

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**COUNCIL:****28 MARCH 2019**

LEADER & CABINET STATEMENTS

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

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COUNCIL: 28 MARCH 2019

STATEMENT OF THE LEADER

Brexit

I have recently updated Members in detail on the Council's preparations for Brexit which, at the time of the publication of this statement, sees an increased risk of a 'no deal'. Whilst a short extension has now been granted by the EU until 22nd May 2019, this is conditional on the current deal negotiated by the Prime Minister – which has twice been rejected by Parliament – being approved. If it is not, then a shorter extension until 12th April 2019 will be offered. A longer extension could yet be agreed, but this will require European elections to take place in the UK on 23rd May 2019.

Despite Parliament agreeing a motion to reject a 'no deal' Brexit, there are numerous ways in which a 'no deal' outcome may still arise over the coming weeks. I want to reassure Members that the Council, and its public service partners, have taken its planning responsibilities seriously and preparations for a potential 'no deal' Brexit are advanced and continuing. I remain committed to keeping Members updated on any developments that will impact on the delivery of public services in Cardiff over coming weeks.

UN Anti-Racism Day

On 16 March 2019, I joined the march that was held in Cardiff to mark UN Anti-Racism Day. This was a very poignant occasion which took place the day after the unspeakably shocking and horrifying act of terrorism that took place in Christchurch in New Zealand, the latest in a long line of hateful acts that show humanity at its worst. I am sure that Members would wish to join me in expressing this city's support for the people of Christchurch and New Zealand at this difficult time. I also want to send a message to the people of Cardiff that intolerance, bigotry and racism are traits that our city deplores. Cardiff has always been enriched by diversity and we need to look to a future where our shared humanity is recognised and our cultural differences are celebrated. There can be no place for bigots or racists who would seek to separate us here, and it is important that all the people and communities of Cardiff should come together to respond to this tragedy by showing humanity at its best.

MIPIM 2019

With the nature of the UK's future relationship with Europe uncertain due to Brexit, it is important that Cardiff retains strong links with other European cities to pursue areas of common interest, not least in terms of promoting trade, security, culture, education and cohesion. That is why I was pleased to lead the Invest in Cardiff team at this year's MIPIM property event in Cannes on 12th-15th March 2019. It provided a great opportunity to join with partner organisations in promoting Cardiff and showcasing various investment and development opportunities within Cardiff and the Cardiff Capital Region. I would like to take this opportunity to join with the Cabinet Member for Investment & Development in thanking our private sector partners for helping to sponsor Cardiff's representation at MIPIM and for the valuable contribution and support that they provided at the event.

Clwstwr Creadigol / Creative Cluster

Cardiff's Clwstwr Creadigol was one of nine creative clusters in the UK that was awarded research funding by the Arts and Humanities Research Council as part of its £80million Creative Industries Cluster Programme. It aims to transform the screen and broadcast industries in the Cardiff Capital Region by helping them to innovate and compete. The Council continues to be a key partner in helping to deliver the project, which is being led by Cardiff University, working closely with University of South Wales, Cardiff Metropolitan University and other institutions, such as the Welsh Government, and commercial partners, including BBC Cymru, S4C, Boom Cymru, ITV Cymru Wales and Sony UK Technology Centre. We have committed resources over five years in support of project and, as part of this commitment, the Clwstwr Creadigol delivery team moved into an office at Cardiff City Hall earlier this month. I was pleased to welcome the team to City Hall and I hope that their new office becomes a focal point of creative innovation in the city.

Great Western Cities

I am due to meet with the Mayor of Bristol and the Leader of Newport City Council on 27th March 2019 to discuss the development of a Great Western Powerhouse to ensure that both the South East Wales and West of England city-regional economies can work together to better promote this larger region internationally in order to secure investment in national strategic infrastructure. This will be particularly important in any post-Brexit economy and will enable the region to compete more effectively with the Northern Powerhouse and Midlands Engine.

Councillor Huw Thomas
Leader of the Council
22 March 2019

HOUSING & COMMUNITIES STATEMENT

New Build Council Housing

I am pleased to provide an update on the current position regarding the council's new build housing programme. As Members will know, we have set the Housing Development team a huge target of building 1,000 new homes by May 2022 and delivering at least 2,000 new homes in the longer term. We can't underestimate this task – it currently represents the largest and most ambitious council housing build programme in Wales!

Good progress has been made to date and we will achieve a total of just over 70 new homes completed and handed over to us by 31st March 2019, with another 208 new homes currently being built on site. Our programme indicates that our projected completions total for the 2019/20 financial year is 288 new homes, resulting in a projected cumulative total by of 371 new homes by 31st March 2020.

Cardiff Living, with our partner developer Wates, continues to deliver in volume and at pace with one scheme completed and handed over. A further six schemes are currently on site and six schemes with planning consent have been secured. We are achieving a high level of quality and tenants are reportedly very happy in their new homes.

Through our development programme we are delivering accessible ground floor accommodation and helping to offer flexible, accessible homes to tenants who need a home which can be adapted around their changing needs. A show flat will be completed by the end of March 2019, which we will use to demonstrate this type of accommodation and to help encourage existing tenants to downsize into new homes that are more suitable to their house need, thereby releasing a family home to those on our waiting list who need them. I am pleased to advise that the Housing Development team will shortly circulate an invitation to Members to visit the show flat and see first-hand the type of accessible properties we are delivering.

Our future developments include new purpose-built older person housing schemes that will be built to a 'care-ready' specification, which will offer flexible accommodation that reduces the need for future adaptations and include attractive, accessible communal space open to the local older persons' community – helping to tackle social isolation in the wider community.

Our innovative housing developments include two temporary accommodation schemes to help tackle homelessness which involve the use of recycled shipping containers, both of which are now on site and will be completed later in the year.

There is also our first pilot modular housing development at Croft Street in Plasnewydd. The modular housing proposal has the potential to offer quality, highly energy efficient homes that are quicker to build and are more cost-effective than traditional build. All of these schemes have been awarded Innovative Housing Grant funding from the Welsh Government.

Homelessness

Over the past month, the work undertaken by the Council to remove abandoned tents in the city centre has resulted in the removal of 19 abandoned tents from the streets, leaving just 15 tents in the area. I want to reiterate that the Council is only removing tents that have been left empty for at least 24 hours. There are still 7 tents in green spaces and these are proving the hardest to remove due to difficulties with engaging with the occupiers. However, we are still working on removing these tents and enforcement action is being considered. So far this month, 23 rough sleepers have been assisted into accommodation.

Rent Smart Wales

Rent Smart Wales is working with the Council and Welsh Government to explore options to improve the energy efficiency in F and G rated privately rented properties. We believe that this will lead to a combination of approaches being used, which will include marketing, financial incentives and enforcement activity where required.

Warm Welcome Pilot Scheme

As part of our Rough Sleeper Strategy, we are looking specifically at setting up diversionary activities around the city to help people out of homelessness and rough sleeping. We have started a small pilot scheme called Warm Welcome, where we invite people who are homeless or sleeping rough to join officers for a cup of tea and a chat. This service is available six days a week and details are provided on the digital advertising boards around the city. Whilst we've been running these coffee mornings, on average, between 6 and 15 people attend, most of whom are rough sleepers or homeless. Our aim is to expand these coffee mornings over the next few months.

