



DINAS A SIR CAERDYDD  
CITY AND COUNTY OF CARDIFF

**COUNCIL SUMMONS**

THURSDAY, 18 JULY 2019

**GWYS Y CYNGOR**

DYDD IAU, 18 GORFFENNAF 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, Cardiff CF10 3ND on Thursday, 18 July 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, 12 July 2019

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Promotion of equality and respect for others | Objectivity and propriety | Selflessness and stewardship  
Integrity | Duty to uphold the law | Accountability and openness

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<i>Item</i>		<i>Approx Time</i>	<i>Max Time Allotted</i>
<b>1</b>	<b>Apologies for Absence</b> <i>To receive apologies for absence.</i>	4.30 pm	5 mins
<b>2</b>	<b>Declarations of Interest</b> <i>To receive declarations of interest (such declarations to be made in accordance with the Members Code of Conduct)</i>		
<b>3</b>	<b>Minutes</b> <i>To approve as a correct record the minutes of the previous meeting.</i>		
<b>4</b>	<b>Cyncoed By-Election</b> <i>To report on the outcome of the Cyncoed By-Election held on 16 July 2019 and welcome the new Elected Member.</i>		
<b>5</b>	<b>Public Questions</b> (Pages 9 - 12) <i>To receive previously notified questions from Members of the Public.</i>	4.35 pm	5 mins
<b>6</b>	<b>Petitions</b> <i>To receive petitions from Elected Members to Council.</i>	4.40 pm	5 mins
<b>7</b>	<b>Lord Mayor's Announcements</b> <i>To receive the Lord Mayor's announcements including Recognitions and Awards.</i>	4.45 pm	5 mins
<b>8</b>	<b>Budget Strategy 2020/21 and the Medium Term</b> (Pages 13 - 60) <i>Cabinet Proposal</i>	4.50 pm	30 mins
<b>9</b>	<b>Cardiff Council Statutory Well-being Report 2018-19</b> (Pages 61 - 206) <i>Cabinet Proposal</i>	5.20 pm	30 mins

<b>10</b>	<b>Local Authority Social Services Annual Report 2018/19</b> <i>(Pages 207 - 312)</i>  <i>Cabinet Proposal</i>	5.50 pm	20 mins
<b>11</b>	<b>Public Space Protection Order - Dog Controls Draft Order</b> <i>(Pages 313 - 316)</i>  <i>Cabinet Decision</i>	6.10 pm	15 mins
<b>12</b>	<b>Standards &amp; Ethics Committee - Independent Member Re-Appointment</b> <i>(Pages 317 - 318)</i>  <i>Report of the Director of Governance and Legal Services.</i>	6.25 pm	5 mins
<b>All Party Council Groups Annual Reports</b>			
<b>13</b>	<b>All Party Council Group - Urban Resilience</b> <i>(Pages 319 - 324)</i>	6.30 pm	10 mins
<b>14</b>	<b>All Party Council Group- Caring 4K9's</b> <i>(Pages 325 - 334)</i>	6.40 pm	10 mins
<b>Scrutiny Committee Annual Reports 2018 - 19</b>			
<b>15</b>	<b>Children &amp; Young People Scrutiny Committee Annual Report 2018 - 2019</b> <i>(Pages 335 - 362)</i>	6.50 pm	10 mins
<b>16</b>	<b>Community &amp; Adult Services Scrutiny Committee Annual Report 2018 - 2019</b> <i>(Pages 363 - 388)</i>	7.00 pm	10 mins
<b>17</b>	<b>Economy and Culture Scrutiny Committee Annual Report 2018 - 2019</b> <i>(Pages 389 - 416)</i>	7.10 pm	10 mins
<b>18</b>	<b>Environmental Scrutiny Committee Annual Report 2018 - 2019</b> <i>(Pages 417 - 478)</i>	7.20 pm	10 mins
<b>19</b>	<b>Policy Review &amp; Performance Scrutiny Committee Annual Report 2018 - 2019</b> <i>(Pages 479 - 506)</i>	7.30 pm	10 mins
<b>BREAK</b>			
<b>20</b>	<b>Leader and Cabinet Member Statements</b> <i>(Pages 507 - 542)</i>  <i>To receive statements from the Leader and Cabinet Members</i>	8.00 pm	45 mins

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Notice of Motion			
<b>21</b>	<p><b>Motion 1</b></p> <p>Proposed by: Councillor John Lancaster</p> <p>Seconded by: Councillor Thomas Parkhill</p> <p>This Council notes:</p> <ol style="list-style-type: none"> <li>1) That many young people have their own mobile phone (including smartphones) and that many choose to take them into school;</li> <li>2) There is evidence that mobile phones distract children from learning in the classroom. One study* indicates that banning mobile phones in the classroom significantly increased performance in high stakes exams and that increases in achievement are driven by the lowest performing students, thereby reducing educational inequality;</li> <li>3) In Llanishen High School, the use of mobile phones has been banned on school premises and the result has been an overall improvement in pupil behaviour;</li> <li>4) There are instances where mobile phones are needed in school by pupils and that each school is best placed to make the decision.</li> </ol> <p>This Council calls on the Executive to bring forward a report considering the advantages and disadvantages of schools banning the use of phones on school premises for pupils up to and including Year 11. The report should contain a clear recommendation asking Governing bodies to consider this in their school. Any such ban should complement existing teaching of pupils in the safe and responsible usage of mobile devices.</p> <p><i>*Beland, L &amp; Murphy R: Ill Communication: Technology, Distraction &amp; Student Performance. London School of Economics and Political Science, Centre for Economic Performance Discussion Paper 1350 (May 2015).</i></p>	8.45 pm	30 mins

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22	<p><b>Motion 2</b></p> <p>Proposed by: Councillor Ed Stubbs</p> <p>Seconded by: Councillor Chris Lay</p> <p>This Council:</p> <ul style="list-style-type: none"> <li>• Notes the conclusions of the Intergovernmental Panel on Climate Change that “<i>we are already seeing the consequences of 1°C of global warming through more extreme weather, rising sea levels and diminishing Arctic sea ice</i>”;</li> <li>• Notes the Panel’s finding that “<i>warming of 1.5°C or higher increases the risk associated with long-lasting or irreversible changes, such as the loss of some ecosystems,</i>” and that “<i>limiting global warming to 1.5°C would require ‘rapid and far-reaching’ transitions in land, energy, industry, buildings, transport, and cities. Global net human-caused emissions of carbon dioxide (CO2) would need to fall by about 45 percent from 2010 levels by 2030, reaching ‘net zero’ around 2050.</i>”;</li> <li>• Notes the campaigning and research by Friends of the Earth, and others, on the holdings Local Government Pension funds, including Cardiff &amp; the Vale, have in fossil fuel companies;</li> <li>• Welcomes the recent decision of the Pension Committee to move 10% (approx. £200 million) of fund assets to a fund tracking a Global Low Carbon index; and</li> <li>• Welcomes the Pension Committee’s recent decision to state its “<i>support in principle for disinvestment in companies engaged in fossil fuel extraction, subject to this being consistent with its fiduciary duties and regular assessment of the impact of such an investment decision; and states its support for further development of Climate Change Investment Policy to reflect this work and ensure investment decisions are consistent with the aims of the Paris Agreement</i>”</li> </ul>	9.15 pm	30 mins
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	<p>This Council calls on the Cardiff and Vale of Glamorgan Pension Fund to:</p> <ul style="list-style-type: none"> <li>• Continue the work to apply the principle of divestment in companies engaged in fossil fuel extraction, in order to divest from direct ownership of equities and corporate bonds, as well as any comingled funds, of companies engaged in fossil fuel extraction</li> <li>• Continue the work to apply the principle of divestment in companies engaged in; and</li> <li>• seek to have divested within a period of five years.</li> </ul>		
<b>23</b>	<p><b>Oral Questions</b></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>	9.45 pm	60 mins
<b>24</b>	<b>Urgent Business</b>		
<b>Unopposed Council Business</b>			
<b>25</b>	<p><b>Members' Schedule of Remuneration 2019 - 2020</b> (Pages 543 - 558)</p> <p><i>Report of the Chief Executive.</i></p>	10.45 pm	5 mins
<b>26</b>	<p><b>Committee Appointments</b> (Pages 559 - 560)</p> <p><i>Report of the Director of Governance and Legal Services.</i></p>		
<b>27</b>	<p><b>Appointments of Representatives to Outside Bodies</b> (Pages 561 - 562)</p> <p><i>Report of the Director of Governance and Legal Services.</i></p>		
<b>28</b>	<p><b>Written Questions</b></p> <p><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:**

**18 JULY 2019**

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**PUBLIC QUESTION 1**

**QUESTION TO COUNTY COUNCILLOR PETER BRADBURY  
(CABINET MEMBER FOR CULTURE AND LEISURE)**

**PUBLIC QUESTION FROM NERYS LLOYD-PIERCE**

Cardiff has lost more than 34 hectares of trees in the last five years – that’s about 30 rugby pitches – and the destruction shows no sign of abating. Mature trees are irreplaceable, providing clean air, mitigating against climate change, and enhancing the health and well-being of the city’s entire population.

What, therefore, is Cardiff Council doing to protect them?

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**COUNCIL:**

**18 JULY 2019**

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**PUBLIC QUESTION 2**

**QUESTION TO COUNTY COUNCILLOR CARO WILD  
(CABINET MEMBER FOR STRATEGIC PLANNING AND  
TRANSPORT)**

**PUBLIC QUESTION FROM MIA REES**

Last year, a lady died following a collision with a vehicle on Merthyr Road, outside Ararat Baptist Church, as she stepped out to cross the road. Ararat Baptist Church is popular and runs many activities from its large and successful Centre for the Community, drawing people from all parts of the area. Many, young and old, come from the large housing area to the south of Merthyr Road, using the paths across the common and have to cross the wide and busy Merthyr Road to get to the centre. There is a refuge in the centre of the road, but it's about 40m away from the end of the path and in the opposite direction. PACT and local Councillors are asking for a crossing, but the community needs improved safety at this crossing urgently.

How quickly will the council agree to the provision of a simple zebra crossing linking the paths both sides of the common and provide the necessary finance?

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**CARDIFF COUNCIL  
CYNGOR CAERDYDD**



**COUNCIL:**

**18 JULY 2019**

**CABINET PROPOSAL**

**BUDGET STRATEGY REPORT 2020/21 AND THE MEDIUM TERM**

**Reason for this Report**

1. To provide an update in relation to the Medium Term Financial Plan.
2. To consolidate and update the financial strategy of the Council in readiness for the preparation of the 2020/21 revenue and capital budgets.
3. To outline the timetable that the budget process will follow in order to present the 2020/21 Budget to Council in February 2020.
4. To provide an update in relation to the Council's financial resilience.

**Structure of the Report**

5. The following table provides a guide to the key sections of the Report. Appendix 1 provides a short overview of the Budget Strategy in a question and answer format.

<b>Section</b>	<b>From Para No</b>
<b>General Background and Context</b>	6
<b>Budget Reduction Requirement</b>	21
<b>Budget Strategy</b>	26
<b>Consultation and Engagement</b>	36
<b>Capital Programme</b>	39
<b>Financial Resilience</b>	57

**General Background**

6. The Medium Term Financial Plan (MTFP) included within the Council's 2019/20 Budget Report identified a potential budget gap of £104.9 million over the period 2020/21 – 2023/24. The budget gap is a result of anticipated funding failing to keep pace with demand and inflationary pressure on services.

7. This Report updates the MTFP for most recent information, outlines the 2020/21 Budget Strategy and associated timetable, and sets out the approach that will be taken to rolling forward the Capital Programme. It also considers the Council's financial resilience in the face of continued financial challenge.

## Issues

8. Before 11 March 2020, Cabinet Members have a collective duty to place before the Council proposals, which if approved, would result in the adoption of a balanced budget for 2020/21. This Report sets out a strategy and timetable in order to arrive at that position.

## National Context

9. Local financial planning is linked to the wider economic and financial context. The Chancellor's Spring Statement, which is linked in the background documents to this report, included some positive signs including:
  - Forecast growth for the next five years.
  - Predictions of a further 600,000 people in work by 2023.
  - Inflation forecasts of 1.9% in 2020 returning to the Bank of England's 2% target in the medium term.
  - Forecasts that national debt (as a percentage of GDP) will continue to fall to 2023/24.
10. The Statement suggested that public finances had reached a turning point. However, it is difficult to predict what this may mean for spending on public services. The Chancellor indicated the Government would take a balanced approach to keep debt falling: "reducing borrowing and debt whilst supporting public services, investing in the economy and infrastructure and keeping taxes low."
11. The economic implications of Brexit are an unknown in forecasts. The Office for Budget Responsibility (OBR) has stated that the long-term impact on the UK economy will depend on the agreement that is reached with the European Union (EU.) The Chancellor had been expected to undertake a Comprehensive Spending Review (CSR) in 2019 to set the tone for post-Brexit Government Spending. However, with the timescale for Brexit extended until 31 October 2019, and a Conservative leadership election, the timeframe for the CSR has become increasingly uncertain.
12. The Chief Secretary to the Treasury recently told the House of Lords Economic Affairs Committee, that the launch of the Spending Review before the summer recess was "unlikely to happen given the current timetable for the Conservative leadership election." She added that while there would be a "need to set revenue budgets (for 2020/21), we do already have capital budgets for 2020/21." It is therefore uncertain whether there is the potential for a late CSR, (which would have timing implications for notification of the Welsh Block Grant and Local Government Settlement), or if it is more likely that the CSR will not take place in advance of setting 2020/21 budgets.

## **The Welsh Context and Local Government Settlement**

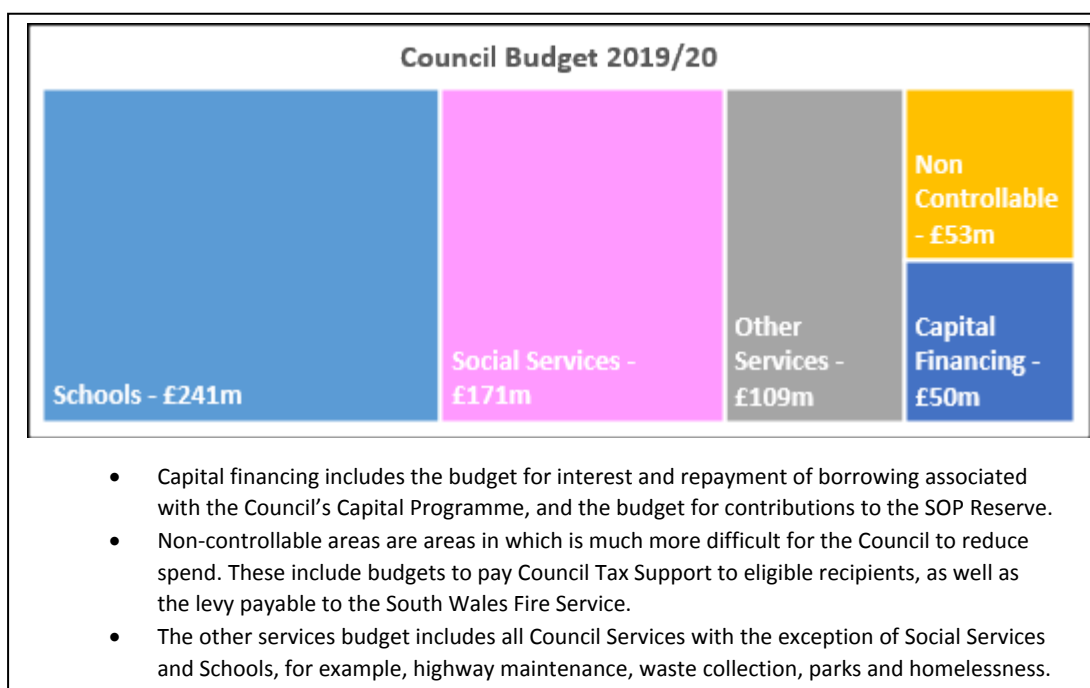
13. The latest Welsh Government (WG) budget covers one year only, which means that Welsh Local Authorities have no indicative funding figures beyond 2019/20. Estimating the likely level of future Local Government Settlements is difficult. As well as uncertainty about public spending at a national level, it is difficult to pre-empt how the Westminster and Welsh Governments will distribute resources across the public sector.
14. Wales Fiscal Analysis (WFA) is a research body within Cardiff University's Governance Centre, which undertakes independent research into the public finances of Wales. WFA predicts that WG's spending will increase over the next five years, but do not expect day to day spending to reach its 2010 levels (in real terms) until 2023.
15. As general expectations seem to be for modest improvement, in February 2019, the Council's MTFP assumptions regarding base funding reflected a slight improvement on previous years. The MTFP reflects annual reductions in Aggregate External Finance (AEF) of 0.5%, compared to annual reductions of 1% previously.
16. Review of the potential impact of Local Government Settlement would be incomplete without consideration of specific grants. In recent years, WG has directed additional funding for core responsibilities through specific grants. Examples of this, and the sums involved for Cardiff in 2019/20 include Teachers' Pay (£0.9 million), support for Social Services' pressures (£3.3 million) and most recently Teachers' Pensions (£4.3 million.) These grants support core operational pressures, as opposed to policy initiatives. From a financial planning perspective, there is a risk these grants could reduce, or even be discontinued altogether. The Council will need to keep these funding streams, and the wider position in relation to specific grants under close review.
17. In recognition of the difficulties in predicting funding levels, the Council has a Financial Resilience Mechanism (FRM.) This is intended to provide support in the event that AEF is worse than the Council has anticipated in the MTFP, avoiding the need to identify further significant cuts at short notice. The FRM is a £3.8 million base budget that is used to invest in priority areas. However, that investment must be one-off and decided afresh each year. This means the budget could be deleted without affecting day-to-day services, if confirmed funding is worse than anticipated.

## **Council Context**

18. Challenging financial circumstances reiterate the importance of clear links between strategic priorities and financial planning. It is important that scarce resources are allocated appropriately, with regard for impact on future

generations. The Council's financial strategy documents, including the Budget, MTFP, Capital and Treasury Strategies, are framed by the priorities and objectives set out in Capital Ambition, the Corporate Plan and the Wellbeing Plan. Budget Strategy assumptions also have regard to the principles within the Wellbeing of Future Generations (Wales) Act 2015. Further information on the Council's core priorities is contained in the MTFP at Annex 1.

19. The prolonged period of financial challenge experienced by Local Government will make it more challenging to deliver the savings required over the medium term. The Council has identified cumulative savings in excess of £220 million over the past ten years, and has seen a reduction of over 1,600 full time equivalent (FTE) posts since 2012/13 (in services other than schools). The continued need for significant savings over the medium term is an important factor in financial resilience, as considered later in the Report.
  
20. The shape of the Council's budget has changed over the past decade. With no real term increase in AEF to help meet cost pressures in areas where demand has grown significantly, (such as Social Services and Schools), this growth has primarily been financed from savings in other directorates. Over time, this has seen budgets for "other services" contract significantly. In 2019/20, Social Services and Schools account for 66% of the Council's net budget, following net budgetary increases of £73 million over the past five years. A further 8% of the Council's net budget is attributable to the financing of the capital programme. The pressure and ongoing affordability of this aspect of the budget is considered in the Capital sections of this Report.





## The Medium Term Budget Reduction Requirement

21. The MTFP was last reported in February 2019, alongside the 2019/20 Budget Report. As part of sound financial practice, the MTFP undergoes regular review to ensure it reflects most recent information. Technical updates have been made during the first quarter of 2019/20 in order to reflect most recent base budget and pricing information, and to incorporate the 2019/20 Age Weighted Pupil Unit (AWPU) rate in Schools' calculations. The MTFP has also been updated to reflect the likely continuation in 2020/21 and beyond, of £80,000 base budget funding for the Child Friendly Cities Initiative.
22. The quarter one update also reflects revised assumptions in respect of funding for temporary accommodation at Cantonian High School. In December 2016, Cabinet approved funding of £1.443 million over three years for modular accommodation at the school. This took the form of a £481,000 base budget in each of the years 2017/18, 2018/19 and 2019/20, with the MTFP reflecting the fall out of this budget from 2020/21 onwards. However, further to the June 2019 Cabinet Report on redevelopment plans for the school, the MTFP has been updated to reflect the ongoing requirement for this accommodation during the period of redevelopment. It is now assumed that from 2020/21 onwards, there will be a continuation of the original £481,000 base budget, with a further £169,000 in order to base fund sums previously supported from reserves.
23. The most significant update to the MTFP during the first quarter of 2019/20 relates to a revision of assumptions with regards Teachers' Pensions. A 2016 actuarial review of the Teachers' Pension Scheme (TPS) coupled with a change in the discount rate used to set scheme contributions, means that there will be a significant increase in Employers' Contributions to the TPS with effect from September 2019. The 2019/20 Budget, and previous iterations of the MTFP, assumed that this cost would need to be fully borne by the Council. However, following approval of the 2019/20 Budget, WG announced specific grant funding to cover this additional cost pressure in 2019/20. In light of this development, the MTFP has been updated to reflect the assumptions that:
  - the funding received in 2019/20 will be ongoing and;
  - the full year impact of the TPS changes, due to take effect in 2020/21, will also be fully funded by Central Government.
24. The key components of the MTFP are summarised in the table below and estimate the budget gap as £25 million in 2020/21 and £101 million over the period 2020/21 – 2023/24. Further detail on each component of the gap, along with information on key assumptions can be found in the MTFP at Annex 1.

	Medium Term Budget Gap				
	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	TOTAL £000
Employee Related	8,656	8,425	8,425	8,474	33,980
Prices	3,097	3,180	2,880	2,902	12,059
Commitments	244	(308)	293	(475)	(246)
Capital Financing	2,317	3,865	814	152	7,148
Demographic Pressures	6,414	7,549	7,083	7,169	28,215
Emerging Financial Pressures	3,000	3,000	3,000	3,000	12,000
Funding	1,251	2,212	2,201	2,190	7,854
<b>Total</b>	<b>24,979</b>	<b>27,923</b>	<b>24,696</b>	<b>23,412</b>	<b>101,010</b>

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

- Further pressure on demand led budgets, which may require budget realignments to be considered. In particular, there will be a need for ongoing review of the Children's Services budget due to significant and volatile demand pressures in this area. The number and complexity of new care packages can vary significantly year on year, and associated costs can be such, that a small number of packages can have a significant budgetary impact.
- AEF assumptions, following announcement of the Provisional Settlement
- Specific grant streams, particularly where grants support core operational activities, including Social Services and Teachers Pensions funding.
- Pay Awards, for both teaching and NJC staff, which are currently based on assumptions pending their negotiation and agreement.
- The 2019/20 monitoring position as the year progresses.
- The Council Tax Base for 2020/21 when it is approved in December 2019, taking into account any related redistribution of AEF at final settlement.
- The cost implications of contracts being let in the current year.
- Pupil numbers on roll in September 2019.

### Approach to Budget Strategy

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

	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	TOTAL £000
Council Tax (+4.5%)*	6,498	6,790	7,095	7,415	27,798
Savings Required	18,481	21,133	17,601	15,997	73,212
<b>Total</b>	<b>24,979</b>	<b>27,923</b>	<b>24,696</b>	<b>23,412</b>	<b>101,010</b>

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

27. The identified council tax income is the net income that will be generated after taking account of the impact on Council Tax Reduction Scheme (CTRS.) It reflects the current year's tax base, and will be updated for the 2020/21 tax base (due to be approved by Cabinet in December 2019), after final settlement has been received.
28. Directorate savings form the largest element of the strategy with a requirement of £73.2 million over the four-year period. The Budget Strategy is to adopt a three-pronged approach to targeting savings. This will include identification across directorates of:
- Efficiency savings
  - Income Opportunities
  - Service change / transformational opportunities
29. During the first quarter of 2019/20, directorates have been undertaking work to review and challenge all areas of their budgets, with an initial emphasis on reviewing the scope for efficiency savings and income generation opportunities. A total of £10.3 million of the 2020/21 savings requirement will be targeted through these channels. Efficiency targets emphasise the need to achieve the same for less, with no significant impact on services, and have been weighted more heavily toward back office services.
30. In previous years, the Budget Strategy has included a cap on the level of growth to Schools. However, for 2020/21, the proposed approach is for Schools to contribute to the efficiency targets described above, but at a lower level than all other services (currently modelled at 1%). As well as being simpler to understand and improving comparability with other Council services, this has the advantage of offering improved planning certainty for Schools. This is because a cap, which is based on financial pressures, is subject to frequent change.
31. After contributing the modelled 1% efficiency requirement, and taking into account school's contribution to funding the 21<sup>st</sup> Century Schools Band B Programme, schools would still receive net additional cash of £4.6 million in 2020/21 as set out in the table below. Additional Teachers' Pensions costs are not included in the table below, as it is assumed that these will be funded by WG, as in 2019/20.

<b>Financial Pressure</b>	<b>£000</b>
Pay (excluding Pensions)	5,322
Price Inflation	79
Pupil Number Growth	1,575
Associated Pupil Needs	1,180
<b>Total (Gross)</b>	<b>8,156</b>
Schools' contribution to Band B & Asset Renewal	(1,090)
Application of 1% Efficiency Target	(2,413)
<b>Net Additional Cash at 1.9%</b>	<b>4,653</b>

32. In order to improve the deliverability of savings and maximise the chances of securing full year savings in 2020/21 every opportunity should be taken to accelerate detailed planning and preparatory work. In order to continue to respond effectively to the extended period of financial challenge, there needs to be a proactive and ongoing approach to identifying and implementing savings that moves beyond an annual process and takes opportunities as they arise. To support this, where feasible, efficiency proposals that do not require a policy decision may be actioned during this financial year. This report recommends that a reminder of the voluntary redundancy scheme be circulated to all staff to enable managers to consider expressions of interest alongside preparatory work for delivery of savings.
33. Work will continue over the summer to refine and develop efficiency and income proposals, and to secure the early implementation of efficiency proposals where possible. In addition, there will be further focus on framing proposals to meet the £8.2 million to be targeted through transformational change. Progress in this regard, along with the impact of any further clarity on funding issues, will be reported later in the year, in order to inform consultation.

### Medium Term Financial Plan Scenario Analysis

34. Current assumptions within the MTFP are prudent and based on best available information. However, there is always a risk of change. If certain assumptions within the MTFP fluctuate by small margins, they have the potential to affect the forecast significantly. The table below sets out areas of sensitivity and their potential annual impact. The FRM gives the Council scope to withstand the first 0.9% adverse fluctuation in AEF without impact on the budget gap.

Assumption	£m
AEF 1% worse than anticipated	4.4
Teachers Pay Award 1% Higher	1.4
NJC Award 1% Higher	2.1
Price inflation 1 % higher (on permitted heads)	1.4
<b>Total</b>	<b>9.3</b>

35. The scenario analysis outlined in the above table shows the impact of flexing key assumptions. In addition and as already outlined above, scenario analysis needs to note the risk that specific grants that support operational duties may reduce or fall out.
36. A number of “known unknowns” are also being monitored in relation to the MTFP period. These are currently too uncertain to quantify but will be monitored closely as many have the impact to be significant in terms of quantum. These include:

- The terms agreed as part of the UK's exit from the European Union and their impact on the economy.
- The timing and impact of any subsequent CSR.
- The impact of WG's devolved tax powers.
- The potential impact of WG's intended review of the Local Government Finance system.
- Local Government Reform in Wales and shared service expectations.
- The impact of the Local Development Plan, particularly in the latter years of the MTFP and beyond.
- The ongoing impact of Universal Credit.
- The potential for further changes or reductions to specific grants.
- WG policy changes that may come into force over the MTFP period.
- Arrangements for Post 16 Learning Difficulties / Disabilities, responsibility for which is due to transfer to Local Government.

### **Consultation and Engagement**

37. The Council places high regard on being open and honest about difficult choices. In order to provide an opportunity for people to have their say on what is important to them and their communities, a detailed consultation on 2020/21 budget proposals will take place in order to inform the budget setting process.
38. The proposed Budget Timetable Framework for 2020/21 is included at Appendix 2. Over this period, consultation and engagement will also take place with the third sector, Scrutiny Committees, Audit Committee, Schools (via the School Budget Forum) and Trade Unions. In addition, employee engagement at all levels within the organisation continues to be given high priority.
39. The Council has various mechanisms in place to engage directly with employees including staff information emails, team briefings, the core brief, and the staff app. Employees will continue to receive briefings on the overall position through these channels at all key stages of the budget process. In addition, managers will also ensure that there is appropriate engagement and consultation with employees who may be specifically affected by any proposals.

### **Capital Investment Programme - Context**

40. The Council sets a five-year rolling capital investment programme, which is updated annually. The current five-year programme was approved by Council in February 2019 and is summarised below. The 2020/21 Budget Strategy must set the approach to updating the programme and rolling it forward a year to cover 2024/25. Further detail on the nature of schemes included in the current programme is included at Appendix 3.

<b>Capital Programme</b>	<b>2019/20*</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
	<b>£000</b>	<b>Indicative £000</b>	<b>Indicative £000</b>	<b>Indicative £000</b>	<b>Indicative £000</b>	<b>£000</b>
Annual Sums Expenditure	28,284	25,277	25,187	18,873	14,815	<b>112,436</b>
Ongoing schemes	14,589	18,335	17,277	9,075	3,224	<b>62,500</b>
New Capital Schemes	3,269	6,220	4,310	16,590	1,060	<b>31,449</b>
Schemes Funded by External Grants and Contributions	36,772	42,610	88,039	50,998	3,550	<b>221,969</b>
Invest to Save Schemes	16,257	19,695	36,988	24,190	3,011	<b>100,141</b>
<b>Total General Fund</b>	<b>99,171</b>	<b>112,137</b>	<b>171,801</b>	<b>119,726</b>	<b>25,660</b>	<b>528,495</b>
<b>Total Public Housing (HRA)</b>	<b>47,385</b>	<b>64,510</b>	<b>79,750</b>	<b>68,750</b>	<b>54,350</b>	<b>314,745</b>
<b>Total Capital Programme</b>	<b>146,556</b>	<b>176,647</b>	<b>251,551</b>	<b>188,476</b>	<b>80,010</b>	<b>843,240</b>

41. Under the CIPFA Prudential Code for Capital Finance in Local Authorities, the Council must approve a Capital Strategy that sets out the long-term context in which capital investment decisions are made. The Council's Capital Strategy was approved by Council in February 2019. It provides the guiding principles within which the Capital Programme for 2020/21 – 2024/25 must be set, and is referenced at relevant points below.

### **Capital Programme Affordability**

42. A key consideration in setting the Capital Investment Programme is affordability. General Capital Support provided by WG has reduced by 35% over the past decade, placing additional pressure on the Council to pay for investment. The reduction in General Capital Support has been accompanied by a range of pressures on the capital programme. In broad terms, these either relate to investment in existing assets, or investment in development projects to meet strategic aims. They include:
- Highways infrastructure and repairs backlogs
  - Vehicle procurement options
  - Property maintenance backlog and surveys
  - Investment to improve service
  - Demand for affordable housing
  - Economic Development and regeneration aspirations
  - School Building Development Programme
  - Meeting savings targets and generating income
  - Existing capital scheme commitments
  - Incurring expenditure in advance of asset sales
  - Mandatory investment e.g. disabled adaptations

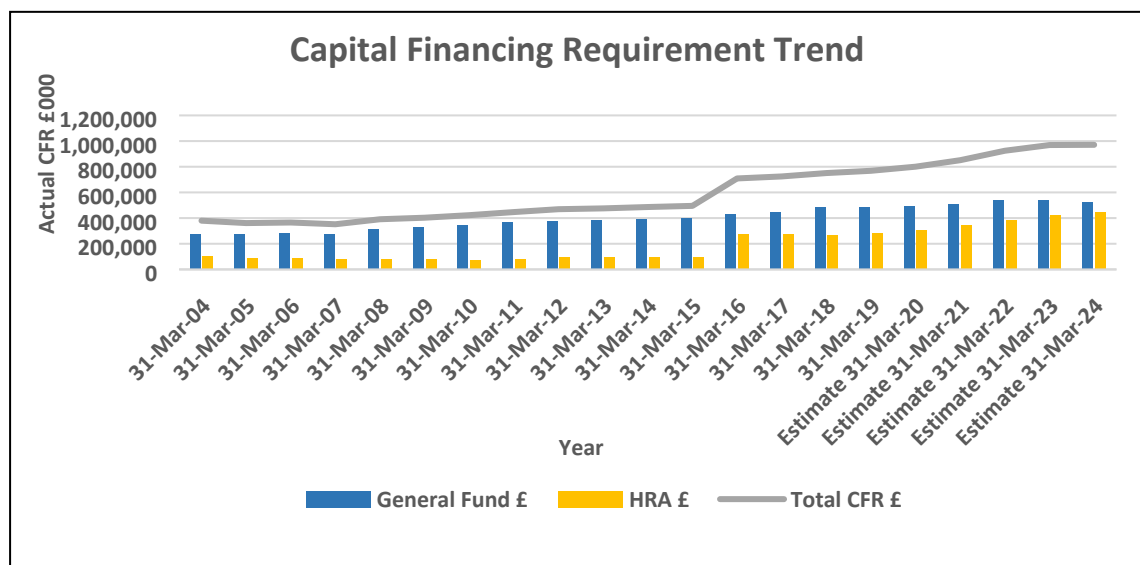
42. In June 2019, WG announced a supplementary budget that includes a capital investment package of £85 million across Wales. This incorporates:
- £50 million to invest in local government social housing programmes.
  - £5 million to support the maintenance of the road network.
  - £10 million for the Economy Futures Fund.
  - £20 million for Local Government (presumed to be General Capital Funding).

The detail of these funding streams, and Cardiff's potential share, will be kept under review, in order to ascertain the extent to which they may assist overall programme affordability.

43. The Council has two main resources that it is able to directly influence in order to fund investment - capital receipts and borrowing. Both of these are considered in further detail below.

### Borrowing

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



45. In order to reduce the CFR, the Council has a statutory duty to make “prudent provision” for the repayment of debt. This takes the form of a charge to the revenue account, called the Minimum Revenue Provision (MRP.) The MRP

spreads the costs of borrowing, helping to ensure that the Council is able to service the debt associated with the current and historic capital programmes. The MRP policy is reviewed and approved annually. It takes into account a range of factors including asset life, approach to maintaining assets, financial resilience and relevant WG guidance.

46. The MRP is met from the capital-financing budget within the revenue account. Generally, assuming a 25-year asset life, every £1 million of capital expenditure funded by borrowing places an additional pressure of £65,000 on the revenue budget in the initial years (assets with a shorter life result in a higher charge). In considering whether to increase the amount of borrowing, it is therefore important to take into account the affordability implications for the revenue budget, particularly in the context of the level of savings to be found.
47. The capital financing assumptions included within the MTFP are currently predicated upon there being no further increases in unsupported borrowing. Even on the assumption of no further borrowing, the capital financing budget will increase over the medium term. The proportion of the Council's controllable revenue budget spent on capital financing has increased over recent years, with forecasts shown below:

<b>Capital Financing Costs expressed as percentage of Controllable Budget</b>			
	<b>2011/12 Actual %</b>	<b>2023/24 Estimate %</b>	<b>Diff 2011/12 – 2022/23 (%)</b>
Net capital financing budget	13.47	15.56	15.52
Gross capital financing budget	15.17	22.81	50.36

48. The net capital financing percentages shown above assume that income or savings associated with Invest to Save (ITS) or Invest to Earn (ITE) Schemes will all be fully realised. The difference between the gross and net indicators highlights that there would be significant revenue implications if the level of income, savings or capital receipts associated with ITS/ITE schemes does not ultimately materialise. This additional risk to borrowing levels and affordability requires robust due diligence and risk assessment of business cases before approval, as well as ensuring that schemes are essential to meet strategic objectives. Examples of proposed capital investment to be funded from borrowing on an invest-to-save basis are shown in Appendix 3.

### **Capital Receipts**

49. Capital receipts are an important means of increasing the affordability of the Capital Programme. The generation of capital receipts is also consistent with the need to accelerate a reduction in the Council's asset base in light of reducing resources. However, the realisation and timing of receipts is relatively unpredictable given the variables involved.
50. The 2018/19 Capital Programme set a £40 million target for non-earmarked receipts (net of fees) for the period 2018/19 and 2022/23, and a further £1 million was added to the target in the 2019/20 programme. As receipts of £5.6



million were generated in 2018/19, this leaves a balance of £35.4 million to be found between 2019/20 and 2023/24. The Council's approach to the delivery of the capital receipts target was set out in the Annual Property Plan approved by Cabinet in May 2019. Such significant levels of capital receipts need to be supported by a clear approved strategy for their realisation and timing. There is otherwise a significant risk to the Council's borrowing requirement and future revenue budget.

51. The Council's proposed approach to utilisation of capital receipts, as set out in the 2019/20 Budget Report, is summarised below:

- Prioritise receipts required to meet the balance of the £40 million target for General Fund Capital Receipts (net of fees) assumed in the 2018/19 – 2022/23 Capital Programme.
- Receipts in excess of target to be considered to reduce the level of debt
- Where an asset has been funded specifically from prudential borrowing, any receipt arising from it would be used to reduce future repayments.
- To limit the earmarking of capital receipts to capital expenditure essential to secure a disposal, or where approved by Cabinet as ring-fenced for specific projects of strategies.

#### **Developing the Capital Programme 2020/21 to 2024/25**

52. In the context of the challenges outlined above, the Capital Strategy 2019/20 framed the approach to affordability of capital financing budget in the medium term, as set out below:

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

53. In line with this approach, in updating and formulating the five-year Capital Programme for 2020/21 to 2024/25, it is proposed that wherever possible, emerging pressures should be managed and prioritised within the resources allocated in the current Capital Programme. The approach to formulating investment priorities will be as follows:-

- Directorates consider whether existing commitments remain essential or can be reduced / deferred. This should include realistic appraisal of the capacity to deliver schemes.
- Consider ongoing affordability of the programme in the context of progress updates toward capital receipts targets.

- Any other expenditure requests to be considered in the context of external funding or robust ITS / ITE business cases.
  - For 2024/25, the new year covered by the 2020/21 – 2024/25 programme, funding requests to undertake additional borrowing will only be considered where they relate to Asset Renewal for existing assets.
  - HRA investment to remain within the legal cap and business plan affordability modelling, with new build schemes subject to individual viability assessments. Key to affordability will be WG approach to rent-setting.
  - All investment to be in accordance with Directorate Asset Management Plans, Capital Ambition delivery programme and :-
    - be evidence based
    - be risk prioritised
    - have considered all alternative solutions for funding and achieving the same outcome before request for council funding
    - demonstrate value for money in expenditure and approach to delivering outcomes.
54. There are a number of key strategic projects, which the Council is considering in line with Capital Ambition. Due diligence and business cases in respect of these projects are being developed for Cabinet consideration during 2019/20. These projects include the development of an Indoor Arena in Cardiff Bay, Core Office Accommodation and the International Sports Village (ISV). Projects for Core Office Accommodation, the ISV and heritage buildings will seek to be self-financing.
55. The Indoor Arena may result in a number of different delivery and funding options. As these are yet to be confirmed, the 2019/20 Budget Report authorised an affordability envelope as part of the Budgetary Framework, in recognition that there may be some enabling costs to finance in the medium term. The principles of the affordability envelope are set out in detail in the 2019/20 Budget Report. However, in summary, up to a defined exposure, the envelope enables decisions to be taken that would commit future revenue budgets and affect the borrowing requirement. Triggering the affordability envelope would affect both the 2020/21 – 2024/25 Capital Programme and the MTFP, and is therefore an important ongoing consideration as the development of the 2020/21 Budget and Capital Programme progresses.
56. It is essential that due diligence is undertaken on business cases for such projects, with sourcing of external expertise where relevant, to support decision-making and to understand key risks and financial liabilities that could arise from such investment. There must also be consideration of whether investment could be better made by, or together with, others.

## **Financial Resilience**

57. Given the challenges identified, it is important to undertake regular review of the Council's financial standing and resilience. The snapshot included at Appendix 4 provides a high-level overview of the financial health of the Council at the time of setting the Budget Strategy for 2020/21. It reflects key past, present and future information, summarising key points from the draft

Statement of Accounts 2018/19, the 2018/19 Outturn Report, the risk profile of 2019/20 savings and the Budget Strategy reflected within this report.

58. The first column of the snapshot sets out the challenging historic context. Key points of note include:

Area	Issues Arising
Cumulative Savings	<ul style="list-style-type: none"> <li>• Cumulative levels of savings over recent years are significant</li> <li>• This makes it more challenging to deliver further savings</li> </ul>
Funding Sources	<ul style="list-style-type: none"> <li>• With no real term increases in AEF, council tax is accounting for a larger proportion of the Council's overall funding</li> <li>• The "gearing" effect means that a 4.3% increase in Council tax is required to generate a 1% increase in overall funding (taking into account the impact on the CTRS)</li> </ul>
Reserves	<ul style="list-style-type: none"> <li>• Reserves are an important part of financial resilience. They provide a financial cushion and support a healthy cash position.</li> <li>• The unaudited 2018/19 Accounts show no change in the Council's General Reserve and a £8.1 million net reduction in Earmarked Reserves (from 10.5% to 8.8% of net budget.)</li> <li>• A reduction in earmarked reserves can be cause for concern if unplanned. However, this was not the case, and significant draw-downs in 2018/19 included:               <ul style="list-style-type: none"> <li>• £2.2 million (net) from SOP reserve to support the costs associated with the 21<sup>st</sup> Century Band B Programme.</li> <li>• £2.4 million from various reserves to fund the budget (as planned in the 2018/19 Budget Report).</li> <li>• £0.9 million used from employee changes reserve to fund redundancy costs.</li> <li>• £2.7 million (net) from HRA reserves. Whilst this was larger than anticipated in relation to some areas, including the housing repairs account, the position is being kept under close review in 209/20.</li> <li>• £1.2 million net reduction in schools balances. This needs to be read in the context of the late receipt of a building maintenance grant (£1.4 m) in 2018/19, which artificially inflated the year-end balance. Also, during 2018/19, the Council directed some schools to spend their balances where they had exceeded local thresholds for three consecutive years.</li> </ul> </li> <li>• The Budget Strategy currently assumes a lower use of reserves as general budget funding in 2020/21 (£0.75 million.) This sum can be accommodated from the Strategic Budget Reserve, which is held for this purpose. This assumption will be kept under review.</li> </ul>
Other Financial Indicators	<ul style="list-style-type: none"> <li>• Indicators that consider long term borrowing in relation to both long term assets, and to taxation, have remained at consistent levels and do not highlight any cause for concern</li> <li>• In 2018/19, working capital as a percentage of gross revenue expenditure has reduced. This indicator measures the authority's ability to cover existing expenditure from working capital (current assets less current liabilities). Whilst Local Authorities are protected to a degree, given their ability to access short-term borrowing, this measure acts as an indicator of how an authority measures its short-term finances. Whilst there is a reduction in the indicator in 2018/19, it is still at a healthy level, consistent with prior years, allowing the Council to cover day-to-day expenditure.</li> </ul>

59. The middle column of the snapshot outlines the 2018/19 outturn position and the level of savings achieved in 2018/19. The snapshot shows that the 2018/19 outturn position was balanced overall, but with a £5.4 million overspend at a directorate level. This was offset by the Council's £3 million general savings contingency along with underspends in other areas, a small surplus on Council Tax and NDR refunds.
60. The delivery of delayed savings in addition to those included in the 2019/20 Budget is a key risk that will be monitored closely as the current financial year progresses. The 2019/20 Budget wrote out £53,000 of prior year savings deemed to be unachievable and realigned particular pressures in relation to Social Services which were a significant factor in the £5.4 million directorate overspend. The achievability risk associated with 2019/20 savings is also included on the snapshot. Monitoring of savings has already commenced in the current year, with regular consideration at Senior Management Team and timetabled discussion with Cabinet Members. As the year progresses, further iterations of the snapshot will reflect the in-year monitoring position, setting out the position on achievement of in-year savings.
61. The final column summarises the contents of this report and the future financial challenge that faces the Council. The challenge, which is significant in itself, is amplified by the context summarised in the preceding columns of the snapshot.

### **Reasons for Recommendations**

62. To seek Cabinet approval for the Budget Strategy in respect of 2020/21 and the MTFP.
63. To note the Budget Timetable Framework and forward this to Council for approval.
64. To seek approval to request expressions of interest from officers in respect of the voluntary redundancy scheme.

### **Legal Implications**

65. It is the responsibility of the Cabinet to receive financial forecasts and develop a medium term financial strategy with a view to proposing a Budget for the Council to approve. The report highlights the seriousness of the financial challenges ahead. It is important that Members take note of the statements made by the Section 151 Officer in this regard.
66. The report provides that the proposed Budget Timetable framework for 2020/21 will make provision for consultation. It is important to note that consultation raises the legitimate expectation that any feedback received from the consultation will be taken into account in developing the proposals consulted upon.

67. In considering this matter and developing the budget proposal regard must be had to the Council's duties under the Equality Act 2010 and appropriate steps taken to ensure that i) the Council meets the requirements of the Public Sector Equality Duties; and ii) due regard has been / is taken of the likely impact of decisions in terms of equality and discrimination.
68. The Well-being of Future Generations (Wales) Act 2015 requires the Council to consider how its proposals will contribute towards meeting the well-being objectives set out in the Corporate Plan. Members must also be satisfied that budget proposals comply with the sustainable development principle, which requires that the needs of the present are met without compromising the ability of future generations to meet their needs.
69. Further legal advice on specific issues will be provided as part of the proposed budget preparation.