Maelfa Regeneration Scheme

I am pleased to report that the new Maelfa shopping parade has now been completed and traders have been moving into their new units. The new parade on Llanedeyrn Drive, which has been developed in association with Cardiff Community Housing Association, consists of nine new shops on the ground-floor, with one and two bed residential apartments above, as well as a 50-space car park.

Over the past couple of weeks, traders from the old shopping centre have been relocating and settling into their new shops, to welcome customers old and new to the fantastic new centre. In the next phase of the redevelopment, the remainder of the old shopping centre will be demolished and 16 new townhouses will be built in its place.

The Maelfa Flats, which overlook the development site, have also benefitted from a face-lift, with new windows and balconies installed, brick-work cleaned, the ground-floor remodelled to provide community spaces, and access routes linking to the new shops. There has been positive feedback from tenants on the refurbishment.

The multi-million pound investment in the Maelfa reflects the commitment of this Administration to transform local communities into attractive, safe and welcoming areas to live and work.

Cardiff Central Library – Harry Potter Night

On 7th February 2019, the Central Library Hub hosted its annual Harry Potter Night celebrating the fictional world created by J.K. Rowling. This year's event was a sell-out with 75 participating children and was based around the topic of 'Hogwarts'. Each child was sorted into a Hogwarts House and then directed to their House Captain before being taken to their first of four lessons. Lessons of the day included:

- Herbology (making Mandrakes)
- Charm making (craft/wand making)
- A quiz, filmed and edited by staff and shown on the big screen in the backdrop of Honeydukes Sweet Shop and the children were given sweets
- Divination (the children took mock fortune telling lessons)

Classes were awarded house points by their teachers and the winner, Ravenclaw, won the House Cup.

Councillor Lynda Thorne
Cabinet Member for Housing & Communities
22 March 2019

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COUNCIL: 28 MARCH 2019

CLEAN STREETS, RECYCLING & ENVIRONMENT STATEMENT

Recycling Education Campaign – Everyone’s Doing It

In a bid to raise recycling rates across South East Wales, six Local Authorities (Blaenau Gwent, Caerphilly, Cardiff, Powys, Rhondda Cynon Taf, Vale of Glamorgan) have joined together to develop a recycling campaign, which aims to show that recycling is something that everyone is doing and is now the ‘norm’, thereby pushing people to be part of the social norm.

The overall objective of the project is to encourage residents not to place recyclable materials in residual waste containers. The key aims of the project are:

- To develop a distinctive behavioural change initiative to positively raise awareness of the importance of recycling and to educate residents on how to use the recycling service provided by their individual Local Authorities.
- Encourage residents to recycle more and enable the six participating Local Authorities to reach the Welsh Government’s recycling target of 70% by 2024/25.
- Reboot people’s approach to recycling by providing them with the basics of what, who and where to recycle.

Each Council has undertaken a pilot exercise looking at what and how much people present for recycling by analysing their waste. Based on the results, residents receive one of the three following letters, which provide feedback on how they are performing:

- **‘Green’** – thank you and well done;
- **‘Amber’** – you could do a little bit more and here’s how;
- **‘Red’** – you need to start recycling and here’s how we can help you.

The letters and then follow up face-to-face door knocking use nudge theory to influence behaviours and encourage recycling. In Cardiff, as shown by the figures provided below, the pilot exercise has shown that the majority of households are in the green category, with over 60% of those reviewed currently undertaking recycling as intended:

Total number of properties	GREEN	AMBER	RED	not presented / recorded	% GREEN	% AMBER	% RED	% not presented / recorded
1026	601	310	115	561	61.75%	12.94%	3.44%	21.88%

Work is progressing to improve recycling behaviours for amber and red category properties and our waste education team is supporting citizens to improve their recycling. We continue to promote and develop recycling education and awareness in the city to help meet challenging statutory recycling targets; albeit, Cardiff is the best recycling city in the UK.

Central Transport Services (CTS)

CTS has now managed maintenance of the Refuse Collection Vehicle (RCV) and Gritter fleet for three months. So far, this has been very successful as CTS has managed to supply all vehicles required daily for rounds without the need to spot hire any additional vehicles.

The RCV fleet initially required a lot of additional and preventative maintenance to bring it back up to a good standard and make it more reliable. Some examples of the in-depth work carried out so far have meant that CTS has changed a dozen sets of “Kingpins”, three “differentials”, completed several “compactor refurbishments”, as well as all the regular servicing that is required.

The CTS team has worked brilliantly to support our waste and recycling operations so far. The next challenge is to refurbish the RCV on-board weighing systems and see how CTS can generate income with some external commercial work.

Councillor Michael Michael
Cabinet Member for Clean Streets, Recycling & Environment
22 March 2019

COUNCIL: 28 MARCH 2019

CHILDREN & FAMILIES STATEMENT

Welsh Government Grant Funding to Support Adoption Services

The Welsh Government Deputy Minister for Health and Social Services has announced that £2.3 million will be distributed through a grant in 2019/20 that requires local authorities to work together within their regional collaboratives as set out in The Adoption and Children Act 2002 (Joint Adoption Arrangements) (Wales) Directions 2015 and/or nationally. Regional collaboratives are strongly encouraged to work with the National Adoption Service (NAS) central team, the Governance Board and the Advisory Group when developing their proposals.

Cardiff Council is part of the Vale, Valleys and Cardiff Adoption service, which is one of the five regional collaboratives that form part of the NAS in Wales. It is comprised of Cardiff, Vale of Glamorgan, Rhondda Cynon Taf and Merthyr Tydfil Councils.

The £2.3 million grant funding will be distributed based on the respective proportions of the Children and Young Persons Indicator Based Assessments (IBAs) for 2019-20. The grant amount for Vale, Valleys and Cardiff is £694,241 (28% of the total grant), of which Cardiff attracts £306,660. Once the contribution to the national work has been deducted, Vale, Valleys and Cardiff will receive a grant of £537,241.

Local authorities were expected to spend some or all of the grant on the following areas:

- Supporting the resilience of adoption and reducing the length of time children wait to be adopted (TESSA – Therapeutic, Education and Support Services in Adoption).
- Multi-agency teams to provide support to families from the pre-adoption stage through the first year of adoption (Adopting Together project).
- Additional resource to implement the strategic actions set out in the National Adoption Framework.
- Effective support to stop children entering the care system by avoiding the cycle of repeat pregnancies and care proceedings some women experience.
- Support for birth families in relation to their experience of loss and to assist with contact arrangements.

Vale Valleys and Cardiff submitted their regional plan on 15 March 2019, which was well received by the NAS and we await approval from the Welsh Government and receipt of the related grant award letters.

30 Hour Childcare Offer Update

The Childcare Offer for Wales provides funded Foundation Phase Nursery early years education and childcare for eligible working parents of 3 to 4 year olds. Totalling up to 30 hours per week of combined early education and childcare during term time and up to 30 hours of childcare during 9 weeks of the school holidays, the Childcare Offer aims to assist parents, particularly mothers, to return to work; to increase the disposable income of low income working families and to support child development and school readiness.

We initially opened for applications from parents in 10 wards in Cardiff in October 2018. I am pleased to have been able to work with Welsh Government Ministers in securing the additional funding for this offer to be made available to eligible parents across the whole of Cardiff, with children taking up their childcare places from the start of the January 2019 term.

To date, the Childcare Offer Team has received 1,515 applications, relating to 1,565 children. Of these, 1,512 applications have been assessed, with 1,382 applications approved. The team is currently working with 62 families to gather the further evidence required to approve their applications. There are currently 262 childcare settings signed up to provide the Childcare Offer.

Foster Carer Event

Following on from this year's budget consultation survey and recent communications, a significant number of enquiries were received from people who were interested in becoming a foster carer. I was therefore pleased to host a follow-up recruitment event at County Hall on 18th March 2019 for potential foster carers, where they were able to ask questions of staff, myself and experienced foster carers before considering taking the next steps. Fostering young children or teenagers can be both challenging and very rewarding, providing them a safe home and family life. As Corporate Parents, Councillors can also help publicise the relevant information that can be found at <https://fostercarecardiff.co.uk> or by contacting the Council on (029) 2087 3797. Fostering, whether short or long term, respite or supported lodgings, can make a huge difference to a young person's life journey.

Integrated Care Fund Transformation Bids

I am pleased to advise that a number of children-focused Integrated Care Fund (ICF) Transformation bids have been submitted to the Welsh Government to support our Early Intervention and Prevention strategies. These bids for additional funding have been supported by the Regional Partnership Board, which brings together the Cardiff and the Vale of Glamorgan Councils, the Cardiff & Vale University Health Board and other public and third sector organisations.

Improving Our Recruitment and Retention of Social Workers

We are developing our workforce planning to improve our recruitment and retention of social workers within Children's Services. The service currently has 14 students and is developing a new approach to increase the number of final year students who come to work for Cardiff. In previous years, 60% of final year students chose to work in Cardiff – we are hoping to increase that rate this year by supporting students with the recruitment process (this may have been the first time they apply for jobs), appointing early in the year prior to them receiving their awards and employing them as support workers until they become registered social workers, as well as setting up interview specific days for the cohort of students much earlier in the year. The Director of Social Services and the Assistant Director (Children's Services) met with the student group recently to encourage them to apply to work in Cardiff and were impressed with the positive feedback about their experiences so far in relation to the amount of support and guidance they were receiving.

A second strand of the workforce plan is to fund 8 current staff to undertake a social work degree and commit to working in Cardiff when they complete their qualification. Expressions of interest are currently being sought and we expect a significant amount of interest in this opportunity.

We are also planning a recruitment event prior to Easter specifically to attract students from universities that haven't had a placement in Cardiff. We will be making more use of social media and merchandising to advertise this event and the benefits of working for Children's Services in Cardiff.

Councillor Graham Hinchey
Cabinet Member for Children & Families
22 March 2019

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COUNCIL: 28 MARCH 2019

SOCIAL CARE, HEALTH & WELL-BEING STATEMENT

Get Me Home

On 3rd December 2018, Independent Living Services went live with the 'Get Me Home' project. This provides a single point of contact for council and community services that supports discharge from hospital. The focus of the team is to take a person-centred approach with well-being at its core. By working collaboratively with Health and the Third Sector, the team's role is to help people remain independent on return home, thus reducing re-admissions.

Since the project commenced, the Get Me Home team has supported 166 patients and delivered 265 outcomes that have assisted discharge or helped independent living once patients return home, as well as being an effective conduit for information sharing between Health and the community. Given the success of the project so far, Quarter 1 of 2019/20 will see an expansion of the service to more wards at the University Hospital of Wales. Additional recruitment and training is underway in preparation.

Independent Living Services

In 2018/19, Independent Living Services (ILS) continued to deliver on our commitment to the Social Services & Wellbeing Act and the Preventative Agenda. Driven by its person centred approach to providing outcomes tailored to the citizen, ILS have supported individuals by finding holistic solutions to help support their well-being, which has helped to reduce demands on social care.

By the end of Quarter 3 in 2018/19, ILS achieved:

- 76% of calls resolved without onward referral to Adult Social Care
- 3,326 home visits
- Identified £2.9 million in unclaimed benefits
- 1,338 outcomes improving quality of life
- 1,052 outcomes preventing slips, trips and falls
- 400 people supported to reduce social isolation
- 99% of clients felt able to remain living independently in their homes

Active Body / Healthy Mind Event

On 28th March, an Active Body/Healthy Mind event is being held at St Mellons Hub. This event is aimed at people of all ages who are invited to observe, or participate in, activities intended to assist in preventing slips, trips and falls, while reducing social isolation. We hope to encourage people to take up an activity and introduce exercise into their lifestyle. The activities on offer:

Main Sports Hall

- Walking Multi-Sports led by Lorraine Rye from Sport Cardiff
- Rubicon Dance : Over 60's performance led by two tutors
- Elderfit session led by Tom Scaife

Café/Library

- Goldies Sing & Smile led by Rachel Parry
- Library e-resources Introduction
- Reminiscence Session with Older People/Grandparents

Also, there will be information stalls on a range of council services aimed at supporting older people (Occupational Therapy, Telecare, Meals on Wheels, and the Alarm Receiving Centre). Hub and ILS staff will be on hand throughout the day supporting individuals and to help complete feedback forms, as necessary.

Health Care Planning

On 14th March, I was pleased to chair a Welsh Government Health and Social Services Programme for Learning event, which brought together colleagues working across Health Boards, Regional Partnership Boards, local authorities and the Third Sector, as well as representatives from the Office of the Future Generations Commissioner for Wales, to consider long term planning for health and social care in Wales.

The Welsh Government has identified the need to further develop skills for effective long term planning in health and social care in Wales, and to fill the current gap in the provision of health planning courses in Wales. Improving planning capacity and capability throughout the NHS in Wales is essential to ensuring that plans are sustainable, deliverable and implemented.

The Programme for Learning will strengthen long term planning skills within NHS Wales and professionalise health care planning as a career choice. It comprises a number of elements, including a postgraduate diploma in health care planning; master classes on specific topics such as long term planning, commissioning and innovation, and workshops to support modelling skills around demand and capacity.

Day Service for Adults with Learning Disabilities

Over the last year, the complex day service for adults with learning disabilities has undergone significant refurbishment through capital and Integrated Care Fund (ICF) funding. A recent ICF slippage bid has enabled further work, and we have been able to add new toilets, doors, windows and soft furnishings. People using the building, families and staff are delighted with the changes. Additionally, we have been able to purchase assistive technology, including sound beams, tablets and smart screens to

support people with profound disabilities make choices. Staff are reporting tangible improvements in communication outcomes for people. Recent feedback from individuals and families has been excellent. The service is able to evidence high quality outcomes for people with very complex needs.

The Learning Disability Service is working hard to enhance how we give people and their carers information on support for young people who are transitioning to adult services. As part of this, staff attended a fun day at Ty Gwyn School this month, manning stalls on transition, support planning, day service and supported living. The service has commissioned two accessible films illustrating support planning and supported living which will help inform people about council services.

The Council's Internal Supported Living Service, which supports 27 people to live in their own homes across Cardiff, is working hard to register all support staff with Social Care Wales. This is a new regulatory requirement, and we are working to make this staff group one of the first teams in Wales to be fully registered.

Grand Avenue Integrated Dementia Day Service

On Monday 18th March, the newly established integrated dementia day service – provided by Cardiff Council and Cardiff & Vale University Health Board (UHB) – was officially opened, with the service having commenced on 29th October 2018. The workforce at the centre is drawn from Social Services and the UHB. People attending the day centre had previously attended either a NHS day hospital or social care day centres. Staff from both organisations work with people regardless of the pathway by which they came into the service. The staff provide high levels of care and social activities within a dementia friendly environment, supporting people living with dementia to have the very best experience.