### **Financial Implications**

70. The financial modelling assumptions and implications are set out in the detail of the report.

### **HR Implications**

71. The report outlines the UK and Welsh contexts under which the budget is being set together with the continued financial challenges faced by the Council in balancing reducing finances with increasing demands. The Council will continue to review the shape and scope of the organisation and the way in which services are delivered and efficiencies achieved. New ways of working will need to meet demand pressures and reflect budgetary realities alongside securing further efficiency savings through better collaboration and partnerships, integration of service delivery and reducing duplication of effort and resources.
72. Given the level of savings required in 2020/21 and beyond, it will be key that the savings proposals identified are robust and deliverable. The extent of financial challenge in a continued period of restraint will result in savings targets for controllable budgets which will be considerably challenging and will result in significant changes to how local government services are delivered. The availability of resources to support the delivery of these radical and sustained changes will be key.
73. Whilst it is not possible to provide specific HR implications on any changes at this time, it is clear that the ongoing budget difficulties will continue to have significant people implications associated with actions necessary to manage the financial pressures facing the Council. As budget savings proposals are brought forward, there will be consultation with employees (those directly and indirectly impacted) and the Trade Unions so that they are fully aware of the proposals, have the opportunity to respond to them and understand the impact that the service proposals will have on them. Further and specific HR implications will be provided when relevant models are proposed. Any

proposed reductions in resource levels will be managed in accordance with the Council's recognised policies for restructuring which include, where appropriate, redeployment and voluntary redundancy.

74. The Council's Voluntary Redundancy Scheme is always available. Whilst those interested in leaving on this basis (with a post subsequently deleted) should express an interest to do so, a business case to support the exit will still need to be made and signed off. Flexible retirement continues to be another option available and a Sabbatical policy is in place as well as ability to request voluntary reductions in working hours. Training and development to support new skill requirements will remain available in order to place employees in the best possible position for potential redeployment.
75. Initial Trade Union consultation has taken place on this report. A Trade Union Partnership Meeting has been established and meets on a monthly basis to facilitate early discussion with Trade Unions on key organisational proposals, with more detailed discussion continuing with employees and trade unions at local directorate level. It is essential that there continues to be appropriate consultation on proposals that are taken forward, as and when they are developed. This could include early proposals which are required to be implemented in preparation for the 2020/21 financial year. Many of these will have people implications that will need to be considered at an early stage in consultation with the Trade Unions and employees affected.

### **Cabinet Consideration**

76. The Cabinet considered this report on 11 July 2019 and resolved that:
  - (1) the budget principles on which this Budget Strategy Report is based and the approach to meeting the Budget Reduction Requirement both in 2020/21 and across the period of the Medium Term Financial Plan within the context of the objectives set out in Capital Ambition be agreed.
  - (2) directorates work with the relevant Portfolio Cabinet Member, in consultation with the Corporate Director Resources and Cabinet Member for Finance, Modernisation and Performance to identify potential savings to assist in addressing the indicative budget gap of £25 million for 2020/21 and £101 million across the period of the Medium Term Financial Plan.
  - (3) Authority be delegated to the Chief Executive, in consultation with the Leader and Cabinet Member for Finance, Modernisation and Performance, to implement any saving proposal in advance of 2020/21 where no policy recommendation is required or where a policy decision has already been taken.
  - (4) It be noted that work will continue to update and refresh the MTFP and that this will be reported to Members as appropriate.

- (5) expressions of interest be sought from officers in respect of the voluntary redundancy scheme, in order to support the delivery of savings required in the report.
- (6) consultation on 2020/21 budget proposals take place in order to inform the preparation of the draft 2020/21 Budget.

## **CABINET PROPOSAL**

Council is recommended to agree the Budget Timetable Framework set out in Appendix 2 be adopted, and that the work outlined be progressed with a view to informing budget preparation.

### **The Cabinet**

11 July 2019

*The following Annexes are attached:*

Annex 1: Medium Term Financial Plan

*The following Appendices are attached:*

Appendix 1: Budget Strategy Frequently Asked Questions

Appendix 2: Proposed Budget Timetable Framework 2020/21

Appendix 3: Key Schemes within the 2019/20 – 2023/24 Capital Programme

Appendix 4: Finance Resilience Snapshot

## **Background Documents**

2019/20 Budget Report – February 2019

Capital Strategy 2019/20

Chancellor's Spring Statement 2019: <https://www.gov.uk/government/topical-events/spring-statement-2019>

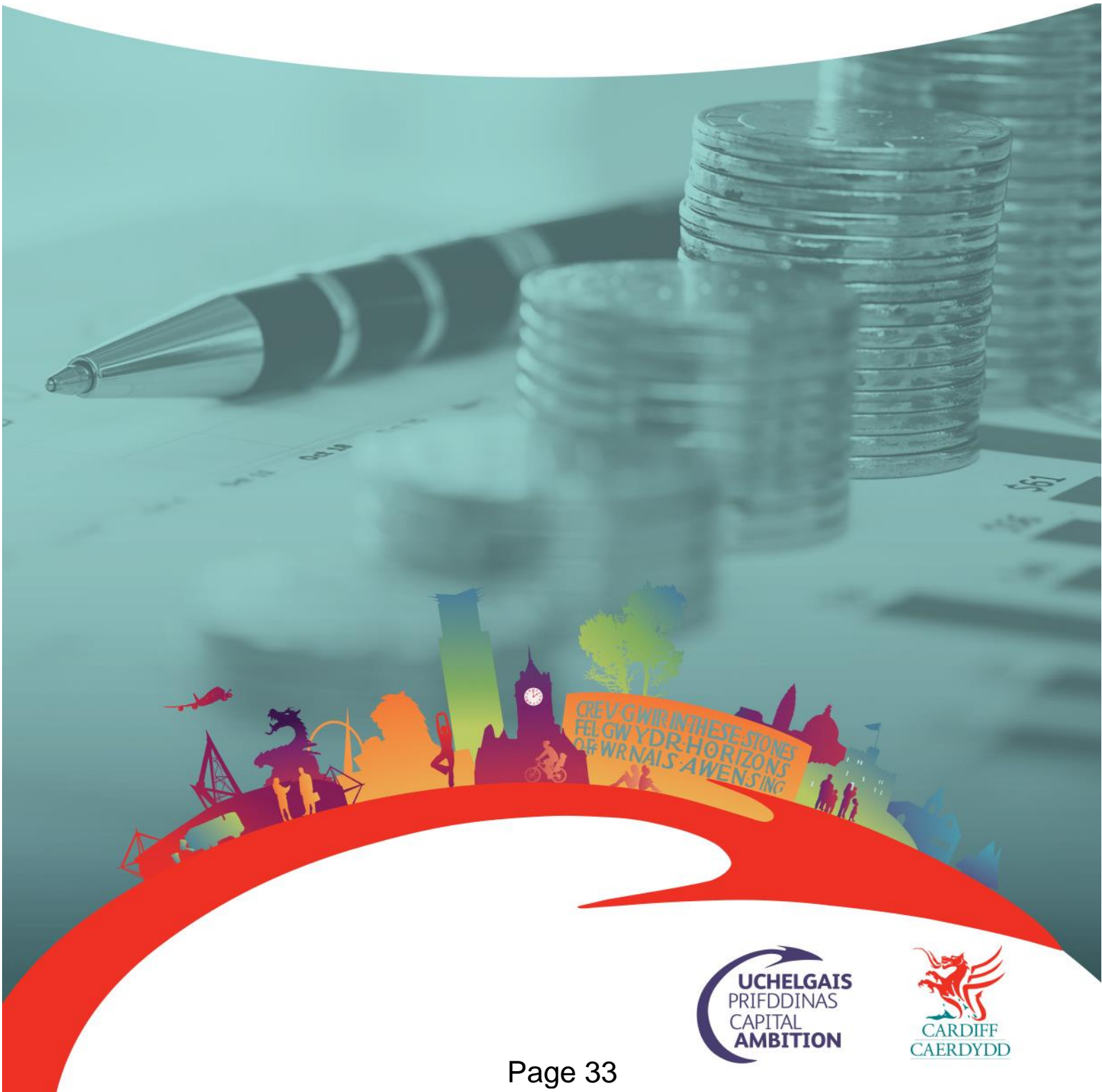
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# Cardiff Council

# Medium Term Financial Plan

2020/21 – 2023/24



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# Section 1. Introduction

## 1.1 Aims and Purpose of MTFP

The Medium Term Financial Plan (MTFP) forecasts the Council's future financial position. Preparation of an MTFP is part of good financial practice. It is especially important in periods of financial challenge. In particular:

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

## 1.2 Governance

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

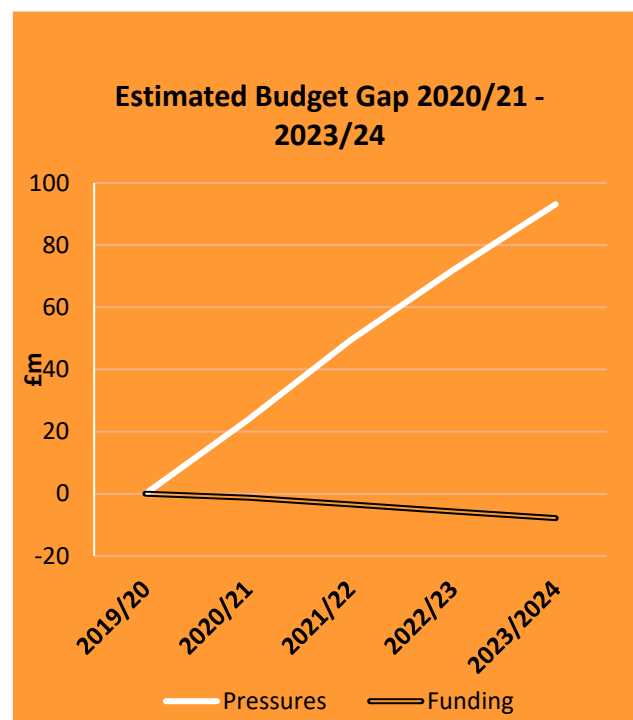
Development of the MTFP is an iterative process. Regular review is required to ensure it reflects most recent information and captures emerging issues. Elected Members and Senior Management are engaged in the process through a series of regular briefings, to scope, inform and scrutinise the plan.

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

The MTFP is formally reported as part of the Council's Budget Report each February, and Budget Strategy Report each July.

## 1.3 MTFP Overview

The Council has faced an extended period of financial challenge. Unfortunately, this shows little sign of improving over the medium term. The current MTFP estimates a budget gap of £101 million over the period 2020/21 – 2023/24, of which £25 million relates to 2020/21.



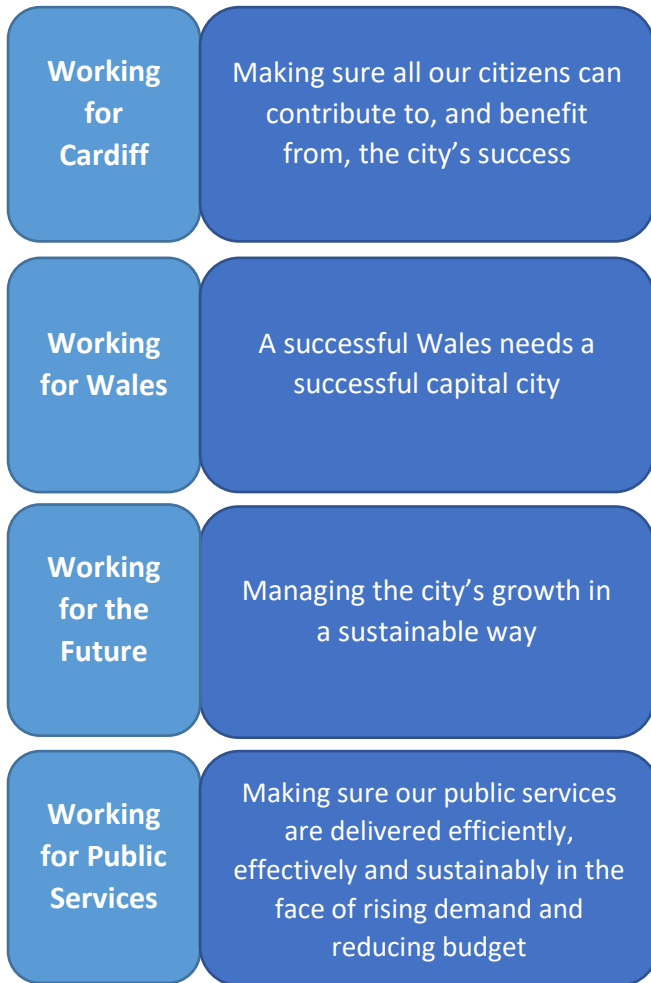
“Budget Gap” is the term used to describe the difference between the funding the Council expects to receive, and the estimated cost of continuing to deliver services at the current level. Put simply, the budget gap is a result of funding failing to keep pace with demand, inflation and other financial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

The 2019/20 Budget Report set out the detailed budget for the current year, which included addressing a £32.4 million budget gap.

# Section 2. Context and Outlook

## 2.1 Council Priorities

Challenging financial circumstances place even greater emphasis on the need to be clear about priorities. The Administration’s key priorities for Cardiff are set out in Capital Ambition:



The Council’s Corporate Plan and the Wellbeing Plan are key documents in delivering Capital Ambition. They translate the four key priorities into deliverable organisational objectives.

The Corporate Plan focusses on the issues and services that the Council has prioritised, while the Wellbeing Plan focusses on areas of collaborative advantage in the city.

There are seven well-being objectives in the Wellbeing Plan:



These objectives have been adopted by all Members of the Cardiff Public Services Board. They were developed in the context of the Wellbeing of Future Generations (Wales) Act 2015. As well as aiming to improve the social, economic, environmental and cultural wellbeing of Wales, the Act aims to make public bodies think about the long term, how they can work together and with communities to prevent problems and take a joined up approach (known as the five ways of working.)

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



This ensures scarce resources are spent in line with priorities and that financial plans have regard for impact on future generations.

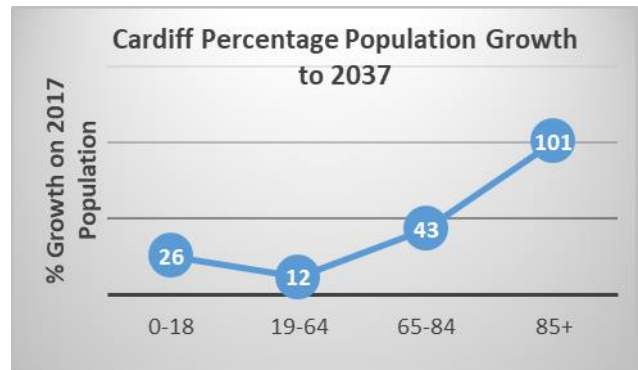
# Section 2. Context and Outlook

## 2.2 City Demographics

The demographic profile of the city and its potential financial impact need to be considered in forecasting financial pressures.

### Population

Cardiff has a population of 367,000. Between 2005 and 2015, its population grew by 11%. This trend is set to continue with projected growth of 20% between 2017 and 2037. This outstrips the combined estimated growth of every other authority in Wales.



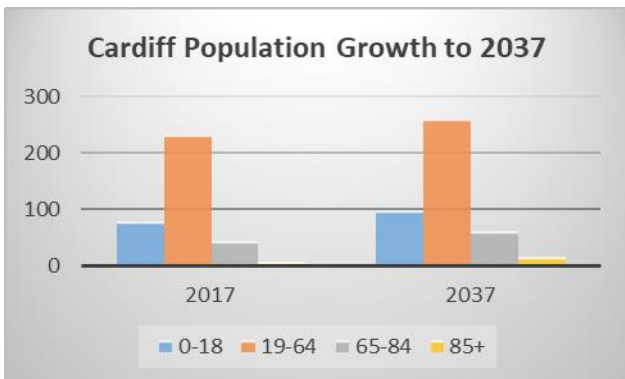
A growing city places greater demand on Council services, including housing, education, environment and social care. The steeper growth in the under-18 and over-65 age brackets will mean continued demand on social services and education.



This will mean an extra 73,000 people living in the city by 2037, with growth expected in all age groups.

### Education

In a city with a rapidly growing population, there will be increased demand for schools. With the existing system running at near full capacity, investment will be required to build new schools and to refurbish and improve existing accommodation.



Whilst growth is expected in all age groups, it is steeper within the under-18 and the over-65 age brackets. By 2037, the over-85 population is expected to double from its 2017 level.

This investment is being taken forward as part of the 21<sup>st</sup> Century Schools Band B Programme, along with programmed asset renewal works. New schools will also be developed in connection with the Local Development Plan (LDP). The cost of financing works and future operating costs will need to be reflected within forecast financial pressures.

### Housing

Cardiff's LDP is a 20 year Plan from 2006 - 2026. It set a target for 41,000 additional homes by 2026. The Wellbeing Plan identifies that in Cardiff, housing remains relatively unaffordable compared to other major British cities with the average house costing around eight times the average salary. The LDP recognised that the need for affordable housing must be addressed, and set a

## Section 2. Context and Outlook

target for 6,646 additional affordable homes by 2026.

The planned growth in housing will mean that by 2026, entire new communities will exist. These will need the support of Council services, such as waste collection and schools. Demand for these services will require careful modelling, including the extent to which costs may be offset by additional Council Tax from more dwellings. There will be a need to gauge how demand for services in new communities, including school places, might affect demand in other parts of the city.

### Employment

The city economy is growing and jobs and businesses are being created. After several post-recession years, Cardiff's unemployment rate has generally fallen since 2012, and has returned to pre-downturn levels. However, there are large disparities in unemployment levels across the city.

There is in-work poverty within the city. In 2017, just over a fifth of people in employment earned less than the Real Living Wage. The Real Living Wage is an independently calculated hourly rate of pay, set to cover the basic cost of living. It is paid voluntarily by over 4,700 UK business and organisations. Cardiff Council is a Real Living Wage employer and an advocate of the Real Living Wage in the city. Financial forecasts will need to consider future Real Living Wage rates, both as an employer and procurer of services within the city.

### Deprivation

Almost a quarter of dependent children under 20 in Cardiff are living in low-income households. The 2016/17 National Survey for Wales indicates that 16% of people aged 16 or over in Cardiff live in households in material deprivation, which is slightly above the Welsh average of 15%. However, there is significant disparity across the city in terms of deprivation. The Wellbeing Plan notes that if the Southern Arc of Cardiff were a

local authority in its own right, it would be by far the most deprived in Wales.

Policies to tackle poverty will need consideration in financial planning. These include the provision of affordable housing, making Cardiff a Living Wage City together with a continued focus on education. The potential impact that welfare reform may have within the city, along with pressures on the homelessness service will be kept under review in terms of potential cost pressures.

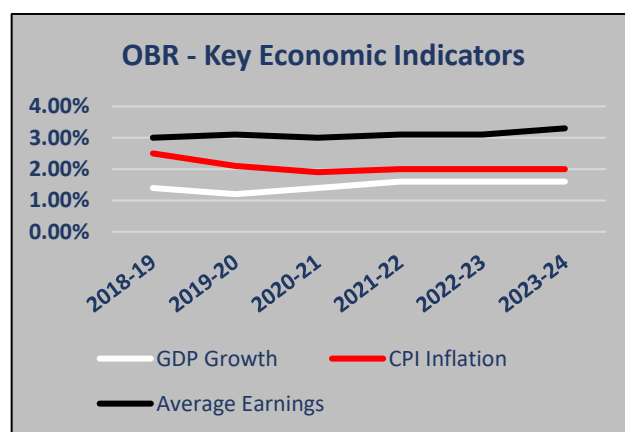
### 2.3 Economic and Financial Outlook

Local financial planning is linked to the wider economic and financial context.

#### UK Context

Alongside the Spring Statement in March 2019, the Officer for Budget Responsibility (OBR) released medium term forecasts for key economic indicators. Forecasts for 2019 – 2023 predicted that:

- Gross Domestic Product (GDP) will grow steadily at between 1.2% - 1.6% per annum
- Inflation (CPI) will decrease from 2.1% per annum in 2019 to between 1.9% - 2% per annum between 2020 and 2023
- A steady increase in Average Earnings.



At March 2019, inflation (CPI) stood at 2.1%, having fallen from a recent peak in November 2017. In theory, relatively stable forecasts of inflation between 2019/20 and 2023/24 provide a degree of planning certainty. However, the

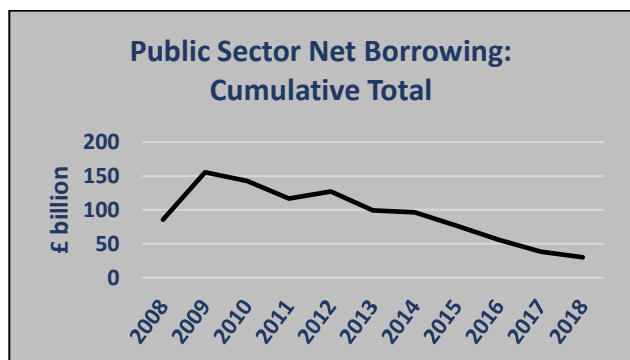
## Section 2. Context and Outlook

economic implications of Brexit are still an unknown in these forecasts.

The UK economy has grown every year since 2010. There are over 3.5 million more people in work than in 2010, with a further 600,000 people forecast to be in work by 2023. Wages are anticipated to rise faster than prices over the next five years. General wage growth and the easing of restraints on Public Sector pay awards will mean additional financial pressure for the Council, both terms of its own workforce, and external spend, if suppliers seek to pass on additional costs.

Public finances have performed better than forecast in 2018, with Public Sector Net Borrowing (PSNB) £19.1 billion lower due to an in-year increase in tax receipts and lower public spending. This helped facilitate a UK Government commitment for additional funding for the NHS in England, equivalent to an average real term increase of 3.5% per annum over the next five years. Devolved Governments benefitted from this through the Barnett consequential.

National debt, currently at 83.3%, is expected to fall to 73% by 2023/24, with PSNB now back below its immediate pre-crisis level:



The Chancellor has stated that debt is still too high making the economy vulnerable to shocks. He has indicated that to improve financial sustainability in the long term, the Government will seek to reduce debt, while supporting vital public services. It would therefore seem imprudent at this stage to assume a significant improvement in Local Government Finance over the medium term.

### *Brexit*

Britain leaving the European Union (Brexit) is a major factor of uncertainty in medium to longer term planning. The impact on the economy is unknown, with negotiations and Parliamentary approval still ongoing at the time of writing. In its most recent report on Brexit, the OBR states the long-term impact on the UK economy and public finances will depend on the agreement that the UK reaches with the European Union, its effect on potential output and how much of that effect will occur within the OBR's five-year forecast horizon. The Chancellor was expected to undertake a full Spending Review (CSR) during 2019, to set the tone for Government spending post Brexit. However, with the Brexit timeframe extended until 31 October 2019 and a Conservative leadership election, the timing for the CSR is now uncertain. The Council continues to consider potential implications and any necessary actions, however at this stage it is not deemed appropriate to allocate additional resources to the issue.

### *Welsh Context*

The Welsh Budget for 2019/20 was 5% lower in real terms than in 2010/11. This was better than anticipated, due to the Barnett consequential of the July 2018 NHS funding announcement. The Welsh Budget for day to day spend will increase by over 2% in real terms, in 2019/20 (compared to 2018/19). Welsh Government budget allocations provide a real terms increase for the NHS, but a real terms decrease for other areas of the public sector including Local Government.

Due to the impending 2019 UK Spending Review and Brexit uncertainty, the WG Budget covers one year only which means the Council has no indicative funding figures beyond 2019. Estimating funding is extremely difficult; national economic uncertainty may affect public spending generally, and funding distribution decisions must be made by both the Westminster and Welsh Government (WG) before any funding reaches individual Welsh Authorities.

## Section 2. Context and Outlook

Wales Fiscal Analysis (WFA) is a research body within Cardiff University's Governance Centre. It undertakes independent research into the public finances, tax and expenditure of Wales. WFA predicts WG's day to day spending will increase over the next five years. However, to put this into perspective, WFA do not expect day to day departmental spending to reach its 2010 levels (in real terms), until 2023. The Welsh population has grown during this period, and so even then, spend per head will still not be restored to 2010 levels.

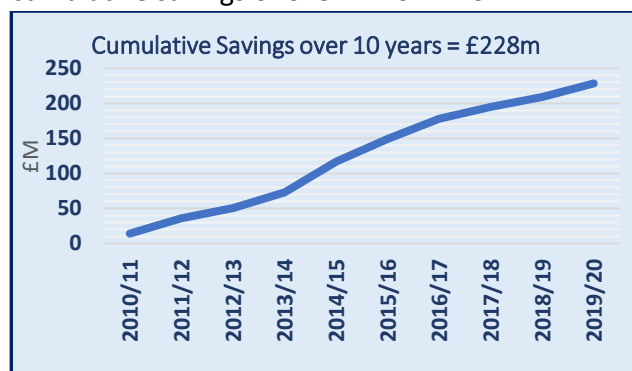
Although some improvement in funding is predicted at the Welsh level, from a Local Government perspective, it does not seem prudent to anticipate a material improvement in funding over the medium term. Predicted increases to the Welsh Block Grant are set in the context of significant political and economic uncertainty. If they do occur, future WG Budgets may continue to prioritise the NHS.

A number of taxes are devolved to WG control including landfill disposal tax, Non-Domestic Rates (NDR), land transaction tax and Welsh Income Tax. The WG Budget for 2019/20 is the first in which Welsh Income Tax is a direct part of the budget. Whilst WG has the power to vary taxes, the current administration have pledged not to change income tax rates prior to the 2021 election.

### 2.4 Council Financial Context

#### Historic Context

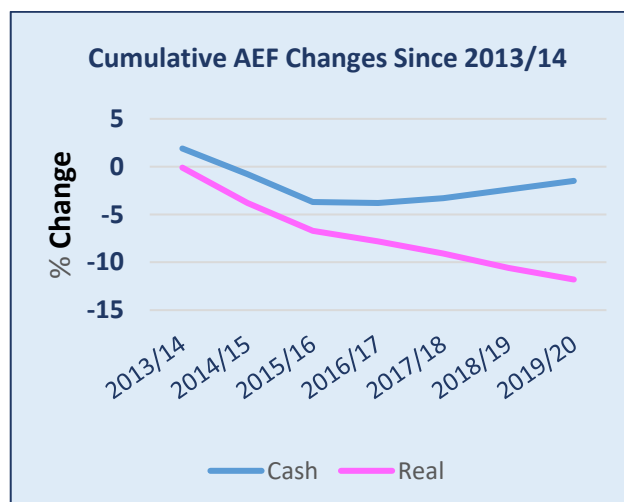
Over the past 10 years, the Council has identified cumulative savings of over £220 million.



Budget savings have resulted in a reduction of over 1,600 full time equivalent (FTE) posts since 2012/13, in services other than schools.

The sharp increase in savings from 2014/15 onwards coincides with a marked deterioration in general grant allocations. The general grant support that Local Authorities receive from Welsh Government includes a Revenue Support Grant and Re-distributed NDR. Collectively these are termed Aggregate External Finance (AEF). AEF represents 73% of the Council's general funding, with the other 27% raised through Council Tax.

Whilst Cardiff has not seen a **cash** reduction in AEF since 2015/16, there have been annual real term reductions. AEF has not kept pace with the level of inflationary and demand pressure that the Council has experienced. **On a like for like basis**, Cardiff's 2018/19 AEF was lower (in cash terms) than it was five years earlier in 2013/14.



This context is important. It will make it more difficult to deliver the material levels of savings required over the medium term and the Council's financial resilience will need to be kept under close review.

#### Resultant shape of the Council's Budget

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

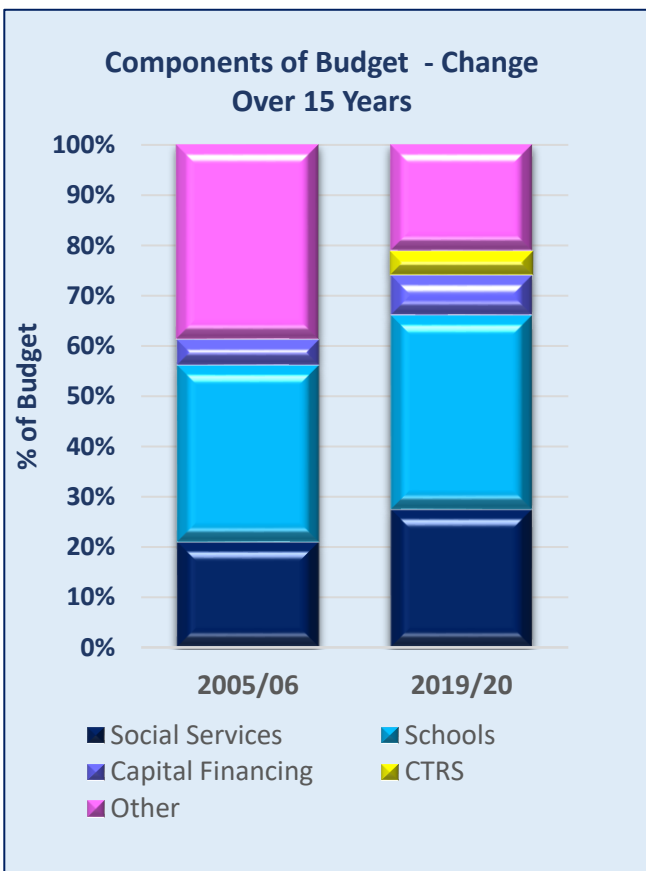


## Section 2. Context and Outlook

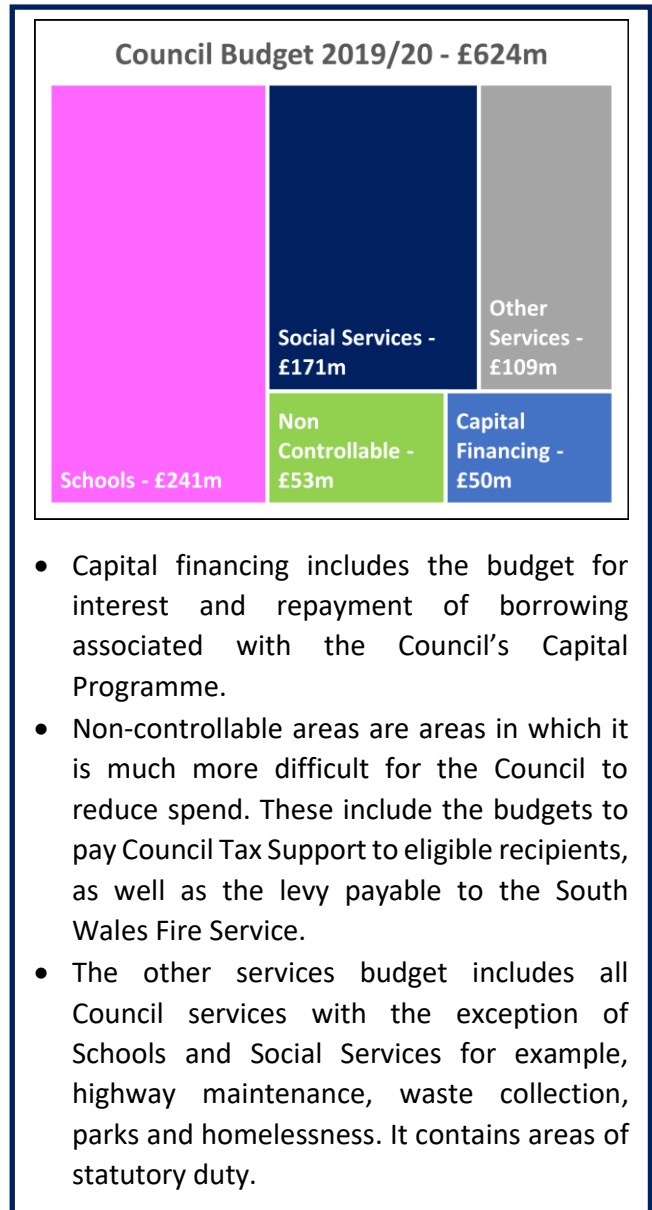
Demand and price pressure has been acute in the areas of Social Services and Schools. Over the period 2015/16 – 2019/20 budgets in these areas have increased by £73 million.

Year	Schools £m	Social Services £m	Total £m
2015/16	6.6	3.2	9.8
2016/17	11.2	4.1	15.3
2017/18	7.2	9.2	16.4
2018/19	7.4	8.4	15.8
2019/20	10.4	5.3	15.7
<b>TOTAL</b>	<b>42.8</b>	<b>30.2</b>	<b>73.0</b>

With no real term AEF increases to help meet this demand, it has primarily been financed from savings in other directorates. Over time, budgets for “other services” have contracted significantly.



In 2019/20, two thirds of the Council’s Budget is attributable to Schools and Social Services.



The financial forecasts and resultant savings requirements that are outlined in the next sections highlight that it is becoming increasingly untenable for “other services” to continue to absorb the highest proportion of savings through targeted directorate savings.

# Section 3. Medium Term Financial Plan

## 3.1 Forecast Financial Position

The Council's forecast financial pressures, funding and resultant £101 million budget gap are set out below.

	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
<b>Base Budget Brought Forward</b>	<b>623,589</b>	<b>622,338</b>	<b>620,126</b>	<b>617,925</b>
<b>Schools</b>				
Pay Costs	5,322	5,307	5,294	5,282
Price Inflation	79	74	75	76
Pupil Numbers (Primary and Secondary)	998	1,448	879	881
Special School Places / Resource Bases	1,007	955	955	955
Complex Needs Enhancement	750	750	750	750
Local Development Plan – Starter Schools	0	716	797	859
Contribution to Band B & Asset Renewal	(1,090)	(1,090)	(1,090)	(1,090)
<b>Total Schools Pressures</b>	<b>7,066</b>	<b>8,160</b>	<b>7,660</b>	<b>7,713</b>
<b>Social Services</b>				
Pay Costs	853	870	888	906
Price Inflation	2,338	2,237	2,184	2,204
Demographic - Adult Social Services	1,384	1,405	1,427	1,449
Demographic - Children's Social Services	2,175	2,175	2,175	2,175
<b>Total Social Services Pressures</b>	<b>6,750</b>	<b>6,687</b>	<b>6,674</b>	<b>6,734</b>
<b>Other Services</b>				
Pay Costs	2,481	2,248	2,243	2,286
Price Inflation	680	869	621	622
Commitments	1,334	782	1,383	615
Demographic Growth	100	100	100	100
<b>Total Other Services Pressures</b>	<b>4,595</b>	<b>3,999</b>	<b>4,347</b>	<b>3,623</b>
<b>Capital Financing</b>	<b>2,317</b>	<b>3,865</b>	<b>814</b>	<b>152</b>
<b>Emerging Financial Pressures</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>
<b>Resources Required</b>	<b>647,317</b>	<b>648,049</b>	<b>642,621</b>	<b>639,147</b>
<b>Resources Available:</b>				
Aggregate External Finance	(445,378)	(443,166)	(440,965)	(438,775)
Council Tax at 2018/19 level	(176,210)	(176,210)	(176,210)	(176,210)
Earmarked Reserves	(750)	(750)	(750)	(750)
<b>Total Resources Available</b>	<b>(622,338)</b>	<b>(620,126)</b>	<b>(617,925)</b>	<b>(615,735)</b>
<b>BUDGET REDUCTION REQUIREMENT</b>	<b>24,979</b>	<b>27,923</b>	<b>24,696</b>	<b>23,412</b>

## Section 3. Medium Term Financial Plan

### 3.2 Pressures Key Assumptions

#### *Pay Pressures*

Potential pressures that should be considered when forecasting future employee costs include:

- Pay Awards
- Voluntary Living Wage
- Employers' National Insurance Contributions
- Employers' Superannuation Contributions
- Incremental pay progression
- Apprenticeship Levy
- Redundancy Costs

There are no agreed pay awards beyond the academic year 2018/19 for teaching staff, or beyond the financial year 2019/20 for non-teaching staff. In the absence of agreed awards, annual uplifts of 2% are assumed for all staff. This is broadly in line with forecast CPI inflation over the same timeframe.

The Council is a Voluntary Living Wage (VLW) Employer. Previously, lower points on the NJC pay spine fell below the VLW rate, and so a VLW supplement was paid to eligible staff. Following the introduction of a new pay spine from April 2019, all pay scales are at or above the VLW rate. It is assumed this will continue to be the case over the medium term. However, this assumption will need to be reviewed if annual VLW increases are consistently higher than the general pay award.

No significant changes to National Insurance rates or thresholds set by HM Treasury are anticipated, but this will be kept under review. Forecast pay pressures allow for Employers' National Insurance budgets to increase in line with assumed pay awards.

Actuarial review of the Local Government Pension Scheme (LGPS) will take place during 2019/20, with an "as at date" of 31 March 2019. It is considered reasonable to assume that there will be no change to the existing contribution rate following this review. This is in light of recent

contribution increases and positive interim reports from the Actuary. Consequently, forecast pay pressures assume that additional costs associated with Employers contributions to the LGPS will be limited to ensuring contributions increase in line with assumed pay awards.

The Teachers' Pension Scheme (TPS) is an unfunded public service pension scheme. The TPS underwent actuarial review in 2016 and the results were published in 2018. These, coupled with a change in the discount rate used to set scheme contributions, mean there will be a significant increase in Employers' contributions from September 2019. It was originally assumed that this cost would need to be borne by the Council, and this was reflected in the 2019/20 Budget and previous iterations of the MTFP. However, following the announcement of grant funding to cover this pressure in 2019/20, this position has been advised to reflect the assumptions that:

- The 2019/20 funding will be ongoing and;
- The full year impact of the change, due to take effect in 2020/21, will also be fully funded

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

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

In times of financial challenge, savings requirements and associated reductions in headcount mean that redundancy costs are an important consideration in financial planning. The Council has a base budget and earmarked reserve

## Section 3. Medium Term Financial Plan

set aside to meet these costs. Financial forecasts include potential redundancy costs over and above existing provision.

### *Price Inflation*

The Council's budgetary policy is that directorates manage price inflation within existing resources, except in exceptional circumstances. These may relate to the scale of the increase, or the quantum of the budget to which the increase applies.

Areas deemed exceptional and included as forecast price pressures include out of county placement costs, NDR, Social Services commissioned care costs and energy. In the majority of cases, forecast increases are in line with the OBR's estimate for CPI:

2019/20	2020/21	2021/22	2022/23	2023/24
2.1%	1.9%	2.0%	2.0%	2.0%

### *Commitments*

Forecast financial commitments include:

- Capital financing costs associated with the Capital Programme
- Estimated increases to levies or contributions that the Council is committed to paying other bodies
- Operating costs resulting from previous Cabinet or Council decisions

Forecast capital financing costs reflect the 2019/20 – 2023/24 Capital Programme and the cost of commitments made in previous years. The annual cost of the programme as a percentage of the Council's revenue budget is expected to increase over five years. Costs reflect the Council's current MRP policy, which will be tested and reviewed during 2019/20.

Forecast capital financing figures reflect the following key assumptions:

- There will be no new commitments funded by additional borrowing unless they are funded on an invest to save basis
- The timing and delivery of expenditure will be as profiled in the capital programme
- The assumed interest rate for new borrowing is 3.25%
- Capital receipt targets will be met
- The timing and method of managing borrowing repayments will be as set out in the Treasury Management Strategy
- There will be one pool of debt for the General Fund and HRA

There are a number of key strategic priorities, which the Cabinet is currently considering in line with Capital Ambition. These include the development of an Indoor Arena in Cardiff Bay, the development of Core office Accommodation and the International Sports Village. The full extent of potential costs in relation to these schemes is not yet reflected in capital financing forecasts. However, there is an expectation that the core office accommodation and the ISV will be self-financing.

The 2019/20 Budget Report refers to a financial affordability envelope, which sets out potential additional exposure in relation to the Indoor Arena. This does not currently form part of the 2019/20 – 2023/24 Capital Programme, as it requires further definition and due diligence prior to approval. The intention is that updates, including in relation to financial implications will be reported to Cabinet during the 2019/20 financial year. This scheme will be subject to specific Cabinet approval if within the designated financial affordability envelope.

The maximum additional capital financing exposure in future years, as defined by the affordability envelope, is an additional base budget commitment of £1.4 million in 2020/21 and £0.7 million in 2021/22. It is anticipated that this will be recovered through new income streams over the life of the project. However, at

## Section 3. Medium Term Financial Plan

present, such recovery is outside the timeframe covered by this MTFP.

Other forecast commitments associated with the Capital Programme include the future operating costs of a new Household Waste Recycling Centre. The timing of this is currently uncertain, but revenue costs are reflected from 2022/23 onwards, which is consistent with the Capital Programme.

Forecast financial commitments include estimated increases to levies and contributions. The most significant of these is the South Wales Fire Services (SWFS), with a current Council contribution level of over £17 million. The budget for the SWFS is levied across constituent local authorities on a population basis. Estimates therefore reflect the Council's future levy increasing because of its growing population, as well because of potential increases to the SWFS' overall budget. WG are currently consulting on the SWFS, including future funding arrangements. Potential changes to the manner in which the SWFS is funded will need to be kept under review.

Forecast commitments for 2020/21 reflect additional base budget funding for the Council's Corporate Apprentice Scheme. This will ensure there is adequate budgetary provision for the scheme to continue, once associated earmarked reserve funding is exhausted.

### Demographic Pressures

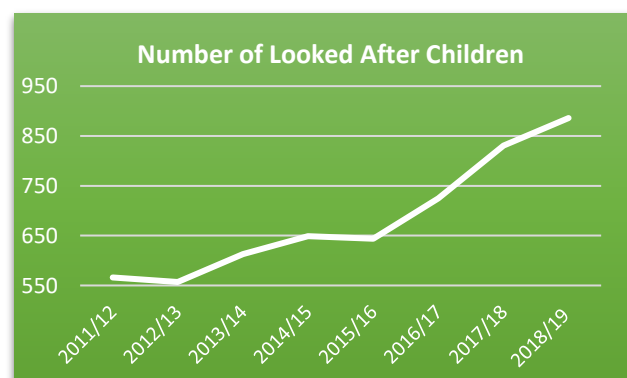
Over recent years, Cardiff has had one of the fastest growing populations of any of the UK core cities. As outlined in the section on City Demographics, significant population growth is expected to continue, with faster growth in the under-18 and over 65 age brackets.

The key areas of forecast demographic growth, and the associated financial impact over the period 2020/21 – 2023/24 are summarised in the next table.

Demographic Increases	£m
Adults Social Services	5.7
Children's Social Services	8.7
Pupil Numbers	6.3
Additional Needs of Pupils	4.7
Local Development Plan - Schools	2.4
Other	0.4
<b>TOTAL</b>	<b>28.2</b>

Estimated growth in Adult Social Services takes into account, projected growth in relevant areas of the population. It estimates the impact on commissioning budgets if demand (as a percentage of the overall population) were to remain consistent. In practice, directorates have preventative strategies and early intervention work in place that should help manage this demand over the medium term, and this will be reflected as part of the Council's strategy to address the budget gap.

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



Financial forecasts currently include £2.2 million per annum to reflect potential growth in Children's Services. This assumes some flattening of the recent trend line as preventative measures currently being implemented by the directorate

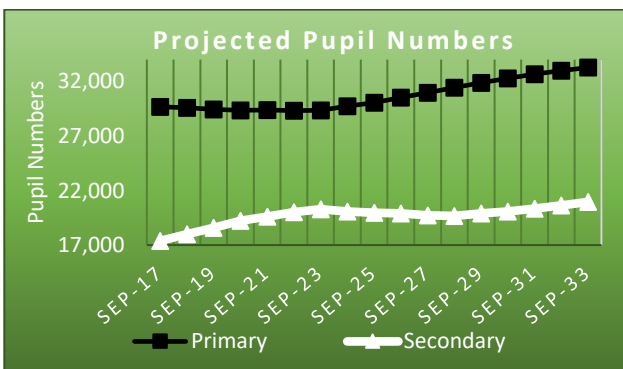
# Section 3. Medium Term Financial Plan

take effect. Figures are based on an average of 54 additional looked after children per annum and average placement costs.

Demand in this area is difficult to predict and numbers of children, the complexity of their need and the nature of their care packages, can all have a significant impact on costs. In recognition that a small number of unanticipated high cost care packages can have serious implications for the annual budget, the Council has a contingency budget of £2 million to help cope with this unpredictability. As with Adult Social Services, the medium term strategy will reflect preventative work in this area.

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

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



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

information. They will be regularly reviewed to take account of most recent information.

Future operating cost of schools in LDP areas are difficult to predict and subject to change. At present, forecast figures assume that starter schools will begin to open in LDP areas in a few years' time. Starter schools refer to schools that begin with reception and year one groups only and then grow year on year. Assumptions are high level and will need refinement as development within the city progresses and demand for school places becomes clearer. There will also be a need to gauge whether the take up of school places in LDP areas affects demand in other areas of the city. There will also be a need to begin to reflect impact on other services, including waste collection.

### Emerging Financial Pressures

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

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

### 3.3 Funding Key Assumptions

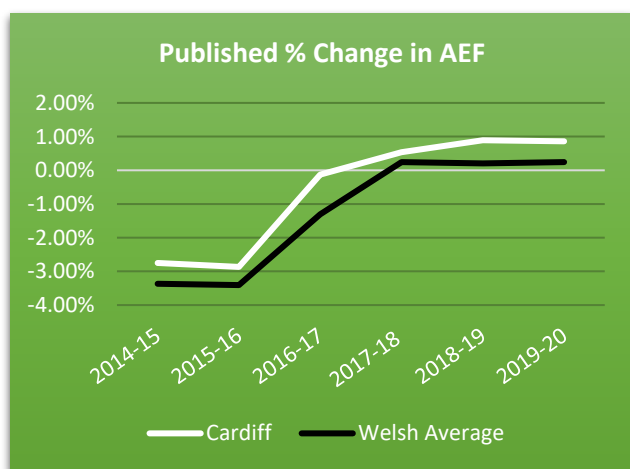
#### Aggregate External Finance (AEF)

The 2019/20 Local Government Finance Settlement was for one year only. Whilst there is potential for the Welsh Block Grant to increase

## Section 3. Medium Term Financial Plan

over the medium term, it would be imprudent for Local Government to assume a significant improvement to recent funding settlements.