This is a Cardiff-wide service with capacity for 25 people to attend daily. It has been designed to support people with moderate to high levels of dementia who require specialist integrated services. The service is also focused on supporting carers and offers valuable periods of respite care.

The service was redesigned and refurbished by the Council's Neighbourhood Regeneration and Project Design & Development teams, in conjunction with Social Services and Health staff. Award-winning dementia friendly building designs and furnishings are of the highest standard, and has produced differing areas within the centre: including a cinema, memory lane and beautiful garden area, all of which provide a calm and relaxing environment.

The integrated dementia day service has been developed as part of a wider strategy for day provision for people living with dementia. Grand Avenue is strongly linked with the other two day centres based in Llanrumney and Fairwater. All three day centres have been given the opportunity for refurbishment and redesign. This is supporting the ability to deliver high levels of care, support and occupation within person-centred and thoughtfully created environments.

Alzheimer's Society Cymru Conference 2019

Recently, the Dementia Friendly City project was invited to the first Alzheimer's Society Cymru Conference held at City Hall. This was our opportunity to showcase what we're doing as we work towards a dementia friendly city. This year's theme was 'Codi llais ar weithredu / Turning up the Volume on Action' and it was an honour to form part of a packed programme, which included presentations from the First Minister, the Older People's Commissioner and the Welsh Language Commissioner.

The common theme of the conference was the importance of creating supportive environments to help people living with the diagnosis live well, alongside considering the needs of carers and their well-being. Cardiff was chosen as an example of a city exemplifying best practice in our commitment for us all to work together within the city to help people feel supported and able to live their lives. There was also lots of opportunity to network with key partners and stakeholders, which will certainly help us to drive this work forward.

Re-Live; Memoria

I am pleased to announce a very special event taking place on 4th April that we are supporting in cooperation with Re-Live:- Memoria. 'A Memory Shared is Never Lost' will take place at the Atrium, University of South Wales, presented by people living with dementia, family members and carers who will share their experiences live on stage. As we work to become a Dementia Friendly City it is so important that we gain a better understanding of the challenges faced by those living with dementia. Re-Live's work began when its co-founders, Karin Dimond and Alison O'Connor, created their first theatre performance with a group of seven older people from Cardiff in 2006. They have continued to work with people living with dementia over time, and the play being reprised at the Atrium has been performed several times to rave reviews. I am looking forward to the insights that this creative endeavour will provide us in understanding the challenges faced by those living with dementia, and their carers, and would strongly encourage colleagues to come too. Should you wish to attend, please submit an expression of interest to: dementiafriendly@cardiff.gov.uk

Acting Today For A Better Tomorrow Award

I would like to take this opportunity to congratulate Dr Tom Porter, who recently won the 'Acting Today for a Better Tomorrow' UHB Staff Recognition Award for his fundamental contribution towards Active Travel. I wish to extend my heartfelt thanks to Dr Porter for his invaluable work and the positive impact it is having on public health. I am pleased to say that he is currently seconded to the Council one day per week to support our work in this area.

Councillor Susan Elsmore
Cabinet Member for Social Care, Health & Well-being
22 March 2019

STRATEGIC PLANNING & TRANSPORT STATEMENT

Air Quality

On 21st March 2019, the Cabinet approved the Clean Air Feasibility Study Outline Business Case Report, which recommends the Council's preferred option to achieve compliance with the legal limit for Nitrogen Dioxide (NO₂).

We will be commencing a consultation and engagement exercise with the general public and key stakeholders on these measures, which will enable us to refine and develop our Final Plan that must be reported to Welsh Government no later than the 30th June 2019.

Highway Resurfacing

The resurfacing and surface treatment schemes are well underway throughout Cardiff, with 29 resurfacing schemes and 41 surface treatment schemes having been completed to date. The programme will continue through to the end of the financial year, although allowance for adverse weather conditions must also be managed. Whilst these works are ongoing, the patching works, minor works programmes and reactive maintenance continue to be delivered to ensure that the highway remains safe and available for use.

Nextbike Update

Rental Figures:

December 2018	22,709
January 2019	28,696
February 2019	36,456
Total to date	278,612

Whilst the number of rentals dropped as anticipated over the winter months due to weather/seasonal impacts, the number of rentals is now rising steadily with an increase of nearly 8,000 (7,760) rides over the last month. February 2019 saw an average of over 9,000 rides per week (9,114).

The expansion of the scheme is currently underway and the initial wave of stations will be installed during March with further waves planned over the next few months. A map of proposed stations will be published shortly.

Separated Cycleways

Work has commenced on the first separated cycleway in the city. This first section of the route will run between Stuttgarter Strasse and Cathays Terrace via St Andrews Crescent, St Andrews Place and Senghennydd Road. Construction will take place over the next few months and the works are scheduled to be completed by the autumn.

This will be the first phase of five proposed separated cycleways in Cardiff as part of the Council's commitment to improving cycling infrastructure in the Welsh Capital. This first phase could make up 13 kilometres of designated cycling space in the city, which would run through nine wards on the following routes:

- St Andrew's Crescent through to Heath High Level
- Dumfries Place to Broadway in Splott
- Cardiff Bay to Smart Way
- Sophia Gardens through to Llandaff Village
- City Centre through to Ely Bridge

Provision for cycling through dedicated cycleways will also be delivered in the city centre. This includes schemes which are being proposed for Central Square; Westgate Street; Castle Street; Boulevard de Nantes; Stuttgarter Strasse; Dumfries Place; Station Terrace and Churchill Way.

Clamping and Removal of Untaxed Vehicles

On 7th January 2019, the DVLA devolved powers to Cardiff Council to clamp and remove untaxed vehicles in accordance with The Vehicle Excise Duty (Immobilisation, Removal and Disposal of Vehicles) Regulations 1997.

Education is as important as enforcement and, for two weeks prior to the scheme commencing, we issued warning notices to 18 vehicles. A media campaign was also launched in national and local news, as well as on social media platforms such as Facebook and Twitter.

The scheme started with a controlled number of resources so that we could become accustomed to the process and ensure legal compliance. After testing the process, we are now moving to a digital solution to allow for wider enforcement. To date, we have responded to 32 customer reports, of which 28 led to enforcement action. We have clamped 44 vehicles and impounded a further 11 vehicles.

Bus Routes

Early in the New Year, Cardiff Bus announced that they would be withdrawing some bus services in the city with effect from 31st March 2019 due to low passenger numbers, which meant that routes were failing to generate sufficient revenue to cover operating costs. This would have left significant areas of the city, such as Channel View, Caerau, Heathwood Road and Lisvane without bus services. In view of this, and in order to enable the Council to exercise its powers to step in to provide uncommercial but socially necessary bus services, extra funding was provided in the 2019/20 budget for two years.

In accordance with current legislation, a procurement exercise was undertaken to ascertain whether bus operators were willing to provide services to those areas affected on a subsidised basis. Following the procurement exercise, I can confirm that the following bus routes will be covered on a like-for-like basis by Cardiff Bus or Stagecoach:

- 12 – Drope to Leckwith (operated by Stagecoach)
- 15 – City Centre to UHW via Ely/Caerau (operated by Cardiff Bus)
- 51/53 – City Centre, Cathays, Pentwyn (operated by Cardiff Bus)
- 66 – City Centre to Fairwater (operated by Cardiff Bus)
- 86 – City Centre, Heath, Lisvane (operated by Stagecoach)

The withdrawn 54 service from Channel View to Cyncoed via City Centre will be covered by creating a new standalone service from Grangetown that will be operated by Cardiff Bus and will link with the existing 52 and 28 services.