The graph below sets out annual AEF changes (in cash terms) since 2014/15, for both Cardiff, and the Welsh average position. It shows that there have been significant fluctuations over the period. Cardiff's position has been consistently above average and this is largely reflective of its growing population and associated demand on services.



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

In the absence of any indicative funding figures, the MTFP assumes annual AEF reductions of 0.5%, (compared to assumptions of 1% in previous years). This takes into account a range of factors, including recent more favourable (albeit still extremely challenging) settlements, the potential for future increases to the Welsh Block Grant and Cardiff's consistent placement above the Welsh average. However, this is balanced with significant economic and political uncertainty, and the potential for additional responsibilities to be included within the overall funding envelope.

If indicative funding is worse than these planning assumptions, there may be a need to identify

significant additional savings at short notice. This could pose a material risk to the Council's financial resilience, as the achievability risk associated with such savings is likely to be high. In order to address this risk, the Council has a £3.8 million base budget called a Financial Resilience Mechanism (FRM) to help the Council deal with uncertainty of funding. It is used to invest in priority areas, but that investment must be one-off and decided afresh each year. This means that the budget is used proactively, but could be deleted without affecting day-to-day services if required.

### Reserves

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

- Reserves are cash sums – once they are used, there will be an immediate gap in the finances of the following year.
- Earmarked reserves are set aside for a particular purpose. Using reserves for budget funding would compromise their original purpose, unless circumstances have changed.
- Reserves are an important part of financial resilience. They provide a cash buffer in times of uncertainty.
- Cash in reserves is not idle; it generates investment income in line with the Treasury Management Strategy. It also avoids the need for short-term borrowing and its associated costs.
- The level of reserves held by Cardiff Council may be considered to be just at an adequate level for an Authority of this size. As a percentage of gross revenue expenditure (i.e. budgeted running costs before any income), Cardiff has one of the lowest levels of reserves compared to other Welsh Authorities.

Funding forecasts assume that £0.75 million will be used from reserves to support the budget each year between 2020/21 and 2023/24. Together with the 2019/20 sum of £2.75 million, this means

## Section 3. Medium Term Financial Plan

a total of £5.75 million will be used from reserves to support the budget over five years.

In 2019/20, the £2.75 million will be funded from the Council's Strategic Budget Reserve, which had a 2018/19 year-end balance of £5.6 million. Any opportunities to increase that reserve at year-end will be taken. For future years, in the event that the Strategic Budget Reserve has not been replenished, sums will be identified as part of the annual review of reserves, and amounts released where they are no longer required for the purpose originally intended.

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

### ***Specific Grant Funding***

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

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

There has been a tendency in recent years, for WG to direct additional funding for Local Government through specific grants. Examples of this, and the sums involved (at a Welsh level), include Teachers' Pay (£7.5m), and support for Social Services pressures (£30m). These grants support day-to day operational pressures, as opposed to WG policy initiatives.

From a financial planning perspective, there is a risk that specific grants may reduce significantly, or be discontinued altogether. This is particularly problematic where specific grants support day-to-day pressures. Whilst still a challenge where grants support specific initiatives, there is at least an opportunity to review whether those initiatives should continue.

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

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

The Council will need to keep WG's intention regarding the Teachers' Pay, Teachers Pensions and Social Services grants under review.



# Section 4. Risk and Uncertainty

## 4.1 Sensitivity Analysis

Current assumptions within the MTFP are prudent and based on best available information. However, there is always a risk of change. If certain areas within the MTFP fluctuate, they could significantly affect the financial forecast. The table below sets out areas of sensitivity and their potential annual impact.

Assumption	£m
AEF 1% worse than anticipated	4.4
Teachers Pay Award 1% higher	1.4
NJC Award 1% higher	2.1
CPI 1% higher (on permitted heads)	1.4
<b>Total Annual Impact</b>	<b>9.3</b>

If **all** these variables changed unfavourably, they could have a £9.3m adverse impact in any individual year. The cumulative impact across the MTFP would be £37 million. Whilst it is unlikely that **all** variables would shift unfavourably, the scale of the potential impact if they did highlights the importance of regularly reviewing assumptions.

## 4.2 Horizon Scanning & Known Unknowns

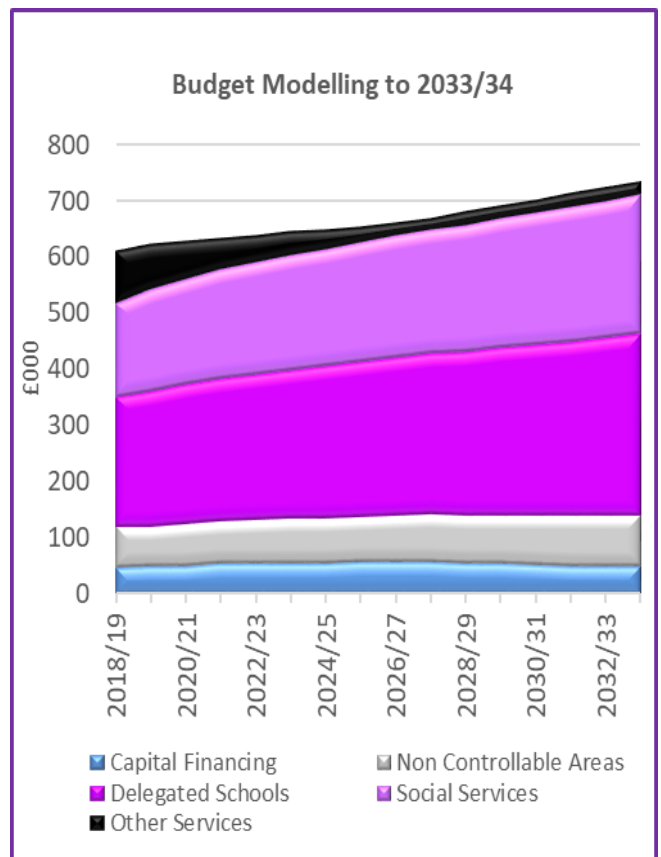
As well as key assumptions, a number of other factors must be closely monitored. These are currently too uncertain to quantify at present, but have the potential to be significant in terms of quantum. These include:

- Brexit, and its resultant impact on the economy
- The expectation that the Spending Review, when it comes, will be another lean one for public services other than the NHS. It is also currently undecided whether the Review will cover one year or three, due to the uncertainty of Brexit.

- The impact of WG’s devolved tax powers and potential changes in tax policy
- The impact of WG’s devolved powers to set teachers’ pay from September 2019
- Local Government Reform in Wales
- WG’s intention to review the Local Government Finance system in Wales
- Future pressures on demand led budgets
- The impact of welfare reform within the city

## 4.3 Longer Term Outlook

The graph below models the potential long-term outlook for the Council’s budget. It shows “other services” reducing to an extremely small proportion of the Council’s budget. This is not feasible as these services contain statutory functions. The strategy to address the gap will need to try to reshape this profile as far as possible.



It should be noted that it is extremely difficult to model beyond the timeframe covered by the

## Section 4. Risk and Uncertainty

MTFP given the number of unknown factors. The above outlook can only be taken as a high-level indication of how things may look in the future if historic trends are extrapolated. Some of the key assumptions underpinning the graph include:

- No further capital financing commitments beyond those required to fund the existing Capital Programme. This means that any new schemes that are dependent on additional borrowing will increase the capital financing section of the graph at the expense of other areas.
- The growth assumed for Social Services and Schools is more modest than in recent years.
- The challenging funding position has been extrapolated over the medium term, moving to a more optimistic view of modest funding increases in later years.

The longer-term outlook emphasises that when funding levels are static or reducing, growth in one area is usually at the expense of others. Policies to address the budget gap, must therefore take into account the future shape of the budget. Otherwise, there is a risk that over a number of years, decisions that are appropriate in the short term, could have a significant and irrevocable impact on the Council's longer term financial resilience. Robust annual challenge on this point will be a key part of financial planning.

### 4.4 Key Risks

The key risks associated with the MTFP are recapped below:

Funding	<ul style="list-style-type: none"> <li>• Worse than predicted LG financial settlements.</li> <li>• The potential fall out of specific grants – especially where these are supporting ongoing pressures.</li> <li>• Challenges in relation to capital funding and the associated implications for revenue budgets. These include the impact of additional borrowing beyond that reflected in the current programme, or invest to save schemes that fail to deliver projected income.</li> </ul>
Demand	<ul style="list-style-type: none"> <li>• A demographic profile that suggests ongoing demand in Social Services and Education.</li> <li>• The difficulty of modelling complexity of demand, including in Children's Services and Additional Learning Needs.</li> <li>• The potential impact of Welfare Reform within the city.</li> <li>• The difficulty in modelling increased demand for services resulting from the LDP.</li> </ul>
Uncertainty	<ul style="list-style-type: none"> <li>• Brexit and its unknown socio-economic impact.</li> <li>• The Spending Review and subsequent outlook for public spending.</li> <li>• The potential for key assumptions in the MTFP to fluctuate.</li> </ul>
Financial Resilience	<ul style="list-style-type: none"> <li>• The significant medium term budget gap, particularly when viewed in the context of historic savings levels.</li> <li>• The shape of the Council's budget – with over 70% now accounted for by capital financing, Social Services and Schools.</li> <li>• The potential impact that delays to savings included in the MTFP may have on the budget monitoring position.</li> <li>• Planned use of reserves to support the budget, which will need to be kept under review</li> <li>• The difficulties associated with predicting the cash impact of preventative strategies.</li> </ul>

## Section 5. Addressing the Gap

### 5.1 Budget Gap

The estimated budget gap for the period 2020/21 – 2023/24 is set out below:

2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
25.0	27.9	24.7	23.4	101.0

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

### 5.2 Council Tax

Council Tax accounts for 27% of the Council's general funding. This means that in order to generate a 1% increase in overall funding, Council Tax would have to increase by almost 4%. This is called the gearing of the tax. It means the Council has little control over the majority of its funding, which is through Government Grant.

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

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

#### *Council Tax Base*

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

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

in the city, budget strategy is not to pre-empt such increases within funding forecasts. This is because the funding formula that WG uses to distribute AEF across individual Authorities means that an increase in Council Tax Base will often result in a reduction in AEF. For example, the Council's 2019/20 AEF increase was £1.6 million lower than originally indicated, due to tax base adjustments within the funding formula.

#### *Council Tax Support Budgets*

The Council pays Council Tax support to eligible recipients under the Council Tax Reduction Scheme. Budgetary responsibility for this passed to the Council in 2013/14, and the current annual budget is over £30 million.

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

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

In addressing the budget gap, it is assumed that Council Tax will increase by 4.5% per annum. As already explained, increases at this level, contribute around 1% to the Council's overall funding.

An annual 4.5% increase would contribute the following amounts to addressing the budget gap:

2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
6.5	6.8	7.1	7.4	27.8

The assumption of annual 4.5% increases is not fixed, and will be kept under review over the medium term.

## Section 5. Addressing the Gap

### 5.3 Savings Requirement

The residual budget gap after taking into account assumed Council Tax increases is:

2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
18.5	21.1	17.6	16.0	73.2

Given the longer-term budgetary outlook previously considered, the approach to addressing the residual gap must move beyond the traditional approach of targeted directorate savings and limiting schools' growth.

There will be a need to:

- Capture the full financial benefit of the significant amount of early intervention and preventative work ongoing across the Authority, in order to manage the pattern of future demand for Council services.
- Consider the level at which it is affordable to continue to subsidise services of a more discretionary nature.
- Continue to maximise income streams and explore the potential for new income streams, particularly where services are not universal.
- Continue to target efficiencies, including baseline efficiencies for *all* services including schools.
- Continue to undertake service reviews and to identify cross-directorate savings in areas such as corporate landlord functions and transport.
- Identify opportunities to work across directorates and in partnership with other organisations.
- Target productivity savings to ensure that optimum value for money is achieved within scarce resources, including making best use of digital technology.
- Consider how targeted capital investment may deliver revenue savings.

In developing detailed savings proposal for the medium term, there will be a need to work across directorate boundaries to review all elements of expenditure that the Council is able to influence. This will include working with delegated schools to identify efficiency opportunities in relation to the £241 million Schools' budget.

There will be a three-pronged approach to targeting savings over the medium term. This will include identification across directorates of:

- Efficiency savings
- Income opportunities
- Service change / transformation opportunities

Efficiency targets will emphasise the need to achieve the same for less, with no significant impact on services. There will be an expectation that all directorate contribute base-line efficiency savings, but targets will vary across directorates. Efficiency targets for 2020/21 are higher for back office services but lower in front line services. In Schools, efficiency targets have been limited to a 1% target.

In order to improve the deliverability of savings, where feasible, efficiency savings that do not require a policy decision may be actioned in advance of the year to which they relate.

Directorates are exploring income opportunities and services change / transformation opportunities and progress in this regards, along with any further clarity on the funding position, will be reported later in the year, in order to inform consultation.

## Budget Strategy Report 2020/21 - Question and Answers

### What is this about?

- This is a brief overview of the Council's 2020/21 Budget Strategy Report, which you can view in full online.
- It's split into two sections – the first outlines the strategy for setting the 2020/21 Revenue Budget, the second outlines the approach to rolling forward the Capital Programme for 2020/21 – 2024/25.

## The Revenue Budget

### What are things looking like?

- Challenging, with some significant uncertainties.

### What are the uncertainties?

There are many, but here is a flavour:-

- **General Grant Funding** - the general grant we receive from Welsh Government (WG) accounts for 71% of how we fund our budget. We have no formal indication of what this will be next year. Individual Councils do not usually receive funding figures (Local Government Settlement) until October and these are not finalised until December. Circumstances in the current year mean that these already challenging time-scales are somewhat uncertain (see CSR).
- **BREXIT** - we don't yet know the terms of the UK's departure from the European Union and how these will affect the economy.
- **Comprehensive Spending Review (CSR)** – a CSR was expected this year to set the tone for post-Brexit Spending. As the date for the UK's departure from the EU has been extended to 31 October 2019, and there has been a Conservative Leadership Election in order to determine the new Prime Minister, it is now unlikely that the CSR will take place this autumn, as previously anticipated. However, it's still unclear whether it will be delayed a few months (which could mean a delayed Local Government Settlement), *or*, if it is now unlikely to take place at all prior to the 2020/21 Budget.
- **Specific Grant Streams** - specific grants are usually used to fund particular policy initiatives. However, in recent years, support for a number of core operational pressures has been directed through specific grants. These include Social Services' pressures, Teachers' pay pressures and Teachers' Pensions pressures. This adds to the overall position on funding uncertainty, as there is a risk that these grants could reduce or fall out.

### What are the challenges?

Again, there are many but here is an overview:-

- **Cost Pressures and Funding Reductions** - the Council is still facing significant cost pressures over the next few years. These pressures are partly inflation related, e.g. pay awards and external providers increasing their prices. They are also demand related, for example, increasing pupil numbers and the well-publicised pressures on social services that are being experienced UK wide. We believe that funding may continue to reduce but

don't yet know by how much. The combination of funding reductions and financial pressures creates a "budget gap." In other words, our expected need to spend exceeds the level of funding we believe we will have, and so we need to bring the two back into balance.

- **The extended period of financial challenge** - every year, balancing the books becomes harder because so much of the budget has already been reduced - £136 million savings have been identified over the past five years with another £19 million in the current year.
- **The shape of our budget** - two areas of the budget that are under demand pressure, Schools and Social Services, now account for 66% of the Council's budget. This makes the squeeze on other areas even harder.
- **Capital Financing** – a further 8% of the budget is accounted for by capital financing. The challenges associated with funding the Capital Programme and the implications this has for the revenue budget are described in the Capital Q&A below.

#### How much is the Budget Gap?

- The budget gap is estimated £101 million over the next four years, of which £25 million relates to 2020/21.

2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
25.0	27.9	24.7	23.4	<b>101.0</b>

#### So how will the Council bridge this gap?

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

To be kept  
under  
review

	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
Council Tax at +4.5%	6.5	6.8	7.1	7.4	<b>27.8</b>
Savings	18.5	21.1	17.6	16.0	<b>73.2</b>
<b>Total</b>	<b>25.0</b>	<b>27.9</b>	<b>24.7</b>	<b>23.4</b>	<b>101.0</b>

#### Savings

- Savings form the largest component of the strategy at £73 million over the four-year period – this will be a big challenge in view of the significant levels of savings already found.
- For 2020/21, £10.3 million will be targeted from efficiency and income proposals and £8.2 million from more transformational change.
- All areas will be required to contribute efficiency proposals but targets will be higher for back office functions, and lower for others, such as schools. (Although schools are being asked to contribute an efficiency saving, the strategy would still provide them with additional cash of £4.6 million in 2020/21).

- Where possible, efficiency proposals will be implemented in the current year to improve the chances of securing full years savings in 2020/21.
- Although the immediate focus must be on delivering savings for 2020/21, directorates will also be considering in broader terms how to address savings requirements for later years.

#### How can I have my say?

- In the autumn, there will be a more detailed consultation, which will focus on income and transformational proposals.

#### What if funding reductions turn out to be worse than expected?

- We have assumed that funding will reduce by 0.5% and that is reflected in our budget gap.
- The Council could withstand a further 0.9% reduction by using a budget we would otherwise use for one-off investment.

#### What next?

- We will continue to keep the budget gap under review – things can change quickly and regular review is an important part of being prepared.
- Directorates will refine their work on the 2020/21 efficiency and income proposals during the summer.
- There will be early implementation of efficiency proposals where possible, and where appropriate.
- There will be further focus on framing proposals to meet the £8.2 million to be delivered through more transformational change.
- Progress, along with any further clarity on funding issues, will be reported in the autumn in order to inform consultation.

## The Capital Programme

#### What is capital?

- Capital expenditure refers to acquiring or improving assets for the long term.
- Similar to the revenue budget, councils receive some general and specific grant funding to support capital expenditure. However, other than that, there are some significant differences to how capital expenditure is funded.
- One of these is that Council are permitted to borrow to fund capital expenditure **as long as that borrowing is affordable**. Councils can also fund capital expenditure from proceeds we get from selling other assets (called capital receipts.)
- The capital programme sets out our expenditure plans and how we will pay for them over a five-year period.
- The current five-year capital programme was approved by Council in February 2019. This set the programme for 2019/20 and the indicative programme until 2023/24.
- The 2020/21 Budget Strategy must set the approach to updating the indicative programme and rolling it forward one year to cover 2024/25.

**What is the picture on Capital?**

- There are two overarching considerations – investment pressures and affordability.

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

- Broadly speaking, these relate to investment in existing assets, or to investment in development projects to meet the Council's strategic aims. Some examples include:
  - Maintaining our Highways infrastructure
  - Property maintenance
  - Demand for affordable housing
  - 21<sup>st</sup> Century Schools Programme – Band A&B
  - Economic development and regeneration aspirations
  - Sustainable transport initiatives
  - Mandatory investment – e.g. disabled adaptations

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

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

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

- In times of financial pressure, reducing the assets we hold can have a dual benefit in terms of financial planning. Firstly, it provides funds to support the capital programme. Secondly, it reduces the financial pressures associated with maintaining assets.
- The current capital programme already includes challenging targets in respect of capital receipts, with over £35 million to be found between 2019/20 and 2023/24.
- There is a risk associated with including capital receipts in the capital programme. Unsurprisingly, as they involve the sale of assets, the realisation and timing of receipts can be relatively unpredictable.
- It is therefore important to ensure there is a clear, approved strategy to realise them and that progress is kept under close review.

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

- Borrowing places pressures on the revenue budget because debt must be repaid with interest.
- Broadly speaking, each £1 million of capital expenditure places additional pressure of £65,000 on the revenue budget in early years – and this assumes a long asset life of 25 years, the impact on revenue is higher when asset lives are shorter.
- The Revenue Q&A (above) explained that the capital-financing budget already accounts for a significant proportion of the revenue budget. Even with no further borrowing, this budget will increase over the medium term.
- Given the challenges on the revenue budget, the MTFP assumes there will be no further borrowing beyond that which is already included in the current capital programme.



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

- Yes, these are called invest to save (ITS) or invest to earn (ITE) schemes.
- Usually, the capital investment results in savings or income, that help meet the borrowing costs without having net impact on the revenue budget.
- The key in these situations is to have a robust business case at the outset, to be sure that the income / savings will actually materialise and that they will be sufficient to meet the borrowing costs. If they don't there's a risk that the revenue budget will end up picking up those costs.

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

- Firstly, directorates will be asked to confirm if commitments in the current programme remain essential, or whether there is any scope to reduce or defer them. This should include a realistic appraisal of capacity to deliver these schemes.
- Secondly, it will be important to keep progress towards capital receipts under review. This is an important factor in overall programme affordability.
- After that, the overarching approach, in line with the Capital Strategy approved in February, will be to focus on looking after our existing assets. Even then, there must be evidence of need to spend, and this should be prioritised by risk.
- New capital expenditure pressures that do not relate to existing assets should only be considered if they can be funded externally, or if there is clear evidence of a sound invest to save business case.
- For 2024/25, which will be the "new" year in the 2020 Programme, additional borrowing will only be considered where it relates to existing assets.
- All proposed investment should be in line with the Capital Ambition delivery programme, and all alternative solutions for funding and achieving the same outcome should be explored before additional Council funding is considered.

**What next?**

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

## PROPOSED REVENUE BUDGET TIMETABLE FRAMEWORK 2020/21

Date	Budget Strategy
Jul 2019	<ul style="list-style-type: none"> <li>• Budget Strategy Report considered at Cabinet</li> <li>• Budget Strategy Report considered at Council</li> </ul>
Jul - Oct 2019	<ul style="list-style-type: none"> <li>• Directorates further develop detail 2020/21 efficiency &amp; income proposals</li> <li>• Senior Officer Meetings / Cabinet Member meetings to scrutinise the detail of 2020/21 efficiency &amp; income budget proposals</li> <li>• Consider early implementation of 2020/21 efficiency proposals <b>where possible and appropriate</b></li> <li>• Ongoing review of the in-year monitoring position and the key risk areas identified in the body of the report</li> <li>• Directorates review scope for transformational proposals</li> <li>• Following consultation with Cabinet Members, business cases to be developed in targeted areas</li> </ul>
Oct 2019	<ul style="list-style-type: none"> <li>• Provisional 2020/21 Settlement received</li> <li>• Some visibility of Specific Grants at All Wales level</li> </ul> <p><b><i>This is in line with usual timescales - there is a risk that these may slip as described in the Report</i></b></p>
Oct / Nov 2019	<ul style="list-style-type: none"> <li>• Consideration of 2021/22 and later years' proposals</li> </ul>
Nov / Dec 2019	<ul style="list-style-type: none"> <li>• Consultation on 2020/21 draft budget savings proposals (income and transformational proposals)</li> </ul>
Dec 2019	<ul style="list-style-type: none"> <li>• Cabinet approval of Council Tax Base</li> <li>• Final Budget Settlement received (usual timescale, potential to slip)</li> </ul>
Jan 2020	<ul style="list-style-type: none"> <li>• Fine-tuning of budget proposals and consideration of medium term financial plans</li> <li>• Review responses to consultation</li> </ul>
Feb 2020	<ul style="list-style-type: none"> <li>• Approval of Corporate Plan and Budget</li> </ul>

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

## Key Schemes within the 2019/20 to 2023/24 Capital Programme

Theme	Types of expenditure
Annual Sums	<ul style="list-style-type: none"> <li>• Disabled adaptations to allow people to remain independent in their homes</li> <li>• Highway infrastructure</li> <li>• Property asset renewal</li> <li>• Neighbourhood regeneration</li> <li>• Parks asset renewal</li> <li>• Road safety; cycle and public transport network improvements</li> </ul>
Previously Agreed / Ongoing Schemes	<ul style="list-style-type: none"> <li>• Facility to support victims and those at risk of domestic abuse</li> <li>• Whitchurch High School accessibility for disabled pupils</li> <li>• Bereavement Strategy</li> <li>• Western Transport Interchange</li> <li>• 21<sup>st</sup> Century Schools Band B programme</li> <li>• Completion of Central Square public realm</li> <li>• Modernising ICT to improve business process</li> <li>• City Centre youth hub and Butetown pavilion</li> <li>• Strategic cycle routes</li> <li>• Council contribution to support WG grant bids for coastal erosion, transport links and a targeted regeneration investment programme</li> <li>• Development of a new household waste recycling centre</li> <li>• Council agreed contribution to CCRCDC expenditure in accordance with profile approved by Regional Cabinet in January 2018</li> </ul>
New Capital allocations including invest to save proposed in 2019/20 Budget	<ul style="list-style-type: none"> <li>• Additional support for disabled adaptations grant</li> <li>• Roll out of glass recycling collection service</li> <li>• Works to structures at Millennium Walkway and Roath Park dam</li> <li>• Enabling works, if required to implement economic development schemes</li> <li>• Economic Development schemes at the Chapter Arts Centre and the former Virgin Active site</li> <li>• Contribution towards the cost of the Indoor Arena subject to the level of capital receipts and approved affordability envelope</li> <li>• Road safety and other improvements proposed from parking enforcement income</li> <li>• Lamby Way solar farm and contribution to District Heat Network</li> <li>• LED street lighting in residential areas</li> </ul>
External Grant and Contribution assumptions	<ul style="list-style-type: none"> <li>• Targeted regeneration investment programme</li> <li>• 21<sup>st</sup> Century schools Band B programme</li> <li>• Public highways refurbishment</li> <li>• Local Transport Fund, active travel, road safety and safe routes in communities</li> <li>• Coastal and flood risk management programme design</li> <li>• Planning gain and other contributions received towards a range of schemes</li> </ul>
Invest to Save	<ul style="list-style-type: none"> <li>• 21<sup>st</sup> Century schools Band B programme</li> <li>• Council leisure centre investment as part of alternative service delivery</li> <li>• Loan to Cardiff City Transport Services Limited</li> <li>• New cemetery to increase burial space in the city</li> <li>• Building energy efficiency schemes</li> </ul>
Public Housing (HRA)	<ul style="list-style-type: none"> <li>• Improvements to garages, gullies and open spaces</li> <li>• Investment in existing stock to sustain Welsh Housing Quality Standards (WHQS)</li> <li>• Significant increase in new affordable housing proposals including land acquisition following removal of debt cap</li> <li>• Disabled adaptations</li> </ul>





**COUNCIL:**

**18 JULY 2019**

**CABINET PROPOSAL**

**CARDIFF COUNCIL ANNUAL STATUTORY WELL-BEING REPORT 2018-19**

**Reason for this Report**

1. This report is the Council's annual performance report, providing an assessment of the progress made in the delivery of the administration's Capital Ambition priorities as expressed within the Corporate Plan 2018-21. This report also enables the Council to discharge a number of statutory obligations, such as the publication of an Annual Statutory Well-Being Report as required by the Well-Being of Future Generations Act 2015 and meet the requirement under the Local Government (Wales) Measure 2009 to publish an annual report.

**Background**

2. On 6 July 2017 Cabinet approved 'Capital Ambition' as a statement of the Administration's priorities. By providing a clear articulation of the Administration's political priorities it allowed the Council to establish the delivery agenda for the organisation and its staff. 'Capital Ambition' included four priorities, outlined below, each of which contained a series of 'commitments for Cardiff' covering a wide-range of Council services.
  - **Working for Cardiff** – Making sure that all our citizens can contribute to, and benefit from, the city's success.
  - **Working for Wales** – A successful Wales needs a successful capital city
  - **Working for the Future** – Managing the city's growth in a sustainable way.
  - **Working for Public Services** – Making sure our public services are delivered efficiently, effectively and sustainably in the face of the rising demand and reducing budgets.
3. The Corporate Plan 2018-21 translated the political priorities of Capital Ambition into deliverable organisational objectives. The Council's budget was also developed in tandem with the Corporate Plan to ensure an alignment between the Council's budget and its corporate priorities.

4. The Well-Being of Future Generations (Wales) Act 2015 requires the Council, as a public body, to publish Well-Being Objectives and how it plans to achieve them. These Well-being Objectives were set in the Council's Corporate Plan 2018-21:
  - Cardiff is a Great Place to Grow Up
  - Cardiff is a Great Place to Grow Older
  - Supporting People out of Poverty
  - Safe, Confident and Empowered Communities
  - A Capital City that Works for Wales
  - Cardiff Grows in a Resilient Way
  - Modernising and Integrating our Public Services
  
5. The Council's Annual Statutory Well-Being Report is the annual review of performance against the commitments set in the Corporate Plan 2018-21. It includes:
  - The strategic self-assessment of the Council's performance for the reporting year against each of the Well-being Objectives (Appendix 1).
  - A detailed update- with RAG Rating- against the Key Performance Indicators included within the Corporate Plan 2018-21 (Appendix 1a).
  - A detailed narrative update- with RAG rating- against the Steps included within the Corporate Plan 2018-21 (Appendix 1b).
  
6. Recognising that a small number of key priorities contained within the Corporate Plan would require the mobilisation of corporate leadership and resources, including dedicated project teams with corresponding governance and performance management arrangements, the Cabinet approved the establishment of a four-year Capital Ambition Delivery Programme. Fundamentally, this change programme focuses additional resources, to support the delivery of the Administration's agenda in areas characterised by difficulty, complexity and the need to address intractable issues. The Capital Ambition Delivery Programme (CADP) contains two discrete components: Modernisation (to transform the corporate systems and processes that support service delivery) and Resilient Services (to transform front-line services). A detailed update of progress against the Capital Ambition Delivery Programme for 2018/19, including the response to the recent Wales Audit Office review of the programme and proposed changes for 2019/20, is included as Appendix 2.
  
7. Alongside the Corporate Plan the Cardiff Public Services Board's Well-being Plan 2018-23 is a key document for the delivery of Capital Ambition. The Well-being Plan focuses only on areas in Capital Ambition of 'collaborative advantage' – those that fundamentally require working across organisational boundaries - in the delivery of public services in the city. The Well-being Plan was developed concurrently with the Corporate Plan, with the Council and Public Services Board adopting a shared set of Well-being Objectives, demonstrating shared ambition and a common understanding of the city's challenges. The delivery of the Well-being Plan is supported by the city's partnership delivery framework, adopted by the

Cardiff Public Services Board in May 2018. The Annual Report of the Cardiff Public Services Board, containing an update on progress against the Well-being Plan and the city's partnership delivery framework, was considered as a background paper as it forms part of the Council's delivery framework.

## **Council Performance**

8. Overall, the Council's performance has improved or been maintained against a range of services against which targets were set in the Corporate Plan. For 2018-19, the Council achieved a Green or Amber performance rating for 78% of the Key Performance Indicators it had set itself. Results against the Council's Key Performance Indicators also showed performance improving for 51.6% of the KPIs, performance maintained for 4.4% of the KPIs and performance falling for 22% of KPIs. No target was set or no performance data was available for around 25% of KPIs.
9. The Council's assessment of performance is not limited to a narrow consideration of KPIs. The Annual Well-being Report contains a self-assessment of its progress towards achieving its well-being objectives. This assessment is undertaken by drawing on a number of different sources of information to make an assessment of progress which include:
  - Progress against the Steps in each Well-being Objective
  - Inspection Reports –including regulatory bodies such as the Wales Audit Office, Estyn (Education) and the Care and Social Services Inspectorate Wales (CSSIW).
  - Surveys and Citizen feed-back including the annual Ask Cardiff survey and more specific consultation and engagement work which provide residents an opportunity to share their views on a wide range of the Council's services.
  - Finance Monitoring: The Council's Outturn Report 2018/19 serves to inform of the Council's financial position in respect of the year ending 31 March 2019.
  - Feedback from Scrutiny Committee and Audit Committee.
  - Risk: The Council's Corporate and Directorate Risks are considered as part of a rounded view of performance, and the Annual Well-being Report is prepared and considered by Cabinet alongside the Council's Annual Corporate Risk Report.
10. Reviewing this information allows the Council to develop a balanced assessment performance over the year. By utilising such a broad range of performance information, the Council can make informed judgements in identifying areas of improvement, whilst also recognising areas of performance challenge.

## Corporate Performance- Challenge and Improvement Priorities

11. The Annual Wellbeing Report 2018-19 highlights a range of performance challenges. Key priorities for improvement over the year ahead include:

- Sickness Absence: The Council recognises that the number of sickness absences represents a corporate challenge, with the outturn figure 2018/19 of days lost per employee across the Council higher missing the target set and being higher than in previous years. While there has been a 10% reduction in short term sickness absence over the past 5 years, over the same period there has been a 10% increase in long term sickness absence, with large rises over recent years in long term absence due to non-work related stress. In response there will be a focus placed on four key areas of activity: policy review; supporting managers; early intervention; and health and wellbeing initiatives. The Council has already made changes to strengthen its policy on long term sickness, and these have been communicated to all staff.
- Waste Management & Street Scene Services: Despite hitting Corporate Plan targets for street cleanliness the end of year performance position was lower than in previous years and had declined over the course of the year. Furthermore, the performance picture across the city for street cleanliness is not uniform. Within waste management city-wide performance levels show low levels of missed collections, however again variation exists across the city and at key dates, notably following Bank Holidays. These issues are compounded by ongoing workforce challenges across both waste and street cleansing services, including high levels of sickness absence. Over the year ahead concerted action will be taken to ensure a more joined-up, effective and efficient waste collection and street scene service, allied to evidence-led, targeted interventions in communities where street cleanliness is poor.
- Supporting vulnerable children and families: Supporting young people, particularly those who are vulnerable is a long standing corporate priority. Across a number of Wellbeing Objectives performance and outcomes for vulnerable young people needs a sustained focus, including educational outcomes for vulnerable young people, significant challenges in relation to safeguarding, notably the recruitment and retention of social workers and the demand pressures in children's services, and the impact of a range of connected community safety issues including County Lines, organised crime and drug crime. Priorities for the year ahead will be to embed the new preventative Family Advice Service as part of wider, whole-system approach to shift the balance of care towards earlier intervention and away from crisis services, more closely integrating this work with schools and other public services, and placing an enhanced focus on Community Safety issues through the new multi-agency Community Safety Leadership Board.



- Corporate Landlord: The Council manages an estate of around 1000 properties with a current use value of approximately £1.2 billion. Around 450 properties (2,000 buildings) are currently being used for operational purposes. Over the past year significant progress has been made in this area, notably in relation to improving the Health and Safety of the Council's estate. However, given the level of risk and liability that this areas represents ensuring that the Corporate Landlord approach is embedded consistently across the Council will remain a strategic priority for the year ahead.
- Financial pressures: The latest review of the Medium Term Financial Plan (MTFP) identifies a budget gap of £101 million over the period 2020/21 – 2023/24. The budget gap is due to anticipated funding reductions, at the same time as demand and inflationary pressure on services is expected to rise significantly. The Council has made a quarter of a billion pounds in cumulative savings over the past ten years, with any additional savings requirement indicated in the current strategy adding to this quantum. Delivering savings of this scale over a sustained period is extremely challenging. In circumstances such as these, careful monitoring of financial controls and financial resilience will continue to be extremely important. Due diligence and acceleration of planning and preparatory work will be important in aiming to improve the achievability rates of savings.

### **Annual Reporting Schedule – National Performance Measures and Comparative Performance in Wales**

12. The national Performance Measurement Framework for Local Government in Wales identifies a set of 34 national performance measures against which the delivery of local public services is measured, at a material level, (Public Accountability Measures (PAMs)).
13. Performance against this data set is published incrementally, as and when it becomes available over the course of the year. This represents a departure from the previous approach of collating all the comparable PAMs and publishing them in a single release in September each year.
14. The availability of a nationally comparable data set was a primary reason for the delay in publishing the Council's annual performance report until October. Whilst this did allow the Council to compare its performance with other Local Authorities in Wales, it also meant that the end of year report was delayed until Month 7 of the next Financial Year. Furthermore, as the PAMs are national level indicators many will not be of strategic importance to Cardiff Council. For example, only 10 PAMs are included in the Corporate Plan 2018-19, and of these only 8 will be available before September 2019.
15. As a consequence of the phased release of comparative performance information, and to bring the Annual Performance report closer to the end of the financial year to which it relates, the Annual Performance Report will now be published in July (Month 4), significantly earlier than the statutory deadline of 31<sup>st</sup> October 2019. The decision to publish earlier brings a

number of benefits. It gives the opportunity to communicate improvement information that is timely and accurate to Members, officers, citizens, communities, stakeholders, other councils, the Welsh Government and regulators. It also aligns the annual performance report of the Council with other significant performance-related reports, including the Council's Corporate Risk Register Annual Review, the Annual Complaints Report, the Annual Report of Local Authority Social Services and the Cardiff Public Services Board Annual Report. Finally, publishing the Council's Annual Well-being Report is in line with the Well-being of Future Generations Act (2015) which states that Annual Well-being Reports '*must be published as soon as reasonably practicable following the end of the financial year to which the report relates.*'

## **Role of the Auditor General for Wales and the Future Generations Commissioner**

16. The Well-being of Future Generations (Wales) Act places a general duty on the Commissioner "*to promote the sustainable development principle... [and] for that purpose to monitor and assess the extent to which well-being objectives set by public bodies are being met.*" In carrying out this general duty, the Commissioner may conduct a review into the extent to which a public body is safeguarding the ability of future generations to meet their needs by taking account of the long term impact of things the body does under section 3 of the Act (the well-being duty to carry out sustainable development). In conducting a review, the Commissioner's reviews may look at:
  - the steps the body has taken or proposes to take to meet its well-being objectives;
  - the extent to which the body is meeting its well-being objectives;
  - whether a body has set well-being objectives and taken steps to meet them in accordance with the sustainable development principle.
17. The Auditor General for Wales may carry out examinations of 44 public bodies for the purposes of assessing the extent to which they have acted in accordance with the sustainable development principle when:
  - setting well-being objectives, and
  - taking steps to meet those objectives.
18. The Auditor General must examine each public body at least once in a five year period and must present a report on the examinations to the National Assembly for Wales before each Assembly election. In carrying out an examination, the Auditor General must take account of any advice or assistance given to the public body, or any review of and recommendations made to the body, by the Future Generations Commissioner for Wales. He must also consult the Commissioner.

## **Policy Review and Performance Scrutiny Committee**

19. The Policy Review and Performance Scrutiny Committee will consider this Statutory Well-Being report on 10 July 2019 and the Chair's letter will be circulated at the Cabinet meeting.

### **Reason for Recommendations**

20. To recommend the Council's Annual Statutory Well-Being Report 2018-19 to Council.

### **Financial Implications**

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

### **Legal Implications**

22. The recommendation is made for the purposes of enabling the Council to comply with its legal duties as outlined in this report.
23. The decision about these recommendations has to be made in the context of the Council's public sector equality duties. The Council also has to satisfy its public sector duties under the Equality Act 2010 (including specific Welsh public sector duties). Pursuant to these legal duties, Councils must in making decisions have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. The Protected characteristics are: age, gender reassignment, sex, race – including ethnic or national origin, colour or nationality, disability, pregnancy and maternity, marriage and civil partnership, sexual orientation, religion or belief – including lack of belief. If the recommendations in the report are accepted and when any alternative options are considered, the Council will have to consider further the equalities implication and an Equality Impact Assessment may need to be completed.
21. The Well-Being of Future Generations (Wales) Act 2015 ("the Act") places a 'well-being duty' on public bodies aimed at achieving 7 national well-being goals for Wales – a Wales that is prosperous, resilient, healthier, more equal, has cohesive communities, a vibrant culture and thriving Welsh language, and is globally responsible.

In discharging its duties under the Act, the Council has set and published well-being objectives designed to maximise its contribution to achieving the national well-being goals.

The well-being objectives are set out in Cardiff's Corporate Plan 2019-22:

<http://cmsprd.cardiff.gov.uk/ENG/Your-Council/Strategies-plans-and-policies/Corporate-Plan/Documents/Corporate%20Plan%202018-21.pdf>

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

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

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

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

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

### **HR Implications**

25. There are no HR implications arising directly from this report.

### **RECOMMENDATIONS**

Council is recommended to approve the Council Annual Statutory Improvement Report.

**The Cabinet**  
11 July 2019

*The following appendices are attached:*

- Appendix 1: Annual Statutory Well-Being Report  
Appendix 1a: Performance Update against the Key Performance Indicators included within the Corporate Plan 2018-21

- Appendix 1b: Update against the Steps included within the Corporate Plan 2018-21
- Appendix 2: Update against the Council's Capital Ambition Delivery Programme
- Appendix 3: Letter from Chair of Scrutiny

*Background Papers*

Cardiff Public Services Board Annual Report

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# Annual Well-being Report 2018/19



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# Leader's Introduction

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

In Capital Ambition we set out our policy agenda for making this happen. Our Corporate Plan provides a detailed programme of delivery. This report provides an update on our performance against the commitments we set in our Corporate Plan, and thus too of the delivery of our Capital Ambition agenda.

I am proud of the progress we are making.

Attainment in schools continues to improve and the gap in attainment between the results of children from our richest and poorest communities has closed yet again this year. A new preventative Family Support Service has been established which will help our most vulnerable children and families to get the support they need at the right time, way before a point of crisis is reached.

Our Community Hubs programme continues to go from strength to strength and our reforms, working closely with the University Health Board, are helping to keep more people happy and healthy in their own homes and communities than ever before. In the same way, our pioneering work on becoming a Dementia Friendly City is also improving the lives of countless older people and their carers.

I am proud too of the work to bring previously fragmented employment and financial advice services together, making it far easier for citizens get back into work and access the support they need in what can often be very difficult circumstances.

Our Council homes programme is beginning to deliver change on the ground, with the keys to the first Council home handed over, and our ambitious economic development agenda is supporting a city economy that is continuing to create jobs and attract investment into Wales. In transport we set out a series of transformational ideas for the future of how we move around our city in a healthy and green way, and I am convinced that the year ahead will

prove a successful one in housing, economic development and transport as a series of major projects come to life.

This is progress made against some strong headwinds. Cardiff faces demographic pressures unique in Wales and a scale of inequality and disadvantage that compares with any other Welsh authority. These issues place huge pressure on public services at a time of continued real-term cuts to the funding of public services.

There are, of course, many things that we need to do better. This report acknowledges that outcomes for vulnerable children need to improve. Our commitment is for Cardiff to be a great place to grow up for all our children. Too often, for our most vulnerable and disadvantaged children, we, as a city, are falling short. I am therefore committed to a programme of concerted action, across all Council departments and all public services, to make sure that we are true to our commitment. Similarly, the cleanliness of streets in some of our poorest wards is simply not good enough, and our ambitions to modernise and integrate waste and street scene services so that they act as one team serving the community remains unfinished business. Both of these issues will be priorities for improvement over the year ahead.

Overall, my assessment is that this report evidences progress and improvement in what remain extremely difficult times for public services. I am proud of the successes of the last year, and am committed to focus our energies to drive improvement in the areas that we acknowledge need to be better.

My thanks go to all Councillors, staff, partners and citizens who have given their all to make Cardiff a more prosperous, greener and fairer city over the past year. I look forward to working with you all once more over the year ahead.



**Cllr Huw Thomas**

Leader of Cardiff Council



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# About this Report

The Council's Corporate Plan, 'Delivering Capital Ambition', translates the administration's political priorities into deliverable organisational objectives. This report sets out an analysis of the Council's performance against the Well-being Objectives set in the Corporate Plan 2018-21.

The Corporate Plan 2018-21 set out the following priority areas for action:

1. Working for Cardiff
2. Working for Wales
3. Working for the Future
4. Working for Public Services

For each of the priority areas, Well-being Objectives were set following a self-assessment process. This process was informed by the Sustainable Development Principle - expressed as the Five Ways of Working - as set out in the Well-being of Future Generations (Wales) Act 2015.

## The Corporate Plan 2018-21 includes:

**Well-Being Objectives:** The Corporate Plan 2018-21 includes seven Well-Being Objectives that set out the outcomes the Council wants to achieve, which reflect the political priorities of the administration and the aspirations shared with public service delivery partners. (Statutory Requirement)

**Steps:** For each Well-being Objective, the Council identified a number of Steps that it would undertake to help achieve the Well-being Objective. (Statutory Requirement)

**Key Performance Measures:** The Council identified a number of measures to support and give an indication of progress throughout the year against each Well-being Objective.

**Targets:** Where appropriate, targets against Key Performance Measures are set to indicate the desired level of performance.

**RAG ratings:** Key Performance Measures are assigned a RAG rating within a set tolerance level. Green is where the result is on or above target, Amber where the result is within 10% of target, and Red where the result is greater than 10% from the target.

## The Annual Well-Being Report includes:

A strategic assessment of each Well-being Objective and an analysis of progress.

An appendix, which provides a detailed update against each Step.

An appendix which includes an update against each of the Key Performance Measures.

A clear indication of whether targets have been met.

A RAG assessment is provided for both Steps and Key Performance Measures.