The existing 52 service operated by Cardiff Bus will extend to Cyncoed following the route of the withdrawn 54 service and will increase in frequency to two buses per hour.

In addition, the 28/28A/28B services operated by Cardiff Bus will re-route via Albany Road, Wellfield Road and Lake Road East as a partial replacement for the withdrawn 54 service. The implications are that the 28/28A/28B services will no longer serve Mackintosh Road, Lake Road West and Celyn Avenue. However, there are alternative bus services within close proximity of these locations.

These services have been contracted to operate for two years from 1st April 2019 and I am pleased to confirm that there will be no break in bus services for the communities involved.

Councillor Caro Wild
Cabinet Member for Strategic Planning & Transport
22 March 2019

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INVESTMENT & DEVELOPMENT STATEMENT

Job Creation

I am pleased announce that the city continues to attract significant inward investment projects. Allium Lending Group, a new consumer finance organisation, has committed to establishing a new Cardiff base where they will create up to 100 new jobs. Overall, the city continues to employ record numbers, with almost a quarter of a million people now working in Cardiff.

MIPIM

Earlier this month, Cardiff's Economic Development team led a significant delegation of Cardiff businesses at MIPIM, which is the world's biggest gathering of investors and property professionals. This year, over 30 partners sponsored the Cardiff presence and this was the biggest ever delegation from the city at the event. I would like to take this opportunity to thank our private sector partners for their support and contribution at the event.

The Council has made well over 200 contacts at the event which we will be following up over the coming weeks. Members will be aware that previous attendance at MIPIM has helped to secure funding for major projects in the city such as Central Square and, to that end, our attendance is vital if we are to deliver our ambitions for our city.

The feedback from partners has been very positive and I am very optimistic that Cardiff will be able to present an even better proposition next year.

Indoor Arena

One of our main targets at MIPIM this year was to launch the Atlantic Wharf regeneration opportunity including the new Indoor Arena project into the private investment market. I am pleased to report that the response from the market has been better than anticipated.

The Council has now begun a formal soft marketing process which will be concluded over the next month to fully establish the private sector commercial interest.

I intend to report to Cabinet in May with a way forward on the project.

Annual Property Plan

Next month I will be taking an Annual Property Plan to Cabinet. The plan outlines the Council's Asset Management performance over the last year and provides a programme for the forthcoming year, including specific proposals for disposals during 2019/20.

An extensive piece of work has been completed to understand all of the Council's land and property holdings and we will now be undertaking detailed due diligence on a broad range of opportunities to address the requirement to deliver £40m of capital receipts. This will involve the exploration of a wide range of opportunities for disposal of land and property holdings, particularly where land is not currently accessed by the public and where the disposal of small areas of land can help to unlock investment to significantly improve the amenity of these spaces.

Canal Quarter

The Council has been working in close partnership with local landowners to develop a new master plan for this part of the city centre including Guildford Crescent. The master plan will look into the possibility of recreating new public squares and re-opening parts of the hidden Dock Feeder. I am pleased to report that this work has been progressing well and I hope to be in a position to present the outcomes of this work to Cabinet in the next few months.

As part of this work, the Council has engaged with the owner of the Guildford Crescent to review their plans for the buildings and to determine if there are any alternative schemes that are commercially viable for the site. I can confirm that the owners of the Guildford Crescent site have been working very constructively with the Council and I hope to be in a position to report the outcomes of this work at the same time.

Councillor Russell Goodway
Cabinet Member for Investment & Development
22 March 2019

COUNCIL: 28 MARCH 2019

CULTURE & LEISURE STATEMENT

Cardiff Story Museum

For the past two years, the Cardiff Story Museum has been leading the Welsh Government's Fusion programme in Cardiff, which aims to tackle poverty and create opportunities through heritage, culture and the arts. The museum has brought together a network of over 30 different cultural and community partner organisations, who work mainly in former 'Communities First' areas and Cardiff's Southern Arc, via projects and activities, which together have achieved the following:

- 5,114 early years & family learning participants engaged
- 177 qualifications gained
- 248 volunteer opportunities created
- 47 work placements offered
- 200 people improving their digital skills
- 3,146 people demonstrating an "improved attitude to learning"
- 931 people improving their health & wellbeing

I am delighted to confirm that the funding for Fusion has been extended for a further year. I would like to thank all the team at Cardiff Story for their hard work. The fact that the funding has been extended demonstrates the excellent partnership work that has been undertaken.

In addition, the Cardiff Story Museum has been awarded a Gold Award by Visit Wales for "*delivering an outstanding and memorable experience for visitors in all aspects of the attraction*". My congratulations to all involved.

Children's Literature Festival

The Cardiff Children's Literature Festival will return for its seventh year from 30th March to 7th April 2019. The Festival is curated and produced by the Council's events team in partnership with Literature Wales, Cardiff University and National Museum of Wales. It will run across two weekends and host over 50 events in English and Welsh at iconic venues across the city centre, including Cardiff Castle, City Hall and Central Library. The festival seeks to enthuse children about books and create lifelong readers, and celebrated authors and illustrators will, once again, bring a cast of colourful characters and amazing tales to inspire and entertain book lovers. The festival includes free mid-week school events; writing workshops; book readings; craft activities; quizzes; games and the occasional appearance of a character or two.

Sports Turf Traineeship

I am pleased to report that the recruitment exercise to recruit to the newly created Sport Turf Traineeship role has been completed with Morgan Ellery taking up the role on 4th March 2019. This newly created traineeship is for a 4-year term with a programme of practical experience being supplemented by a course of study at Pencoed College leading to the attainment of a Level 2 Diploma in Horticulture and Sports Turf. The creation of this post contributes to the Cardiff Commitment and the service's workforce planning to ensure that a skills base is maintained.

Mount Stuart Exchange Programme

An Apprenticeship Exchange Programme has also been developed with The Mount Stuart Trust that will see work experience opportunities being provided for apprentices employed by both organisations. The Mount Stuart Gardens are located on the Isle of Bute in Scotland and the programme will build on the historical links between Cardiff and the Bute family who developed landmarks in the city, including the Docks, Cardiff Castle and Castell Coch. Mount Stuart is the Bute family historical home and a world-renowned stately home and garden. Both sets of apprentices will derive benefits from the scheme, which will contribute to their learning and development.

Play Sufficiency Consultation

Last month, the Children's Play Service held a consultation event for children to have their say on the actions for the next Play Sufficiency Assessment (2019-22) and corresponding Action Plans. The 'Shout Out About Play' event was held in order to gain valuable information regarding play opportunities across Cardiff from the viewpoint of the child. Twenty Primary Schools from across Cardiff attended and were represented by five children of all ages from each school. The day consisted of workshops and play sessions, using a variety of techniques for gathering data through play. The event provided detailed information that will not only influence the Play Sufficiency Assessment, but will also feed directly into the schools' action plans.

National Exercise Referral Scheme

I am pleased to report that the National Exercise Referral Scheme continues to grow and develop throughout Cardiff. The scheme works closely with all NHS medical surgeries and hospitals in Cardiff and offers a wide variety of daily exercise classes across leisure facilities at a subsidised rate for 16 weeks; the emphasis is very much on health improvement and increasing physical activity levels. Conditions range from high blood pressure within primary care to muscular skeletal conditions in secondary care. This year, to date, a total of 737 generic clients were referred and have shown improvements in a range of areas, including overall physical activity levels, decreased blood pressure and weight and decreased BMI (Body Mass Index).