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

Head of Performance and Partnerships, County Hall, Atlantic Wharf, Cardiff Bay, CF10 4UW

E-mail: [performance@cardiff.gov.uk](mailto:performance@cardiff.gov.uk)

# The Council at a Glance - Serving the City

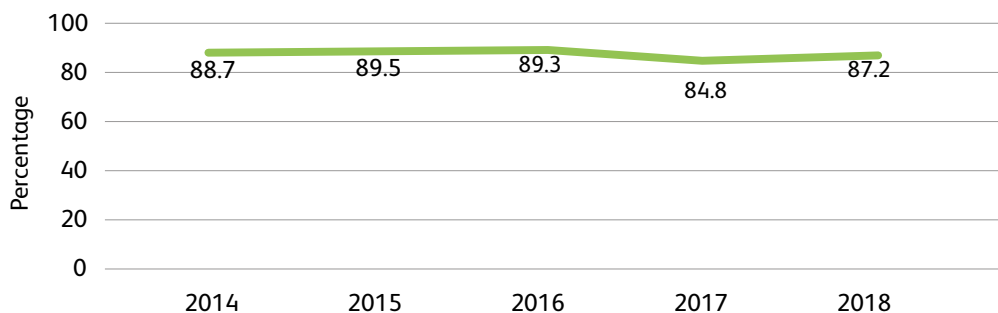
Each year the Council delivers around 700 services to 360,000 residents in 151,000 households, helping to support local communities and improve the lives of Cardiff residents. The services the Council delivers include:

- Collecting bins
- Cutting grass and cleaning streets
- Providing services for older people and people with disabilities
- Running schools
- Managing housing stock
- Looking after children who are in care
- Maintaining roads and highways
- Street cleaning
- Maintaining parks

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

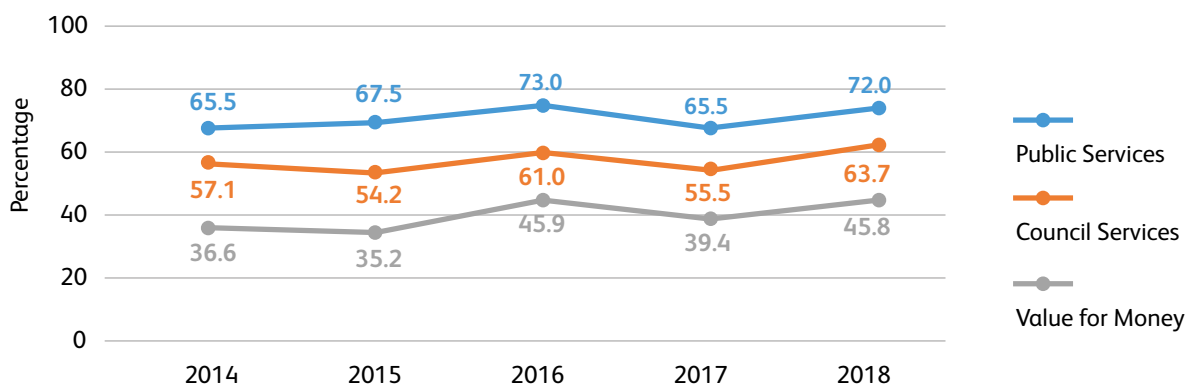
In the most recent National Survey for Wales, undertaken in 2017/18, Cardiff came top for access to good services and facilities with 87% of respondents agreeing. Cardiff also outperformed the other Local Authorities in Wales with the availability of services and ability to get local services. In the most recent Ask Cardiff survey in 2018, 87.2% of respondents were satisfied with Cardiff as a place to live, which is a slight increase of 2.4 percentage points from data collected in 2017. The level of citizen satisfaction with Council services rose by 7% to 63.7% between 2017 and 2018, however this remains below the target set by the administration of 75%.

Overall how satisfied are you with Cardiff as a place to live?



Source: Ask Cardiff

Level of agreement that the quality of services is good and that the Council offers good value for money



Source: Ask Cardiff

## Cardiff in 2019: A Fast Growing and Changing City

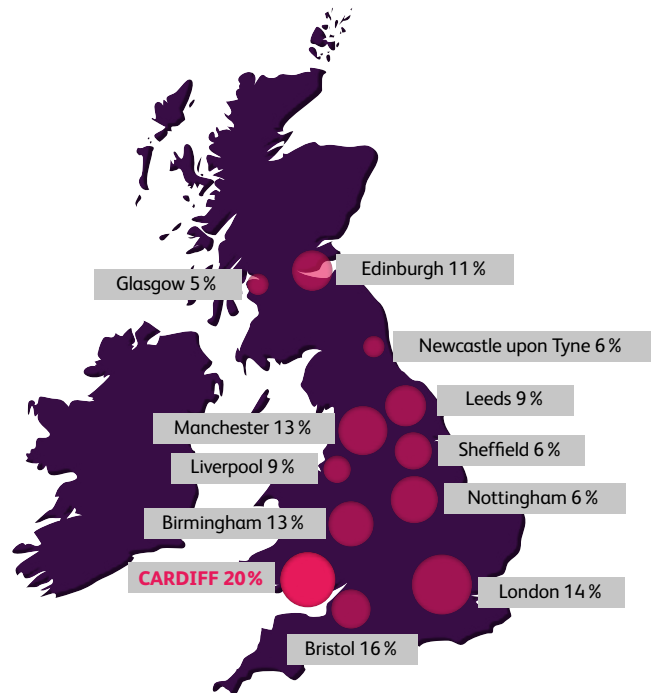
Over the last decade Cardiff grew by around 11%, or 34,600 people, and this growth is set to continue, with the Welsh capital projected to be the fastest-growing major British city.

Cardiff is also by far the fastest-growing Local Authority in Wales. Over the next 20 years the capital city is set to see a larger growth in population than the other 21 Local Authorities in Wales put together.

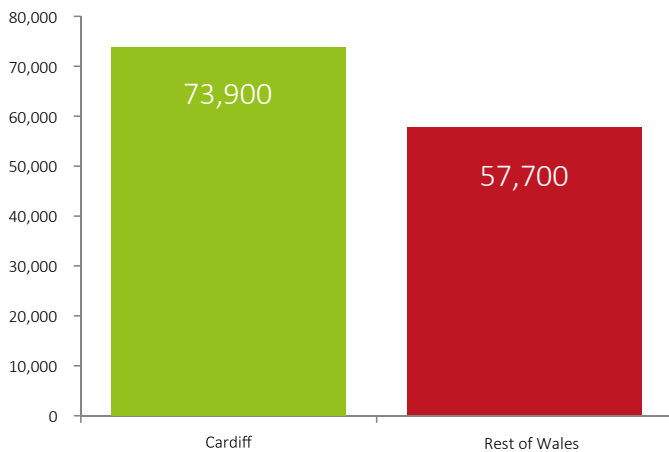
That so many people are choosing to live and work in Cardiff is good news, but it will strain our city's infrastructures and put new demands on our public services. This is because the city's population growth will not be spread evenly across age groups. For example, the expected 24% increase in school age children over the next 20 years will mean that more school places and more teachers will be needed.

Similarly older people – particularly those over 85 years old whose numbers are expected to nearly double in the next 20 years – are more likely to need to go to hospital or the GP surgery, or need help from social care services.

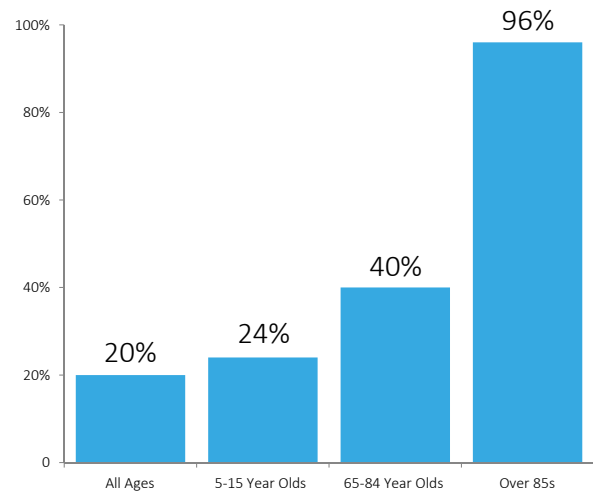
Projected Population Growth within selected UK cities 2018-38



Projected Population Growth 2018-2038



Projected Population Growth 2018-2038 by age group

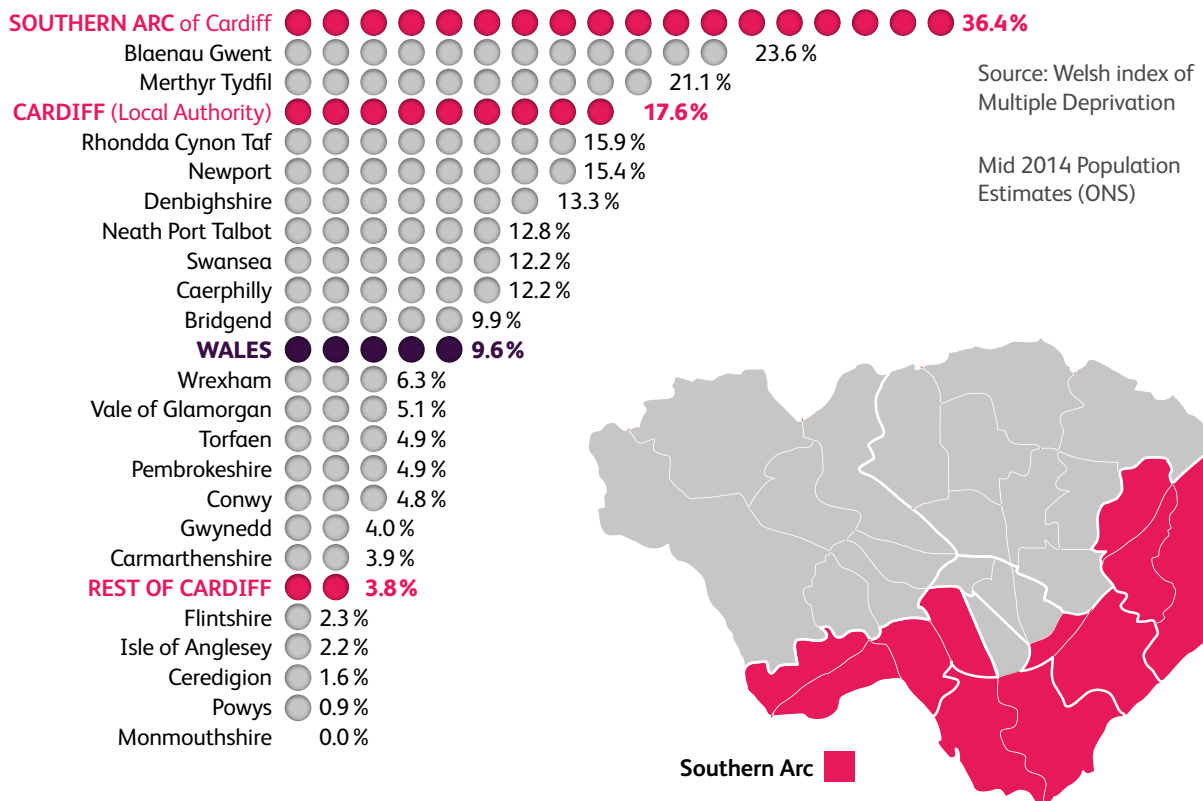


## An unequal city

The gap between rich and poor in the city is too wide, and it is growing. For example, unemployment rates in Ely are around fifteen times higher than those in Lisvane. Differences in health outcomes are even more pronounced, with a healthy life expectancy gap of between 22 and 24 years between the most and least deprived communities and mortality from, for example, heart disease seven times higher in Riverside than it is in Thornhill.

In fact, if the 'Southern Arc' of Cardiff, from Ely in the West to Trowbridge in the East, was considered a single Local Authority, it would be far and away the most deprived in Wales. This deprivation damages too many lives, it places pressure on public services and it breaks the bonds that help to create a strong society.

Percentage of population living in 10% Most Deprived Areas of Wales, 2014



## Financial Outlook: No end to austerity

At the same time as a rapid growth in demand, the city's public services have been enduring a long period of financial austerity. During the past ten years the Council has made almost a quarter of a billion pounds in cumulative savings, and reduced the number of its non-school staff by 22%.

Looking ahead, the current Medium Term Financial Plan (MTFP), which covers the financial years 2020/21 – 2023/24, estimates a budget gap of £25 million for 2020/21, with a

further £76 million over the next three years. This is the gap between the amount of funding available to the Council and the amount needed to maintain services for a fast-growing population. This means that there is no end to austerity in sight for public services in Cardiff. It will also mean that, in the medium term, the amount of funding available for 'non-statutory' services like parks, libraries or waste collection will make their continued delivery very challenging.

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# Engaging with our Citizens

Each year the Council engages with Cardiff residents to hear their views and [consult on a wide range of policies, plans and proposals](#) affecting the local community. The annual Ask Cardiff survey provide people living and working in Cardiff the opportunity to share their experiences of public services. The [2018 Ask Cardiff survey](#) received 4,587 responses.

The [annual budget consultation](#) ran from 2nd November 2018 to the 14th December 2018 and some 2,048 responses were received.

[The Cardiff Citizens' Panel](#) is made up of local residents from across Cardiff who have agreed to give their views on a number of consultation topics throughout the year. A recent survey of our Citizens' Panel showed that 89.7% of members felt that the panel is an effective way of getting residents' views and 72.8% had recommended, or were likely to recommend, the panel to a member of their family or friend.

In 2018/19, we conducted over 40 consultations which included:

- Rights of Way Improvement Plan
- Transport & Clean Air Strategy
- Tenants' Survey
- Waste Strategy Survey
- Transport Survey
- Litter Survey
- Public Sector Travel Survey
- Public Space Protection Orders Consultation
- Separate Glass Recycling Pilot Survey
- Schools Employee Survey
- Homelessness Services User Survey



# Review of Well-being Objectives

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

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

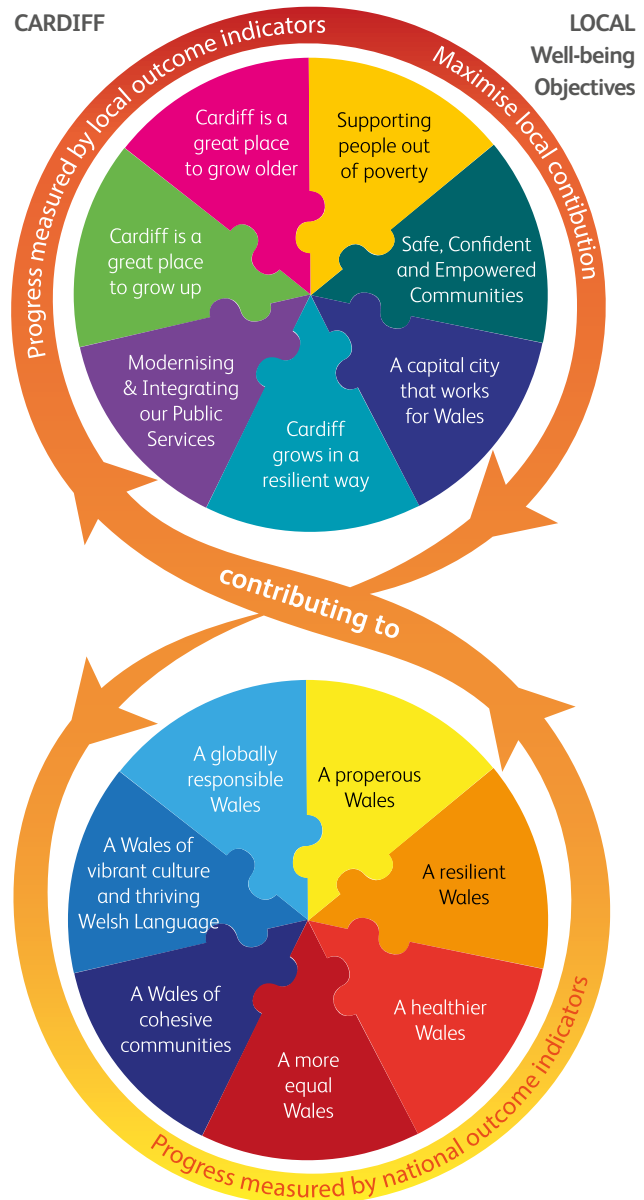
## Contribution to National Well-being Goals

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

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

The Corporate Plan focuses on those outcome indicators most relevant to the Council, with most of the data sets allowing Cardiff's contribution to national performance to be tracked and measured.

A full set of outcome indicators is published annually by the Cardiff Public Services Board, most recently in the [Cardiff in 2019 report](#), which provides an annual snapshot of how the city is performing.



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# How we Self-Assess our Well-being Objectives

The Council uses a number of sources of information to assess progress against Well-Being Objectives, including:

- **Progress against the Council's Key Performance Measures** – A number of performance measures are identified within the Council's Corporate Plan which help show the progress made in delivering the Well-Being Objectives. Where applicable, targets are set against these performance measures to demonstrate the desired level of achievement. Performance measures are assigned a RAG status: **GREEN** where the measure is on or above target, **AMBER** where the result is within 10% of the target and **RED** where the result is greater than 10% from the target.
- **Progress against the Steps in each Well-being Objective** – The Council included a number of Steps in the Corporate Plan to help achieve the Well-Being Objectives. Monitoring the progress of these Steps provides an understanding of what has been achieved and where further work is required.
- **Inspection Reports** – The Council is subject to a number of inspections from regulatory bodies including the Wales Audit Office, Estyn (Education) and the Care and Social Services Inspectorate Wales (CSSIW). Their findings help the Council to assess areas of strong performance, as well as identifying areas that require improvement.
- **Surveys and Citizen Feedback** – The annual Ask Cardiff survey, as well as more specific consultation and engagement work, provide residents an opportunity to share their views on a wide range of the Council's services. From this, areas of strong performance can be identified, along with those areas where Cardiff's citizens feel the Council needs to improve. Similarly, complaints and compliments provide a valuable source of information on performance, and the Annual Well-being Report is considered by Cabinet alongside the Annual Complaints Report.
- **Finance Monitoring** – The Council's Outturn Report 2018/19 serves to inform of the Council's financial position in respect of the year ending 31 March 2019
- **Feedback from Scrutiny Committee and Audit Committee** – The Council responds to the issues raised and recommendations made by the Scrutiny Committees, which help inform performance improvement.
- **Risk** – The Council's Corporate and Directorate Risks are considered as part of a rounded view of performance, and the Annual Well-being Report is prepared and considered by Cabinet alongside the Council's Annual Corporate Risk Report.

Reviewing this information assists the Council to develop a balanced picture of the Council's improvement journey over the year. By utilising this information, the Council can identify areas of improvement and celebrate success, and also identify areas where performance may not have been as good, and therefore the areas that may require further attention.

The Local Government (Wales) Measure 2009 requires the Council to 'make arrangements to secure continuous improvement' and the Well-Being of Future Generations (Wales) Act 2015 requires Local Authorities to deliver a public service that meets the needs of the present without compromising the ability of future generations to meet their needs. Whilst the Well-Being Objectives are assessed on an annual basis, they cannot be completed within one year. Therefore, in most cases, the Council's Well-Being Objectives remain within the Corporate Plan through several iterations, and progress against planned activities is monitored, reviewed and revised on an annual basis to support the Council's improvement journey.

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

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



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## Self-Assessment of Performance for 2018/19

For 2018/19 the following self-assessment of progress was made, following consideration by the Council's Cabinet and Senior Management Team.

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

# Well-being Objective 1.1:

Cardiff is a great place to grow up

For many children and young people in our city, Cardiff is a great place in which to grow up. Education provision and the achievements of learners are both improving. The city offers a wealth of opportunities in sports, leisure and culture and, as the economy develops, there are a widening range of job opportunities within reach. However, not all of our young people are benefitting from the opportunities on offer, and more needs to be done to address this inequality in achievement, participation and progression into employment.

To ensure that Cardiff is a great place in which our children and young people thrive, we committed to:

- **Work towards becoming a Child Friendly City**
- **Ensure every school in Cardiff is a great school**
- **Support vulnerable children and families**

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# Key Successes in 2018/19

## Work towards becoming a Child Friendly City

- In November 2018 the Cardiff Public Services Board launched the Child Friendly City Strategy to coincide with UN World Children Day, making Cardiff the first city in the UK to launch such a strategy. The involvement of young people in the Child Friendly City programme has continued to improve, with the number of Cardiff schools designated as Rights Respecting Schools increasing to 35 against a target for the year of 22.

## Ensure every school in Cardiff is a great school

- The performance of Cardiff schools has shown notable improvement over the past five years and reflects a focus on education as a key component of Capital Ambition. Results for the academic year 2017/18 show that Cardiff schools performed well across a wide range of key performance indicators at all key stages. This includes strong performance in Key Stage 4 when compared to the Central South Consortium and Welsh averages.
- The attainment gap between pupils eligible for free School meals (eFSM) and those not (nFSM) continued to close in all key stages. While outcomes for looked after children have continued to improve they still remain too low when compared with the average attainment for the wider cohort of children of their own age.
- The Council has intervened in schools where standards were unsatisfactory and has continued to make good progress in improving the overall quality of education, as evidenced in the outcome of Estyn inspections and school categorisation. Of the schools inspected in 2017/18, 84.2% were judged to be good or excellent for standards, a similar figure to the all-Wales figure which is 84%. Furthermore, there has been a significant increase in the proportion of schools categorised as 'Green' and 'Yellow' and a corresponding decrease in the number of schools categorised as 'Red'.
- The Council has continued to make significant investment in the school estate through 'Band A' of the 21st Century school Programme, with a focus on strategically driving educational transformation in the West and East of the city and to significantly expand Welsh-medium provision across Cardiff. Over the past year this has included the opening of Cardiff West Community High School, as well as five new primary schools: Howardian Primary, Ysgol Glan Morfa, Ninian Park Primary, Gabalfa Primary and Ysgol Hamadryad. The investments in the new high schools in the East and West of the city, replacing longstanding weaknesses, have evidenced a positive impact of new leadership and governance, shown through external evaluations by Estyn.

- Plans for the next phase of investment in new schools under the Band B programme are being progressed, including investments in new school buildings at Fitzalan, Cantonian and Willows High Schools.
- The Council has continued to use its wider role in Cardiff to build a strong partnership between employers and schools under the Cardiff Commitment. During the year, over 140 employers made commitments to offer a range of opportunities including work experience, and the Council itself has actively increased a range of opportunities for young people, including a new round of apprenticeships, traineeships and work placements. Improved opportunities for looked after children and care leavers were also made available via the Bright Start Traineeship scheme, with 42 trainees supported into work placements and two apprentices progressed to paid traineeships.

## Support vulnerable children and families

- Early Help preventative measures designed to support children and families before their needs escalate to the point that they require statutory interventions have undergone significant development and change over 2018/19. A new multi-agency approach to integrated early help and prevention services for families, children and young people was approved by Cabinet in October 2018. This new model for early help – the Cardiff Family Advice & Support Service – was formally launched on the 1st April 2019 and integrated a number of previously separate budgets. It also unlocked further investment of half a million pounds and included the:
  - Family Gateway Service - the primary route in for all referrals and requests for help.
  - Family Help Service - providing a rapid response to families needing short-term intervention.
  - Family Support Service - working with families facing more complex or severe issues.



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# Key Challenges and Risks

## Improving attainment for vulnerable children

- Despite continued improvement, there are aspects of school attainment performance that require focussed attention, particularly relating to the attainment of more vulnerable or disadvantaged young people, including:
  - At the Key Stage 4 Level 1 measure, outcomes for young people, whilst improved in 2018, are still too low.
  - For a small but significant group of young people who are educated other than at school (EOTAS), outcomes remain poor. In 2018 there were 109 EOTAS learners, with only 27.8% (this is a 2.8ppt improvement) achieving Level 1 at Key Stage 4.
  - Results for children looked after are improved, but continue to be too low in comparison with young people of their own age.
- Continuing to reduce the socio-economic gap in education achievement for groups of young people, particularly the eFSM/nFSM gap at Key Stage 4.

## Supporting routes into employment, particularly for more vulnerable groups

- The percentage of young people not in education, employment or training 'NEET' as at the end of the academic year 2017/18 was 1.9%, which reflects sustained improvement in progression. However, opportunities remain to better connect young people with career opportunities and pathways beyond school, particularly those from vulnerable groups who may be facing challenges to secure positive destinations. Similarly, care leavers not in employment, education or training remain a concern.

## Ensuring sufficiency and improving the learning environment

- Alongside the completion of the Band A and B school investment programme, there are challenges in relation to meeting sufficiency requirements, particularly for secondary and additional learning needs (ALN) places, and short-to medium-term risks relating to poor building assets that need to be addressed.

## Meeting demand pressures in Children's services

- There has been a significant increase in demand for residential and foster care placements for looked after children with insufficient range and availability of placements both in-house and within the area. This is resulting in an increased number of children being placed outside of Cardiff and neighbouring authorities, leading often to poorer outcomes for the child and placing significant pressure on budgets in both Children's Services and Education.
- Implementing and embedding Early Help services to reduce demand on more intense services has been, and will continue to be, a top challenge facing Children's Services. Commissioning sufficiency of the right type of services in Cardiff to meet the needs of children looked after, effectively and cost effectively, alongside safely reducing the number of children who need to be looked after also continues to be a key challenge. This also means working with Councillors to ensure that the Council is fulfilling its corporate parenting responsibilities.

# Forward Look: Areas of Focus

- Whilst the 2017/18 performance picture for Cardiff has many positive features and reflects the impact of actions to put high-quality education at the heart of the Council's ambitions, it is clear there is still further work to be done. This will mean re-setting a collective vision for education in Cardiff so that it can provide children and young people with the skills they need to succeed in the future. The development of a ten-year vision for education, 'Cardiff 2030', is currently underway and will be published later in 2019.
- A new curriculum will be introduced across Wales by 2022 and is currently out for consultation. Teachers and school leaders are actively involved in the shaping of the new curriculum for Wales in a number of Cardiff schools.
- A new three-year Children's Services strategy will offer a whole-system approach to improving outcomes for children in Cardiff. The development of this strategy has been heavily informed by a strengthened performance management framework and data intelligence. The strategy's aim will be to shift the balance of care to the most appropriate forms of care with the right interventions at the right time.
- Work will continue through the Cardiff Commitment to support employers, schools and training providers to offer entry-level opportunities for these groups, in partnership with the Council's Into Work Services. The Bright Start Scheme also formed part of the Into Work Services as of February 2019, where a wider range of support will be offered to both the young person and employers.

**Self-evaluation of Performance:** **Satisfactory Progress**

# Well-being Objective 1.2:

Cardiff is a great place to grow older

As the city grows, and life expectancy continues to increase, the number of older people living in Cardiff is expected to rise significantly. For instance, the number of older people living in the city aged between 65 and 84 is expected to rise by 40% in the next 20 years. With the cost of delivering services for older people increasing year on year, there is a clear need for a strategic response to meeting the rising demand, managing the budget pressure and supporting people to live full and independent lives.

The Council is therefore working with partners to manage demand and respond to emerging needs by joining up social care, health and housing. The goal is to keep people happy and healthy, living in their own homes and local communities, for as long as possible. With a need to find working solutions to immediate pressures and long-term challenges, the Council has committed to:

- **Join up Social Care, Health and Housing**
- **Work towards becoming an Age Friendly and Dementia Friendly City**

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## Key Successes in 2018/19

### Join up Social Care, Health and Housing

- The Older Persons Housing Strategy was approved in March 2019, setting out how the Council and its partners will shape and deliver housing and related services for older people that meet a variety of needs and aspirations whilst addressing wider health and social care priorities.
- The First Point of Contact scheme, which co-ordinates the advice and support available to those needing support to live independently, has been expanded. Through the service the need for more intensive and costly social services interventions were prevented in over 75% of the cases dealt with.
- The 'Get Me Home' scheme was successfully piloted, improving the lines of communication between Health and Council staff. Initial analysis of the scheme identified good long-term prospects and plans are in place to fully implement the scheme in 2019/20.
- Analysis of service area data suggests that the package of preventative interventions undertaken by the Council and its partners is effectively managing demand pressures, with the number of service users accessing social care well below the levels projected based on the population growth trend.

### Becoming an Age Friendly and Dementia Friendly City

- Dementia Friendly Cardiff was launched in May 2018 to encourage and support organisations, local businesses and community groups in the city to become more dementia-friendly and the Dementia Day Service in Grand Avenue was launched in March 2019 to provide a supportive environment for people living with dementia.
- A programme of inter-generational working was successfully delivered to address feelings of social isolation and promote public health. Activities included a Walking Football event involving Grand Avenue Day Centre and children from Windsor Clive Primary School. Community Hubs have appointed Inclusion Officers to co-ordinate engagement and develop networks to make public environment more dementia friendly.
- Work has commenced to establish Community Well-being Hubs using the existing libraries in the North and West of the city. These Hubs will offer a range of information and advice for older people to help them remain independent and offer social and inter-generational activities to help prevent social isolation.

## Key Challenges and Risks

- The scale of population growth and demand pressures associated with people as they grow older continues to represent a strategic priority for the Council, particularly given the serious implications for Council budgets should the demand for acute and costly services not be effectively managed. The need to ensure that residents are provided with a service which will best meet their needs will mean that establishing the right referrals and services pathways will remain a priority.
- There are also demographic and cost pressures in relation to residential and nursing care, with the number of placements in both these areas initially increasing and costs in nursing care continuing to rise. In the case of residential placements, an initial increase in the number of placements may have been partly due to the increase in the capital limit for resident's contributions. The rate of increase in the cost of a nursing bed was also lower than in previous years. The position on this budget was assisted by the lower than budgeted fee uplift and additional grant funding.
- Whilst the Council has established strong partnership working relations at the strategic level – particularly with the University Health Board - and identified a programme of reform and interventions, successful operational delivery will be crucial. Managing complex needs, working across organisational boundaries, co-ordinating a range of service professionals and ensuring the availability of a range of different provision will remain a challenge for the year ahead.

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## Forward Look: Areas of Focus

- A focus will be maintained on the agenda to join up social care, health and housing in order to meet the demand pressures caused by a growing and ageing population. This will include the delivery of the Older Persons Housing Strategy, with a focus on 'care ready' schemes, providing person-centred information, advice and assistance as well as developing innovative models of care, support and nursing services.
- This will include a further expansion of the services that help people remain independent at home, including drawing on the findings of a recent review of the Community Resource Team (CRT) service to inform the recommissioning of Domiciliary Care and establish a new delivery model for the CRT, including the Get Me Home Plus Service.
- The sustainability of the domiciliary and nursing care market must also be ensured, whilst at the same time developing locality working which maximises the use of community assets and meets people's care and support.

### Self-evaluation of Performance: **Good Progress**



# Well-being Objective 1.3:

## Supporting people out of poverty

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

To support people out of poverty, we have committed to:

- **Tackle poverty**
- **Encourage local employers to be socially responsible**
- **Address health inequalities**
- **Tackle homelessness and rough sleeping**



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# Key Successes in 2018/19

## Tackling Poverty

- The expanded Into Work Services were successfully launched during Quarter 1 of 2018/19, with the new Gateway bringing together over 40 employment services to help support people to get and keep a good job. During 2018/19, 787 people were assisted into employment by the service. The Council has also helped to support 211 employers through Job Fairs and recruitment support and training. Over the same period, volunteering was expanded into all Hubs with nearly 150 volunteers now operating across the teams.
- The services offered by the Money Advice Team have been expanded and are now available in 23 locations across the city – including all of the city’s foodbanks. In total, the team have provided information, guidance and advice to over 17,500 people. This service has allowed Cardiff residents engaging the service to claim over £16 million in additional benefits by helping them to identify and access their full support entitlement.
- The Council’s Corporate Apprenticeship scheme provided 181 opportunities for paid apprenticeships and traineeships, far exceeding the 2018/19 target of 100.

## Encouraging Local Employers to Be Socially Responsible

- The Council has actively promoted the Real Living Wage with employers within the city as well as its direct suppliers. At the end of 2018/19, there were 88 accredited Living Wage employers in the city which is almost as many as in the rest of Wales put together.
- The new Socially Responsible Procurement Policy was launched in May 2018. The policy aims to ensure the Council maximises the social, economic, environmental and cultural well-being benefits for communities through its annual £410 million procurement spend.
- Cardiff Council’s traineeship scheme for children looked after and care leavers, Bright Start, was launched in June 2018. The scheme provides support and training, and offers work placements across a range of organisations in the city, which includes a diverse range of opportunities within the Local Authority.

## Tackling Homelessness and Rough Sleeping

- The Council’s Homelessness Strategy was launched in December 2018. The new strategy sets out the Council’s vision for working with partners to prevent homelessness and ensure that the housing needs of people in the city are met by providing appropriate and timely help. The homelessness service has worked closely with clients threatened with homelessness; which was successfully prevented in 77% of cases during 2018/19.
- Improved accommodation for homeless people was developed during 2018/19 including the launch of a new Council night shelter, a new 40-unit supported housing complex and increased individual and shared accommodation. No-one has needed to sleep out, with 105 additional spaces made available during the winter.
- A Mult-disciplinary Outreach Team has been established; mental health, substance misuse and therapeutic workers have joined the existing homeless outreach team to help address the underlying causes of rough sleeping.
- The ‘Housing First’ model is being piloted within the city, offering permanent, affordable housing for individuals who have experienced chronic rough sleeping. Sixteen clients have been placed in tenancies through two different pilot schemes, with fifteen of these successfully maintaining their tenancies to date.

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## Key Challenges and Risks

- The roll-out of Universal Credit and other aspects of Welfare Reform continue to create challenges for a number of people. Recognising the challenges placed upon those affected, the Council continues to offer support for those affected across the city. Over 5,000 citizens have been supported with their Universal Credit claims by the Council, a figure far greater than predicted.
- Whilst the expanded, integrated Into-Work Services have proven very successful, much of the funding, which includes Adult Community Learning, is dependent on external grants. As such, the income stream for crucial employment support services is inherently unstable.
- Tackling homelessness and rough sleeping remains a persistent challenge. Like all major British cities, Cardiff has experienced a rise in the number of people homeless and rough sleeping over recent years. With the reasons that lead people to lose their home being complex and varied, it is rarely, if ever, just a housing issue. As a consequence, there is a need to recognise that the challenge of homelessness and rough sleeping goes far beyond housing and this issue requires a co-ordinated, multi-agency response.
- The increase in the use of tents by those sleeping rough in the city centre emerged as a significant risk this winter. Through proactive multi-agency working, the number of tents in the city centre has fallen from 38 to fewer than 10, though concerted action will continue.

## Forward Look: Areas of Focus


- Focus will continue to be placed on the integration of employment support services. Over the year ahead, Into Work Services will be further enhanced, ensuring that support is available for people to access training and develop the skills they need to succeed in the city's growing economy. Both Bright Start and Cardiff Works, the Council's in-house recruitment agency, have recently been brought together with Into Work Services.
- The Council will also continue to tackle homelessness and rough sleeping in the city. Working closely with our partners such as the police, health services, registered social landlords and we will ensure that services provided by the Council are joined-up and cohesive. A significant proportion of people who are homeless have recently been released from prison; therefore a pilot Housing First scheme supporting prison leavers is currently being discussed with Welsh Government and work is underway to provide more positive daytime activities for those in hostels and emergency accommodation to help them prepare to move on. New temporary accommodation made from shipping containers will also shortly be available for homeless families in Cardiff.
- The Council will continue to advocate the Living Wage to employers in the public, private and third sectors, and aims to become a Living Wage City by the end of 2019. Equally, the Council will seek to leverage its size and scale to create direct employment opportunities for those in most need, with the 25% increase in the number of Apprentice Opportunities offered during 2019/20 a clear statement of intent.



**Self-evaluation of Performance:** **Good Progress**

# Well-being Objective 1.4:

## Safe, confident and empowered communities



Safe, confident and empowered communities are at the heart of well-being. They play a vital role in connecting people with the social networks and the day-to-day services we all depend on. The Council will therefore prioritise activities to make sure that communities in Cardiff are safe, that people in Cardiff feel safe and that they have easy access to the services that they need. We will also continue to deliver services, at the local level, in a well-planned, connected and integrated way.

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

- **Safeguard and support vulnerable people**
- **Encourage safe and inclusive communities**
- **Regenerate local communities and citizen-centred services**
- **Support sports, leisure, culture and green spaces**

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# Key Successes in 2018/19

## Safeguard and support vulnerable people

- A new Corporate Safeguarding Policy was approved in January 2019. It is now mandatory for all Cardiff Council staff to have the right training on safeguarding so all staff know what to do if they are concerned about a child or an adult at risk. With 54% of all staff now trained (against a target of 50%), the Council is on track to ensure all staff are trained by the end of 2019/20.
- A regional Violence against Women, Domestic Abuse and Sexual Violence strategy was agreed during 2018/19 and a new service has been established, bringing together a number of previously fragmented services and funding streams into a single, integrated, one-stop shop, giving access to a range of refuge accommodation and support. This will be further developed during 2019/20 with social work and police presence in the centre to help safeguard vulnerable women and their children. Work is also underway to develop a service for male victims of sexual violence and abuse.

## Encourage safe and inclusive communities

- In recognition of the quality, safety, and diversity of its night-time economy, Cardiff was awarded Purple Flag status in January 2019. In particular, the commitment to customer care and community health was judged as excellent - most obviously demonstrated by the Alcohol Treatment Centre and awareness raising initiatives such as "Drink Less, Enjoy More".

## Regenerate local communities and citizen-centred services

- St Mellons Hub was successfully extended in August 2018 as part of the Council's Community Hubs programme. Visitor numbers to the Hubs has continued to increase to 3.4m during 2018/19, against the national trend of falling visitor numbers to libraries.
- As part of a wider re-development the new Maelfa Retail Parade, containing nine retail units, was completed in March 2019 with traders moving from the old centre into new shops and retail premises.

## Support sports, leisure, culture and green spaces

- Twelve of the city's parks and green spaces were awarded the Green Flag award, the Keep Wales Tidy coveted international mark of quality, in July 2018 including Heath Park which received the recognition for the first time. A "Memorandum of Understanding" was signed in support of a Welsh Water Project to bring Llanishen and Lisvane Reservoirs back into use for recreational purposes.
- The Council supported the city's three universities – Cardiff University, the University of South Wales and Cardiff Metropolitan University – in a successful joint bid to the Arts and Humanities Research Council's Creative Industries Cluster bid worth £10 million. Cardiff also successfully won the bid to host the Creative Cities Convention in 2019 beating Bristol and Glasgow to land one of the UK's leading media conferences.
- A series of major events were successfully delivered over the course of the year, including the Volvo Ocean Race, which stopped in Cardiff for the first time in its history and in the UK for the first time in twelve years; the homecoming celebration for Geraint Thomas following his Tour de France victory; the 2018 Adrian Flux British FIM Speedway Grand Prix; the Pride Cymru Big Weekend; the Cardiff Bay Beach; the Cardiff Harbour Festival; the 2018 Extreme Sailing Series; and the National Eisteddfod.

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## Key Challenges and Risks

- The level of Children’s Social Worker vacancies remains at just over 30% against a target of 18%, with the service remaining overly-reliant on agency workforce. This, alongside the increase in demand in relation to looked after children and the lack of sufficient placements (see Well-being Objective 1.1), has led to significant overspends in Children’s Services, with a sustainable financial position remaining a challenge for the Council.
- The ongoing uncertainty around Brexit also presents a risk to community cohesion, though reported hate crimes remain stable compared to the previous year. In particular the potential increase in participation in far and extreme right wing groups and activities, and the impact that this might have on community cohesion, is an emerging risk. More generally, city security remains a major risk in terms of impact, despite a programme of interventions, such as the hostile vehicle mitigation measures. This reflects global trends and Cardiff’s high profile status as an events capital.
- The continued growth of the private rented market is characterised by a high turnover of landlords with many entering and many leaving the sector. As a result there is an increasing number of tenants affected by Welfare Reform moving into private sector housing with landlords often poorly equipped to deal with more vulnerable tenants. Moving forward the Council will need to continue to educate and enforce to ensure compliance with standards and regulations whilst also ensuring the right package of support is available to landlords and tenants, in particular relating to fuel poverty.
- County Lines and the impact of serious organised crime is a growing risk, particularly to the city’s most vulnerable young people. Associated with this risk is the rise in knife crime and other drug related crime, particularly in the city centre and adjacent communities. Too many children are entering the Youth Justice System; with an increase of 30 between 2017/18 and 2018/19. Over the past year new posts and new training opportunities have been created and a service review of the Youth Offending Service will be completed by 2020.



## Forward Look: Areas of Focus

- Working with partners, the Community Well-being Hubs programme is progressing. The Council has received approval for a Welsh Government Targeted Regeneration Grant to convert Butetown Pavilion into a Youth Hub. The Council is also working with the University Health Board to convert the Cardiff Royal Infirmary Chapel to a library, café and information centre. Additional unused space at the Infirmary will be converted for use by the Violence against Women, Domestic Abuse and Sexual Violence Service. Work will also be undertaken to improve the frontages and public realm in Tudor Street, Riverside.
- During 2018/19 the Child Sexual Exploitation Strategy was revised and a combined Child and Adult Exploitation Strategy approved. The associated action plan will be in place for summer 2019.
- A new Cohesion, Citizen Engagement and Equalities Unit has been established to lead a programme of work that will significantly strengthen the Council’s engagement work with ‘seldom heard’ and civically disconnected communities.

**Self-Evaluation of Performance:** **Satisfactory Progress**

# Well-being Objective 2.1:

## A capital city that works for Wales

A successful Wales needs a successful capital city. Recent data shows that Cardiff's economy is growing faster than all other UK competitor cities. However, whilst Cardiff has the building blocks for a competitive economy – including a skilled workforce, a strong higher education base and real sectoral strengths in areas including the creative industries and financial technology – productivity still lags behind a number of the UK's leading cities. The challenge over the years ahead is to ensure that Cardiff's economy becomes more productive, providing better jobs for the people of the city and the city-region.

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## Key Successes in 2018/19

- A new Economic Vision for Cardiff was developed, consulted upon and approved by Council in March 2019.
- The regeneration of Central Square has continued with No 2 Central Square complete and now occupied by Cardiff University's School of Journalism, Media & Culture and Hugh James Solicitors. The BBC Wales building has been handed over to the BBC for fit-out and the new 350,000 sq. ft. Government Hub office building is nearing completion. £40m has also been secured from the Cardiff Capital Region City Deal to re-develop Cardiff Central Train Station to maximise the impact of the new Metro investment. Discussions are also ongoing with the UK Government to secure an additional contribution.
- Planning approval has also been awarded for the first major element of the Central Quay development, providing 1.1 million sq. ft. of Grade A office space, student accommodation as well as residential and retail space south of the Central Station.
- Major inward investment continues to be attracted into the city with financial companies such as Monzo Bank and Allium Lending Group committing to office space in Cardiff. The Council has also helped create 1,166 jobs and safeguarded 904 jobs in 2018/19. In total an additional 28,000 people were working in Cardiff in 2018 compared with the previous year.
- A property deal for Cardiff's bus station has been agreed between the Council, Rightacres Property Ltd and Welsh Government, allowing development to move forward without having to wait for a tenant to be secured. A new planning application was approved by Planning Committee in November 2018. Preliminary site works have been completed with construction due to commence in the summer.
- £2.5m of Town Loan Funding has been secured for the regeneration of two of Cardiff's Grade II listed buildings; Cardiff Bay Train Station and Cory Buildings, Bute Street.
- A comprehensive assessment of the music ecology was completed with key stakeholders – including musicians, promoters and venues – as part of work to support the music industry and wider creative sector, with a new Music Strategy prepared and launched in April 2019.
- Cardiff successfully staged the Volvo Ocean Race, where over 180,000 people across two weeks visited the race village that hosted the stop-over for competitors following the transatlantic leg. Cardiff also hosted the first ever 'urban' Eisteddfod in the summer of 2018, attracting half a million visitors to the Cardiff Bay maes over the summer. At our venues, we saw over 300,000 paid visitors to Cardiff Castle, whilst the Cardiff Story Museum was awarded a Gold Award by Visit Wales. Overall the city's destinations and venues all contributed to a growing visitor economy that saw over 22 million visitors over the course of the year.
- The Council secured 177 business pledges to the Cardiff Commitment to link our city's enterprise sector with schools (see Well-being Objective 1.1).



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# Key Challenges and Risks

## Brexit

- Brexit uncertainty continues to affect business planning and investment decisions. Cardiff is also currently positioned in the top five British cities most reliant on EU markets, with 61% of Cardiff exports going to EU countries.

## Future of Regional Funding

- Funding from the EU has been the biggest single financial contributor to regional and local economic development in Wales, with per capita funding far exceeding that in Scotland, Northern Ireland or England. Changes to regional funding post-Brexit therefore represent a significant funding risk for Wales. For example, had the current EU funding round been allocated using the Barnett formula, Wales' allocation would reduce from €2.2 billion to €562 million. Even though Cardiff has not benefitted directly from substantial EU funding over recent years, the reform of regional funding and the proposed creation of the Shared Prosperity Fund will be a significant issue for the funding of city-regional infrastructure and skills in the future.

## Visitor Market Demand

- The growth in the total number of visitors and the number of staying visitors in 2018 are below the Corporate Plan targets. Whilst this is a national trend experienced by all major UK cities, Cardiff's performance is more robust than comparator cities where market demand has led to a reduction in visitors for a number of cities.

## Proposed Regional Working Arrangements:

- Effective city-regional strategy, governance and funding is vital for Cardiff's future development. Emerging proposals for regional collaborative arrangements relating to, amongst others, economic development and land use planning functions therefore need to reflect the unique circumstances of Cardiff as a capital city; its growth, population density and role as employment centre and job creator.

# Forward Look: Areas of Future Focus

- The Council will continue to work with Business Wales to support Cardiff businesses to plan and prepare for Brexit, with an immediate need to host a support event in the city centre.
- We will progress the city's Indoor Arena development, to trigger the next phase of Cardiff Bay's development. Building upon this we will also be bringing forward further proposals for the development of the International Sports Village as an adventure tourism destination.
- A masterplan will be prepared for Dumballs Road that will outline a new mixed-use development for the area and a draft strategic masterplan for East Cardiff is also being prepared, identifying key infrastructure needs and opportunities in one of Cardiff's most deprived and disconnected communities.
- Following publication of the Music Strategy, arrangements for a New Music Board for the city will be established in September with responsibility for responding to and progressing the recommendations of the Sound Diplomacy Review. More broadly, a new Major Events approach will be adopted, including the potential for more 'home grown'

major events.

- There is a clear case for a strong cross-border relationship between the Western corridor spanning Swansea to Swindon – including Bristol and the Cardiff Capital Region – to counter-balance the scope and scale of the Northern Powerhouse and the Midlands Engine. The 'Great Western Powerhouse' region's priorities for infrastructure and inward investment support will be developed and submitted to the UK Government in 2019.

**Self-Evaluation of Performance:** **Satisfactory Progress**



# Well-being Objective 3.1:

## Cardiff Grows in a Resilient Way

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

To ensure that Cardiff continues to grow in a resilient way, the Council committed to a programme of action in the following areas:

- **Housing**
- **Transport**
- **Waste and recycling**
- **Clean streets**

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# Key Successes in 2018/19

## Housing

- The development of the new communities identified in the city's Local Development Plan (LDP) are continuing, with applications for a number of 'Strategic LDP Sites' received. An application for the majority of Strategic Site F (North East Cardiff) was submitted at the end of Quarter 4 for 2,500 homes, including significant investment in community, transport and green infrastructure and affordable housing. Completions are being delivered on multiple outlets within Strategic Sites C (Plasdwr, North West Cardiff), G (St Edeyrn's, East of Pontprennau) and F (North East Cardiff) with other sites at different stages of planning activity including Sites D & E (J33/ South Creigiau). Major new housing / community sites are successfully in construction in St Edeyrn's and Plasdwr.
- The target for delivering affordable homes covers a twelve-year period from 2014 to 2026 and during the first five years (2014-19) of this strategy the completion of 1,010 affordable homes was recorded against the target of 6,500, with affordable housing completions for 2018/19 at 237 (or 14%, below the target of 30%). This reflects the fact that completions from the strategic housing sites allocated in the LDP have not been coming forward at the rates originally set out by developers and that the nature of the programme of delivery would see higher numbers delivered in the later years of the plan.
- The strategy for delivering 2,000 Council homes was approved by Cabinet, and the Council is also on course to deliver the first 1,000 homes by 2022. Delivery will include around 600 new Council homes through the Cardiff Living Scheme and up to 1,500 new Council homes through the 'Additional Build' programme. Due to the nature of the programme and phasing schedule, the later years will see higher numbers of properties being completed.
- The city's planning service continued to provide an effective service, with the percentage of major planning applications determined during the year within agreed timescales hitting 86.67% against a target of 60%, up from 77.14% in 2017/18.

## Transport

- A Transport and Clean Air Green Paper setting out a vision for the future of transport in Cardiff was launched in the summer of 2018 with wide public consultation. The publication of the Transport and Clean Air White Paper will be brought to Cabinet in autumn 2019, to ensure alignment with the detailed Clean Air work undertaken in 2018/19 following receipt of a legal direction from the Welsh Government (see next page).
- The development of Cardiff's active travel programme has continued to be implemented with:
  - Construction of the first Cycle-superhighway beginning in Cathays. Detailed design work has been completed on the wider route and concept design is underway on the city network. The Phase 1 programme of five Cycle-superhighways is now being delivered.
  - The 'Next Bike' on-street bike hire scheme launched. Bikes are already seeing a use of four trips per bike per day, which is the highest usage statistics outside of London. The scheme has also attracted Cardiff University as local sponsor and work continues to be undertaken to promote the scheme by partners. Rental levels continue to be consistent and additional hire points in the city have been delivered. Additional funding has also been awarded for delivery of 500 extra bikes at 65 additional locations across the city.
  - The Cardiff Public Services Board launched the 'Healthy Travel Charter' through which the Council, and other major public sector employers in Cardiff, made ambitious commitments to supporting modal shift in active and healthy travel for staff.
  - A major programme of 20 mph areas and residential parking bays actively rolled out across the city.
  - Phase 1 of the Bay / City Centre Tram Link design commissioned.
- Procurement of the infrastructure and installation for the residential On Line Electric Vehicle (OLEV) scheme is well underway and new connections are planned that will support the charge points. The delivery of the OLEV infrastructure on-street is expected before the end of 2019, and roll-out of the city centre rapid charging pilot is underway.
- The Annual Parking Report is published and is available on-line. Work in this area includes a new partnership with the DVLA to manage untaxed vehicles, improve the management of Moving Traffic Offences as well as parking fines.
- Road quality for all roads improved in 2018/19, with performance in all classifications (A/B/C) above target. Phase 1 of the Preventative Carriageway programme was delivered on target for time and budget.

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## Key Successes in 2018/19

### Waste and recycling

- The Recycling and Waste Management Strategy was issued for public consultation, with the separate glass recycling scheme piloted by 17,000 households. The pilot received support and positive feedback from the public, and plans for the further expansion of the scheme are currently being considered. Targeted educational work was also undertaken as part of the separate glass pilot scheme to encourage recycling and reduce contamination. Funding was also secured for a city-wide educational campaign in 2019/20 as well as a schools-based recycling project. Allied to this, a sharper focus was placed on enforcement activity with the number of education and enforcement actions undertaken far exceeding targets.

### Clean streets

- Targets have been achieved for the percentage of streets with high or acceptable standards of cleanliness, though overall results were lower than in previous years. The percentage of reported fly-tipping incidents cleared within five working days and the percentage of fly-tipping incidents leading to enforcement activity were both above target and improving.

- Progress has been made towards the digitalisation of the Street Cleansing Service over the course of the year, with the introduction of mobile technology for front line teams introduced alongside investment replacing existing back-office/ supporting ICT infrastructure. Training and support for staff has been rolled out across the service. A Cleansing Round re-design has also begun, with pilots implemented in the East and West of the city showing improvements to levels of street cleansing.
- The 'Love Where You Live' community engagement and action project has continued, including new Keep Tidy volunteer groups, increased volunteer litter picking hours, a roll-out of community planters and a partnership with Keep Wales Tidy. The project was also nominated for "Best Community and Neighbourhood Initiative" as part of the annual APSE awards in 2018. The campaign is being expanded to encourage greater community and volunteer action in relation to dog walking, alleyway maintenance, recycling, smoking litter and single use plastics.

## Key Challenges and Risks

### Meeting the Clean Air challenge by 2021

- In May 2018 the Council received a legal direction from the Welsh Government to ensure compliance with EU legal limits for air pollution in the quickest possible way by 2021. Consultants have undertaken modelling work which has indicated that the air quality, in relation to Nitrogen Dioxide, in Cardiff is an improving picture. Detailed local air quality and transport modelling identified only one area of non-compliance by 2021– Castle Street. A package of transport / highway measures has been identified that includes traffic reductions, electric buses and an improved active travel network. A full business case for the Final Plan for submission to Welsh Government to comply with requirements of legal direction will be submitted in Q1 2019/20. Delivery of the mitigating action however is contingent on unconfirmed Welsh Government funding.

### Keeping streets clean, particularly in inner-city wards

- Despite hitting the Corporate Plan targets in relation to street cleanliness, the final performance position was lower than in the previous year, and the overall trend over the course of 2018/19 was a downward one. The performance picture across the city is not uniform. Many communities are experiencing high levels of street cleanliness and citizen satisfaction, but in too many wards – particularly those in and around the city centre – the levels of street cleanliness need to improve.
- The relationship between street cleansing and waste management needs to be strengthened, and though city-wide performance levels indicate a waste collection service with low levels of missed collections, variation exists across the city and when service patterns are disrupted following Bank Holiday weekends. These issues are compounded by ongoing workforce challenges across both waste and street cleansing services, including high levels of sickness absence.

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## Key Challenges and Risks

### Achieving statutory recycling targets

- The Council faces challenging statutory recycling targets, with the potential for fines to be issued if these targets are missed. Provisional results show that recycling for 2018/19 is less than 60% (59.3%) against a target of 62% (exceeding national target of 58%), increasing to 64% in 2019/20. Meeting these targets will remain a significant performance challenge for the Council in 2019/20, with a focus over the year ahead on working with targeted communities and demographics to increase recycling rates.

### Coastal erosion

- Coastal erosion, and associated flood risks, remains a major risk area for the Council. Despite mitigating action, the residual risk is likely to still represent an area of challenge for the Council.



## Forward Look: Areas of Future Focus

- A Transport and Clean Air White Paper setting out the major road, rail, bus and active travel schemes that the city will need over the decade ahead will be launched in autumn 2019. In advance of this, a business case will be submitted to the Welsh Government for a package of schemes to tackle the specific air quality problem on Castle Street, with approved projects needing to be delivered to ensure that the air quality on the street is compliant with EU regulations by 2021.
- The final refreshed Recycling and Waste Management Strategy will be brought to Cabinet for approval, and will include a targeted and data-led approach to educational and enforcement activity.
- Concerted action will be taken to ensure that the Council provides more joined up, effective and efficient waste collection and street scene services to its residents. This will include proposals to change working patterns over Bank Holiday weekends as the first step in a wider programme of reform to be taken forward in 2019/20. A locality-based approach will be also developed and implemented, using available data from across services and from citizens to inform the delivery of targeted interventions in communities where the levels of street cleanliness are currently below target.
- Following the declaration by the Council of a Climate Emergency, the Cabinet will bring forward a new Climate Change / Low Carbon Transition Strategy for public consultation. Work will also begin on the delivery of a 8.99 Megawatt Solar Farm on Lamby Way, the development of a District Heat Network in Cardiff Bay will move to the next stage (subject to Government funding) and the city's Sustainable Food Strategy will be brought forward for consideration by Cabinet in 2019.

**Self-Evaluation of Performance: Progress, with identified areas of improvement.**

# Well-being Objective 4.1:

## Modernising and Integrating Our Public Services

The Council recognises the need to modernise its systems and processes to support service delivery. This will mean streamlining and simplifying the way the Council does business, making better use of the Council's asset base and finding new and better ways of working to take advantage of new technology. The Council has therefore prioritised action in a number of key areas, including:

- **Digital**
- **Assets and property**
- **Workforce**
- **Citizen satisfaction with Council services**

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# Key Successes in 2018/19

## Digital

- The Council's Digital First Agenda has continued to progress with the Digital Strategy agreed by Cabinet in 2018.
- The Cardiff.gov app was launched in early 2018, offering residents a smarter way to connect with Council services on a 24/7 basis, providing digital access to a number of Council services, including waste collection information, council tax e-billing and reporting fly-tipping. The total number of app downloads currently stands at 13,439 (May 2019 figures) and the app has been shortlisted for App of the year as part of the Wales Online Digital Awards 2019.
- More broadly, the Council has continued positive trends in relation to channel shift towards digital channels. The number of customer contacts to the Council using digital channels has continued to rise, with an increase of 160,000 over the year far exceeding the target set, and the number of followers on social media has increased on both Facebook (up 5,368 / 30%) and Twitter (up 3,809 / 5%).
- The modernisation of systems within the Council is also continuing, including the implementation of SharePoint, Office 365 and Hybrid Mail all beginning to be rolled out across the Council.

## Assets and property

- The Council's Strategic Asset Management Plan 2016-20 is now in the third year of delivery, with progress continuing to be made to reduce the gross internal area of buildings in operational use; the total running costs of operational buildings; addressing the maintenance backlog; and generating capital income from the sale of Council owned land and buildings.
- The implementation of a Corporate Landlord approach is ensuring that the strategic direction of the estate aligns with the management of all information relating to non-domestic assets, ensuring statutory compliance and effective management of other property managing functions. The comprehensive review of the Council's land and non-operational portfolios has been undertaken and condition surveys have been completed which represents an extensive piece of work to improve our understanding and knowledge base of all the Council's land and property holdings. Key operational achievements to date include the procurement of new Building Maintenance Framework arrangements, a refreshed School Building Handbook and the piloting of a One Front Door approach for school building maintenance. Significant progress has also been made in relation to improving the Health and Safety of the Council's operational estate.

## Workforce

- Recognising the performance challenge in relation to sickness absence, a package of measures designed to promote staff welfare and well-being has been put in place, which includes a range of health and well-being services such as the 24/7 Employee Assistance Programme and the Employee Counselling Service.
- The Council is also taking action to ensure it is representative of the communities it serves, not least by creating more opportunities for young people and increasing the Welsh language skills within the workplace.

## Citizen Satisfaction with Council Services

- Citizen satisfaction with Council services increased by 7% over the last year, with 64% now reporting that they are satisfied with Council services (though remaining below the target of 75%). The Council's Annual Complaints Report shows that the compliments received by the Council have increased by 31.1% (from 1,991 in 2017/18 to 2,611 in 2018/19). Though the number of complaints also rose by 34.1%, the number of cases approaching the Ombudsman has decreased for the fourth consecutive year with no Ombudsman investigations taking place in 2018/19. This will be the first year in which this has happened since the establishment of the Public Services Ombudsman Act in 2005.

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# Key Challenges and Risks

## Finance and budget

- The latest review of the Medium Term Financial Plan (MTFP) identifies a budget gap of £101 million over the period 2020/21 – 2023/24. The budget gap is due to anticipated funding reductions, at the same time as demand and inflationary pressure on services is expected to rise significantly. The Council has made a quarter of a billion pounds in cumulative savings over the past ten years, with any additional savings requirement indicated in the current strategy adding to this quantum. Delivering savings of this scale over a sustained period is extremely challenging. In circumstances such as these, careful monitoring of financial controls and financial resilience will continue to be extremely important. Due diligence and acceleration of planning and preparatory work will be important in aiming to improve the achievability rates of savings.

## Rising long-term, stress-related sickness absence

- The outturn sickness absence figure for 2018/19 is 11.53 FTE (full-time equivalent) days lost per employee across the Council against a target of 9.5 FTE days lost per employee. This is higher than the outturn in 2017/18 of 11.27. Over the past five years, there has been a 10% reduction in short-term

sickness absence in the Council, saving approximately 9,000 FTE days. However, over the same period long-term sickness absence has increased by 10%, leading to 16,000 FTE days lost. The majority of this increase is attributable to a 76% rise in long-term absence due to non-work related stress, from 13,472 FTE days in 2016/17 to 23,630 FTE days in 2018/19. Work related stress also rose by 32%, with other causes of long-term illness either remaining stable or declining.

## Digital skills and culture

- Ensuring the citizens and staff have the digital skills they need to both access and develop new digital services will be a long-term challenge for the Authority, allied to developing a Digital First culture for public services across the Council and across the city. The Council has a good record for ensuring that all public services are available in both English and Welsh, and for meeting the Welsh Language Standards. Adapting new, automated technologies such as the ChatBot to a bilingual service represents a challenge that the Digital Cardiff team are working on with the Bilingual Cardiff team and the Welsh Language Commissioner to solve over the year ahead.

# Forward Look: Areas of Future Focus

- The delivery of the Digital Strategy will remain a priority for the year ahead, including the expansion of services available on the Cardiff.gov app and the delivery of the bilingual ChatBot service. The Council is also working alongside Cardiff University to develop a new Smart City strategy that will be launched in the autumn of 2019, outlining how digital infrastructure, data and smart technologies can help transform city development, city management and public service delivery in Cardiff.
- The continued delivery of the Corporate Asset Management Plan will remain a priority, including embedding the new arrangements in place through the Corporate Landlord approach consistently across the Council, leading to the development of a new Property Strategy for 2020-25.
- In response to the analysis of sickness absence, and supported by the recommendations of the APSE review undertaken in 2018, the Council will focus on four key areas of activity; Policy Review, Supporting Managers, Early Intervention and Health and Well-being Initiatives. The Council has already adjusted its policy on reviewing long-term cases - with reviews now at 12 weeks and 24 weeks - as well as adjusting the policy on stage meetings, so that

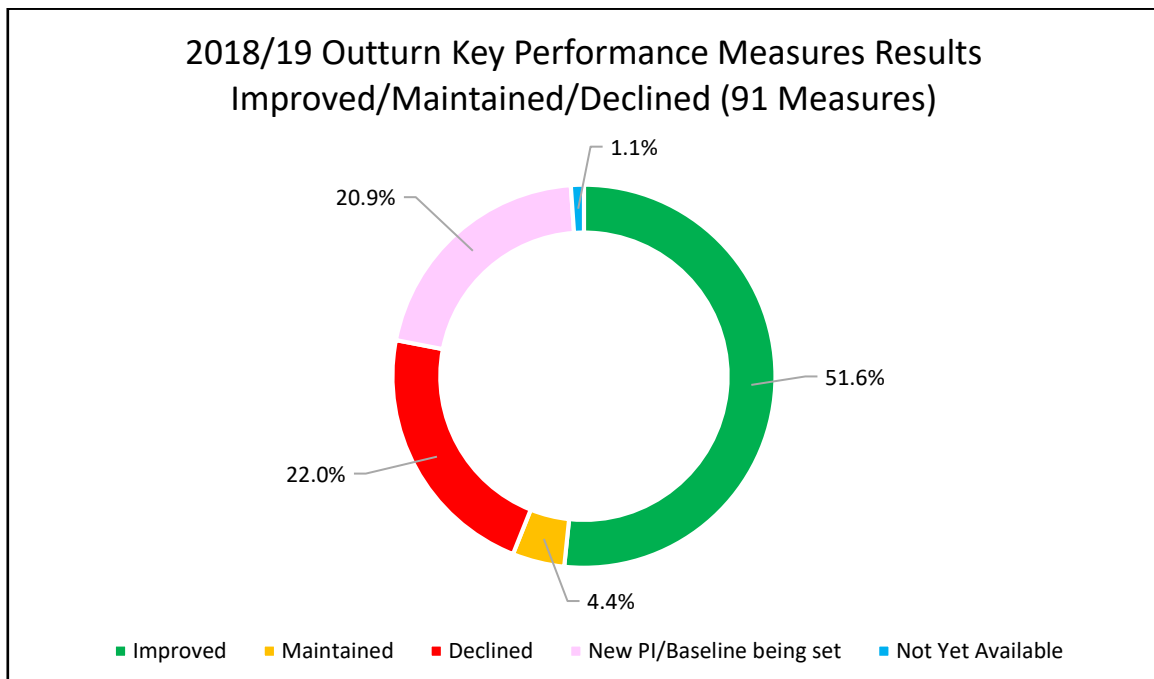
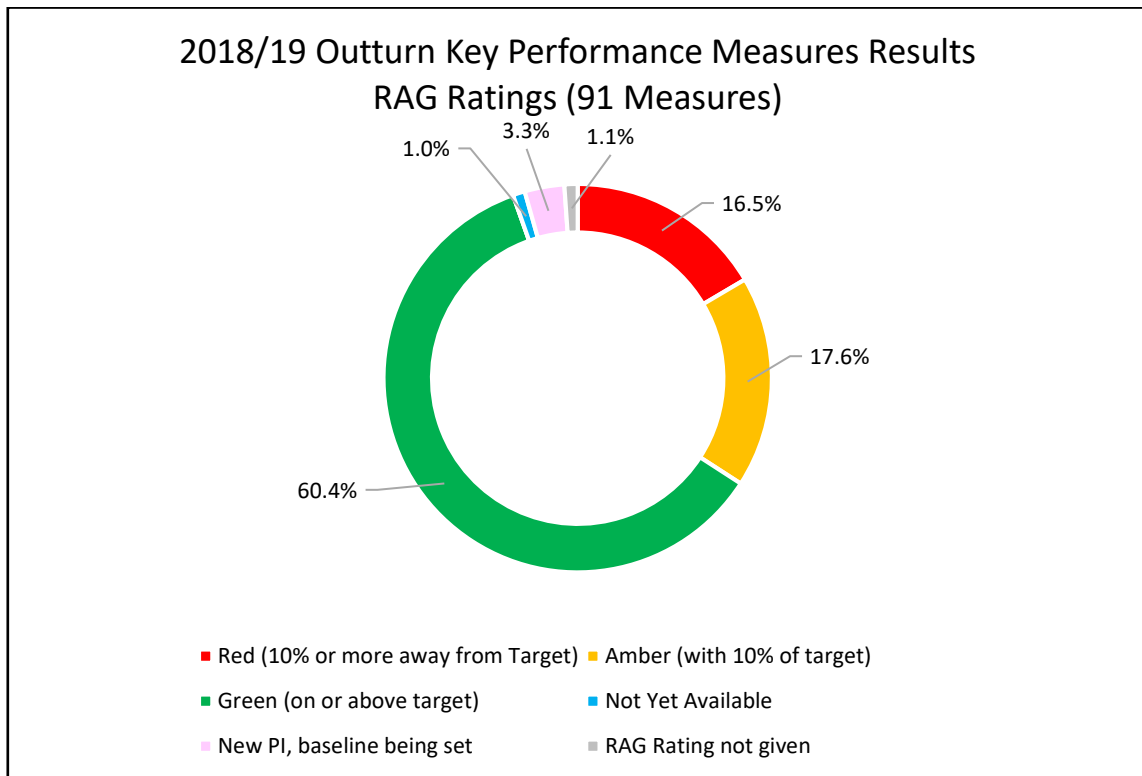
they are now carried out by the next level of management. Moving forward, the Council will need to ensure compliance with the new approach as well as monitoring the impact. Other areas of future activity will include a focus on Manager and Employee Guidance Documents, which will include reasonable adjustment advice. The Council will also introduce the Reasonable Adjustment passport and develop flow charts and check lists for absence management. This is in addition to the continued roll-out of health and well-being initiatives which include physiotherapy self-referral for on-site treatment.

**Self-Evaluation of Performance: Satisfactory Progress**

## Appendix 1a – Key Performance Measures 2018/19

The Corporate Plan 2018-21 contains a total of 91 Key Performance Measures that have been selected as the most appropriate to give an indication of performance progress, within each Well-Being Objective.

The graphs below show the outturn position of the 91 Key Performance Measures as contained within the 2018-21 Corporate Plan.





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

Performance Measure	Result 2017/18 (Academic Year 2016/17)	Result 2018/19 (Academic Year 2017/18)	Target 2018/19 (Academic Year 2017/18)	Have we improved?
The percentage of schools categorised as 'Green' – Primary	53.06%	56.4%	58%	Yes
The percentage of schools categorised as 'Green' – Primary	38.89%	50.0%	44%	Yes
The percentage of schools categorised as 'Green' – Special	28.57%	50.0%	71%	Yes
The Average Capped Nine Points Score achieved by Key Stage 4 pupils	360.7	366	370	Yes
The percentage of pupils achieving the Level 2+ threshold at the end of Key Stage 4 (pupils achieving 5 GCSEs A*-C including English or Welsh and Mathematics)	58.50%	60.4%	65%	Yes
The percentage of pupils achieving the Level 1 threshold at the end of Key Stage 4 (5 GCSEs A*-G)	93.20%	94.2%	95.4%	Yes
The percentage of pupils achieving the Core Subject Indicator (CSI) at the end of Key Stage 2	89.40%	90.2%	90.2%	Yes
The attainment gap in the Core Subject Indicator at the end of Key Stage 2 for those eligible for Free School Meals (FSM) and those not.	13	9.6	12	Yes
The attainment gap in the Level 2+ threshold at the end of Key Stage 4 for those eligible for Free School Meals (FSM) and those not.	32.9	30.5	30	Yes
The percentage of children securing one of their first three choices of school placement – Primary	94%	95%	95%	Yes
The percentage of children securing one of their first three choices of school placement – Secondary	82%	82%	82%	Maintained
The percentage of Year 11 leavers making a successful transition from compulsory schooling to education, employment or training	98.40%	98.10%	98.5%	No
The percentage attendance – Primary	95.0%	94.8%	95.2%	No
The percentage attendance – Secondary	94%	94.0%	94.5%	Maintained
The percentage of Children Looked After by Cardiff Council that achieve the Level 2+ threshold at the end of Key Stage 4	0%	14.3%	25%	Yes

The percentage of Children Looked After by Cardiff Council that achieve the Core Subject Indicator at the end of Key Stage 2	78%	84.20%	77%	Yes
The percentage of children in regulated placements who are placed in Cardiff	60.9%	56.6%	63%	No
The number of schools designated as Rights Respecting Schools in Cardiff	17	35	22	Yes
The percentage attendance of looked after pupils whilst in care in secondary schools	95.4%	89.9%	95%	No
The percentage of all care leavers in education, training or employment 12 months after leaving care	49.4%	40.0%	62%	No

### Summary of Measures – 20



Red (10% or more away from target) (4)	Amber (within 10% of target) (9)	Green (on or above target) (7)	Baseline being set (0)	RAG not appropriate (0)	Result not available (0)
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### Well-being Objective 1.2: Cardiff is a great place to grow older

Performance Measure	Result 2017/18	Result 2018/19	Target 2018/19	Have we improved?
Adults who are satisfied with the care and support they received	Definition Amended	82.8% Indicative	New indicator, baseline being set	N/A
Adults reporting that they felt involved in any decisions made about their care and support	Definition Amended	77.1% Indicative	New indicator, baseline being set	N/A
The percentage of clients who felt able to live independently in their homes following support from the Independent Living Services	New Indicator	99%	95%	New Indicator
The percentage of adults who completed a period of re-ablement and have a reduced package of care and support 6 months later	New Indicator	83.9%	New indicator, baseline being set	N/A
The percentage of new cases dealt with directly at First Point of Contact (FPOC) with no onward referral to Adult Services	73.8%	75.30%	72%	Yes
The average number of calendar days taken to deliver a Disabled Facilities Grant (from first contact to payment date)	182	194	190	No
The percentage of Telecare calls resulting in an ambulance being called out	5%	6.64%	10%	Not appropriate
The percentage of people who feel reconnected into their community through intervention from day opportunities	76%	86%	70%	Yes

### Summary of Measures – 8

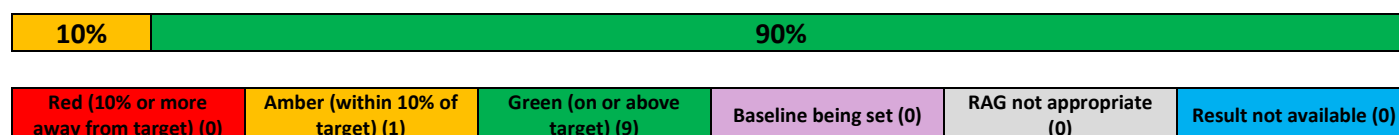
12.5%	37.5%	37.5%	12.5%
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Red (10% or more away from target) (0)	Amber (within 10% of target) (1)	Green (on or above target) (3)	Baseline being set (3)	RAG not appropriate (1)	Result not available (0)
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### Well-being Objective 1.3: Supporting people out of poverty

Performance Measure	Result 2017/18	Result 2018/19	Target 2018/19	Have we improved?
The number of people receiving into work advice through the gateway	New Indicator	45,497	43,000	New Indicator
The number of clients that have been supported into employment having received tailored support through the gateway	New Indicator	787	623	New Indicator
The number of employers that have been assisted by the Council's employment support service	New Indicator	211	80	New Indicator
The number of opportunities created for paid apprenticeships and traineeships within the Council	123	181	100	Yes
The number of customers supported and assisted with their claims for universal credit	679	5,375	1,500	Yes
Additional weekly benefit identified for clients of the City Centre Advice Team	£15.1m	£16.1m	£13m	Yes
The number of rough sleepers assisted into accommodation	204	157	168	No
The % of households threatened with homelessness successfully prevented from becoming homeless	73%	77%	60%	Yes
The % of people who experienced successful outcomes through the Homelessness Reconnection Service	83.65%	81.75%	70%	No
The % of clients utilising Housing First for whom the cycle of homelessness was broken	New Indicator	94%	50%	New Indicator

### Summary of Measures – 10



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

Performance Measure	Result 2017/18	Result 2018/19	Target 2018/19	Have we improved?
The percentage of Council Staff completing Safeguarding Awareness Training	New Indicator	54.55%	50%	New Indicator
The percentage of Council staff completing the Level 1 online module of the National Training Framework on violence against women, domestic abuse and sexual violence as a percentage of all staff	9.88%	51.49%	100%	Not Appropriate
The total number of children and adults in need of care and support using the Direct Payments Scheme (local)	908	966	910	Yes
The percentage of Children's Services Social Work Vacancies	23.2%	30.4%	18%	No
The number of children entering the Criminal Justice System	75	105	71	No
The percentage of customers satisfied with completed regeneration projects	91%	93.20%	70%	Yes
The number of visitors to libraries and Hubs across the city	3.3m	3.4m	3.3m	Yes
The percentage of customers who agreed with the statement 'Overall the Hub met my requirements/I got what I needed'	98%	98%	95%	Maintained
The number of visits (hits) to the volunteer portal	New Indicator	70,856	50,000	New Indicator
The number of Council employees who have undertaken Welsh Language Awareness training	259	407	Increase current levels	Yes
The number of Council employees who have undertaken Welsh Language training	175	201	Increase current levels	Yes
The number of Green Flag Parks and Open Spaces	11	12	12	Yes
The number of volunteer hours committed to parks and green spaces	17,149	20,488	18,000	Yes
The number of individuals participating in parks/ outdoor sport	155,464	232,865	170,000	Yes
Total number of children aged 7-16 engaged in Sport Cardiff-led activities	27,338	25,765	30,000	No
The number of attendances at our leisure facilities	1,454,755	1,464,635	1.499m	Yes
Attendance at Commercial Venues	New Indicator	910,517	879,800	New Indicator

### Summary of Measures – 17



Red (10% or more away from target) (4)	Amber (within 10% of target) (1)	Green (on or above target) (12)	Baseline being set (0)	RAG not appropriate (0)	Result not available (0)
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### Well-being Objective 2.1: A capital city that works for Wales

Performance Measure	Result 2017/18	Result 2018/19	Target 2018/19	Have we improved?
New and safeguarded jobs in businesses supported by the Council, financially or otherwise	4,904	2,070	500	No
The amount of 'Grade A' office space committed to in Cardiff (sq. ft.)	366,000	0	150,000	A two-year period target was set for this indicator in 2017-18 i.e. 300,000. This was exceeded in Year 1 with a result of 366,000
Number of staying visitors	2.062m	2.065m	2% Increase (Approx. 40,000)	Yes
Total visitor numbers	22.05m	22.17m	3% Increase (Approx. 630,000)	Yes

#### Summary of Measures – 4

<b>50%</b>			<b>50%</b>		
Red (10% or more away from target) (2)	Amber (within 10% of target) (0)	Green (on or above target) (2)	Baseline being set (0)	RAG not appropriate (0)	Result not available (0)

### Well-being Objective 3.1: Cardiff grows in a resilient way

Performance Measure	Result 2017/18	Result 2018/19	Target 2018/19	Have we improved?
The percentage of municipal waste collected and prepared for re-use and / or recycled	58.26%	59.29%	62%	Yes
The maximum permissible tonnage of biodegradable municipal waste sent to landfill (tonnes)	758	3,512	<33,557 tonnes	No
Number of investigations and enforcement actions per month	New Indicator	16307	250 per month	New Indicator
Number of education and engagement actions per month	New Indicator	6866	250 per month	New Indicator
Modal Split for All Journeys by 2026: Proportion of People Travelling to Work by Sustainable Transport Modes	45.80%	48.1%	46.3%	Yes
Percentage reduction in carbon dioxide emissions from Council buildings	13.53 %	9.37%	2%	No
The level of NO2 across the city	New Indicator	28µg/m3	35µg/m3	New Indicator
Percentage of principal (A) roads that are in overall poor condition	3.70%	3.50%	5%	Yes
Percentage of non-principal/classified (B) roads that are in overall poor condition	5.60%	4.70%	7%	Yes
Percentage of non-principal/classified (C) roads that are in overall poor condition	6.0%	5.80%	7%	Yes
Total number of new Council homes completed and provided	New Indicator	65	200	New Indicator
Percentage of householder planning applications determined within agreed time periods	95.62%	92.86%	80%	No
The percentage of major planning applications determined within agreed time periods	77.14%	86.67%	25%	Yes
The percentage of affordable housing at completion stage provided in a development on greenfield sites	New Indicator	14%	30%	New Indicator The delivery of affordable housing on greenfield sites is set in the Local Development Plan over a 12-year period from 2014 to 2026. Between 2014 and 2019, 1,010 homes have been completed and the remainder



				will be delivered through sites that have planning permission.
The percentage of affordable housing at completion stage provided in a development on brownfield sites	New Indicator	21%	20%	New Indicator
The percentage of highways inspected by the Authority of a high or acceptable standard of cleanliness	94.24%	90.79%	90%	No
The percentage of reported fly tipping incidents cleared within 5 working days	99.04%	99.33%	90%	Yes
The percentage of reported fly tipping incidents which lead to enforcement activity	80.43%	90.92%	70%	Yes

### Summary of Measures – 18



Red (10% or more away from target) (0)	Amber (within 10% of target) (3)	Green (on or above target) (15)	Baseline being set (0)	RAG not appropriate (0)	Result not available (0)
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## Well-being Objective 4.1: Modernising and integrating our public services

Performance Measure	Result 2017/18	Result 2018/19	Target 2018/19	Have we improved?
Reduce the gross internal area (GIA) of buildings in operational use	0.80%	2.99%	4%	Yes*
Reduce the total running cost of occupied operational buildings	0.90%	2.40%	3.1%	
Reduce the maintenance backlog	£1.21	£ 4.81m 4.6% reduction	5.4% reduction	
Capital income generated	£3.86	£15.22m	£15.19m	Yes
The number of customer contacts to the Council using digital channels	784,567	946,019	10% increase	Yes
Percentage of staff that have completed a Personal Review (excluding school staff)	94.85%	TBC	100%	Annual result
The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	11.27	11.53	9.5	No
Maintaining customer/citizen satisfaction with Council Services	57.43%	64.10%	75%	Yes
The percentage of draft committee minutes published on the Council website within 10 working days of the meeting being held	20%	61%	80%	Yes
The number of external contributors to Scrutiny Meetings	188	3,831	140	Yes
The total number of webcast hits: Full Council	2,493	2,666	2,500	Yes
The total number of webcast hits: Planning Committee	2,200	1,654	2,000	No
The total number of webcast hits: Scrutiny	793	671	500	No
The percentage of voter registration	90.6%	89.3%	90%	No

\* These are multi-year targets aligned to the delivery of the Council's Strategic Asset Management Plan 2015-20. The [Annual Property Plan 2019-20](#) that was agreed by Cabinet in May 2019 sets out projected results for the five-year strategy, showing all targets are projected to exceed target by April 2020.

### Summary of Measures – 14

28.6%	7.1%	57.1%	7.1%
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Red (10% or more away from target) (4)	Amber (within 10% of target) (1)	Green (on or above target) (8)	Baseline being set (0)	RAG not appropriate (0)	Result not available (1)
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## Appendix 1b – Narrative Updates against Steps

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

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
Promote and fulfil Children’s rights by building a child friendly city in partnership with UNICEF UK over the three years to 2021	Cllr Sarah Merry	Education & Lifelong Learning	<p>As a capital city Cardiff aspires to be a ‘child friendly city’ where all children and young people have an equal chance to thrive and reach their potential. This will require partners to work together to make a city where the voices, needs, priorities and rights of children and young people are at the heart of public policies, programmes and decisions.</p> <p>The Child Friendly City strategy was publically launched by the Cardiff Public Services Board in November 2018 to coincide with UN World Children Day. Cardiff schools are increasingly involved in the Rights Respecting Schools programme.</p>	<b>Green</b>	<b>Ongoing</b>
Continue to raise standards achieved by learners in Cardiff schools and support in developing the ‘Successful Futures’ curriculum to be in operation by September 2022	Cllr Sarah Merry	Education & Lifelong Learning	<p>School improvement capacity has continued to strengthen, evidenced in the outcome of the Welsh Government National Categorisation in January 2019. The proportion of schools categorised as Green has increased in the Primary, Secondary and Special sectors and there has been a corresponding decrease in the number of Red schools. Results for the 2017/18 Academic Year show that Cardiff is performing well in a wide range of key performance indicators. This includes strong performance in Key Stage 4, when compared to the Central South Consortium and Welsh Averages.</p> <p>Teachers and school leaders are actively involved in the shaping of a new curriculum for Wales in a number of Cardiff schools. However, there is variation in the readiness of schools and</p>	<b>Amber</b>	<b>Ongoing</b>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			<p>clusters in curriculum reform and challenges are still faced in properly ascertaining progress whilst the curriculum is still in development.</p> <p>The new curriculum will be used across Wales by 2022.</p>		
<p>Improve the educational attainment of pupils eligible for free school meals by:</p> <ul style="list-style-type: none"> <li>• Highlighting and transferring best practice in schools which are effective in ensuring that economic disadvantage does not limit educational achievement</li> <li>• Increasing the level of challenge and support to schools where pupils eligible for free school meals are underperforming</li> </ul>	Cllr Sarah Merry	Education & Lifelong Learning	<p>At Key Stage 2, the performance of eFSM pupils is 82.7%, which is a 3.6ppt increase compared to 2016/17. The performance of eFSM pupils across Wales is 77.9%. The gap in performance between eFSM pupils and nFSM pupils has reduced to 9.6ppts, compared to 13ppts in 2016/17. This compares to 14.2ppts across Wales.</p> <p>In the secondary sector, whilst there has been some reduction in the previously very wide spread of performance between schools, this factor remains more marked than in primary phase. The gap in performance between eFSM and nFSM pupils is smaller in Cardiff than it is across Wales in 2017/18 in the Level 2+ threshold (30.5ppt/32.3ppt). The gap was slightly larger in 2016/17. The performance of eFSM pupils is 37.2%. This is a 3.3ppt increase compared to 2016/17. Performance of eFSM pupils in Cardiff is 7.8ppts higher than the performance across Wales, which is 29.4%.</p> <p>The performance of Cardiff's eFSM pupils is higher than across Wales in the Level 2+, Level 2, Level 1 thresholds and Capped 9 Points Score. Performance of eFSM pupils in the Level 1 threshold is higher than across Wales for the first time in 2017/18.</p>	Amber	Ongoing

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
Deliver a strengthened programme of academic and vocational provision for learners educated outside of mainstream settings to improve learner outcomes during the academic year 2017/18 and beyond	Cllr Sarah Merry	Education & Lifelong Learning	<p>The results for the academic year 2017/18 show that the performance of this group of learners is too low. Of the total year 11 Educated Other Than At School (EOTAS) cohort (109), no pupils achieved the Level 2+ threshold. 20 achieved the Level 1 threshold.</p> <p>Throughout the year, the Local Authority, Consortium and wider education partners have worked together to analyse and review the provision and outcomes for this group of learners, and an EOTAS Delivery Plan has been put in place.</p>	Amber	Ongoing
Reshape and enhance specialist provision and services for pupils with additional needs to ensure sufficient, high quality places are available to meet the need from 2017-2022	Cllr Sarah Merry	Education & Lifelong Learning	<p>Throughout the year, Cardiff has worked with partners across Health, Social Services and the Third Sector and with other Local Authorities across the Central South Consortium to prepare for ALN Reform (ALNET). All schools have carried out 'readiness for ALNET' audits and identified their priorities for training and development. The Regional Implementation Board is currently developing a regional professional learning offer in response to these priorities.</p> <p>Additional provision for learners with Additional Learning Needs (ALN) in both the primary and secondary sector has been secured from September 2019.</p> <p>Under Band B of the 21<sup>st</sup> Century Schools Programme, specialist places will be expanded and learning environments will be enhanced.</p>	Amber	Ongoing

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<p>Complete the remaining schemes within the £164m Band A programme of investment in Schools, which will result in the opening of:</p> <ul style="list-style-type: none"> <li>• 5 new primary schools, including 2 Welsh medium schools by Autumn 2018</li> <li>• One new secondary school by spring 2019</li> </ul>	Cllr Sarah Merry	Education & Lifelong Learning	There has been significant investment in the development of the education estate in Cardiff as part of the Band A phase of the Welsh Government 21 <sup>st</sup> Century Schools Programme. Band A has delivered two new High Schools: Eastern High - which opened in December 2017 in partnership with Cardiff & Vale College, and Cardiff West Community High School – which opened in Spring 2019, as well as five new primary schools: Howardian Primary, Ysgol Glan Morfa, Ninian Park Primary, Gabalfa Primary and Ysgol Hamadryad.	Green	Completed
<p>Deliver the new schemes within the £248m Band B programme of school investment from April 2019 to 2024 to:</p> <ul style="list-style-type: none"> <li>• Increase the number of school places available</li> <li>• Improve the condition of school buildings</li> <li>• Improve the teaching and learning environment</li> </ul>	Cllr Sarah Merry	Education & Lifelong Learning	<p>In December 2017, Welsh Government approved in principle the programme envelope sum of £284 million for the Band B phase of the 21<sup>st</sup> Century Schools Programme, half of which would be funded by Welsh Government and half by the Council. A number of Band B schemes are being progressed, which include Fitzalan, Cantonian, and Willows High Schools, and St Mary The Virgin Primary.</p> <p>Prior to the completion of Band B, there are challenges in relation to meeting sufficiency requirements, particularly for secondary and ALN places, and short to medium term risks relating to poor building assets.</p>	Amber	Ongoing
<p>Address the maintenance backlog in schools, as part of a wider programme of Asset and Estate Management, targeting increased investment in schools that require priority action by March 2019</p>	<p>Cllr Sarah Merry</p> <p>Cllr Russell Goodway</p>	<p>Education &amp; Lifelong Learning</p> <p>Economic Development</p>	The condition survey programme continued to progress throughout the year and a comprehensive review of the Council's land and non-operational portfolios took place. The introduction of Health & Safety Officers in Schools from September 2018 has further enhanced the information available on school property, and ensuring the ongoing compliance of safety of sites.	Green	Ongoing

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<p>Support young people into Education, Employment or Training, which will include:</p> <ul style="list-style-type: none"> <li>Engaging city businesses to open up careers and enterprise opportunities to schools</li> <li>Implementing a digital platform to empower schools, young people and business to connect</li> <li>Introducing programmes of support to enable vulnerable young people to progress into employment</li> <li>Transforming information management processes to identify, track and support young people pre and post 16</li> </ul>	Cllr Sarah Merry	Education & Lifelong Learning	<p>Through the Cardiff Commitment, good progress continues to be made in engaging employers across the city to support young people into the world of work. Over 140 employers have made commitments to offer a range of opportunities including work experience, which is a priority for young people and employers alike. The Council itself is also actively increasing the range of opportunities for young people, including a new round of apprenticeships, traineeships and ongoing work placements.</p> <p>The percentage of young people 'NEET' as at the end of the academic year 2017/18 was 1.9%, which reflects sustained improvement in progression. However, there continues to be opportunities to better connect young people with career opportunities and pathways beyond school, particularly those from vulnerable groups who may be facing challenges to secure positive destinations.</p> <p>Open Your Eyes week, which provides an opportunity for schools to engage with businesses around opportunities and career pathways was arranged for 47 primary schools and eight secondary schools as at Quarter 4. It is intended for this to be rolled out across the city.</p>	Amber	Ongoing
<p>Ensure the best outcomes for children and young people for whom the Council becomes responsible by:</p> <ul style="list-style-type: none"> <li>Embedding the Corporate Parenting Strategy across the Council and partners by March 2019 to promote the</li> </ul>	Cllr Graham Hinchey	Social Services	<p>The Corporate Parenting Strategy will be reviewed in 2019/20 to develop and embed the role of the Corporate Parent.</p> <p>56.50% of children in regulated placements were placed in the Cardiff area, this fell short of the target of 63%. 134 children were placed in neighbouring authorities, 19 were placed with a relative carer and 139 were placed further afield for reasons of</p>	Amber	Ongoing

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<p>achievement of the same positive outcomes for children in care that every good parent would want for their own children</p> <ul style="list-style-type: none"> <li>Improving the Council's capacity to commission and provide high quality cost effective placements within the Cardiff area, reducing the need for Looked After Children to be placed out of area by March 2023</li> <li>Improving the reach and effectiveness of support to care leavers by strengthening the Bright Starts Traineeship scheme during 2018/19</li> </ul>			<p>safeguarding, needing a specialist placement or availability of placements.</p> <p>Two external providers are on course for registering and opening new children's homes in Cardiff in early 2019/20, which will increase the residential placement availability in Cardiff.</p> <p>During the year, there were improved opportunities for children looked after and care leavers via the Bright Starts Traineeship Scheme, 42 trainees were supported into work placements and two apprentices progressed to paid traineeships. The Bright Starts traineeship scheme is now aligned with Into Work Services to enable care leavers to access a wider range of support services, including dedicated employment mentors for young people leaving care.</p>		
<p>Embed the Disability Futures Programme by March 2023 to develop and implement remodelled services for disabled children, young people and young adults aged 0-25 across Cardiff and the Vale of Glamorgan to improve effectiveness and efficiency of outcomes for disabled young people and their families</p>	<p>Cllr Graham Hinchey &amp; Cllr Susan Elsmore</p>	<p>Social Services</p>	<p>Two successful Intermediate Care Fund schemes that ran throughout the year have been extended until the end of the 2019/20 financial year. These are:</p> <ul style="list-style-type: none"> <li>Ymbarel – hosted by the Vale of Glamorgan Council and delivered by Action for Children providing intensive interventions to parents who have additional learning needs and where there is significant harm to their children.</li> <li>Cardiff and the Vale Parenting Attention Deficit Hyperactivity Disorder (ADHD) – hosted by Cardiff Council and delivered by Barnardo's and providing family support by supporting parents, carers and families of children diagnosed with ADHD.</li> </ul> <p>During 2018/19, an additional £50k of Capital Integrated Care Funds was secured for the refurbishment of Ty Gorwelion on the</p>	<p>Green</p>	<p>Ongoing</p>



Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			<p>Tremorfa Day Centre site to further improve and enhance day-care services to adults with learning disabilities and complex needs.</p> <p>The establishment of both the Regional Transition Review Interface Group and the Cardiff and Vale of Glamorgan Regional Transition Steering Group has improved regional collaboration and partnership working between Social Services, Education and Health.</p>		
<p>Enhance Early Help by March 2022 to support children and families before their needs escalate to the point that they require statutory interventions by:</p> <ul style="list-style-type: none"> <li>• Agreeing a refreshed Early Help / Preventative Strategy</li> <li>• Piloting a Children First approach during 2018/19 to join up multi-agency services and funding in order to improve early help to children and families in Ely and Caerau</li> <li>• Identifying opportunities to deploy grant streams more effectively under new Funding Flexibilities arrangements</li> </ul>	<p>Cllr Graham Hinchey</p>	<p>People &amp; Communities, Social Services, and Education &amp; Lifelong Learning</p>	<p><b>Early Help / Preventative Strategy</b></p> <p>We commenced a review of Early Help early in 2018/19, with input from IPC (Oxford Brookes Institute of Public Care). This enabled us to develop a new model of Early Help provision and a workshop was held with more than 40 professionals to consider the proposals.</p> <p>The Early Help Services Project aims to develop a “gateway” for families to receive early help and thus prevent their needs from escalating into statutory services, and considers how the use of flexible funding arrangements ensures that the appropriate levels of funding is targeted at the right services, in order to provide the best outcomes for families. The Early Help service resources will be targeted to focus on the evidence-based interventions, which will have the maximum impact for children and families.</p> <p>The Report on ‘A New Delivery Model for Family Help and Support in Cardiff’ was agreed by Cabinet in October 2018. It set out the new delivery model for integrated early help and prevention services for families, children and young people in line with the</p>	<p><b>Green</b></p>	<p><b>Ongoing</b></p>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			<p>Council's Capital Ambition commitment to have an enhanced Early Help provision from April 2019:</p> <ul style="list-style-type: none"> <li>• Family Gateway Service - the primary route in for all referrals and requests for help.</li> <li>• Family Help Service - will provide a rapid response to families needing short term intervention.</li> <li>• Family Support Service - will work with families facing more complex or severe issues.</li> </ul> <p>All of the other commissioned services were mobilised and delivering services during 2018/19, these included:</p> <ul style="list-style-type: none"> <li>• Healthy Relationships Service providing Sexual Health Outreach Team,</li> <li>• Family Well-being Service, providing whole family therapy and individual counselling for adults and children,</li> <li>• Early Years Volunteer Family Support Service is delivered by Home Start that is complementary to Flying Start.</li> </ul> <p>We also developed a plan for the recommissioning of services for disabled children and their families in the new Families First Programme, completing options appraisals and the development of specifications for the new arrangements in collaboration with the Disability Futures Programme.</p> <p><b>Piloting a 'Children First' approach</b> Service mapping to understand service access and availability for the Children First Pilot has been completed. This project has been re-scoped to integrate effectively with the Early Help project as there are interdependencies between the two projects.</p>		

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			<p><b>Funding Flexibilities – opportunities/funding</b></p> <p>We also identified opportunities to deploy grant streams more effectively under the new “Funding Flexibilities” arrangements. As part of the recommissioning of Families First, funding has been closely aligned with Flying Start funding to extend the provision of parenting across the city and address the gaps that existed in early years parenting outside of the Flying Start catchments.</p> <p>We aligned Families First funding with Supporting People funding to support a more cohesive service offer in respect of Domestic Violence services.</p> <p>Further alignment of Families First funding with Supporting People funding and core funding will be used to develop a “one-stop shop” for young people over the coming year.</p> <p>The delivery plan for the Flexible Funding Pilot also provided us with opportunities for innovative locality working in respect of Early Help.</p>		
Commission an independent review of the effectiveness of the Multi Agency Safeguarding Hub in consultation with the Regional Safeguarding Board and consider recommendations for change / improvement with a view to implementing changes by March 2020.	Cllr Graham Hinchey & Cllr Susan Elsmore	Social Services	A new MASH model will be implemented in 2019/20 that takes account of the new Early Help Service.	Green	Ongoing

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

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
Empower people to remain independent at home and reduce reliance on preventing hospital admissions, accelerating safe hospital discharge and supporting assisted living.	Cllr Susan Elsmore	People & Communities, and Social Services	During the year we piloted an expansion of the existing model for the First Point of Contact to Adult Services to include people accessing services from hospital. Initial analysis of this project showed it to be worthwhile with long-term prospects. As a result, plans for full implementation in 2019/20 have been put in place. Results show that 99% of clients felt able to live independently in their homes following support from the Independent Living Service.	Green	Ongoing
Deliver the older person's strategy to support independent living including understanding their housing needs and aligning work between communities, health and social services	Cllr Lynda Thorne	People & Communities	In March 2019, Cabinet approved the Older Persons Housing Strategy with ambitious plans to deliver new older persons housing and to develop a new Older Persons and Accessible Homes Unit to ensure that older people receive the help they need to access appropriate housing. Implementation of the strategy will be overseen by the Cardiff and Vale Health, Housing and Care Programme Board.	Green	Completed
Consolidate Cardiff's status as a recognised Dementia Friendly City during 2018/19 to support those affected by dementia, enabling them to contribute to, and participate in mainstream society. This will include: Phase 1: Refurbishing existing day centres to provide dementia support	Cllr Susan Elsmore	Social Services	A new integrated service to provide a supportive and enhanced environment for people living with dementia was launched in March 2019 at the new integrated Dementia Day Service on Grand Avenue in Ely. The service was inspected by the Community Health Council and received a positive report.	Green	Completed

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
Phase 2: Establishing a specialist dementia day service in partnership with the University Health Board					
Address social isolation and enhance quality of life of older people by developing inter-generational working within schools, community groups, leisure centres and private sector partners	Cllr Susan Elsmore	People & Communities	<p>Throughout the year, a total of 229 people out of 266 people surveyed felt reconnected into their community through intervention from Day Opportunities. An inter-generational walking football event was held in September in partnership with Grangetown schools and an active body / healthy mind event was organised in partnership with Bishop Childs Primary School; both events were well received.</p> <p>Work commenced on the development of new Community Well-being Hubs across the North and West of the city, based on the existing libraries. These Hubs will build on the success of the existing Community Hubs in engaging older people in social activities and inter-generational events.</p>	Green	Ongoing

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

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
Act as an advocate for the Real Living Wage initiative and promote its adoption by the city's employers.	Cllr Huw Thomas	Resources	At the end of the year there were 88 Living Wage employers in Cardiff. The scheme will continue in 2019/20.	Green	Ongoing
<p>Better support people into work by integrating employment support services. This will include:</p> <ul style="list-style-type: none"> <li>• Developing a new gateway into employment and mentoring services accessible across the city;</li> <li>• Ensuring that Into Work Advice Services and Adult Community Learning fully align with the new employability service;</li> <li>• Providing effective employer engagement and assistance into self-employment;</li> <li>• Promoting and extending volunteering opportunities</li> </ul>	Cllr Lynda Thorne	People & Communities	The newly expanded Into Work Services successfully launched during Quarter 1, providing services from over 40 locations across the city. Volunteering has been expanded into all Hubs and there are nearly 150 volunteers across the teams. During the year there were 70,856 visits to the volunteer portal. During the year, 737 clients who received tailored advice through the employment gateway, were supported into employment and we helped to support 211 employers through Job Fairs, and recruitment support and training.	Green	Ongoing
<p>Ensure support is available to mitigate potentially negative consequences associated with the roll-out of Universal Credit by</p> <ul style="list-style-type: none"> <li>• Providing digital access and assistance across the city;</li> </ul>	Cllr Lynda Thorne	People & Communities	All frontline staff have been trained to identify when families will be required to claim Universal Credit. Tailored support, advice and guidance is available in all Hubs and outreach locations across the city, including providing support directly from Job Centres in Cardiff. Additional PCs were added to Hubs across the city to support people in claiming Universal Credit. During the year, 5,375 customers were supported with their claims for Universal Credit. Partners and stakeholders	Green	Ongoing

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<ul style="list-style-type: none"> <li>Working with private landlords to identify how the Council can help them with the change;</li> <li>Working with Jobcentre Plus, Registered Social Landlords and other partners to ensure that vulnerable individuals get the budgeting support they need;</li> <li>Developing a telephone advice line for customers.</li> </ul>			<p>are regularly updated on changes to the Universal Credit full service new claim gateway through various operational and strategic meetings. The Landlord Liaison Team work with private landlords to support them with the introduction of Universal Credit, and what the service can do to support people claiming Universal Credit.</p> <p>The new telephone advice line for customers is fully operational. This also forms part of the Into Work Gateway and supports Universal Credit clients too.</p>		
Create more paid apprenticeships and trainee opportunities within the Council by March 2019.	Cllr Huw Thomas & Cllr Chris Weaver	Resources	During the year, there were 181 opportunities for paid apprenticeships and traineeships across the Council.	Green	Completed
Launch a Social Responsibility policy to ensure that local people and local communities benefit from the money the Council spends on goods and services by March 2019.	Cllr Chris Weaver	Resources	The Council's Modern Slavery Statement was signed by the Leader and Chief Executive in March 2019. A review of the management of community benefits is underway and new arrangements will be introduced in 2019/20.	Green	Completed
Use the new opportunities provided by Funding Flexibilities to work across directorates and funding streams, reviewing and realigning services.	Cllr Huw Thomas	People & Communities, and Education & Lifelong Learning	<p>An independent evaluation was commissioned by Welsh Government on the Flexible Funding pilot.</p> <p>Specific example:</p> <p>We also identified opportunities to deploy grant streams more effectively under the new "Funding Flexibilities" arrangements. As part of the recommissioning of Families First, funding has been closely aligned with Flying Start funding</p>	Green	Completed

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			<p>to extend the provision of parenting across the city and address the gaps that existed in early years parenting outside of the Flying Start catchments.</p> <p>We aligned Families First funding with Supporting People funding to support a more cohesive service offer in respect of Domestic Violence services.</p> <p>Further alignment of Families First funding with Supporting People funding and core funding will be used to develop a “one stop shop” for young people over the coming year.</p> <p>The delivery plan for the Flexible Funding Pilot also provided us with opportunities for innovative locality working in respect of Early Help.</p>		
<p>Deliver the Rough Sleeper Strategy to address rough sleeping in the city by:</p> <ul style="list-style-type: none"> <li>• Implementing a ‘No First Night Out’ policy;</li> <li>• Piloting new approaches, including a ‘Housing First’ model which moves rough sleepers straight from the streets into a home;</li> <li>• Delivering the Give DIFFerently campaign.</li> </ul>	Cllr Lynda Thorne	People & Communities	<p>Improved accommodation for homeless people was developed during 2018/19 including the launch of a new council night shelter, a new 40 unit supported housing complex and increased individual and shared accommodation.</p> <p>A Multidisciplinary Outreach Team has been established, mental health, substance misuse and therapeutic workers have joined the existing homeless outreach team to help address the underlying causes of rough sleeping.</p> <p>Housing First Pilot schemes are now fully operational, 16 clients have been placed in tenancies through the scheme, with 15 of these successfully maintaining their tenancies to date. Further discussion with Welsh Government will take</p>	Amber	Ongoing



Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			<p>place for a pilot for prison leavers. During the year, 157 rough sleepers were assisted into accommodation.</p> <p>Give DIFFerently is operational and contactless donation points in offices and Hubs are due to be installed in July 2019.</p> <p>In line with the 'No First Night Out' policy, there has been continued capacity in our services, even during the cold weather, any individuals rough sleeping can be accommodated within our services. 105 extra spaces were made available during the winter to ensure sufficient accommodation was available.</p>		
Consider emerging guidance on undertaking statutory Health Impact Assessments to inform the development of the Corporate Plan 2019-22.	Cllr Huw Thomas	All	Following a workshop with council officers and other public service organisations, the approach to undertaking statutory assessments is being reviewed.	Green	Completed

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

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<p>Ensure children and adults are protected from risk of harm and abuse by:</p> <ul style="list-style-type: none"> <li>• Revising the Child Sexual Exploitation Strategy by March 2019 to encompass new and emerging themes of child and adult exploitation;</li> <li>• Raising awareness among public and professionals safeguarding issues for the duration of the plan;</li> <li>• Continuing implementation with key partners of the ‘Signs of Safety’ model, a strength-based, whole-service methodology for working with children and families in need of care and support for completion by 2022;</li> <li>• Designing and implement a parallel model in Adult Services by 2022.</li> </ul>	<p>Cllr Susan Elsmore &amp; Cllr Graham Hinchey</p>	<p>Social Services</p>	<p>During 2018-19 we revised the Exploitation Strategy to a combined Child and Adult Exploitation Strategy. The associated Action Plan will be in place for the Summer of 2019. The Community Safety Partnership has prioritised the contextual safeguarding issues arising from exploitation.</p> <p>A ‘Think Safe’ team was established to ensure that those children in need of specialist Child Sexual Exploitation (CSE) intervention are receiving the right level of support. Prevention work is underway in those schools requesting children’s services intervention.</p> <p>A new process for dealing with concerns around Female Genital Mutilation (FGM), led by our Health partners, has been agreed by Multi- Agency partners.</p> <p>A plan is in place for the development of a new model for Adult Services that is parallel to ‘Signs of Safety’ in Children’s Services. Progress is steady with a task and finish group established. A proposed model is currently under consultation with Team Managers</p> <p>A ‘virtual’ transitions team was established to coordinate the transfer of young people into Adult Services where risks of exploitation have been identified.</p> <p>The annual Signs of Safety celebration event was held in January with 160 people in attendance. These events will be biannual in the future. Feedback from the event was positive.</p>	<p><b>Amber</b></p>	<p><b>Ongoing</b></p>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			<p>In relation to awareness raising, National Safeguarding Week took place between in November 2018 with the main theme for the year being exploitation. The conferences held involved interactive workshops for children and a conference for professionals respectively.</p> <p>Barnardo's have been commissioned to provide a service for young people displaying Harmful Sexual Behaviour and to deliver a training package for staff.</p> <p>The Safeguarding team have been working in partnership with local churches, mosques, and the Vale of Glamorgan Council to advise on safeguarding policies with regard to Community Sponsorship schemes for refugees. The current re-settlement programmes for Syrian refugees and their families in Cardiff and the Vale of Glamorgan provides an opportunity for community sponsors including local charities, community businesses and faith groups to help people build a home and stable life in the UK.</p> <p>Strength-based working is being implemented in Adult Services and "Better Conversation" training continued to be rolled out during the year as a precursor to the Collaborative Conversations training. The whole workforce will be supported to work alongside people to understand their strengths and what is important to them, agree with them personal outcomes and support flexible, relationship centred care and support plans which connect people to community resources.</p>		

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			Commissioned services will be redesigned to be more flexible and outcome focussed.		
Respond to the Parliamentary Review of Health and Social Care in Wales, which makes the case for reforming Wales' health and care system, particularly the way care and support is provided.	Cllr Susan Elsmore & Cllr Graham Hinchey	Social Services, and People & Communities	<p>During 2018-19 the Welsh Government (WG) approved the Cardiff and Vale Regional Partnership Board transformation proposals "Me, My Home, My Community", securing £6 million investment into well-being, social care and health services in one region to deliver seamless services in line with "Healthier Wales", WG's health and social care plan.</p> <p>As part of this transformation work we piloted the "Get Me Home" and "Get Me Home Plus" projects. The response from social workers and clinical staff has been positive.</p> <p>A second series of transformation proposals which included targeted prevention and edge of care in Children's Services and workforce elements has yet to receive Welsh Government approval.</p> <p>During 2018/19 we also completed the Housing Learning &amp; Improvement Network (LIN) research on older persons housing. This included consultation with older people about their housing aspirations and the findings will form part of the Older Persons Housing Strategy. This includes ambitious plans to build new housing for older people and to develop an Older Persons and Accessible Homes Unit to ensure that older people can access accommodation that meets their needs. Implementation of the Strategy will be overseen by the Cardiff and Vale Health, Housing and Care Programme Board, made</p>	Green	Completed

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			up of representatives from Housing and Adult Services, Health and the RSLs.		
Ensure that the Council's Corporate Safeguarding Strategy is implemented	Cllr Chris Weaver	All	A new Corporate Safeguarding Policy was approved in January 2019. It is now mandatory for all Cardiff Council staff to have the right training on safeguarding so all staff know what to do if they are concerned about a child or an adult at risk. Implementation of the Corporate Safeguarding Policy will be carried over to 2019-20 to ensure it is embedded across the Council and a scorecard to help monitor progress has been developed. All Directorates will complete self-evaluations against the standards in the Corporate Safeguarding Policy in the first quarter of 2019-20.	Amber	Ongoing
Continue to develop and support the workforce by implementing the requirements of the Regulation and Inspection of Social Care (Wales) Act 2016 and ensuring that all relevant professionals are appropriately qualified by 2020.	Cllr Susan Elsmore & Cllr Hinchey	Social Services	<p>During 2018-19 we provided information sessions, to Social Work staff, on the implementation and requirements of the Regulation and Inspection of Social Care (Wales) Act 2016 (RISCA) have been provided in conjunction with Social Care Wales (SCW) and Care Inspectorate Wales (CIW).</p> <p>The take up of qualifications remained steady throughout the year, with many who do not wish to undertake a qualification at this time undertaking the 'confirmed competency' route.</p> <p>The regional website for Social Care is now updated on a regular basis, ensuring that new information is readily available to all staff. This provides links to training, legislation and qualifications.</p>	Amber	Ongoing

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
Continue to implement a sustainable finance and service delivery strategy across Children's and Adult Services throughout 2018/19, where the commissioning and delivery of services is evidence-based, outcome-focused and commercially sound.	Cllr Graham Hinchey & Cllr Susan Elsmore	Social Services	<p>We have continued to see pressures in Children's Services particularly in the sufficiency of placements and reliance on agency workforce.</p> <p>During 2018-19 we put additional improvement arrangements in place to oversee a programme of change to shift the balance of care for children and young people. Very detailed programme project and performance arrangements are in place which link service improvement and financial performance. There was significant progress towards the implementation of the 'Early Help' services from April 2019 and remodelling the Multi Agency Safeguarding Hub (MASH) and Intake service in the last quarter of the year.</p>	Amber	Ongoing
Empower people with a learning disability to be more independent by developing a Regional Learning Disabilities Strategy by March 2019.	Cllr Susan Elsmore	Social Services	<p>A Regional Learning Disabilities Commissioning Strategy Project Group was established which included our partners from the Vale of Glamorgan Council and Cardiff and Vale University Health Board (CVUHB). This project group set out the scope of the strategy with these partners and both Cardiff and the Vale Councils have completed the collation of social baseline data for Learning Disability services across the region. Health partners commissioned the Institute of Public Care (IPC) to collate baseline data on behalf CVUHB for both primary and secondary health care services provided to people with Learning Disabilities.</p> <p>We also undertook extensive engagement with all stakeholders to inform the content of the strategy going forward.</p>	Green	Completed

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			<p>Through this work the project group identified key priorities for all partners, one of the principles of the region was that the Strategy would be in English, Welsh and Easy Read. The strategy is a strategic overview and an implementation plan will guide the delivery of the strategy.</p> <p>The strategy will be launched during National Learning Disabilities Week in June 2019.</p>		
<p>Help prevent violence against women, domestic abuse and sexual violence by developing a regional strategy, implementing the newly-commissioned services for female victims and exploring a regional service for male victims by summer 2018.</p>	<p>Cllr Susan Elsmore</p>	<p>People &amp; Communities</p>	<p>The new regional Violence Against Women, Domestic Abuse and Sexual Violence Strategy was agreed and a new service became operational during 2018-19, changing a previously fragmented services into a joined up approach including a one stop shop with access to a range of support services and refuge accommodation. The service is reported to be working well and has been extended to support more children and young people affected by Violence Against Women, Domestic And Sexual Violence. This will be extended further in 2019/20 with the inclusion of social work and police presence in the one stop shop.</p> <p>A workshop was held to explore a male victims' service which was attended by 50+ partners. The recommendations that came out of the workshop were taken forward by a Task and Finish group which also considered the required elements for a service specification. Commissioning arrangements will now continue into 2019-20 along with continued implementation of the Strategy's Action Plan.</p>	<p>Amber</p>	<p>Ongoing</p>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
Prevent children entering the criminal justice system and work with those already in the criminal justice system to reduce their reoffending through the interventions delivered by the Cardiff Youth Offending Service	Cllr Graham Hinchey	Social Services	<p>Work to develop a pilot scheme to focus on and identify children and young people who are not in school and are at risk of entering the Criminal Justice System (CJS) was undertaken during the year in conjunction with Education Youth Services.</p> <p>The Youth Offending Service (YOS) also took part in an Enhanced Case Management (ECM) approaches pilot, with the Youth Justice Board (YJB), to inform individually tailored responses and practice. Early indications were very positive. The ECM model has been really successful in YOS and has helped judges understand a new way of working with young people. As a result, judges have been more understanding of cases presented at Court.</p> <p>A successful recruitment drive was held for more volunteers to undertake a number of roles within the YOS, for example, to act as appropriate adults for young people detained in police custody, as Community Panel Members for Referral Orders imposed at court and as facilitators for Neighbourhood Resolution Panels</p> <p>Cardiff YOS also rolled out a Knife Crime Awareness programme, which was successfully delivered to a large number of young people on a range of Court Orders. The programme is built upon the principles of a very successful programme that has been developed and delivered in Scotland; 'No Knives, Better Lives'.</p>	Amber	Ongoing



Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			<p>During the year the Youth Offending Service (YOS) have identified a change in the offences being committed, vehicle theft, racially aggravated crime, theft and handling and domestic burglary have all decreased by 60% or more compared to the previous year. However, there have been significant increases in robbery, sexual offences and violence against the person (including knife crime). The increase in these crimes will now form part of the agenda and forward plan of the Youth Offending Service Management Board to enable multi agency oversight, monitoring and action planning.</p> <p>In order to address this changing profile we have introduced a new post to address sexually harmful behaviour, and continue to develop and deliver our knife crime training, the content of which is to be assessed by the Hwb Doeth group.</p>		
<p>Implement the National Community Cohesion Action Plan 2017/2020, and undertake a review of the Local Delivery Plan in April 2018.</p> <p>Activities will include:</p> <ul style="list-style-type: none"> <li>• Working collaboratively with the Welsh Government to support engagement with communities experiencing exclusion or prejudice;</li> <li>• Supporting the National Hate Crime Report and Support Centre by encouraging victims of hate crime to report incidents to the</li> </ul>	Cllr Lynda Thorne	Resources	<p>Training and resources for schools were provided in relation to challenging discrimination, aligning this work, as a key strand, to our Child Friendly Cities work. We have re-drafted our original resources to include guidance on how schools should responded to prejudice, taking this wider than the protected characteristics within the Equality Act 2010. This guidance for "Responding effectively to prejudice based behaviours and bullying" has been finalised and will be rolled out to Schools in 2019/20 with an official launch at the Head Teachers conference.</p>	Green	Ongoing

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
police or third-party reporting centres.					
Review and reform the Community Safety Partnership governance and delivery arrangements to focus on shared priorities by October 2018.	Cllr Lynda Thorne	Resources	Our Community Safety Boards have agreed a new model of governance and engagement, following the messages from the workshops held in October 2018. The new structure consists of a Leadership Board; Delivery Board and a Networking Board. We have identified four priority work streams to take forward during 2019-20 - City Centre and Street Sleepers; County Lines and Exploitation; Prevent and CONTEST; and Area Based working. These priority areas will be taken forward by a number of multi-agency Task and Finish Groups and will focus on building resilience, addressing vulnerabilities and be person centred. We will ensure that engagement will work on the principles of it being community based (centred around the city's Hubs), asset based and bottom-up, top-down. A conference in July 2019 will consolidate the model, formulate ideas and practice for the 4 priorities; and launch the Networking Board.	Green	Completed
Tackle substance misuse in the city by undertaking a review of the risk factors with a focus on supporting young people	Cllr Lynda Thorne	Resources	A joint Adults and Children's Scrutiny Inquiry into the factors that can help divert young people from becoming involved in drug taking and drug dealing was undertaken during 2018-19.  The inquiry heard evidence from professionals across a range of partners as well as members of the community that have been affected by drugs. The inquiry provided a report which included a series of recommendations and the Community Safety Delivery Board will be responsible for the co-ordination and monitoring of these recommendations via an action plan. Also the implementation of the recommendations set out in	Green	Completed

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			the Scrutiny report is cited as a priority in the 2019-22 Corporate Plan.		
Deliver the Night Time Economy Strategy – working with Public Services Board partners	Cllr Lynda Thorne	Resources	Cardiff was awarded Purple Flag status for the quality, safety and diversity of the city’s Night Time Economy on 10 <sup>th</sup> January 2019.	Green	Completed
Invest in the regeneration of local communities by: <ul style="list-style-type: none"> <li>• Completing the further development of the Butetown Pavilion Scheme;</li> <li>• Completing a new retail parade of 9 shop units as part of the Maelfa redevelopment by Spring 2019;</li> <li>• Launching a further round of the Neighbourhood Renewal Schemes programme by Autumn 2018;</li> <li>• Exploring opportunities for further long-term investment through the Targeted Regeneration Investment Programme</li> </ul>	Cllr Lynda Thorne	People & Communities	<p>The new Maelfa Retail Parade was completed in March 2019, with traders moving from the old centre into their new shops.</p> <p>We have a new 3 year programme of Neighbourhood Renewal Schemes in place which has been based on ideas submitted by local Councillors as priorities for their Wards.</p> <p>Also we have prepared a strategy for the South Riverside Business Corridor, and we have secured Welsh Government grant funding for commercial property improvements in Tudor Street.</p> <p>We have received approval for a Welsh Government Targeted Regeneration Grant has to convert Butetown Youth Pavilion into a Youth Hub. The implementation of this scheme is scheduled for Autumn 2019.</p>	Green	Ongoing
Drive up standards in the private rented housing sector by taking enforcement action against rogue agents and landlords letting and managing properties.	Cllr Lynda Thorne	Resources	Compliance figures for Rent Smart Wales show 98,281 registered landlords, 203,319 registered properties, and 203,300 properties estimated by Welsh Government to be in the private rented sector. The overall compliance for commercial agents licensed with Rent Smart Wales is 98.47% Enforcement figures are now published on the Rent Smart	Green	Ongoing

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			Wales website, including Fixed Penalty Notices (FPNs) and prosecutions.		
<p>Continue to develop the Community Hub and Well-being programme in collaboration with the University Health Board and other partners. Activities include:</p> <ul style="list-style-type: none"> <li>• Completing the extended St Mellons Community Hub by Summer 2018;</li> <li>• Working with partners to investigate other Hub projects such as: <ul style="list-style-type: none"> <li>- Developing additional library-based Hub facilities;</li> <li>- Developing a network of youth service Hubs.</li> </ul> </li> </ul>	<p>Cllr Lynda Thorne &amp; Cllr Susan Elsmore</p>	<p>People &amp; Communities</p>	<p>The new St Mellons Community Hub opened in August 2018, with positive feedback from the community. The Hub offers a full range of Council and partner services for the local community.</p> <p>The development of Community Wellbeing Hubs has commenced based on the current libraries in the North and West of the cities and training has commenced for staff to allow them to provide a greater range of services.</p> <p>During the year, we put grant submissions forward to Welsh Government for the development of further Community Wellbeing Hub facilities within Rhydypennau and Whitchurch Libraries and Initial development appraisals for alterations were undertaken. Community consultation has shown strong support for the improvements.</p> <p>Plans have also been agreed for conversion of the CRI (Cardiff Royal Infirmary) Chapel to a library/café/ information centre and these form the basis of a business plan being developed by the Cardiff &amp; Vale University Health Board.</p> <p>A further scheme has been agreed for conversion of unused space at the CRI into a “one-stop shop” for Domestic Abuse services. Refurbishment work has commenced and these are due for completion in January 2020.</p>	<p><b>Green</b></p>	<p><b>Ongoing</b></p>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			<p>We launched “Reading Well Dementia” within Hubs and Libraries across the city, whilst raising awareness at GP cluster meetings and Health Forums to promote the Reading Well scheme. We also undertook additional consultation with local communities to map Dementia services and establish the wellbeing needs of citizens within the local areas.</p> <p>We also commenced work to prepare a Health and Wellbeing events programme to be delivered within the Hubs.</p> <p>Butetown Youth Pavilion will be converted to a Youth Hub; work will commence in Autumn 2019.</p>		
<p>Deliver Phase 2 of the neighbourhood partnership scheme to:</p> <ul style="list-style-type: none"> <li>• Give people a voice in shaping Council services;</li> <li>• Better connect people with local service providers and activities in their neighbourhoods</li> </ul>	Cllr Lynda Thorne	People & Communities, and Resources	<p>We carried out targeted work for the Transport and Clean Air Green Paper including:</p> <ul style="list-style-type: none"> <li>• Engagement Eastern and Cardiff West High Schools, using the consultation as part of geography lessons with Year 9 groups</li> <li>• Engagement work with the Cardiff Youth Council and an Older Persons’ Forum in Llanrumney</li> <li>• Breakfast meetings with local City Centre business that might be affected</li> <li>• Work with Race Equality First and C3SC to ensure that minority groups were reached</li> <li>• Work with local FAN (Friends and Neighbours) Groups set up for groups whose first language is not English.</li> </ul> <p>A new Cohesion and Community Engagement Unit has been established, which will significantly strengthen the Council's engagement work with 'seldom heard' communities.</p>	Green	Ongoing

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			All of our Community Inclusion Officers are now in post and stakeholder/community engagement work is underway.		
<p>Promote and support the growth of the Welsh Language to help meet the Welsh Government's 'Cymraeg 2050: A million Welsh speakers' strategy by:</p> <ul style="list-style-type: none"> <li>• Delivering Cardiff Council's commitments in the city-wide Bilingual Cardiff Strategy 2017-2022;</li> <li>• Expanding the provision of Welsh medium education and promoting Welsh in English medium education</li> </ul>	Cllr Huw Thomas & Cllr Sarah Merry	Governance & Legal Services, and Education & Lifelong Learning	<p>During 2018/19 a review of the city-wide Bilingual Cardiff Strategy 2017-2022 was undertaken by an external contractor. The report was positive and highlighted that the "<i>Strategy has been built on strong foundations of consultation and communication and has a strong compliance and scrutiny framework in place</i>"</p> <p>Some of the successful outcomes of the city wide strategy include:</p> <ul style="list-style-type: none"> <li>• Working with Cymraeg Byd Busnes making the Bay/Mermaid Quay bilingual during the National Eisteddfod, e.g. signage, bilingual menus at restaurants etc.</li> <li>• Fully bilingual major events e.g. Volvo Ocean Race</li> <li>• New Supplementary Planning Guidance has been approved in relation to Shop Fronts and Signage which includes reference to the Welsh Language Standards and the Bilingual Cardiff vision.</li> </ul> <p>The Local Authority continues to expand the provision of Welsh medium education in the city. The number of young people enrolled in Welsh medium education has increased 197 between January 2018 and January 2019. The Local Authority received a capital grant of £6 million to further expand Welsh medium places across the city.</p>	Green	Ongoing

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			<p>The action plan to implement the outcomes of the Welsh in Education Strategic Plan, which includes actions to improve Welsh education in English medium schools is being implemented.</p>		
<p>Establish a more strategic approach and develop a programme for allocating capital contributions designed to deliver improvements to our parks and green spaces</p>	<p>Cllr Peter Bradbury</p>	<p>Economic Development</p>	<p>Since April 2018, we have refurbished Hailey Park and Victoria Park Tennis Courts. The Heritage Lottery Fund (HLF) approved a Heritage Grant Scheme for Flat Holm commenced in October 2018 which will enable us, in partnership with the Royal Society for the Protection of Birds (RSPB) and the Flat Holm Society, to ensure the long-term sustainability of the island.</p> <p>We have signed a “Memorandum of Understanding” in support of a Welsh Water Project to bring Llanishen and Lisvane Reservoirs back into use for recreational purposes</p> <p>We completed the Hendre Lake Footpath Link project - a joint project between Neighbourhood Renewal and Parks Services allowing the development of a “walking gym” project along the footpath in partnership with the Together Trust.</p> <p>We have also completed playground improvements at Trelai Park, Mill Road, Celtic Park, Parc Rhydypenau, Crawford Drive, Dispenser Gardens (including the Multi Use Games Area (MUGA) and we have programmed in future projects at Matthew Walk and Tremorfa Park Jubilee Park, Craiglee Drive, Waun Fach, Fisher Hill Way, Wilkinson Close, and Caerleon Park.</p>	<p><b>Green</b></p>	<p><b>Completed</b></p>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			Our Park Cefn Onn improvement works contract commenced on site in February 2019, the work to include pond repairs and de-silting, along with access and path improvements. We aim to complete this work by June 2019.		
Work with partners to develop strategic plans for the development of sport and culture in the city that secure increases in participation and attract investment in our facilities	Cllr Peter Bradbury	Economic Development	<p>Sport Wales launched their 'Vision' for Sport in Wales in response to the Well-being of Future Generations Act and began to develop their Strategy, which should be available by the end of May 2019. Their Vision is for "an active nation where everyone can have a lifelong enjoyment of sport". There is now a shift towards habitual change and health rather than the previous focus on the number of people participating in sport.</p> <p>We have worked closely with our partners (Sport Wales, Cardiff University, Cardiff Metropolitan University, Cardiff and Vale College, Cardiff City Foundation, GLL and the Urdd) to help further develop the strategy to meet this new focus, and to enable us to review our joint progress against each of the identified priorities within the Strategy.</p> <p>Sport Cardiff Met have agreed to lead on the development of the Sport Strategy involving both the current and additional stakeholders, for example Public Health.</p>	Green	Ongoing
Work with our network of 'Friends of' and volunteer groups to engender a sense of ownership within local communities in the management and development of	Cllr Peter Bradbury	Economic Development	During 2018-19 we worked to support the development of "Friends Of" and Community groups across Cardiff. Their voluntary work has included path maintenance, vegetation clearance, planting, installation of noticeboards and the continued provision of "Park Watch" schemes.	Green	Ongoing



Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
our parks and green spaces, and to secure improvements in local environmental quality.			<p>Partnership projects have been undertaken with Cardiff Rivers Group, Welsh Water, Natural Resources Wales, Keep Wales Tidy and Groundworks to clean up the river corridors. At a recent event 41 volunteers collected and removed approximately 2 tonnes of rubbish and cut back low branches.</p> <p>We have helped communities by providing support to two new groups in Adamsdown and St Marys Garden, Whitchurch, as well as Friends Forums, and the Annual Volunteer BBQ was held in July to say “thank you” to all our volunteers and community groups for all their hard work.</p> <p>To date this year a total of 19,173 hours have been volunteered to support the management and development of our parks and green spaces and to secure improvements in local environmental quality</p>		
Develop a new major events strategy by 2019 to deliver events in the city for the next 5 years	Cllr Peter Bradbury	Economic Development	<p>We have consulted our key partners and stakeholders via an Economy &amp; Culture Scrutiny Task and Finish Inquiry into ‘Events in Cardiff’. The findings and recommendations will inform a new Cardiff Events &amp; Festival Strategy in 2019-20.</p> <p>We have also delivered a programme of major events throughout the summer including the homecoming celebration for Geraint Thomas following his triumph at the Tour de France, the 2018 Adrian Flux British FIM Speedway Grand Prix, the Pride Cymru Big Weekend, the Cardiff Bay Beach, the</p>	Green	Ongoing

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			Cardiff Harbour Festival, the 2018 Extreme Sailing Series and the National Eisteddfod.		
Support the development of the creative sector and help unlock investment opportunities by working with partners from the Universities and the Creative Economy on bids to the Arts, Humanities and Research Council	Cllr Peter Bradbury	Economic Development	<p>Cardiff has been successful in securing a £10 million Arts and Humanities Research Council's (AHRC) Creative Industries Cluster bid. This is one of nine creative clusters in the UK to have been awarded significant research funding by the AHRC as part of its £80 million Creative Industries Cluster Programme and will support Cardiff's position at the cutting edge of screen innovation and to lead the way in developing new ways to consume digital content and stories.</p> <p>We are a key partner in helping to deliver Cardiff's Clwstwr Creadigol 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 and others. The Council has committed resources over five years in support of the project including an office base for the Clwstwr Creadigol delivery team at Cardiff City Hall.</p> <p>Cardiff also won the UK national bid to host the Creative Cities Convention in 2019. This high profile media convention will bring together key media organisations to shape the future of the media sector in the UK and offers an opportunity to showcase the city. Senior high profile broadcasters from across the UK will meet in Cardiff to discuss the future of broadcasting in the UK.</p>	Green	Ongoing

## Well-Being Objective 2.1: A capital city that works for Wales

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
Bring forward a new Economic Vision for the future development of Cardiff by launching a White Paper in 2018.	Cllr Russell Goodway	Economic Development	Following consultation with major employers, a new Economic Vision has been agreed and published.	Green	Completed
Begin work on a new Bus Station in 2018 as part of an Integrated Transport Hub.	Cllr Russell Goodway & Cllr Huw Thomas	Economic Development	Planning permission for the new bus station development has been granted. Preliminary site works have been undertaken. An opportunity to secure a major office occupier above the bus station has resulted in amendments to the approved plans and has delayed the start of construction, which is now due to commence in Q2.	Amber	Ongoing
Prioritise the delivery of a new Multi-Purpose Indoor Arena in the best possible location to ensure it can attract premier national and international events.	Cllr Russell Goodway	Economic Development	Detailed negotiations and due diligence to secure the preferred location have commenced. A delivery strategy for the new Arena will be presented to Cabinet in Q2.	Green	Ongoing
Grow the city centre as a location for businesses and investment by completing a new business district delivering an additional 300,000ft <sup>2</sup> of 'Grade A' office space at Metro Central by 2020.	Cllr Russell Goodway	Economic Development	<p>The Council has helped to create / safeguarded 2,070 jobs in 2018/19, which consists of 1,166 jobs created and 904 safeguarded.</p> <p>The take-up of office space in the city remained robust in 2018/19 with around 500,000 sq. ft. being let and headline rents remaining stable. It is expected that major developments at Central Quay will commence in 2019/20 providing a healthy supply of new Grade A space for the city. The regeneration of Central Square is progressing well. No 2 Central Square is complete and is now occupied by Cardiff</p>	Green	Ongoing

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			<p>University's School of Journalism, Media &amp; Culture and Hugh James Solicitors; the BBC building has been handed over to the BBC for its fit out.</p> <p>The city continues to attract inward investment with financial companies such as Monzo Bank and Allium Lending Group committing to office space in Cardiff.</p>		
Agree the business plan for the regeneration of Central Station by 2019 and begin construction by 2020.	Cllr Russell Goodway & Cllr Huw Thomas	Economic Development	A Metro Central Delivery Partnership steering group has been established to progress the redevelopment of Cardiff Central station. Feasibility studies have been completed and submitted to the Department for Transport. Proposals for a UK Government funding contribution have been presented.	Amber	Ongoing
Develop a plan for a new mixed-use development at Dumballs Road by 2019.	Cllr Russell Goodway	Economic Development	The land assembly phase is almost complete. Masterplanning work is now underway with a view to a planning application being submitted in spring 2020. Heads of Terms for the delivery of 450 Council owned residential units are being finalised with a view to securing Cabinet approval in Q2.	Green	Ongoing
Launch a new Industrial Strategy for East Cardiff by 2019, aligned to the completion of the Eastern Bay Link.	Cllr Russell Goodway	Economic Development	A draft strategic master plan for East Cardiff has been prepared. The strategy will closely align with the UK Industrial strategy opportunities and will identify key infrastructure needs and opportunities. Cabinet approval will be sought in Q3.	Green	Ongoing
Develop a new vision and masterplan for Cardiff Bay including the next phase of	Cllr Russell Goodway & Cllr Peter Bradbury	Economic Development	The Council has worked with partners to agree the next phase of the International Sports Village development. Cabinet approval will be sought in Q2.	Amber	Ongoing

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
development of the International Sports Village by the end of 2018.					
Work with Cardiff Capital Region partners to ensure that City Deal investment supports the economic development opportunities of the city-region.	Cllr Russell Goodway & Cllr Huw Thomas	Economic Development & Planning, Transport & Environment	<p>Welsh Government has approved the Cardiff Capital Region Targeted Regeneration Plan, this includes key place enhancement projects in the southern arc of the City.</p> <p>Cardiff Capital Region funding secured to attend and showcase regional investment opportunities at MIPIM 2019, the world's premier real estate event.</p>	Green	Ongoing
Develop a business plan to protect the city's historic assets by the end of 2018	Cllr Russell Goodway	Economic Development	<p>Town Loan Funding secured to support the regeneration of two of Cardiff's Grade 2 listed buildings; Cardiff Bay Train Station and Cory Buildings, Bute Street.</p> <p>Work has been undertaken to outline options for securing investment into Council-owned heritage buildings to address the maintenance backlog and ensure the future sustainability.</p>	Green	Completed
Develop a Music Strategy to promote the city as a music destination by October 2018.	Cllr Peter Bradbury	Economic Development	A new Music Strategy has been developed by global leading specialists 'Sound Diplomacy' and approved by Cabinet.	Green	Ongoing

**Well-Being Objective 3.1: Cardiff grows in a resilient way**

<b>Steps</b>	<b>Lead Member</b>	<b>Lead Directorate</b>	<b>Narrative Update</b>	<b>RAG</b>	<b>Status</b>
Develop options for long-term regional partnership recycling infrastructure arrangements by March 2019.	Cllr Michael Michael	Planning, Transport and Environment	We are leading on a regional and Welsh Government partnership to deliver improved hygiene collection services and infrastructure. We are engaging with Welsh Government on regional infrastructure to map out the future needs of the region. The dry recycling partnership is now established with Rhondda Cynon Taf Council to process their material and this will commence early in 2019/20. By developing a working partnership with neighbouring authorities, we will also benefit from future contingency resilience.	<b>Green</b>	<b>Ongoing</b>
Consult on amendments to Recycling Waste Strategy and collections – including introducing wheelie bins into new areas of the city and asking households to separate glass from their recycling and implementing the new approach in order to meet the new Welsh Government blueprint for increasing recycling.	Cllr Michael Michael	Planning, Transport and Environment	We undertook a city wide consultation exercise to inform the development of the next Waste Strategy. The Wheeled Bin expansion has been concluded to improve the street scene and reduce litter with distribution to over 3,000 households. The Glass pilot scheme has been undertaken by 17,000 households, with positive support from the public. Plans for further expansion of the scheme are currently being developed. We are engaging with Welsh Government on pending legislation changes to the waste and recycling industry.	<b>Green</b>	<b>Completed</b>
Explore opportunities for a new Household Waste Recycling Centre by reviewing all site options within Local Development Plan allocated areas as well as established communities.	Cllr Michael Michael	Planning, Transport and Environment	Various sites have been considered and the search for a suitable site for the new Household Waste Recycling Centre continues. Whilst sites have been considered there have been planning, access or financial restrictions. We are continuing the free bulky waste recycling service, working to increase reuse partners across the city, and have procured a charity partner to deliver Reuse shops at the Recycling centres. We are also working on improvements to the next Local Development Plan to encompass recycling infrastructure. We	<b>Amber</b>	<b>Ongoing</b>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			will review the business case for the recycling centre in line with demographic growth to ensure that we meet the needs of the future growth of the city.		
Undertake targeted education campaigns in communities where recycling rates are low.	Cllr Michael Michael	Planning, Transport and Environment	We undertook targeted education work in the glass pilot area to encourage recycling and reduce contamination. We have secured Welsh Government funding to deliver a regional campaign to middle performing or lapsed recyclers. 1,500 households have been targeted to encourage recycling through assessing how well they are recycling and educating them on how to improve. We have also secured funding to deliver a schools-focused recycling project in 2019-20.	Green	Ongoing
Continue to build on the partnership with British Heart Foundation to support re-use in the city by expanding the usage of re-use centres.	Cllr Michael Michael	Planning, Transport and Environment	We have continued to grow the reuse network for residents. Wastesavers have been procured to establish reuse shops at Lamby Way and Bessemer Close Household Waste Recycling Centres. The British Heart Foundation and Nulife reuse partners have also joined the network of outlet shops for the public to access. The Council has secured Welsh Government funding to support the growth of the reuse shop and the education station projects.  Earlier in the year discussions were also held to map out processes for the reuse of medical equipment	Green	Ongoing
Develop a 'Total Street' delivery plan by September 2018 to keep streets and public spaces clean and well maintained, through:	Cllr Michael Michael	Planning, Transport and Environment	Draft Ward Action Plans have been developed to provide a summary of the key issues in the area in order to help identify areas for improvement.	Green	Ongoing

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<ul style="list-style-type: none"> <li>Joining up Council Services and aligning resources;</li> <li>Delivering added value services such as deep cleansing, blitzes, patching and local active travel improvements.</li> </ul>			<p>Links between housing and waste services have been developed to provide skips and waste disposal for both housing maintenance and the Housing Partnership Project.</p> <p>A Cleansing model is being piloted in the east and west of Cardiff to support development of the redesign of the cleansing rounds.</p> <p>The Highway Investment Programme has continued with “patching”, and the programme links to active travel projects to ensure projects provide optimal investment to promote active travel. A programme is being developed for 2019-20.</p>		
<p>Tackle fly-tipping, littering and highway licensing by:</p> <ul style="list-style-type: none"> <li>Enhancing the ‘Love Where You Live’ campaign – in partnership with Keep Wales Tidy – to encourage local volunteering;</li> <li>Undertaking education and citizen engagement campaigns;</li> <li>Developing and implementing Ward Action Plans;</li> <li>Using new enforcement powers and adapting new technology. (Cabinet Report, April 2018)</li> </ul>	<p>Clr Michael Michael</p>	<p>Planning, Transport and Environment</p>	<p>We led the Regional Campaign for ‘Everybody’s Doing It’, which has been completed and covered six Local Authorities (Vale of Glamorgan, Rhondda Cynon Taf, Powys, Blaenau Gwent, Caerphilly and Cardiff). Wider communications and media (social media, advertisements / livery, engagement plans on targeted areas, education in recycling centres) were developed for recycling. We are working in partnership with Dŵr Cymru Welsh Water on the development of the Food Recycling campaign.</p> <p>Highway licensing work has been progressed to cover objects on the highway (Section 115E of the Highways Act – S115E). The objects are mainly shop displays that are put on the pavements outside shops. We have not previously undertaken licensing of this aspect due to a lack of resources, although under S115E all third party objects on the highway should be licensed. Now that we have gone digital in this area of work</p>	<p><b>Green</b></p>	<p><b>Ongoing</b></p>



Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			<p>we are able to proactively manage licenses in a more efficient manner to support undertaking this work with limited resource and provide digital application and payment to businesses. Correspondence and application packs for licences are being sent out to the businesses that have been surveyed.</p>		
<p>Improve the productivity and performance of Street Scene Services by reviewing a range of customer focussed APSE benchmark indicators to establish relative performance and identify opportunities for further improvement.</p>	<p>Cllr Michael Michael</p>	<p>Planning, Transport and Environment</p>	<p>All Highway and Environmental Enforcement work is now digitally recorded for example:</p> <ul style="list-style-type: none"> <li>• Waste collections – “Bar Tec” has been rolled out and is being further developed</li> <li>• LEAMS (street cleanliness surveys) and Highway defects are collected digitally</li> <li>• Civil Enforcement work - now all digital</li> </ul> <p>However, support to frontline operatives needs to be put in place to encourage the uptake of digital systems, such as BarTec. To do this, training and support is ongoing through a move to digital systems – impacting on staff both on the frontline and office-based. More reviews are to take place to ensure systems are being utilised properly. The benefits of this work include a more efficient and effective service and consistent information provided to Citizens and Local Members. We will continue to develop digital systems and ensure regular monitoring is in place to guide resources to support teams.</p> <p>The final cleansing of data has been undertaken to support the benchmarking of productivity. Productivity datasets have been identified for further development - the datasets will be developed over the coming year.</p>	<p><b>Green</b></p>	<p><b>Ongoing</b></p>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
Explore and develop a commercial and collaboration strategy for key services by looking at how Cardiff can work in partnership to deliver services providing positive outcomes by December 2018.	Cllr Michael Michael	Planning, Transport and Environment	<p>Partnership with the DVLA on managing untaxed vehicles has been formally approved and is progressing. The use of the Single Justice Procedure (SJP) working with Her Majesty's Courts &amp; Tribunal Service is progressing with the Street Scene Enforcement team meeting with other authorities with legal to undertake collaborative working on certain enforcement activity and the SJP process.</p> <p>The growth of commercial waste across the city is continuing with support of key partners - Commercial Waste has developed a skip business, made progress on commercial waste in the City Centre and is starting to undertake work outside Cardiff's boundary. Service Level Agreements are in place to support a number of areas both internally and externally, for example FOR Cardiff (Cardiff's Business Improvement District) has extended a service level agreement for additional cleansing after events in the city.</p>	Green	Ongoing
Develop a City Food Strategy - supporting local food growth, sustainable use and street food by September 2018.	Cllr Michael Michael	Planning, Transport and Environment	<p>The draft Strategy has been developed utilising a consultant's report and recommendations, this will be followed by a workshop with key internal stakeholders to ensure service 'buy in'.</p> <p>Welsh Government are currently consulting on their Obesity Strategy 'Healthy Weight: Healthy Wales', and there is need to ensure alignment of the two strategies as both discuss Childhood Obesity. Therefore there is a need to consider delaying the Food Strategy so that it can be aligned with the Obesity Strategy.</p>	Amber	Ongoing

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			<p>The UK Sustainable Food Cities conference was successfully held in Cardiff, with 160 delegates attending from Sustainable Food Cities and Networks from around the UK. The Leader delivered the opening speech which was well received by attendees. The UK Food Power conference was held as a follow-on event, looking at ways of alleviating food poverty and tackling inequalities.</p> <p>Wider food work across the city includes participating in Food Cardiff partnership and recruitment for Food Cardiff Coordinator post.</p>		
Progress a 5 Megawatt solar farm at Lamby Way by submitting a bid for planning consent by July 2018 in order to generate clean renewable energy and help Cardiff Council become Carbon Neutral.	Cllr Michael Michael	Planning, Transport and Environment	<p>The planning application for the solar farm was delayed as the application needed to be fully supported by ecology surveys and mitigation strategies which are seasonally specific. A procurement strategy has also been developed for the scheme.</p> <p>The delay in planning application submission will be absorbed into the existing project timeline with commencement on site in summer 2019 still feasible.</p>	Green	Ongoing
Develop and launch a new Transport & Clean Air Vision for the city by September 2018 – following the Green Paper consultation which includes a consideration of the Clean Air & Active Travel solutions.	Cllr Caro Wild	Planning, Transport and Environment	The Green Paper was consulted on widely and successfully identified views and opinions of stakeholders and the general public. The White Paper is being developed to set out the transport ambitions that will also tie into the air quality improvements. Consultation on the preferred package of measures to address air quality, rather than a Charging Clean Air Zone, will be undertaken early in 2019/20 to inform the Full	Green	Ongoing

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			Business Case. The completion of the White Paper on Transport will follow in the Autumn of 2019.		
Undertake a scoping assessment for a Clean Air Zone in Cardiff by December 2019.	Cllr Caro Wild	Planning, Transport and Environment	<p>Consultants have undertaken modelling which has indicated that the air quality, in relation to Nitrogen Dioxide, in Cardiff is an improving picture. The roads previously forecast by DEFRA to be non-compliant, the A48 and A4232, have, when utilising detailed local air quality and transport modelling, been deemed to be compliant with only one area of non-compliance by 2021 - Castle Street.</p> <p>The requirement of the legal direction remains on track to achieve air quality improvements by 2021, by the introduction of preferred measures including traffic reductions, electric buses and an improved active travel network. We will now work to develop a Full Business Case for the Final Plan for Submission to Welsh Government, to comply with requirements of legal direction.</p>	Amber	Ongoing
Improve the condition of the highways and address issues such as potholes by delivering active programmes of work from minor road repairs through to full-scale resurfacing works.	Cllr Caro Wild	Planning, Transport and Environment	<p>Phase 1 of the Preventative Carriageway programme has been delivered on target for time and budget. The works were programmed to coincide with the Active Travel ambitions. Specialist road surfacing materials, such as grouted macadams (which are utilised for specific circumstances), have also been delivered including a major scheme within the Splott Ward.</p> <p>Delivery of preventative and patching work for roads and footways has progressed with substantial works completed and improvements achieved throughout the network. Improvements to the road markings has also been achieved</p>	Green	Ongoing

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			<p>and will continue. A number of roads with structural failure and significant issues have been reconstructed to the highest standard including a direct route to a primary school and a key bus route.</p> <p>An improvement to the road surface condition is evident with high quality surfacing through to minor repairs completed throughout the adopted highway network. Utilising the additional Welsh Government funding works will be undertaken to establish new programmes of improvements, working collaboratively across the Directorate, to ensure that maximum benefit can be achieved for all highway users.</p>		
Develop an electric vehicles strategy by December 2019.	Cllr Caro Wild	Planning, Transport and Environment	Procurement of the infrastructure and installation for the residential OLEV (On Line Electric Vehicle) scheme is well underway and new connections are planned that will support the charge points. A Procurement strategy for other strands of work associated with electric vehicle charging infrastructure continues to be developed working with Procurement Services support. A Fleet strategy is being developed in conjunction with Central Transport Services. Delivery of the OLEV infrastructure on street is expected in 2019.	Green	Ongoing
Develop a spatial masterplan to create new high quality, shared space for pedestrians, cyclists and vehicles throughout the city centre and key neighbourhoods by 2018/19.	Cllr Caro Wild	Planning, Transport and Environment	<p>City Centre West:</p> <ul style="list-style-type: none"> <li>• Key stakeholder engagement sessions</li> <li>• First phase impact assessment on Wider Network</li> <li>• Completion of first phase modelling work</li> </ul> <p>City Centre North:</p> <ul style="list-style-type: none"> <li>• Concept Design for Castle Street</li> <li>• Expansion of traffic model to include Castle Street</li> </ul>	Green	Ongoing

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			<p>City Centre East:</p> <ul style="list-style-type: none"> <li>• First phase modelling complete</li> </ul> <p>A number of Issues have been identified including:</p> <ul style="list-style-type: none"> <li>• Not being able to go to public consultation could delay the programme</li> <li>• Further work is needed on identifying and mitigating wider impacts of the scheme</li> </ul> <p>To resolve this we will:</p> <ul style="list-style-type: none"> <li>• Renew traffic survey data through detailed ANPR survey</li> <li>• Conduct wider modelling exercise</li> <li>• Detailed Impact assessment</li> </ul> <p>Concept designs have been completed for the city centre, and a new city centre-wide traffic survey has been completed, and the new transport model is under construction.</p>		
Support the delivery of the Council's Active Travel agenda by working with the Active Travel Advisory groups.	Cllr Caro Wild	Planning, Transport and Environment	<p>Our inclusive approach to cycle scheme consultation, as demonstrated by the Senghennydd Road Cycle Superhighway consultation meeting with Cardiff Cycle City, has also helped to build the trust and goodwill of the cycling community.</p> <p>Meetings of the Council's Cycle Advisory Group continue to be held every two months. This regular engagement is helping to maintain good working relationships and generate support for our actions on cycling.</p> <p>The HSBC Project Working Group is now firmly established with meetings scheduled every two months. The Group</p>	<b>Green</b>	<b>Ongoing</b>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			<p>involves representatives from our transport and road safety teams, Sport Cardiff, British Cycling and Welsh Cycling. Its purpose is to strengthen the integration of activities undertaken by the Council (e.g. cycle training in schools) and activities delivered by other partners through the HSBC Cycling Development Programme for example, the Go Ride Cycling Skills project</p> <p>Close working took place in relation to the planning of Car Free Day / HSBC Let's Ride which took place on 12th May 2019.</p>		
<p>Make Cardiff roads safer by implementing 20mph speed limits through a phased programme of delivery, focusing on Gabalfa, Butetown and Grangetown during 2018/19.</p>	<p>Cllr Caro Wild</p>	<p>Planning, Transport and Environment</p>	<p>Delivery of a 20mph limit in Grangetown, Plasnewydd, Adamsdown and parts of Splott is underway. The reduction in speed in key areas is enabling a better environment to promote active travel modes. However, there will be possible delays due to contracting and delivery programming. A contractor has been appointed and the delivery programme has been condensed. Also a bid for funding has been submitted to Welsh Government.</p>	<p>Amber</p>	<p>Ongoing</p>
<p>Improve the cycling and walking network in Cardiff by delivering prioritised routes within the Active Travel Integrated Network Map, including phase 1 of the Cycle Super Highway by 2021.</p> <ul style="list-style-type: none"> <li>Phase 1: connecting Heath Hospital, City Centre (Dumfries Place) and Newport Road/Broadway.</li> </ul>	<p>Cllr Caro Wild</p>	<p>Planning, Transport and Environment</p>	<p>A detailed design for the section of the Cycle Route between Dumfries Place and Cathays Terrace via Senghennydd Road is complete. The Traffic Regulation Order application to support the changes to the carriageway and on-street parking required to create the new route is in progress. A brief has been prepared for South West Link feasibility study. This study will investigate the potential route alignment options for a Cycle Superhighway to the south west of the City Centre connecting Caerau and Ely via The Mill housing development. Initial</p>	<p>Green</p>	<p>Ongoing</p>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			<p>concept designs have been produced for sections of Cycle Superhighway between Dumfries Place and Broadway</p> <p>Construction has started on the St Andrew's Crescent to Senghennydd Road Cycleway. Public consultation has started on the Lloyd George Avenue Cycleway and concept design work is continuing in respect of four other Cycleways. South West Link WeITAG (Welsh Travel Appraisal Guidance) study (for Cycleway 5) is in progress: WeITAG Stage 1 is substantially complete and WeITAG Stage 2 is in progress.</p>		
<p>Deliver the Annual Parking Report by August 2018 that includes enforcement activity and progress on the parking strategy as well as an assessment of pavement parking December 2018.</p>	<p>Cllr Michael Michael</p>	<p>Planning, Transport and Environment</p>	<p>The Annual Parking Report is published and is available on-line. Further work continues to roll out static camera enforcement</p> <ul style="list-style-type: none"> <li>• Partnership with DVLA on managing untaxed vehicles approved.</li> <li>• Moving Traffic Offence, processing has been bought in-house with improvements on performance and quality being realised. This relates to improvements in the number of notices being incorrectly processed and ensuring that the penalty notices process is robust.</li> <li>• Parking fine activity is improving through active monitoring.</li> <li>• The appeals team have completed sending all letters relating to Traffic Enforcement Centre (TEC) with penalty notices being paid in line with forecast.</li> </ul> <p>The Parking Strategy is complete. However, it has been identified that Pavement Parking cannot be addressed through local powers and we are working to identify how this can be resolved.</p>	<p><b>Green</b></p>	<p><b>Completed</b></p>



Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
Launch the on street bike hire scheme in May 2018.	Cllr Caro Wild	Planning, Transport and Environment	<p>The On-street Bike Hire Scheme was launched on schedule at the Senedd. Since its launch, the Cardiff on street cycle hire scheme has been a very visible and positive contribution to the visibility of cycling as a mode of transport in Cardiff. Bikes are already seeing a use of four trips per bike per day, which is the highest usage statistics outside of London. The scheme has also attracted Cardiff University as local sponsor.</p> <p>Additional hire points in the city have been delivered; work continues to promote the scheme by the partner and rental levels continue to be consistent. Additional in-year funding has been awarded for delivery of 500 extra bikes at 65 additional locations across the city.</p>	Green	Completed
Ensure every school in Cardiff has developed an Active Travel plan - including training and/or infrastructure improvements, by 2020.	Cllr Caro Wild	Planning, Transport and Environment	A dedicated officer was appointed and an Engagement Strategy has been developed for phased engagement with schools as part of a pilot exercise for Active Travel Plan development. Ten schools have been identified as participants in the pilot exercise.	Green	Ongoing
Support the delivery of high-quality and well-connected communities - as described by the Council's Master Planning Principles – by using the Planning, Transport & Place-making services to secure Section 106 Agreements on Local Development Plan strategic sites.	Cllr Caro Wild	Planning, Transport and Environment	<p>Approval was obtained to implement the 'Section 106 Local Infrastructure Idea Ward Lists' and supporting process, which will enable all Councillors to identify local infrastructure ideas that may potentially be funded through S106 contributions or other sources of funding.</p> <p>The Ward Lists allow Local Ward councillors to identify "local projects" in their wards (community buildings, open space, local highway improvements) including projects which could be</p>	Green	Ongoing

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			<p>funded by future S106 agreements from development, provided they meet the legally binding tests.</p> <p>We continue to receive applications for Strategic LDP Sites. An application for the majority of Strategic Site F (North East Cardiff) was submitted at the end of Quarter 4 for 2,500 homes to secure significant community, transport and green infrastructure and affordable housing.</p>		
Increase the delivery of new houses to meet housing need through the development of Local Development Plan strategic sites including 6,500 new affordable homes by 2026.	Cllr Caro Wild	Planning, Transport and Environment	The development and monitoring of strategic and other sites are ongoing. Completions are being delivered on multiple outlets within Strategic Sites C (Plasdwr, North West Cardiff), G (St Edeyrn's, East of Pontprennau) and F (North East Cardiff) with other sites at different stages of planning activity including Sites D & E (J33/ South Creigiau). On-site delivery continues to ensure new homes are completed to meet housing needs.	Green	Ongoing
Deliver at least 2,000 new Council homes, of which at least 1,000 will be delivered by May 2022.	Cllr Lynda Thorne	People & Communities	The strategy for delivering against the Capital Ambition target is in place. We are on target to deliver at least 1,000 Council Homes by 2022, due to the nature of the programme, the later years will see higher numbers of properties completed. The Cardiff Living programme includes the delivery of around 599 new council homes and the 'Additional Build' programme includes 22 sites and can deliver up to 1,500 new council homes if all the sites come forward. We are also continuing with the Buy-Backs scheme.	Green	Ongoing

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
Develop an outline business case for the District Heat Network proposal, subject to National Government Capital Grant award and Capital Budget approval.	Cllr Michael Michael	Planning, Transport and Environment	<p>Technical and legal consultants have been appointed and are developing their work packages whilst negotiations with the heat provider (Trident Park Energy from Waste Plant) are advancing. An initial "Pre-application" has been submitted to the National Government Grant Body (Heat Network Investment Programme (HNIP)) and these have been approved. A successful soft market testing day was held (a standard Procurement process used to alert the market to a forthcoming procurement opportunity) with 30 interested delivery parties in attendance.</p> <p>"Continuity of supply" clauses are still being debated with the heat provider and unfortunately the release of the HNIP grant application process (controlled by UK Government) was delayed. Welsh Government are still considering the details of how it will invest in the scheme, in light of their various internal governance issues. We continue to keep core public sector customers informed of progress.</p>	Amber	Ongoing
Convene regular Design Review Meetings to consider and make recommendations to development proposals submitted to the Local Planning Authority, and publish an annual Design Review Monitoring document by January 2019.	Cllr Caro Wild	Planning, Transport and Environment	<p>Design Review Meetings continue to be convened and are providing a useful mechanism to identify necessary changes to improve submitted proposals at an early stage. This improves the quality of proposals in an expedient manner.</p> <p>Meetings are convened weekly. Final monitoring document produced and circulated to managers. Document published at <a href="http://www.cardiff.gov.uk/citydesign">www.cardiff.gov.uk/citydesign</a></p>	Green	Completed

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
Develop a Climate Change Investment Policy for consideration by the Pensions Committee by December 2018, in consultation with the Pension Fund's independent advisers and the other LGPS funds in Wales.	Cllr Chris Weaver	Resources	The draft policy was considered by both the Pensions Committee and the Local Pension Board. Work is ongoing to develop the policy in response to the comments of Committee and Board members.	Green	Ongoing

**Well-Being Objective 4.1: Modernising and integrating our public services**

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<p>Progress the Council’s Digital First Agenda by undertaking a service review of ICT. This will include</p> <ul style="list-style-type: none"> <li>Assessing the Council’s ICT infrastructure to identify opportunities for Cloud-Based solutions.</li> <li>Mapping business processes to identify opportunities for simplification, integration and automation.</li> </ul>	<p>Cllr Chris Weaver</p>	<p>Resources</p>	<p>The Virtual Assistant (Chatbot) has been agreed and a business case prepared, work continues in the background on the development of the Virtual Assistant. Other opportunities have been identified and business cases worked up, this includes the roll out of Office 365 in 2019/20</p> <p>A strategic approach has been developed for telephony and how the council uses it in relation to agile and mobile working. A report has been drafted for a replacement programme for infrastructure, this includes analysis of replacement of ageing hardware/infrastructure profiled over a five year period.</p> <p>The Digital Strategy has been agreed and published online. The Digital Board is monitoring progress of the Digital First agenda.</p> <p>There is indicative support from all 22 local authorities for the creation of a dedicated team to support more digital collaboration across LAs and to also to manage a shared / collaboration platform and environment. As such a business case for the creation of a small, dedicated Digital collaboration team and supporting environment for Welsh local authorities has been drafted. This team will provide support and encouragement to enable local authorities to share skills, expertise and resources and to accelerate the deployment of digital opportunities across all Welsh local authorities.</p> <p>The business case for the national collaboration system has been revised in light of the report, entitled ‘System Reboot’, by the Welsh Government’s expert panel on the use of digital technology in public services, which was led by Lee Waters AM. The Welsh Government are still very positive about the initiative and intend to progress in 2019/20.</p>	<p><b>Green</b></p>	<p><b>Ongoing</b></p>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<p>Assets and Property: Modernise the management and operation of the Council's estate to achieve fewer but better buildings by:</p> <ul style="list-style-type: none"> <li>• Completing the comprehensive review of the Council's estate by the end of 2018;</li> <li>• Fully establishing the new Corporate Landlord delivery model and ensure all of the Council's estate is compliant by the end of 2018/19.</li> </ul>	Cllr Russell Goodway	Economic Development	<p>The comprehensive review of the Council's Land and Non-Operational portfolios has been undertaken. Together with the ongoing review of the operational estate and the progression of Schools Organisational Planning (SOP) Band B sites, this will comprise the Medium Term Disposals programme 2018-2023.</p> <p>Condition surveys have been completed which represents an extensive piece of work to improve the Council's understanding of all the Council's land and property holdings. This improved knowledge base will be used to inform decision making on the future of assets to be held by the Council including detailed maintenance plans.</p> <p>The County Estates senior management structure has been established. An implementation plan has been agreed with three work-streams; Strategic Asset Management; Capital Delivery; and Property Services, to manage and deliver all the Council's non-domestic property functions within one portfolio.</p> <p>Key operational achievements to date include the procurement of new Building Maintenance Framework. A new School Building Handbook has been introduced to better define responsibilities and obligations in relation to school buildings. A new 'One Front Door' pilot has been introduced to establish a 'consent for works' process which improves compliance across the estate and gives assurance that work is to be undertaken in a safe manner.</p>	Green	Ongoing
<p>Improve the health and well-being of our employees by reducing sickness absence by March 2019 through continued</p>	Cllr Chris Weaver	Resources	<p>The APSE action plan received positive feedback, in particular the initiatives relating to signposting to Council Wellbeing Services by GP surgeries, the flu vaccine programme for frontline staff and the physiotherapy sessions.</p>	Red	Ongoing

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
monitoring, compliance and support for employees and managers.			<p>The best practice work has been completed and adjustments to the Attendance &amp; Wellbeing policy have been made to reflect the learning from Merthyr Council. These adjustments will be implemented from the 1st April 2019.</p> <p>The outturn sickness absence figure is 11.53 FTE (Full time equivalent) days lost per employee across the Council against a target of 9.5 FTE days lost per employee. This is higher than the outturn in 2017-18 of 11.27.</p>		
Support staff development by further improving the Personal Review scheme by March 2019 so that every employee has the opportunity to have a conversation about their development and performance.	Cllr Chris Weaver	Resources	<p>The Personal Review initiation (2018/19) figure shows that 5,607 staff have had a Personal Review initiated out of 5,765 this is 97.26% against a target of 100%.</p> <p>The year-end (2018/19) personal review survey results have been communicated to managers and staff; 585 employees shared their views on the personal review process; 74% felt they were able to discuss their health and wellbeing with their manager, 88% had an opportunity to meet their line manager face to face and over half agreed the new process feels more personal.</p> <p>Half year (2018/19) reviews compliance is 95% against a target of 100%, with 4,853 staff completing the half year review process out of 5,111 staff.</p> <p>To gauge effectiveness of the Personal Review process, reference to the process will be made in the Employee Survey that will be carried out in 2019/20.</p>	<b>Green</b>	<b>Completed</b>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
Get people and communities more involved in decisions.	Cllr Huw Thomas & Cllr Chris Weaver	Governance & Legal Services	<p>Scrutiny task and finish groups are using surveys more to elicit the views of the public for example there were 413 respondents to the drug dealing survey and the online litter survey received 2,564 responses.</p> <p>Webcasting of Full Council, Planning Committee and Scrutiny Committees continues, however there remains an issue in relation to webcasting equipment. All webcast meetings received 1,655 views (live and archived).</p> <p>The Scrutiny Action Plan that was developed following publication of the Wales Audit Office (WAO) report 'Scrutiny - Fit for the Future', was agreed. The initial progress which was being made was acknowledged although a significant volume of work still remains.</p> <p>Elements of the action plan have been reviewed with progress being made on all of the five WAO Improvement Proposals including:</p> <ul style="list-style-type: none"> <li>• Scrutiny representatives from Cardiff attended the National Scrutiny Network;</li> <li>• Establishment of South East Wales Scrutiny Officers Network (SEWSON);</li> <li>• Training opportunities for Scrutiny included on the Member Development Programme;</li> <li>• Scoping being finalised for Policy Review and Performance Task and Finish Group – Impact of Scrutiny.</li> </ul> <p>The new Register of Electors was published on 1 December 2018, following the Annual Canvass. This included full engagement with Cardiff University, Cardiff Metropolitan University and the University of South Wales to ensure student registration was maximised via partnership working with the relevant Higher Education administrations.</p>	<b>Green</b>	<b>Ongoing</b>



Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<p>Ensure that the Council's consultation and engagement work is as representative as possible through reviewing and refreshing the Council's citizen engagement tools, including the Citizen Panel, by June 2018.</p>	<p>Cllr Chris Weaver</p>	<p>Resources</p>	<p>During 2018-19 we undertook a review of our Citizen Engagement tools. Several key proposals emerged and these are being implemented or piloted, including:</p> <ul style="list-style-type: none"> <li>• Changes to citizen surveys, from an annual omnibus survey (over 100 questions) to a single, short annual survey on quality of life and services, supplemented by a dynamic approach to service specific surveys.</li> <li>• A focus on digital engagement city-wide, supplemented by targeted online promotion, via the citizen panel and social media, and face-to-face engagement with identified key stakeholders and seldom heard groups.</li> <li>• The use of population weighting techniques.</li> <li>• The creation of a Council-wide 'consultation hub' for citizens to access all open and recently closed consultations.</li> <li>• Staff training sessions on good public engagement, run by Participation Cymru.</li> </ul> <p>A satisfaction survey of Citizen Panel members has been completed. Overall, feedback is positive but a small number of areas for improvement have been identified, for example improving feedback to panel members and improvement actions identified.</p>	<p>Green</p>	<p>Completed</p>
<p>Champion equality and diversity, making sure that citizens' rights are protected in any changes to our public services, by implementing year three of the Council's Strategic Equality Plan 2016-2020.</p>	<p>Cllr Chris Weaver</p>	<p>Resources</p>	<p>Work is ongoing to continue to champion Equality and Diversity, making sure that citizens' rights are protected in any changes to our public services by conducting Equality Impact Assessments and engaging and consulting with those who may be affected by said changes. Areas of key progress include:</p>	<p>Green</p>	<p>Ongoing</p>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			<ul style="list-style-type: none"> <li>• Working with the LGBT Network and Stonewall Cymru to improve our ranking on the Stonewall Workplace Equality Index</li> <li>• Working with the Disabled Employee Network to become a Disability Confident Employer</li> <li>• A report has been prepared to introduce a standardised equality monitoring process across council directorates. This will give us a better understanding of our customer needs and demonstrate our commitment to providing accessible services to all.</li> <li>• The Annual Strategic Equality Plan Review outlines progress against the third year of the Strategy.</li> <li>• A draft Action Plan has been developed and will be presented to Cardiff Deaf Centre. The Action Plan is part of the Council's commitment to the BSL Charter and is aligned to our Equality Objectives.</li> </ul> <p>We continue to meet our pledge to the BSL Charter by meeting with our Deaf community on a regular basis</p>		

# Delivering the Capital Ambition Programme Review and Self-Assessment

## 1. Background

On 6 July 2017, Cabinet approved Capital Ambition as a statement of the new Administration's priorities. The programme is wide ranging with the Administration emphasising the significance of this agenda for the Council and its staff: *"Protecting the services that are most important to residents will mean challenging old ways of working and embracing change where we are convinced that it will deliver better services for the people of Cardiff"*

To ensure that the Council's resources support the delivery of the Administration's priorities, the Corporate Plan translated political priorities into deliverable organisational objectives whilst the Council's budget, developed in tandem with the Corporate Plan, ensured an alignment between budget and corporate priorities.

It was recognised that the extensive programme of delivery set out in Capital Ambition would require a significant refocusing of the Council's change management capacity. In particular, a small number of key priorities required the mobilisation of corporate leadership and resources, including dedicated project teams with corresponding governance and performance management arrangements. For that reason, on 14 December 2017, Cabinet approved a four-year Capital Ambition Delivery Programme (CADP) to support the delivery of key commitments which would refocus services to meet the challenges faced by the Council and the city's wider public services.

Fundamentally, the change programme focuses additional resources, as considered most appropriate, to support the delivery of the Administration's agenda in areas characterised by difficulty, complexity and the need to address intractable issues. The CADP therefore includes two discrete components:

- **Modernisation:** *Transformation of corporate systems and processes that support service delivery with a focus on:*
  - Corporate Landlord
  - Digital & Customer
  - Service Reviews
  
- **Resilient Services:** *Transformation of front-line services with a focus on:*
  - Improving Outcomes for Children
  - Improving Outcomes for Adults
  - Inclusive Growth
  - Total Street

Given the scale of the change envisaged, and the need to maintain a clear focus on the delivery programme over a sustained period, strong governance and programme management arrangements were established, integrated into the Council's existing delivery mechanisms. At senior management level, the Chief Executive and the Senior Management Team supported the delivery of the CADP in consultation with the Leader of the Council, Cabinet Member for Finance, Modernisation and Performance, and Cabinet.

Where delivering change requires working closely with public service partners to better align or integrate services – most notably in the Resilient Services programme – the Council's delivery arrangements were integrated with those of the Cardiff Public Services Board (PSB).

Officers provide a quarterly assessment of the Council's position in delivering 'Capital Ambition' to Cabinet at Progress and Performance Group meetings. As part of this process, Cabinet also receive an overview of overall performance of the Council as well as an opportunity for a detailed consideration of one or two of the Change Programmes. To date, as part of the Capital Ambition Progress and Performance Group meeting, and as part of the regular cycle of Cabinet Briefings, Cabinet have considered:

- Inclusive Growth Programme (16 May 2018)
- Digital Ambition & Corporate Landlord (4 July 2018)
- Street Scene- Recycling (3 October 2018)
- Improving Outcomes for Adults Programme (10 October 2018)
- Achieving Excellence in Children's Services (14 Nov 2018)
- Workforce Strategy (12 December 2018)
- Older Person's Accommodation (16 January 2019)
- Digital Programme & Cleaning and Neighbourhood Blitz (23 January 2019)

This is in addition to the formal Cabinet meetings to consider and receive quarterly performance updates, for which reports and minutes are publically available.

## **2. Review and Self-Assessment: Summary of Performance and Progress**

### **Modernisation: Corporate Landlord**

The Corporate Landlord approach continues to be implemented and has already improved the way in which the Council manages its property estate, including significant progress with Health & Safety compliance right across the estate. All decisions regarding investment or disposal are now properly informed by a detailed information base and new decision making governance arrangements. A comprehensive review of the Council's land and non-operational assets has been undertaken to identify new opportunities to generate capital to support the new school build programme and the capital programme. Condition surveys have been completed across the whole estate and now form the basis of the strategy to 'retain, relinquish or remodel'. Key operational achievements include the procurement of new Building Maintenance Framework; the implementation of a new School Building Handbook; and the piloting of a 'One Front Door' approach for school building maintenance.

## **Modernisation: Digital & Customer**

The Council's Digital First Agenda has continued to progress with the Digital Strategy agreed by Cabinet in 2018. The Cardiff.Gov app was launched in early 2018, offering residents a smarter way to connect with council services on a 24/7 basis, providing digital access to a number of Council services, including waste collection information, council tax e-billing and reporting fly-tipping. The total number of app downloads currently stands at 13,439 (May 2019 figures) and the App has been shortlisted for App of the year as part of the Wales Online Digital Awards 2019. The modernisation of systems within the Council is also continuing, including the implementation of SharePoint, Office 365 and Hybrid Mail beginning to be rolled out across the Council. More broadly, the Council has continued positive trends in relation to Channel Shift towards digital channels.

## **Modernisation: Service Reviews**

A number of service reviews were carried out during 2018/19 in the following services:

- Civil Parking Enforcement
- Parks
- Social Services
- Pensions
- Debt enforcement

Each review identified a number of opportunities that will lead to service improvement and create efficiency savings of around £1m.

## **Resilient Services: Improving Outcomes for Children**

Early Help Preventative measures designed to support children and families before their needs escalate to the point that they require statutory interventions have undergone significant development and change over 2018/19. A new multi-agency approach to integrated early help and prevention services for families, children and young people was approved by Cabinet in October 2018. This new model for early help – the Cardiff Family Advice Service – was formally launched on the 1<sup>st</sup> April 2019 and integrated a number of previously separate budgets.

## **Resilient Services: Improving Outcomes for Adults**

The Older Person's Strategy was approved in March 2019, setting out how the Council and its partners will shape and deliver housing and related services for older people that meet a variety of needs and aspirations whilst addressing wider health and social care priorities. The First Point of Contact scheme- which coordinates the advice and support available to those needing support to live independently- has been expanded. Through the service the need for more intensive and costly social services interventions were prevented in over 75% of the cases dealt with. The 'Get Me Home' scheme was successfully piloted, improving the lines of communication between Health and Council staff. Initial analysis of the scheme identified good long-term prospects and plans are in place to fully implement the scheme in 2019/20.

Analysis of service area data suggests that the package of preventative interventions undertaken by the Council and its partners is effectively managing demand pressures, with the number of service users accessing social care well below the levels projected based on the population growth trend.

### **Resilient Services: Inclusive Growth**

The programme has delivered a significant body of reform which has created extensive work and training opportunities. The expanded Into Work Services was successfully launched during Quarter 1 of 2018/19, with the new Gateway bringing together over 40 employment services to help support people to get and keep a good job. During 2018/19, 787 people were assisted into employment by the service. The Council has also helped to support 211 employers through Job Fairs and recruitment support and training. Over the same period, volunteering was expanded into all Hubs with nearly 150 volunteers now operating across the teams. The services offered by the Money Advice Team have been expanded and are now available in 23 locations across the city – including all of the city’s foodbanks. In total, the team have provided information, guidance and advice to over 17,500 people. This service has allowed Cardiff residents engaging the service to claim over £16 million in additional benefits by helping them to identify and access their full support entitlement.

### **Resilient Services: Total Street**

This Programme has developed a proactive approach to street and public space enforcement and joining up council services to keep streets clean and well maintained. A key project that has been delivered within this programme is the introduction of a new back office management system for the Waste Management Collections Team. A number of processes have been automated to improve service delivery and enable removal of paper work packs and manual processes. Key pilot projects for both Cleansing Round Re-design and Recycling were implemented and the ‘Love Where You Live’ campaign improved the Council’s engagement with citizens, partners and community groups.

### 3. **Wales Audit Office Review of the arrangements to support the Capital Ambition Delivery Programme**

Between September 2018 and March 2019, the Wales Audit Office (WAO) carried out a review of the Capital Ambition Delivery Programme (CADP). The review sought to answer the question: *Are the Council's arrangements to support delivery of its four-year CADP enabling it to address its key financial and organisational challenges?*

The WAO published its findings in April 2019 (the full report is attached as an appendix to this report) and stated: *'Overall we found the Council has sound programme management arrangements in place for its CADP, but it needs to strengthen engagement with scrutiny and links to its medium term financial plan'*.

The report highlighted a number of areas of good practice. It recognised that the Programme *"...has a high profile within the Council with strong commitment from both senior management and the Executive."* The review also noted the alignment with key corporate enablers particularly the *"regular involvement from finance, Human Resources, procurement, and ICT to actively support, enable and challenge Programme delivery."*

The WAO reported that *"the Council is working constructively with other public services to help implement the Programme"* having aligned partnership planning and delivery arrangements behind the delivery of key areas of Capital Ambition that require strategic partnership working. This reflected the policy decision to align partnership working behind the politically identified priorities of the Administration, as expressed in Capital Ambition and operationalised through the Corporate Plan and the Well-being Plan.

*"The Council recognises the importance of working in partnership with other organisations and with local communities to deliver lasting solutions to complex problems. This is illustrated in the Corporate Plan which emphasises the importance of working in partnership to help manage the continuing impact of austerity. It is also illustrated through the alignment of the city's Well-being Plan with Capital Ambition priorities and through the alignment of the city's partnership delivery arrangements with the Capital Ambition Delivery Programme."*

As part of the field work, the WAO observed first-hand the Council's delivery arrangements. The field-work included observing Digital Board meeting, which forms part of the Modernisation Programme portfolio, with the WAO noting that *"progress was being clearly presented and robustly monitored."* Equally, the report noted that, where there are opportunities for joint project delivery, such as Improving Outcomes for Children and Adults, then the *"reporting structure was designed to facilitate clear lines of accountability and joint ownership of intended outcomes. These arrangements are becoming increasingly embedded."*

As part of the report, the WAO identified three proposals for improvements. These are included below alongside the proposed response from the Council.

P1	The Council needs to strengthen the role of scrutiny in engaging with and challenging the delivery and impact of the Programme to increase accountability and help provide momentum.	In March and April 2019, the Policy Review & Performance Scrutiny Committee received a comprehensive update of both the Modernisation and Resilient Services Portfolios and it was agreed that further engagement would take place during 2019/20.
P2	The Council would benefit from a review of the CADP management arrangements alongside others that support delivery of the Corporate Plan such as the Directorate Delivery Plans.	This review will take place during quarter 2 in 2019/20 ensuring there are clear links with the CADP and the Directorate Delivery Plans.
P3	The Council could do more to assess the extent to which the CADP is contributing to the achievement of the Council's £91m savings target and make links to the medium term financial plan.	As part of a review of the Modernisation Portfolio a new programme called Resource Management will ensure there are stronger links between the CADP and the Council's Medium Term Financial Plan (see details below).

#### 4. Forward Look: Priorities for 2019/20

Taking into account the progress made over 2018/19, the findings of the Wales Audit Office examination and the improvement priorities for 2019/20 as identified in the Council's Well-being Report, it is recommended that the following changes are made to the Delivering Capital Ambition Programme:

##### Modernisation Programme:

- **Digital First** – It is proposed that progressing the Council's digital agenda be maintained as a priority, with the delivery of the projects identified in Appendix 3a overseen by the Digital First Board.
- **Corporate Landlord** – It is proposed that embedding the Corporate Landlord approach as the single cohesive operating model in the organisation for all property related function be retained as a corporate priority. The delivery of this cross-Directorate programme of work will continue to be overseen by the Corporate Asset Management Board.
- **Resources Management Programme** – this new, cross-cutting programme is proposed develop a clear programme of work that complements the Medium Term Financial Plan and wider transformation requirements of Capital Ambition. The Programme will also incorporate the current Workforce Programme that is delivering the Council's Workforce Strategy.



## Resilient Services:

- **Improving Outcomes for Children**– It is proposed that this programme of partnership working be retained as a priority for the Council and for the Cardiff Public Services Board, with revised projects to be delivered in 2019/20 set out as in Appendix 3a.
- **Improving Outcomes for Adults** – It is proposed that this programme of partnership working be retained as a priority for the Council and for the Cardiff Public Services Board, with revised projects to be delivered in 2019/20 set out as in Appendix 3a.
- **Inclusive Growth** – It is proposed that this programme of partnership working be retained as a priority for the Council and for the Cardiff Public Services Board, with revised projects to be delivered in 2019/20 set out as in Appendix 3a.
- **Community Safety** – This is proposed as a new programme supporting the delivery agenda of the Community Safety Leadership Group, a multi-agency board chaired by the Police and Crime Commissioner and the Cabinet Member for Housing and Communities. The priority areas of work for this programme in 2019/20 include:
  - City Centre & Street Sleepers
  - County Lines and Exploitation of the Vulnerable
  - Delivering Prevent & CONTEST
  - Developing a locality approach to safer communities
- **Street Scene & Locality Working** – A new programme, focussed on the joining up of front-line services in street cleansing and adopting an evidence-led, targeted and responsive approach in communities with the greatest street scene issues.

### Progress Update by Programme

#### 1. Progress Update – Modernisation Portfolio

A summary of the key achievements for the three programmes within the Modernisation Portfolio are included below, as well as details of immediate next steps.

##### 1.1 Programme: Corporate Landlord

The overall objective of the Corporate Landlord internal change programme is to create one cohesive operating model in the organisation leading on all non-domestic property matters. The approach will ensure statutory compliance and effective management of all property related functions. New business processes, governance and improved resource have been implemented. Key measures of success include:

- reduction in Gross Internal Area;
- reduction in running costs;
- reduction in maintenance backlog;
- Increase in capital receipts.

##### • People and Change Project

A detailed assessment of the estate running costs has been undertaken identifying spend against type, service area and budget codes, highlighting where building related spend has occurred across directorates. In addition, the property estate has been reviewed with a view to establishing a number of portfolios each of which will be managed by an individual portfolio manager who will hold budget responsibilities for property related spend across each portfolio.

- A new model has been introduced to deliver the County Estates structure through the three functional areas of Strategic Asset Management, Capital Projects and Property Services supported throughout by Health and Safety. Existing resources have been collated across the functional areas to review resource and capability and these have been used to define the new County Estates structure.

##### • Customer One Front Door Project

A key deliverable within the corporate landlord model is the development of a 'One Front Door' (OFD) contact point for all property related communications, this is a single point of contact and is managed through the County Estates (CE) service desk manned by dedicated customer liaison Officers (CLOs).

- The OFD has been rolled out across the Educational estate and key to this roll-out has been CLOs visiting schools to introduce the scheme along with the roll-out of the updated schools handbook.
- **Architecture Technology Project**

The project was initiated as part of the overall Corporate Landlord Programme in order to design and implement an architecture to support the Corporate Landlord model. The architecture will cover the data and IT systems and establish the 'master property data' leading to accurate, timely, appropriate data to enable better decision making.

    - Strategic Estates are the first service area to implement this new system, and this is to be introduced over two phases commencing in May 2019.
  - **2<sup>nd</sup> Generation Buildings Maintenance Frameworks Project**

New Building Maintenance Frameworks for contracts commenced on the 1<sup>st</sup> April 2019.

    - These new frameworks represent a significant opportunity for Building Services to substantially support County Estates in the delivery of Corporate Landlord and alter the perception of Building Services as a service provider within the Council.
  - **Strategic Asset Management Principles Project**

Alongside the development of the Corporate Landlord model, the Council has an established Corporate Property Strategy 2015-2020 focussing on a programme of property modernisation, rationalisation and collaboration with other service areas and other partner organisations.

A key work stream designed to inform both the Corporate Landlord model and future Corporate Land and Property Management Plans relates to the Council gathering data on the condition of the estate as well as providing strategic information for corporate decision-making.

### **Next steps**

- Education and Economic Development Directorates to sign off on developed structure, commence consultation process, and implement/transition resources into County Estates.
- Commence the pilot of the Portfolio Manager role across a mix of properties within the operational estate.
- Complete and roll out the new operational estate handbook and processes for all building related matters.
- Continue with the implementation and roll-out of the Technology Forge ICT system.
- Continue close monitoring and performance reviews of new framework A, ensuring they are delivering in accordance with council requirements.

- Complete procurement of framework B (roofing contracts) by July 2019.
- Finalise all outstanding building surveys and then collate, assess and prioritise works identified in the surveys. This will allow for an informed development of preventative maintenance programmes to deliver the annual asset renewal budgets across both the schools and operational estate.
- Develop schools communication pack setting out the next steps in prioritisation process and outline school by school summary of works that maybe required over a 5-year period.
- Analyse condition data alongside estate running costs, utilisation surveys and service area requirements to inform future strategic property strategy.
- Develop the Property Strategy for 2020-2025.

## 1.2 Programme: Digital & Customer

A Digital First approach will establish a range of technology solutions to better meet the expectations of its citizens while operating with optimal efficiency. Key measures of success include:

- Introducing greater range and choice for citizens in accessing service
- Promoting and increasing participation through digital channels
- Increasing the Council's Social Media Footprint

### • Hybrid Mail Project

Cardiff Council is responsible for the printing and posting of over 2.7 million mail items per annum, 1.6 million of which are 'ad hoc'. The Hybrid Mail solution will drive a council-wide approach, supporting improvements in the current postage process and management information and resulting in cost and efficiency savings. The project has a full implementation plan and the roll-out of the solution will continue throughout 2019/20.

### • Cardiff.gov App Project

Cardiff.gov app was launched ten months ago and offers residents a smarter way to connect with Council services on a 24/7 basis.

Some key features of the app include the ability for citizens to:

- Check their recycling and waste collection dates, and set up reminders.
- Report problems on roads and pavements.
- Check their Council Tax account.
- Sign up for Council Tax e-bills and notifications.
- Report fly tipping straight from the scene.

The total number of app downloads currently stands at 13,439 (12<sup>th</sup> May 2019), and the app has been shortlisted for App of the year as part of the Wales Online Digital Awards 2019.

We will be adding new services and functionality regularly in future releases over the coming weeks and months.

As more and more services are added to the app, we are confident of seeing a shift in the channels used by residents for communicating with the council, requesting services and reporting incidents, from expensive to facilitate channels to more cost-effective ones.

- **Virtual Agent Technology Project**

During an exercise to assess the modern contact-centre management systems market, the Digital Delivery Team identified opportunities to deliver significant benefits through the automation of service request and customer enquiry handling using artificial intelligence (AI) and machine learning. Subsequently a detailed assessment and analysis of virtual agent (or chatbot) technology has been undertaken and procurement was recently completed. Workshops to define the detailed design will begin in June 2019 following a Welsh language capability assessment.

- **Education Information Management Project**

The primary purpose of the project is to improve information management systems and data analytics capability in relation to children and young people accessing education and related support services in Cardiff. A complete review of business processes, ICT systems, data management and people skills will deliver an Information Management Strategy that will prioritise changes to the way that information is captured, stored, managed and used both within and beyond the Education directorate.

- **Office 365 Project**

Office 365 is a suite of products that include the latest desktop Microsoft Office products, but also a variety of online tools. These include cloud storage for emails and documents, Skype and SharePoint online, online versions of Office, additional collaborative working tools such as Teams, and mobile apps. This gives the ability to work across devices and locations whilst retaining a consistent experience. The Office 365 implementation project will roll out Office 365 across the council during 2019/20.

The first phase is to roll out Exchange (email) online, Skype for Business online, and access to the Office 365 portal and mobile apps. Roll-out of other products will be considered as part of future phases.

- **SharePoint Project**

SharePoint, as the council-wide Electronic Document and Records Management System (EDRMS), provides the opportunity to embed legislative requirements in relation to information governance into every day working practices, whilst also enabling the delivery of benefits by changing existing business process around the way that information is used, stored, and made available. This will ultimately improve the understanding that information is an asset and has a value to the Council.

We have completed 47 SharePoint sites within the following directives, People and Communities, Economic Development, Planning, Transport & Environment, Resources and we are currently developing 26 sites.

- **Smarter Working Project**

This new project will bring together key aspects of 'Modernising Services' under the Capital Ambition Delivery Programme, including a focus on Accommodation, Digital and People.

The project will ensure that there is a joined up approach in utilising the benefits gained from changing working practices, deploying new technologies and creating new working environments.

The project is a key component of the Council's Digital Strategy and will support the delivery of a Connected Workspace.

The project team, chaired by the Corporate Director for Resources, met for the first time in May 2019.