Canal Park

A Stage Two application, in partnership with Cardiff and Vale College, has been submitted to the Welsh Government for a £1.9M grant to develop a 3G facility with associated facilities at Canal Park in Butetown. The bid has the potential to provide much needed facilities for the area, ensuring daytime use by students and community club access after school hours and for league fixtures. The facility would also serve as a training centre to develop local community volunteers to become sports coaches, mentors and leaders.

Welsh Rugby Team – Grand Slam Victory

Last, but not least, I am sure that Members will wish to join me in congratulating the Welsh Rugby Team in winning the Six Nations Championship and Triple Crown on Saturday 16th March 2019 and, above all, achieving their third Grand Slam victory under Warren Gatland. It was certainly a momentous weekend for the city and I would like to take this opportunity to also recognise the outstanding performance of 'Team Cardiff' – all of the council officers and our partners across the city who work together to ensure that our visitors have the very best experience; leading up to and during their visit, whilst also cleaning up after the party and keeping the city moving. I am all too aware of the focus that goes into ensuring that events in our city work seamlessly, but the extent of this work is seldom visible and rarely appreciated, so thank you to all involved.

Councillor Peter Bradbury
Cabinet Member for Culture & Leisure
22 March 2019

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COUNCIL: 28 MARCH 2019

EDUCATION, EMPLOYMENT & SKILLS STATEMENT

Period Dignity

The Period Dignity programme is being rolled out this term to promote dignity and respect and tackle period poverty in school, helping girls and young women to reach their potential. The programme contributes to our commitment to becoming a Child Friendly City, where the views and priorities of children are at the heart of decision making. Full details and guidance have been provided to schools, including a letter for parents/guardians to enable schools to communicate details of the programme.

All primary, secondary and special schools will be involved in the programme and the roll-out follows on from the successful pilot in four schools (Cathays High School, Eastern High School, Adamsdown Primary School and Grangetown Primary School). Schools have been provided with a small grant to enable them to extend sanitary bin provision, purchase spare underwear and appropriate storage boxes. This will enable each school to hold a box of spare, new underwear, along with extra sanitary products, which female pupils can access via a member of staff.

Free feminine hygiene products will be accessed in toilet cubicles, along with funding for additional sanitary bins in Cardiff schools. This will ensure that girls and young women have easier access when needed.

School Inspections Update

The following schools have been inspected since September 2018:

- Bishop Childs Primary School – judged as ‘Good’ in all inspection areas
- Cardiff West Community High School – placed in the Estyn follow-up category of ‘Estyn Review’
- Grangetown Primary School– report not yet published
- Marlborough Primary School – judged as ‘Good’ in all inspection areas
- Meadowlane Primary School – judged as ‘Good’ in four of five inspection areas and ‘Adequate and needs improvement’ in one other (Teaching and learning experiences)
- Millbank Primary School– report not yet published
- Radyr Primary School – judged as ‘Good’ in all inspection areas
- St. Illtyd’s Catholic High School – report not yet published
- St. John Lloyd RC Primary School– report not yet published
- St. Peters RC Primary School – placed into the Estyn follow-up category of ‘Special Measures’

- Tremorfa Nursery School – report not yet published
- Ysgol Pen Y Pil – judged as ‘Good’ in four of five inspection areas and ‘Adequate and needs improvement’ in one other (Teaching and learning experiences)

Film Club of the Year Award 2019

Congratulations to The Hollies School on winning the Into Film ‘Film Club of the Year (Primary)’ Award 2019, which is a fantastic achievement for the pupils and staff at the school. They are also the first special school to have ever won an Into Film Award. Children from the school attended the awards event on 4th March 2019 in London and were presented with the award by Welsh actor Luke Evans and screenwriter & director Amma Asante.

Cardiff West Community High School

The transition of Cardiff West Community High School to the school’s new building and location will commence on 25th March 2019 and should be completed on 2nd April 2019. The Council has worked in partnership with the school, pupils and community stakeholders alongside the successful contractor, Willmott Dixon, to successfully open the latest 21st Century education facility in the west of the city. Work commenced on site in September 2017 and construction of the new school was completed at the end of last month.

I was pleased to join the Leader of the Council and the local ward members for Caerau in visiting the school on 8th March 2019 to see the new facilities at the school. The new school building is a truly inspirational learning environment, which will improve learning and teaching for all young people at the school and ensure that they have the best opportunity to develop successful future careers.

The new 8 Form Entry facilities cater for 1200 pupils in the main school building and up to 320 in the post-16 facility. In addition, sports facilities with 3G, two additional pitches, internal sports hall and activity studio, as well as a refurbished Multi-Use Games Area (MUGA). There are a host of impressive internal and external spaces at the new school, including open plan learning zones for up to 90 pupils to work together and Faraday style science labs and classrooms, with an external science classroom for experiments.

A number of areas of the main building will also be accessible by the public during and after school hours for community access to sports facilities and community rooms. The school will have the ability to zone access to the school by the public and methods by which to close down the building and site securely.

Pencaerau Primary School – Children’s Rights Project Visit

I was very pleased to host a visit by Year 4 pupils from Pencaerau Primary School in Ely last week. The class had been working on a term-long project to learn about children’s rights in order to help them improve their literacy skills. The project involved working with a creative practitioner for 10 weeks learning about their rights, writing and recording a song, learning how to make short films and developing their interview skills.

The visit to County Hall involved the class interviewing me about my role and how the Council enables children to have their voices heard and provides education to all pupils, including those who do not go to school. The class will now work on editing their interviews into a short film, which will be published on the school’s YouTube channel.

This is a great example of a school on their rights respecting journey involving a creative practitioner to explore a subject and enhance the curriculum by providing new experiences. For some pupils, it was the first time visiting Cardiff Bay and for others it was their first time in a lift. We cannot underestimate the positive impact our schools can have when delivering a wide and interesting curriculum.

I would like to thank the staff and pupils of Pencaerau Primary School and wish the best of luck to all our 60 schools that are involved in the UNICEF Rights Respecting Schools programme.

February Half Term Activities at Llanover Hall

Llanover Hall hosted half term activities for children last month, which ran from 25th to 27th February 2019. Over 160 children signed up to a variety of sessions, which included various crafts, block printing, pottery and theatrical make up. Every one of the courses proved popular and most were fully subscribed.

Actors Workshop tutor Jamie Lee delivered a two day course “Lets Act” for children ages 7 and above. They learnt a wealth of acting skills and then got the opportunity to perform the exciting drama scenes to friends and family on the final afternoon, with light, props and costumes. This course was sold out and the theatre was full with people coming to watch and encourage their children.

Parents and carers gave great feedback saying what good value for money these activities were and how they encouraged individual creativity and confidence in art. The children also said they did not want to leave and couldn’t wait for the next one.

Councillor Sarah Merry
Cabinet Member for Education, Employment & Skills
22 March 2019

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FINANCE, MODERNISATION & PERFORMANCE STATEMENT

Modern Slavery

The Council's inaugural Modern Slavery Statement was signed on 20th March 2019 by the Chief Executive and by me as the Anti-Slavery and Ethical Employment Champion. The Statement, which forms part of the Council's Corporate Safeguarding Policy, provides an overview of actions that the Council has already taken and the efforts it will make to counter the potential for modern slavery or human trafficking within its own business or supply chains. It also sets out the important role that employees have to play in identifying cases of modern slavery or exploitation and their responsibility to report safeguarding concerns in relation to a person at risk. Tailored training has been developed for council employees to be able to identify the signs of modern slavery and to know the steps to follow in suspected cases.

Mobile App

The Cardiff Gov mobile app has now hit the 10,000 download milestone and we continue to design and build digital services for our residents. Use of the app in February 2019 saw 137 fly-tipping reports, over 10,000 collection date look ups and over 1,200 sessions where users viewed their Council Tax information.

February 2019 also saw the release of a new version of the Cardiff Gov mobile app. The latest release allows residents to report issues identified on highways and pavements by identifying the location on a map and attaching photographs. The report is then raised directly into the back office systems to make the process as efficient as possible. In tandem with this release, the same functionality has been published on the Council's website to ensure that non app users have the same digital service available to them.

Website

In February 2019, the following key activities took place on the Council's website:

- 60,000 users checked to see if a school was open following snowfall.
- The 'Winter Weather' page had 7,293 views from 29th January to 3rd February providing residents with access to information about school closures, waste collection disruptions and gritting routes.
- Information has been added regarding the EU Settlement Scheme: www.cardiff.gov.uk/euss
- Recycling A-Z dynamic search was launched to support the regional campaign. Over 3,000 searches were made during the first two weeks.

- Over 495 hours of Council, Scrutiny Committee and Planning Committee meetings were viewed online.
- Council Tax portal usage during February 2019 was up 67.97% against February last year (+1,766).
- 51.2% of fly-tipping reports were made online via the website and app (second highest percentage to date).
- New website launched for the Cardiff and Vale of Glamorgan Pension Fund: <http://www.cardiffandvalepensionfund.org.uk>

Councillor Chris Weaver
Cabinet Member for Finance, Modernisation & Performance
22 March 2019

**CYNGOR CAERDYDD
CARDIFF COUNCIL**



COUNCIL:

28 MARCH 2019

REPORT OF DIRECTOR GOVERNANCE & LEGAL SERVICES

APPOINTMENT OF LOCAL AUTHORITY GOVERNORS TO SCHOOL GOVERNING BODIES

Reason for this Report

1. To appoint Local Authority School Governors.

Background

2. Section 19 of the Education Act 2002 creates the general ability for the Local Authority to appoint governors to the governing bodies of maintained schools, with further detail contained in the Government of Maintained Schools (Wales) Regulations 2005. When Local Authority school governor vacancies arise, either by appointees reaching the end of their term of office or resigning, it is the statutory duty of the Council to fill the vacancies as soon as possible.
3. The Local Authority Governor Panel to oversee this process was constituted at the Annual Council in May 2015 and held its first termly meeting in September 2015.

Issues

4. The Local Authority Governor Panel met on 18 March 2019 to consider new applications to current and future vacancies up 30 June 2019. The recommendations of the panel are contained in Appendix 1 to this report.

Reasons for Recommendations

5. To ensure that the Council fulfils its statutory functions in respect of the appointment of local authority governors for maintained schools.

Legal Implications

6. As noted in paragraph 2 of the report, the Council is required, pursuant to the Education Act 2002, section 19 and regulations made there under, to appoint local authority governors to the governing bodies of maintained schools, in accordance with those statutory provisions.
7. Appointments to outside bodies are a local choice function, which is reserved under the Council's Constitution to full Council. Accordingly, the appointment of Local

Authority governors to governing bodies, as recommended in this report, requires the approval of full Council.

Financial Implications

8. There are no financial implications arising from this report.

Recommendation

9. That Council consider the recommendations of the Local Authority Governor Panel of 18 March 2019 and approve the appointments of Local Authority governors to the school governing bodies as set out in Appendix 1.

Davina Fiore
Director Governance & Legal Services
21 March 2019

The following Appendix is attached:

Appendix 1 List of Local Authority school governor vacancies and recommendations for appointment by the Local Authority Governor Panel for the period 01 April 2019 to 30 June 2019.

The following Background Documents have been taken into account: N/A

**LA Governor Vacancies - Recommendations from LA Governor Panel
01 April 2019 to 30 June 2019**

Appendix 1

- i. All appointments in the list are recommended by the LA Governor Panel and will have satisfied the required application process.
- ii. All terms of office unless otherwise stated are for 4 years.

Existing LA Governor Vacancies

School	Ward	Start of Vacancy	Applications received
Creigiau Primary School x 2 vacancies	Creigiau & St Fagans	08/10/2016 17/09/2018	David Warren
Grangetown Nursery School	Grangetown	02/09/2016	
Hywel Dda Primary School	Ely	01/12/2018	
Lakeside Primary School	Cyncoed	26/02/2019	
Lansdowne Primary School	Canton	29/01/2019	
Marlborough Primary School x 2 vacancies	Penylan	01/09/2018 19/09/2018	Jake Howarth-Brown
Meadowbank School	Llandaff North	08/02/2019	Elspeth Webb
Meadowlane Primary School x 2 vacancies	Trowbridge	31/01/2018 21/07/2018	Sheila Hunt
Moorland Primary School x 2 vacancies	Splott	19/11/2018 30/01/2019	Lowri Wynn Jones Sarah Scullion
Pen-Y-Bryn Primary School	Llanrumney	29/09/2017	
Radyr Comprehensive School	Radyr & Morganstown	02/10/2018	Mike James
St Bernadette's R.C. Primary School	Pentwyn	30/01/2019	Patricia Arlotte
St Cuthbert's R.C Primary School	Butetown	08/03/2018	
St Mary's Catholic Primary School	Riverside	01/10/2018	
The Court School	Llanishen	05/12/2018	Jonathan Shimmin
Trelai Primary School	Caerau	11/09/2018	
Tremorfa Nursery School	Splott	06/02/2018	

School	Ward	Start of Vacancy	Applications received
Thornhill Primary School	Llanishen	06/02/2019	
Ton Yr Ywen Primary School	Heath	05/02/2019	Phillip Elliot
Willowbrook Primary School X 2 vacancies	Trowbridge	31/01/2018 20/02/2018	
Windsor Clive Primary School X 3 vacancies	Ely	10/01/2018 10/03/2018 01/12/2018	Janet Palmer
Ysgol Gyfun Gymraeg Glantaf x 2 vacancies	Llandaff North	30/06/2018 15/01/2019	Karin Phillips
Ysgol Gymraeg Bro Eirwg x 2 vacancies	Llanrumney	20/11/2017 23/04/2018	
Ysgol Gymraeg Coed-Y-Gof	Fairwater	29/11/2018	Elin Cousins
Ysgol Gymraeg Melin Gruffydd x 3 vacancies	Whitchurch & Tongwynlais	18/02/2017 19/05/2017 27/11/2017	
Ysgol Gynradd Gymraeg Hamadryad	Butetown	10/01/2019	Alison Lynch
Ysgol Gymraeg Nant Caerau	Caerau	27/06/2018	Owain Rhys
Ysgol Gynradd Gwaelod Y Garth	Pentyrch	02/05/2018	Rhys James
Ysgol Pen Y Pil	Trowbridge	01/04/2018	
Ysgol Gyfun Gymraeg Plasmawr	Fairwater	30/01/2019	Huw Jones

School	Ward	Start of Vacancy	Applications received
St David's Catholic College	Penylan	07/03/2018	Jackie Jones

Future LA Governor Vacancies

School	Ward	Start of Vacancy	Re-appointment Requested	New Application Received
Cardiff High School	Cyncoed	26/05/2019	Jill Davies	
Hawthorn Primary School	Llandaff North	26/06/2019		
Llandaff C.W. Primary School	Llandaff	26/06/2019	David Oliver	
Llanishen High School	Llanishen	19/05/2019	Elizabeth Taylor	
Oakfield Primary School	Trowbridge	26/06/2019	Joanne Gordon-Smith	
Ysgol Glan Ceubal x 2 vacancies	Llandaff North	26/06/2019 26/06/2019	David Saunders	

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COUNCIL:

28 MARCH 2019

REPORT OF THE DIRECTOR OF GOVERNANCE & LEGAL SERVICES

COMMITTEE APPOINTMENTS

Reason for Report

1. To receive and make appointments to current committee vacancies as set out in the report in accordance with political group wishes

Background

2. The Annual Council 24 May 2018 established the Committees and Panels of the Council and their composition. The seats allocated to political groups on each committee were calculated in accordance with political balance, and nominations were received for each committee from the political groups.
3. In accordance with the Welsh Audit Office Statement of Action P3b (report March 2016), - Membership of Committees is a standing item on monthly Group Whips meetings and Full Council, as appropriate.

Issues

4. The following Committees currently have vacancies:

Committee	Vacancy	Group
Planning Committee	2 vacancies	1 x Labour 1 x Lib Dem
Public Protection	1 vacancy	1 x Plaid Cymru
Community & Adult Services Scrutiny Committee	1 vacancy	1 x Conservative
Policy Review & Performance Scrutiny	1 vacancy	1 x Labour
Works Council (<i>*from the membership of the Employment Conditions Committee</i>)	1 vacancy	1 x Conservative

5. Any nominations to fill existing vacancies on Committees received from political groups prior to Full Council on 28 March 2019 will be reported on the amendment sheet.

Legal Implications

6. The Council is under a duty to make appointments to Committees, in accordance with the approved allocation of seats to political groups, so as to give effect to the wishes of the political groups (pursuant to Section 16 of the 1989 Act).
7. Under the Council and Committee Meeting Procedure Rules (Rules 2(b) (xv) and 1.2 respectively), the Council may elect a Chair and Deputy for each of its committees. The Council may elect any member of the appropriate Committee as its Chair or Deputy Chair.

Financial Implications

8. There are no financial implications directly arising from this report

RECOMMENDATION

The Council is recommended to appoint to the vacancies on Committees in accordance with Party Group wishes and as set out on the Amendment Sheet.

DAVINA FIORE

Director Governance and Legal Services

21 March 2019

Background Papers

Annual Council Reports 24 May 2018

Minutes of Annual Council 24 May 2018

Minutes Council 21 June 2018

Minutes Council 19 July 2018

Minutes Council 27 September 2018

Minutes of Council 25 October 2018

Minutes of Council 28 February 2019

**CYNGOR CAERDYDD
CARDIFF COUNCIL****COUNCIL:****28 MARCH 2019**

REPORT OF THE DIRECTOR OF GOVERNANCE & LEGAL SERVICES

APPOINTMENT OF MEMBERS TO SERVE ON OUTSIDE BODIES**Reasons for the Report**

1. To receive nominations and make appointments of Council representatives to statutory and non-statutory outside bodies.

Background

2. The Constitution provides that the Council will, from time to time, receive nominations and make Member appointments as necessary to serve as representatives of the Council on outside bodies.
3. The Council at its Annual meeting on 24 May 2018 and Ordinary meeting on 21 June 2018 received nominations and agreed appointments of Members to serve on bodies which are required on an annual basis and other vacancies.
4. The Council from time to time receives nominations to vacancies that occur during the Municipal Year.

Issues

5. The Council is asked to receive a nomination to the Cardiff and Vale Community Council to replace Councillor Lyn Hudson. The appointment is to be made for a period up to Annual Council in May 2022.
6. In addition a vacancy has arisen on the Willie Seager Memorial Homes Trust following the resignation of Councillor Ashley Lister.
7. The Party Group Whips have been advised of the vacancies and nominations received will be detailed on the Amendment Sheet to be circulated at the Council meeting.

Legal Implications

8. The appointment of individuals to serve on outside bodies is a Local Choice function under the Local Authorities (Executive Arrangements) (Functions and Responsibilities) (Wales) Regulations 2007. In the approved Scheme of Delegations the Council has determined that responsibility for the proposed appointments shall rest with Full Council.

Financial Implications

9. There are no financial implications arising as a direct consequence of this report.

RECOMMENDATION

The Council is requested to receive nominations and approve appointments as set out on the amendment sheet to the following bodies:

- (a) Cardiff and Vale Community Council; and
- (b) Willie Seager Memorial Homes Trust.

DAVINA FIORE

Director of Governance & Legal Services and Monitoring Officer

21 March 2019

Background Papers

Register of Appointments to Outside Bodies

**CYNGOR CAERDYDD
CARDIFF COUNCIL**



COUNCIL:

28 MARCH 2019

REPORT OF THE DIRECTOR GOVERNANCE & LEGAL SERVICES

URGENT DECISION: INTERVENTION IN ST PETER'S ROMAN CATHOLIC PRIMARY SCHOOL

Reason for this Report

1. In accordance with the Council's Scrutiny Procedure Rule 13(a), the urgent officer decisions taken in respect of an intervention at St Peter's RC Primary School, is reported to Council for information.

Background

2. The Council's power to intervene has arisen by virtue of Section 4(4) of the School Standards and Organisation (Wales) Act 2013 and Ground 8 of the grounds for intervention which are set out in Section 2 of the Act.
3. The Director of Education has taken an Officer Decision in accordance with the delegation DEd1 in Section 4F of the Council's Scheme of Delegations.

Issues

4. An Officer Decision – Intervention in St Peter's RC Primary School was taken on 13 March 2019 by the Director of Education as an urgent decision in accordance with his delegation (DEd1, Scheme Section 4F).
5. The decision taken was to nominate one of the additional governors previously appointed (Maureen Harris) to be Chair of the Governing Body pursuant to Section 6 (3) of the School Standards and Organisation (Wales) Act 2013.
6. The decision was taken in consultation with the Cabinet Member Education, Skills and Employment with portfolio responsibility for Education and Local Ward Members, who were all fully supportive of the decision.
7. The Monitoring Officer and the Chair of the Children and Young People agreed the decision should be taken on an urgent basis.

Legal Implications

8. There are no direct legal implications arising from this report. Legal implications were considered and included as part of the Officer Decision process.

Financial Implications

9. The decision to intervene in St. Peter's RC Primary School does not, in itself, result in any direct financial implications arising. The costs associated with intervening and monitoring the school going forward will be met from within existing budgets.
10. In respect of the school's budget, control will revert to the local authority with all decisions in respect of staffing resources and the overall budget to be taken by the relevant Council officers. Whilst the school will retain operational responsibility for its finances, variances to the agreed spending plan must have prior agreement from the Council.

RECOMMENDATION

That Council receives the report for information.

Davina Fiore
DIRECTOR GOVERNANCE & LEGAL SERVICES
21 March 2019

Background Papers

Officer Decision, 13 March 2019 – Intervention in St Peter's RC Primary School