### **Next Steps**

- Continue with the roll-out of the Hybrid Mail solution and ensure the savings identified for this project are captured.
- Continue to add new services and functionality for the Cardiff App. In addition, monitor the shift in channels used by residents for communicating with the Council.
- Finalise the development work for the virtual agent technology and then initiate its deployment.
- Roll out Office 365 across the Council.
- Continue with the implementation of SharePoint across the Council, including migrating to SharePoint Online.
- Establish a clear and comprehensive programme of work to deliver Smarter Working practices at the Council.

### 1.3 Programme: Service Reviews

Under this Programme, multi-disciplinary teams support service area-led reviews of Council operations. Key measures of success include:

- Identify savings that would help address the Medium Term Budget gap

The reviews completed to date are:

- **Civil Parking Enforcement** – the service review identified 5 key opportunities and a further 18 additional opportunities that were recommended the service areas pursue. The key opportunities could potentially realise an annual saving of up to £676k with the additional opportunities containing the possibility of further realised savings as part of increasing process efficiency.

The key opportunities, together with the associated savings, have been accepted by the service areas. Implementation plans have been developed and the Service Review Steering Group will monitor these.

- **Passenger Transport Review** - A comprehensive review of passenger transport operations was identified as an opportunity to review the efficiency and effectiveness of the current approach to delivery of passenger transport services and to establish whether the opportunity exists to sustainably reduce underlying revenue costs whilst preserving or improving service levels and quality standards.

An implementation plan is due to be signed off by the Directorate and the Service Review Steering Group, covering some of the key recommendations from the service review report. These include a review of the Passenger Transport Service Operation and a Policy Review.

- **Social Services Payment Processes** - This service review was undertaken in Social Services, investigating payment processes across both Adults and Children Services. The scope for this review were processes where the council is making payments to providers or to service users, focussing on how payments are made. The review also included looking at the commissioning/brokerage processes for residential placements.

The review identified nine key opportunities and four additional opportunities and these were all accepted by the service area. An implementation plan has been produced and some of these opportunities will be implemented as part of the ongoing restructure within the service.

- **Sundry Debt Review** – This service review has recently been completed and looked into the debt recovery procedures in the Council's Income Recovery section together with the initial processes undertaken when debts are referred to Legal Services. A draft report has been produced and its findings are due to be discussed with the relevant service areas.



- **Pensions Service Review** – this review was completed recently and it looked at the current processes and ways of working within the Pensions Section.

The review identified 10 key recommendations and a further 8 opportunities. These have been incorporated into an action plan for the service area and the Corporate Director is monitoring this for Resources.

### **Next steps**

- Replace the Service Review Programme with a Resources Management Programme and develop a clear programme of work that compliments the Medium Term Financial Plan and wider transformation requirements of Capital Ambition. This new Programme will evaluate the services that we provide and ensure that they remain relevant, and are provided in the most cost effective and efficient ways to ensure value for money is being achieved. The Programme will also incorporate the current Workforce Programme that is delivering the Council's Workforce Strategy.
- Re-position this new Resources Management Programme within the overall CADP so that it becomes a crosscutting programme, linking in with all the other programmes.

## 2. Progress Update – Resilient Services Portfolio

A summary of the key achievements for the four programmes within the Resilient Services Portfolio are included below, as well as details of immediate next steps.

### 2.1 Programme: Improving Outcomes for Children

The focus is on delivering priorities and projects identified under the ‘Cardiff is a Great Place to Grow Up’ Well-Being Objective, with a strong emphasis on promoting effective prevention and early intervention services. A key aim is to help ensure that fewer children and young people need to rely on formal care and support, acute or substitute care. Key measures of success include:

- The percentage of Children Looked After by Cardiff Council that achieve the Level 2+ threshold at the end of Key Stage 4
- The percentage of Children Looked After by Cardiff Council that achieve the Core Subject Indicator at the end of Key Stage 2
- The percentage of children in regulated placements who are placed in Cardiff
- The number of schools designated as Rights Respecting Schools in Cardiff
- The percentage of children receiving support from the Adolescent Resource Centre (edge of care) who are receiving 12 or more hours of education provision
- The percentage attendance of looked after pupils whilst in care in secondary schools
- The percentage of all care leavers in education, training or employment 12 months after leaving care
- The percentage of referrals to the Multi Agency Safeguarding Hub that meet the intervention threshold.

#### • Child Placements Project

Cardiff is currently facing a very challenging situation with foster care provision. Foster carers are either employed by the Local Authority (In-house), or by Independent Foster Agencies (IFAs). It is the Council’s preference, for many reasons, to use foster carers it directly employs. Of the current foster carers used by Cardiff Council, 80% are with IFAs. This is higher than it has ever been in Cardiff and higher than any other Local Authority in Wales.

The Fostering Project has been established to:

- increase the number of in-house foster carers.

- increase the proportion of foster carers that are employed directly by the Council.
- create a Fostering Service that meets the needs of children and young people, foster carers and the Council.

The following key actions have been delivered by the project to date:

- Project aligned with National Fostering Framework principles.
- Dedicated Media & Marketing support aimed at increasing number of in-house foster carers.
- Completed review of current fees and allowances.
- Secured an additional £300k to enhance the financial incentive to in-house foster carers.
- Agreed the new Cardiff Offer for in-house foster carers, including incentives for those transferring from IFAs.
- Adopted All Wales Performance Framework and created internal performance framework, to ensure robust and timely data collection and benchmarking.
- New interim manager in place.

- **Child Friendly City Project**

Cardiff Council and its partners are collaborating with Unicef UK to embed a children's right's approach in the planning and delivery of public services for children and young people. The aim is to make children's rights integral to policy and practice, which transform services, leading to improved outcomes in all aspects of children and young people's lives.

The vision is Cardiff is 'a great place to grow up':

- A city with children and young people at its heart, where the voices, needs and rights of all children and young people are respected.
- A city where all children and young people, regardless of belief, ethnicity, background or wealth are safe, healthy, happy and able to share in the city's success.

The key progress to date includes:

- Good progress is being made to complete a multi-agency delivery plan, to bring the Child Friendly Strategy into action. This is being steered by the Child Friendly Strategy Group, chaired by the Director for Education & Lifelong Learning, Nick Batchelar.
- Key areas of activity have included considerable increase in number of Rights Respecting Schools from 15 to 60.
- Cardiff's workforce has increased its knowledge and confidence around children's rights with 560 council officers completing the Child Rights E-Learning Module and 42 Police Officers completing their 4 hour Unicef training.

- 595 pupils have received rights and democracy workshops in schools across the city; the continued improvement of young people having representation on strategic groups including C&YP Scrutiny Committee, Education Development Board, Cardiff Commitment Strategic Board and CAHMS Repatriation Project Group has further consolidated our objectives in Goal 2.

- **Early Help Project**

In October 2018, Cabinet approved a new delivery model for integrated early help and prevention services for families, children and young people in line with the Council's Capital Ambition commitment to having an enhanced Early Help provision.

The new model contains a new approach to family help and support based on three new family support services:

- A **Family Gateway** service to respond to all referrals, enquiries, offer information, and advice.
- A closely linked **Family Help** service to respond promptly to families who need some short-term support, including a combination of signposting, practical assistance and help with parenting.
- A **Family Support** service which is able to work with families with more complex or severe problems and where there is a real risk that without intensive support, more significant intervention would be needed.

These Family Help and Family Support services will refer into a range of other services operated by both council and partners to ensure that the families and children receive the help they need. These services range from universally available help, such as money advice, to specialist therapeutic and health related services.

A strategic steering group and project delivery group was established and an action plan developed for implementation and mobilisation of the new service by 1st April 2019. The new service will be called Cardiff Family Advice and Support (CFAS).

- **Children's Services Workforce Planning Project**

At a time when there is a national shortfall in qualified and experienced Social Workers, there is a need to develop Cardiff Council's Children Services to be the employer of choice in this region and beyond.

In order to do this, this project is focussing on four priorities:

1. to recruit sufficient permanent, high quality staff with suitable qualifications and experience.
2. to retain existing employees by supporting them to carry out their roles effectively, and by ensuring that our total offer for new and existing employees is competitive within the market place.

3. to support career development through student placements, progression to Advanced Practitioner and Manager Development Programme.
4. to develop an Exit Strategy for agency workers.

There has been good progress in the development of the Recruitment and Retention Strategy. Two documents have been developed, one that will be an internal document, that outlines how the service intends to support its workforce to deliver its services, and an external document that is aimed at attracting people to work for Cardiff Council Social Services.

With support from HR People Services, the service has also reviewed the market, and completed some benchmarking in relation to salary and working conditions etc.

The service is investigating options in relation to supporting social worker students, looking at why social workers who study in Cardiff do not stay and work in Cardiff.

- **Disability Futures Project (DFP)**

The vision for the population of disabled children, young people, adults and their families and carers is to have coordinated services that are integrated and work seamlessly in supporting those most in need across Cardiff and the Vale of Glamorgan.

The DFP has undergone a review of focus recently, with an agreement to align the programme with activity within the Learning Disability Partnership Board. To date, the DFP has been delivering on a series of ICF projects that have enabled the progression of service development for disabled children and young people, and people with learning disabilities at pace and scale, across the region and the integrated partnership.

- The DFP has secured over its lifespan £5.844 million ICF revenue.
- £938,000 for IAS services.
- Over £2 million in Capital Resources.

The DFP will be continuing to manage the ICF and Transformation grant processes to enable robust governance and oversight of the partnership delivery of outcomes to disabled children and young people, in alignment with the Learning Disabilities Partnership Board

The DFP has supported the partnership to secure additional resource for 2019/20 and 2020/21.

- The DFP has secured an additional £5.2m of ICF resources over the next 2 years to continue development of regional and integrated services for children with complex needs and people with learning disabilities.
- The DFP has facilitated and secured an additional £4.2m of ICF resources over the next 2 years to initiate development of regional and integrated services for children at risk.

- The DFP has put forward an investment plan of £1.3m for Transformation Grant funds to develop integrated services for children with additional needs across the region.

The DFP will continue to work towards delivery of a vision that supports improved outcomes for disabled children, young people and young adults, in addition to working in partnership with the LD Board to improve outcomes for people with Learning Disabilities.

### **Next steps**

The Improving Outcomes for Children Programme Board is a multi-agency partnership board with accountability for progressing multi-agency priorities for children with care and support needs across the city. Following a first phase of operation, a review is being undertaken to ensure the Board adds value and progresses the programme of work that individual organisations cannot progress without multi-agency focus. There are also a range of strategic partnerships that report to the Regional Partnership Board and progress regional multi-agency priorities for children so the focus of the Improving Outcomes for Children Board is multi-agency work in Cardiff which is not best progressed through a regional infrastructure.

As such, the focus for the Improving Outcomes for Children Board, which will be proposed to the next meeting, is as follows:

- Child Friendly Cardiff.
- Locality partnership working for children in Cardiff.
- Oversight of ICF and transformation fund impact in Cardiff.
- Education, training and employment outcomes for our most vulnerable learners.
- Multi-agency commissioning priorities in respect of our most vulnerable children which require an integrated health, education, housing and social services response.

## 2.2 Programme: Improving Outcomes for Adults

The programme supports the Cardiff & Vale Integrated Health & Social Care partnership and the Regional Sustainable Social Services agenda. The programme is primarily focussed on delivering the priorities and projects identified under the 'Cardiff is a Great Place to Grow Older' Well-being Objective, contained in the Corporate Plan and the PSB's Well-being Plan and aligned to those in the Regional Partnership Board's Area Plan. The work will focus on prevention and early intervention services and, where appropriate, align and integrate public and community services to help older people stay safe and as healthy and independent as possible. This will include ensuring that people have integrated advice, support and assistance they need at the right time and that people in the community will be supported to achieve maximum independence. The work will also help refine and improve the Council's emerging approach to locality and community based services.

Key measures of success include:

- Adults who are satisfied with the care and support they received.
- Adults reporting that they felt involved in any decisions made about their care and support.
- The percentage of clients who felt able to live independently in their homes following support from the Independent Living Services.
- The percentage of adults who completed a period of re-ablement and have a reduced package of care and support 6 months later.
- The percentage of new cases dealt with directly at First Point of Contact (FPOC) with no onward referral to Adult Services.
- The average number of calendar days taken to deliver a Disabled Facilities Grant (from first contact to payment date).
- The percentage of Telecare calls resulting in an ambulance being called out.
- The percentage of people who feel reconnected into their community through intervention from day opportunities.

### • **First Point of Contact – Get Me Home Project**

Through ongoing engagement with Health Partners at University Hospital of Wales it was identified that access to Council Services and process flow to discharge of patients accessing services could be improved. This project has worked alongside other initiatives such as the review of CRT/Reablement in order to ensure that services provided by the Council and the University Health Board can be delivered jointly and as effectively as possible.

A full review of current arrangements in place for the discharge of patients from hospital was undertaken. This included looking at processes currently followed by Cardiff Council teams, Health and Third Sector partners to capture a detailed as-is

picture, roles & responsibilities and end to end processes. These were mapped and roles and responsibilities dashboards developed for staff involved in a patient's discharge journey.

Using a collaborative approach, a new way of working was developed to improve the patient journey and increase integrated working between Cardiff Council, Health and Third Sector partners to ensure patients have access to the full range of services offered by the Preventative Services programme, as well as community or home based social care services, as required. This has taken the shape of a pilot team, part of the Council's Independent Living Service, operating in two wards at the University Hospital of Wales. This was rolled out in December 2018 and regular feedback review sessions have been held during the pilot to monitor progress.

- **Review Community Resources Team Project**

The Cardiff Community Resource Team (CRT) is a joint service between Cardiff Council and Cardiff & Vale UHB. The CRT has been operational since 2008 providing reablement services, the purpose of which is to support people to regain or retain independence. The CRT currently categorises its work into three main areas - social care only, therapy only and full team support with resources allocated on this basis.

A systems review of CRT took place in November 2018 including participants from all levels across the service to gain a detailed understanding of how the service currently operates. The focus was on 'what matters' to people who experience the service and understanding in detail how the current service operates.

The review highlighted agreed aspirations to move towards an intake model. However, there were concerns the current model would not be sufficient to meet the potential demand. There was agreement on a need to undertake demand capacity analysis and there would need to be significant change to the operating model. Delivery will be based on a phased approach.

The outcomes of the systems review were twofold:

- To implement quick wins based on the findings of the systems review. This is currently in progress with resources being based within a hospital setting to improve discharge flow for patients out of hospital into the reablement service and to widen the criteria for eligible patients.

This would inform the second element to:

- Undertake a detailed analysis of the current operating model; to include performance data and demand & capacity modelling in order to design and implement a new optimal operating model based on clear purpose and principles.



- **Care and Housing Review Project**

In March 2019, Cabinet approved the Cardiff Older Persons' Housing Strategy 2019-2023.

The Strategy includes an overarching vision ***'to deliver the best housing outcomes for all older people in Cardiff'***.

Supporting this are a number of key aims, to:

- Deliver new homes that meet older persons' housing needs and aspirations.
- Improve our existing homes to ensure they are fit for purpose and support independent living.
- Plan new homes and communities to address future housing and care needs across all tenures.
- Provide person-centred information, advice and assistance.
- Help older people to maintain their independence for longer.
- Ensure the needs of the most vulnerable are met.
- Build stronger, inclusive communities and tackle social isolation.

To support this project a Programme Board, with representation from all interested partners, was established in September 2017. A key part of the work programme will be to deliver the Regional Partnership Board commissioned report on the 'Assessment of Older People Accommodation, including care and care ready' by Housing Learning and Improvement Network (LIN).

An action plan in response to the Housing LIN report has been developed and will be kept under review by the Programme Board.

The Programme Board has agreed to map development land available, ownership and any proposed plans for land. Alongside the plans of Local Authorities and RSLs, it has been agreed that the Programme Board needs to understand the sustainability plans of health and GPs in particular, to identify any opportunities for co-location in any new development.

In addition, it has also been agreed that all partners would provide any specifications/policies they have regarding development e.g. all ground floor accommodation to be developed as one bedroom accessible homes. The Programme Board has agreed that there should also be a focus on refurbishment and remodelling of existing accommodation (rather than new build) as potentially this may be more economical.

- **Dementia Friendly City Project**

Dementia Friendly Cardiff officially launched in 2018 as a collaboration between Cardiff Council, Alzheimer's Society and the Health Board. The project aims to deliver on a shared vision of working towards a city in which people affected by Dementia as well as their families and their carers can feel supported and live well with their diagnosis. Currently there are approximately 3,500 people living in Cardiff who have been officially diagnosed, but this figure is projected to increase and is

estimated to be as high as 7,000 by 2025. Dementia Friendly Cardiff aims to make sure that people with dementia can live in supportive communities within the city and help them feel that they are not alone.

The Dementia Friendly City has been adopted as a Capital Ambition commitment. Dementia Friendly Cardiff have developed a pledge scheme to enlist the support of public, private and third sector services to take positive action and make changes that can benefit those living with the disease and their families.

Some of the key achievements to date are:

- There are now over 22,000 Dementia Friends across Cardiff who have participated in Dementia Awareness Sessions.
- A programme of face-to-face Dementia Friends Awareness sessions have been delivered to Council staff.
- South Wales Police have included Dementia Friends Awareness sessions within PCSO induction training.
- Dementia cafes have been delivered at Hubs and Libraries across the city.
- Grand Avenue Day Centre has opened as a Centre of Excellence to support those living with Dementia.

### **Next steps**

Similar to the Children's Board, the Improving Outcomes for Adults Board is multi-agency partnership board with accountability for progressing multi-agency priorities for adults with care and support needs across the city.

A review of this Board's priorities is also required and, as such, it will be proposed at the next meeting of the Board that the Programme focusses on the following key projects:

- Age friendly Cardiff incorporating the Dementia Friendly Cardiff work.
- Locality partnership working for adults in Cardiff – implementing cluster based working across well-being, primary, community and social care services – implementing the national model for primary care in Cardiff.
- A partnership approach to the well-being, health and care workforce.
- Pathways for adult mental health services – from protection to acute provision.

## 2.3 Programme – Inclusive Growth

The aim of the programme is to ensure that the benefits of the Cardiff's economic growth are shared across all the city's communities. The Programme places a strategic focus on removing the barriers to employment and helping people, particularly those furthest from the labour market, into good quality work.

Key measures of success include:

### Outcome indicators:

- Unemployment rate of the economically active population aged 16+ (disaggregated)
- Employee jobs with hourly pay below the real living wage
- Percentage of children in low-income families
- Percentage of households in poverty (i.e. below 60% of median income) by MSOA (after housing costs)
- Number of long-term (i.e. over 12 months) JSA Claimants
- Year 11 and Year 13 school leavers that are not in education, employment or training
- Rates of Volunteering

### Output KPIs:

- The number of people receiving into work advice through the Gateway
- The number of clients that have been supported into employment having received tailored support through the Gateway
- The number of employers that have been assisted by the Council's employment support service
- The number of opportunities created for paid apprenticeships and trainees within the Council
- The number of customers supported and assisted with their claims for Universal Credit
- The percentage of Year 11 leavers making a successful transition from compulsory schooling to education, employment or training.
- The number of visits (hits) to the volunteer portal.

### • Into Work Service Development

Until April 2018, employment support services in Cardiff were fragmented, with differing and complex eligibility criteria. This caused duplication in the services offered, as well as gaps in service provision, and made services unnecessarily complicated to access.

The project has developed a fully integrated and comprehensive Into Work Service, that went live on the 1<sup>st</sup> April 2018, and has brought together Council resources and outside funding streams including Welsh Government, Home Office and European Social Fund money. This will provide an easy-to-access Gateway to employment support services in Cardiff. The service will offer not only light touch help and support

through one single access website, a telephone advice line, social media and face-to-face job clubs, but it will also provide in depth mentoring help for those that need it.

- **Improving Employer Engagement**

The project has developed an employer engagement programme that will co-ordinate and manage the range of training, apprenticeships, and work experience and employment opportunities in the city.

Employer engagement officers are co-located within the Economic Development Team, linking in with community benefits and holding major and local job fair events.

The project will identify and understand the skills needed in the city in order to inform training and apprenticeship programmes. This work will include an understanding of the skills requirements of employers moving to Cardiff. The employer engagement officers will match and link in people with employers, offering a service for those who are looking to recruit.

- **Targeting Services at the Most Vulnerable**

The project will look at what data as a Council (and partners where GDPR allows) is held to specifically target the most vulnerable citizens in Cardiff.

This will include the development of the current Capita One system to create an integrated information system for monitoring young peoples' pathways into education, training and work. The data collected will be used for early identification of vulnerable young people and those with no planned destination on leaving compulsory schooling, so that appropriate support services can be offered to them before they leave the education system.

Support will also be targeted towards people identified as having additional needs, e.g. those with disabilities, refugees, young parents and homeless people. Additionally, support will be provided to individuals affected by the benefit cap providing one to one employability support-to-support participants back into employment.

- **Work Experience and Volunteering**

The Council's Volunteering Cardiff Portal has been developed to provide a more coordinated approach to maximising volunteering and work placement opportunities across the city. Opportunities are from all sectors and the portal is promoted widely, so it truly acts as a one-stop shop. It is maintained and updated constantly. The portal will monitor the outcomes of these opportunities.

- **Social Responsibility Project**

This project links to all the projects within the Inclusive Growth Programme and will support the delivery of some of their success measures. The Socially Responsible Procurement Project aims to:

- Maximise the delivery of community benefits through Council contracts.
- Establish an online community benefits tool that:
  - enables contractors to accurately report on the delivery of community benefits and for contract managers to hold contractors to account.
  - holds a menu of community benefits that the Council and partners would like to see delivered through Council contracts.
- Encourage key public sector partners in the city to also look to maximise the community benefits that they are delivering through their procurement spend.
- Establish Cardiff as a recognised 'real' Living Wage City.
- Promote the business benefits of Credit Union payroll schemes to Council contractors and support and increase in Credit Union members across the city.

### **Next steps**

#### **Employment Pathways & Volunteering**

Overseeing the further development of Into Work Services:

- Improve employer engagement.
- Improving the use of work experience and volunteering as pathway into work.
- Improve data sharing with the DWP, Careers Wales and partners.
- Ensuring Community Learning fully aligns with needs of the job market and reviewing vocational and entry level training and pathways into careers.

#### **Socially Responsible Procurement**

- Establish Cardiff as a recognised real 'Living Wage' city.
- Maximising the delivery of Community Benefits through council contracts.
- Establish an on line Community Benefits tool.
- Encourage key public sector partners to maximise community benefits delivered through procurement spend.

#### **Ensuring the needs of the most vulnerable are met**

- Overseeing development in other areas that are key to tackling poverty to ensure the needs of the most vulnerable are met e.g. Education & Youth Services, Advice Services, Early Help, Homelessness, Children Services, JCP.

## 2.4 Programme – Total Street

The vision of the programme is *‘Transformed and integrated services, delivered by highly productive, valued and supported staff, in a way that ensures a high quality, well-managed street scene to engaged communities and the city of Cardiff’.*

The key aims and outcomes of the programme are:

1. Joined up Council services to keep streets clean and well maintained within existing budget levels.  
**Outcome – to provide effective, efficient and aligned service delivery focusing on delivering the best for citizens, communities and the city.**
2. Proactive approach to street and public space enforcement to control concerns of litter, dog fouling and fly tipping.  
**Outcome – to deliver a zero tolerance approach to anti-social behaviour relating to street scene to improve behaviours of a minority number of citizens who adversely affect communities.**
3. Improve records relating to assets, inspection and maintenance to support effective and efficient digital service provision.  
**Outcome – to deliver end-to-end management and maintenance of assets relating to defects and remove failure demand.**
4. Boost recycling rates by placing a focus on education, community engagement, behaviour change and the delivery of sustainable complementary services such as re-use.  
**Outcome – to deliver legislative requirements on recycling whilst ensuring shaping of services through citizen engagement.**
5. Deliver long term recycling infrastructure, including Household Waste Recycling and Re-Use Centres to meet the demands from growth whilst promoting recycling and re-use.  
**Outcome – to deliver legislative requirements on recycling whilst ensuring recycling and re-use centres support citizen demand.**
6. Grow the ‘Love Where You Live Campaign to support residents, businesses, community groups and local/nation campaign groups to improve engagement and ownership for their local community and the broader environment.  
**Outcome – to deliver a sustainable volunteering and partnership approach to improve outcomes for neighbourhoods and foster robust communities that reduce waste and adopt re-use.**
7. Deliver digitalisation through the services delivered to improve effectiveness and efficiency whilst securing an improved customer experience.  
**Outcome – improving business process and digitalising will remove waste, improve timeliness of service and provide an improving customer experience.**

8. Develop a commercial and collaboration strategy to support service provision for key stakeholders in Cardiff and with regional partners.

***Outcome – to deliver sustainable services that support improving consistency across the city of Cardiff and the region.***

- **Waste (Bartec) Project**

The Waste Management Domestic Collections team required a replacement back office system to replace existing, unsupported software. This provided an opportunity to enhance functionality and introduce mobile technology for frontline teams as well as automate some functions, which were paper based and manual.

A new solution (Bartec) was procured and a new back office management system and in-cab mobile technology have been installed. This has enabled real time visibility of round progression, improved management information and better utilisation of resources.

Crews provide feedback via the in-cab devices on street completion information and report on events such as contaminated waste and broken bins.

A number of processes have been automated to improve service delivery and enable removal of paper work packs and manual processes.

The project team has worked closely with the Cardiff.gov App project team as the implementation of the new technology has meant that waste functions have been able to be added to digital channels.

- **Cleansing Round Re-design Project**

This project was established in September 2018 and the project team were provided with the following objectives:

- To digitalise cleansing rounds, moving away from existing paper based system and create a flexible and proactive system.
- Use a combination of litter based data and staff area knowledge to intelligently inform round changes.
- To establish operational efficiencies and savings.
- Review options to reduce core fleet.
- Improved links with enforcement.
- Establish improved productivity and operational efficiencies with existing staff numbers.
- Rounds to better allow for flexibility with sickness and holidays.
- Explore the opportunity to create teams to carry out specific requirements, i.e. bins, shop fronts.

Utilising Route Smart software and workshops with staff, two trials have successfully been carried out in both the east (covering Llanrumney, Rumney and parts of Pentwyn Ward) and the west (Ely and Caerau) of Cardiff. A mid-way review of the pilot has shown improvements in LEAMs (Local Environmental Audit and

Management System) scores in all areas. The project team has captured lessons learned that will further enhance the review, for example ensuring supervisors support and link up with staff towards the end of their shifts to resolve any issues that arise.

Trade Unions and staff have been fully consulted and involved in the redesign process, enhancing the new routes with local knowledge.

- **‘Love Where You Live’ Expanded Campaign Project**

In 2016, following an increase in litter related complaints, a strategic need was identified by Neighbourhood Services to encourage improved engagement and activity with citizens and community groups. *Love Where You Live* is a street scene project and campaign developed to create partnerships with the communities the Council serve as well as tailor services and the urban environment to enhance citizens’ lives. To date, this has delivered new Keep Tidy volunteer groups, increased volunteer litter picking hours, a roll-out of community planters and a partnership with Keep Wales Tidy. The campaign has delivered a number of successful campaigns to date and generated a total of 8,684 volunteer hours in 2017/18 (equivalent to £75,985 – at living wage). The project was also nominated for “Best Community and Neighbourhood Initiative” as part of the annual APSE awards in 2018.

The expanded campaign aims to broaden the reach of *Love Where You Live* to incorporate other community activity that will enhance this partnership approach with volunteers whilst further enabling community work. To build on the success of *Love Where You Live* while supporting the aims of the service area, it is proposed to expand the scope of the campaign in the following areas:

- Green Dog Walker campaign – Establish a system for good dog walkers to help deter dog fouling, supported by a communication campaign.
- Alleyway Friends of scheme – Provide advice, practical support and potentially resource for community groups interested in caring for and enjoying their adjacent alleyways and lanes.
- Volunteer Recycling – Establish a protocol, enabling volunteer Keep Tidy groups to separate litter so that a proportion can be recycled.
- Smoking Litter Campaign – Encourage smokers to dispose of cigarette butts responsibly.
- Refill Campaign – Align with nationwide campaign encouraging citizens to avoid single-use items.

Key achievements to date include:

- Signed up to the existing Green Dog Walker initiative, in partnership with Falkirk Council.
- Five cigarette butt bins installed across the city, designed to encourage smokers to dispose of their waste responsibly.
- Sign up to the Refill campaign, providing free public access to drinking water stations across the city.
- Community group identified to take part in a volunteer litter pick recycling pilot.
- Community group identified to take part in an alleyway greening project.



- **Sustainable Drainage Systems (SuDS) Project**

As of 7 January 2019, all Local Authorities in Wales became an authorisation body with full stoppage powers, otherwise known as a SAB (SuDS Approval Body). The Capital Ambition Delivery Team have been supporting the Planning, Transport & Environment Directorate, and more specifically the Flood & Coastal Risk Management team in preparing and resourcing for the aforementioned legislation.

Two phases were established for managing the delivery of the Cardiff SAB:

- Phase 1: Position the Council to be prepared and resourced for SuDS applications as of the 7 January 2019 deadline.
- Phase 2: Establish protocol and resource to manage the remaining key SAB functions, including inspections, maintenance, enforcement and adoption.

To date, the project team has:

- Analysed planning applications over previous four years to support resource and financial forecasts.
- Supported the establishment of an online application process while troubleshooting development issues. This is currently the only online application option in Wales.
- Undertaken team workshops and analysis of work practices to establish SAB team structure and options for the future.
- Undertaken a series of engagement workshops with stakeholder teams to establish how the wider authority will interact and support SAB.
- Established a framework of standard documents and guidance for developers.
- Worked with the Governance & Legal Directorate to establish a formal SuDS adoption agreement. This document will continue to grow and develop as SuDS solutions are established and proposed by developers.

- **64% Recycling Project**

This project has been set up to drive forward and deliver the 64% recycling target for Cardiff Council for 2019/ 20. The following broad range of initiatives have been developed as part of this undertaking:

- Targeted Campaign Phase 1: Stop Think Recycle: Regional Communications.
- Targeted Campaign Phase 2: Targeted Local Work.
- HWRC (Household Waste Recycling Centre) Education Stations.
- Commercial Recycling Skips Service.
- Single Use Plastic Consultation.
- Van Policy and Control.
- Reuse Shop.
- Increased Secondary Recycling.

To date the project deliverables have included:

- Additional staff resourced for HWRC sites.
- Identification of potential locations for additional HWRC site.
- Commencement of a South East Wales regional recycling campaign.
- Commencement of targeted local campaign with letters sent to householders that are rated either a Green (thank you), Amber (you could do a little more, here's how), and Red (you need to start recycling and here's how we can support you). It is expected the greatest gains will be from amber-rated households.

## **Next Steps**

### **Localities Working Programme**

This newly established Programme will replace the Total Street Programme, to ensure that the Council provides more joined up services to its residents. This is to be achieved by using a locality-based approach, using available data from across services and from citizens to inform city-wide changes to services alongside targeted interventions in communities where the levels of street cleanliness are currently below target.

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

Date: 26 June 2019

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Dear Huw,

### **Policy Review & Performance Scrutiny Committee: 10 July 2019**

On behalf of the Policy Review and Performance Scrutiny Committee thank you for attending Committee with the Annual Well-Being Report 2018-19. Please also pass on our thanks to Councillor Chris Weaver, Paul Orders, Dylan Owen and Gareth Newell for the comprehensive presentation. We offer the following comments and observations for your consideration and response.

#### **Variety of terminology**

The report contains a variety of terminology to reflect the improvement or otherwise in progress including colour coding and other means. This makes it difficult for the reader to assess the outcomes consistently and could be potentially confusing to members of the public. My invitation to meet Gareth Newell with other committee members separately to review rating terminology and presentation was accepted. The benefit of feedback from an impartial source was understood with the aim of making the report accessible to all.

#### **The self-assessment**

The Committee was keen to understand the rationale in respect of the self-assessment which identified objectives as satisfactory when there was significant variance in the level of achievement of the key performance indicators (KPIs). The Committee was advised that the KPIs were not the sole source of information and that reports from the Auditors Inspectors and Regulators had also been taken into account to provide a balanced assessment which was then challenged and moderated by the Cabinet to provide a rounded view of council performance and its ranking. However, the variety of information sources and the validity of factors used

to determine the self-assessment rating were not clear in the report and this should be included as one of the potential areas for improvement. Self -assessment, by its very definition, can vary in quality and objectivity.

Where the 2018/19 actual performance greatly exceeds the target for the following year, the target needs to be changed to reflect that or, if there are unusual factors for it remaining lower, that needs to be explained to avoid the target from being regarded as incoherent or unchallenging. The committee would expect all targets to stretch the organisation rather than appear to remain static and for this to be clearly demonstrated.

### **Key Performance Indicators with no data**

It was identified that approximately 25% of KPI's contained within the report had no targets or associated performance data. A key performance indicator has, by definition, some measurement attached to it otherwise it cannot be considered a KPI. 25% also appears to be a very high proportion of the Council's business which is unmeasured and the rationale for that level was not justified or explained in the report.

It was explained that the many of these KPIs related to Social Services and to the Well-Being agenda although committee members recall similar situations in previous years. It was stated that these were new indicators and no targets had been set. The committee considered that this should have been explained in the report and that appropriate measures should be identified at the earliest opportunity to resolve this anomaly and avoid this high level of unmeasured and untargeted activity in future years. It is rare, some would suggest unnecessary, that work performed and its outcomes and productivity levels cannot be quantified in some way.

### **Corporate Landlord**

The Committee considered that the implementation of the Corporate Landlord model had the potential to provide benefits and the report included some significant objectives. Information regarding the backlog of essential maintenance for corporate buildings was estimated to be approximately £100m but this could be as high as £250m. Some clarity was needed regarding the financial implications on the capital programme of this maintenance backlog. The committee was advised that property

condition surveys had been undertaken as part of a comprehensive review of council stock. These surveys had provided a greater depth of knowledge and understanding of the corporate estate which had updated the previously illustrative figures. It was identified that the key strategies related to the corporate estate would be brought to Cabinet in the near future along with maintenance priorities and the Committee stated that it would welcome being involved in a pre-decision scrutiny of these strategies.

The committee acknowledged the work undertaken on the implementation of Universal credit and with the management of 5000 queries when an initial target of 1500 was set. This target would be reviewed this year as the spike in queries was the result of the initial implementation of Universal Credit. Now that it is in place the number of queries is expected to reduce substantially.

### **Fostering and adoption**

The Committee expressed its concerns with the rising number of Independent Fostering Agencies (IFAs) and the need to increase the levels of adoption. The members were informed that increasing adoption was a key part of the Council's policy and that action was being taken in respect of IFAs. The committee welcomed the long awaited parity in the target set for looked after children compared with other children.

### **New Indicators**

Members of the committee recommended that additional performance indicators be considered to include:

- The impact and levels of poverty
- The number of new jobs created through Council Apprenticeships
- Contractors of the Council paying its employees a living wage

Once again, on behalf of the Committee, please pass my sincere thanks to all who attended PRAP Scrutiny Committee to assist us in consideration of the Annual Well-Being Report 2018-19

Yours sincerely,



**COUNCILLOR DAVID WALKER**  
**CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE**

Cc Members of the Policy Review & Performance Scrutiny Committee  
Councillor Chris Weaver, Cabinet Member Finance, Modernisation & Performance,  
Paul Orders, Chief Executive  
Gareth Newell, Head of Partnerships and Performance  
Dylan Owen – Head of Cabinet Office  
Joanne Watkins, Cabinet Office Manager  
Claire Deguara  
Cabinet Support Officers.

**CARDIFF COUNCIL  
CYNGOR CAERDYDD**



**COUNCIL: 18 JULY 2019**

**CABINET PROPOSAL**

**ANNUAL COUNCIL REPORTING FRAMEWORK LOCAL AUTHORITY SOCIAL SERVICES REPORT 2018/19**

**Reason for this Report**

1. The purpose of this report is for the Cabinet to receive the 10<sup>th</sup> Annual Report of Local Authority Social Services (Appendix 1) as required under Part 8 of the Social Services and Well-Being (Wales) Act 2014 (SSWB Act).

**Background**

2. From 2009/10, each council in Wales has been required to produce and publish an Annual Report as part of an Annual Council Reporting Framework (ACRF) for Social Services.

**Issues**

3. This is the 10<sup>th</sup> Annual Report of Local Authority Social Services, and the third such report since the implementation of the SSWB Act in April 2016.
4. The systems and processes established to inform its production have been refined and developed in 2018/19 to take account of learning from previous years. Feedback and comments received on the report this year will be taken into consideration during the preparation of future reports.
5. The Report will be submitted to the Care Inspectorate Wales (CIW). The Regulation and Inspection of Social Care (Wales) Act 2016 places the Annual Report on a statutory footing and CIW no longer produce an individual performance evaluation report for each council.
6. CIW do, however, send each local authority an annual letter which:
  - a. Provides feedback on inspection and performance evaluation activity completed by CIW during the year.
  - b. Reports on progress the local authority has made in implementing recommendations from inspections and/or child and adult practice reviews
  - c. Outlines their forward work programme.

The 2018/19 letter acknowledges the good level of corporate support for social services in Cardiff and is attached at Appendix 2.

7. The priorities for action identified in the Annual Report are reflected in the Directorate Delivery Plan for Social Services for 2019/20.
8. The Report was finalised as a result of engaging managers and staff in a structured challenge process.
9. The need to engage citizens who use or are eligible for Social Services in some level of challenge prior to finalising the report and lessons learned is noted. This year an event was held for young people and arrangements are in place to share the findings with teams.
10. Social Services approached a number of stakeholder organisations via C3SC regarding the challenge process and they responded positively, being keen to engage and provide feedback. A draft version of the outcomes and actions contained within the report was issued to these organisations and their feedback resulted in amendments to the report.
11. A planned session with citizens did not proceed due to low numbers, but consideration is being given to an event being held later in the year to gather feedback on the design and format of the report in order to ensure that future reports are as reader-friendly as possible.

### **Scrutiny Consideration**

12. The draft Report was considered at a joint meeting of the Children & Young People and Community & Adult Services Scrutiny Committees on 26<sup>th</sup> June 2019. The Scrutiny Committee letter is attached at Appendix 3.

### **Reasons for Recommendations**

13. To receive the Annual Report of Local Authority Social Services for 2018/19 in order to fulfil the responsibilities required by the Welsh Government in the document entitled 'Part 8 Code of Practice on the Role of the Director of Social Services (Social Services Functions)'.

### **Legal Implications**

14. The reporting requirements for local authority social services have been placed on a statutory footing by Part 8 of the SSWB Act and Regulations and Codes issued thereunder. The new legal provisions came into effect in September 2017.
15. Each local authority is required to produce an annual report on the discharge of its social services functions during the previous financial year (pursuant to s.144A of the SSWB Act), which must include:
  - i. an evaluation of the performance in delivering social services functions for the past year, including lessons learned;
  - ii. how the local authority has achieved the six quality standards for well-being outcomes;



- iii. qualitative and quantitative data relating to the achievement of well-being outcomes;
  - iv. the extent to which the local authority has met the requirements under Parts 3 and 4 of the SSWB Act;
  - v. objectives for promoting the well-being of people needing care and support and carers needing support for the following year including those identified by population needs assessments under section 14 of the SSWB Act;
  - vi. assurances concerning:
    - structural arrangements enabling good governance and strong accountability;
    - effective partnership working via Partnership Boards; and
    - safeguarding arrangements;
  - vii. the local authority's performance in handling and investigating complaints;
  - viii. responses to any inspections of its social services functions;
  - ix. an update on Welsh language provision; and
  - x. how the local authority has engaged people (including children) in the production of the report.
16. The report must be:
- i. published as soon as practicable after 31<sup>st</sup> March of the year to which it relates;
  - ii. presented to the council by the director;
  - iii. copied to Welsh Ministers; and
  - iv. made available on the local authority's website.
17. The Local Authority Social Services Annual reports (Prescribed Form) (Wales) Regulations 2017 prescribe the format and headings of the report, which must be followed.
18. Non-statutory guidance has been issued by the Association of Directors of Social Services and Welsh Government <file:///C:/Users/c052208/AppData/Local/Microsoft/Windows/INetCache/IE/T6Z6BOT7/Guidance-for-local-authority-annual-social-services-reports.pdf> which provides guidance on the statutory requirements and best practice. The guidance states that: 'Although the report must be delivered to the council by the director, it is the local authority's report on the performance of its social services functions. It needs to explain how the wider functions of the local authority such as transport, housing, education and leisure have contributed and will continue to contribute to the achievement of individuals' well-being outcomes.' (paragraph 4.13)
19. The decision maker needs to be satisfied that the Annual Report for 2018/19 meets the requirements set out in Part 8 of the SSWB and the Codes and Regulations issued thereunder, and complies with the non-statutory guidance, as referred to above.
20. Under executive arrangements, social services functions are the responsibility of the Cabinet (pursuant to section 13(2) of the Local Government Act 2000 and Regulations made thereunder, SI 2007/399),

which means that the Cabinet is authorised to approve the Local Authority's Social Services Annual Report, prior to submission of the report by the Director of Social Services to full Council.

### **Financial Implications**

21. There are no direct financial implications arising from this report.

### **CABINET PROPOSAL**

Council is recommended to receive the Local Authority's Social Services Annual Report for 2018/19.

#### **The Cabinet**

11 July 2019

*The following Appendices are attached:*

Appendix 1: Director of Social Services Annual Report 2018/19

Appendix 2: CIW Performance Review Letter 2018/19

Appendix 3: Letter from Chair of Joint Meeting of CYPSC and CASSC.

*The following Background Papers have been taken into account:*

Part 8 Code of Practice on the Role of the Director of Social Services (Social Services Functions)

The Local Authority Annual Social Services Reports - Guidance

# Local Authority Social Services Annual Report 2018/2019





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# 1

## INTRODUCTION

### MESSAGE FROM CABINET MEMBERS

**We very much welcome this, the 10th Annual Report of the effectiveness of the Local Authority's Social Services. As Cabinet Members with direct responsibility for Social Services, people who need care and support in our city are our priority, and this is reflected in the importance given to Social Services by the Cabinet and the Council as a whole.**

We would like to express our most heartfelt thanks to the wonderful social care workforce who work with the City's most vulnerable people, often at the most difficult times of their lives. In our experience, our workforce are highly committed to working in a person-centred way, with children, young people, families, adults and their carers. Their compassion and passion for making a difference, and doing what matters shines through. We are in awe of the ability of our workforce to embrace changes and continuously improve their practice, through working in a strength based way, responding to emerging issues such as exploitation whilst not being detracted from getting the basics right.

Amidst all the busyness and intensity it is important that we spend time with our frontline workforce time to celebrate what is going well. There have been some excellent opportunities to do this in the last year. The Signs of Safety Celebration Event, the Care Workers Awards, the Safeguarding Awards, the Ty Canna Volunteer Awards, are a small number of highlights. It is gratifying to see that the good practice in Cardiff has been recognised by regulatory bodies too. The inspection report of Crosslands Children's Home was exemplary and their focussed activity in our First Point of Contact and Independent Living Services was very positive.

It is also important we pay tribute to the people with care and support needs, and their carers, that Social Services in Cardiff work alongside. We have celebrated the achievements of the children for whom we are corporate parents in our Bright Sparks awards, and of our care leaver apprentices in our Bright Starts awards. To see young people who have overcome major challenges to achieve really positively is both moving and inspiring. We have seen the development of peer support in Ty Canna and the development of the volunteer workforce and the direction that people with learning disabilities have brought to our Learning Disability Commissioning Strategy. The impact of really good Social Services support which enables people to fulfil their potential and shine is the reason, despite all the challenges, we feel we have the best Cabinet portfolios!



**Councillor Susan Elsmore,**  
*Cabinet Member for Social  
Care, Health and Well-being*



**Councillor Graham Hinchey,**  
*Cabinet Member for Children  
and Families*

The challenges facing children's and adult's social services across the UK, and within Wales, have received increasing attention in the last few years. The impact of austerity on people, communities and local government budgets mean that the challenges of deprivation and disability can result in an increasing need for Social Services care and support. We have seen this particularly in children's services where we have evidenced concerning increases in the number of children looked after, albeit the highest proportion of those increases are in children who live with their own parents or extended families. In adult services, we have been more effective at mitigating the impact of an ageing population and austerity as we have invested in prevention and early intervention services and approaches. We are connecting people to resources in their own communities, and providing information, advice and assistance which is enabling more and more people to live their lives without statutory social care support. We have been able to make these investments, in significant part, because of targeted investment from Welsh Government through the Integrated Care Fund and in the last year the Transformation Fund. We are building on the success of early intervention and prevention for adults and have approved as a Cabinet a new model for children and families. Despite pressure on Council budgets, we have prioritised investment in these services, and it is also encouraging that Welsh Government are now investing Integrated Care Fund in services for children. It is important to emphasise that there remains an urgent need for a long-term sustainable funding solution for child and adult social care. Short term transformative investment is very welcome but the risks when it comes to an end are significant for organisations and most importantly for the people who are supported by the services it funds.

There is really much to be proud, and reflect positively on in this annual report.

Earlier this year we welcomed the publication by Welsh Government of the first national plan for health and social care Healthier Wales. We are delighted that the Cardiff and Vale Regional Partnership Board was the first in Wales to have our transformation proposals supported by Welsh Government, reflecting that we are well-placed to deliver the seamless services at the heart of the Healthier Wales vision. We have built on our successes in prevention by extending the First Point of Contact to work with people in hospital and support their timely discharge, through the Get Me Home service. We have also worked to expand and modernise our support for people with long term care needs on discharge from hospital through the Get Me Home Plus service and a review of the Community Resource Team. We should continue to celebrate the low levels of delayed transfers of care in Cardiff, particularly when compared with other parts of Wales.

Dementia Friendly Cardiff has made significant progress in the last year. More colleagues working for the Council and partners are dementia friends, and more of our Cardiff businesses are working towards Dementia Friendly status. We are incredibly proud of our new integrated day service in Grand Avenue, developed in partnership with Cardiff and Vale University Health Board. This service has been designed and is being operated to enhance the well-being of people with dementia. It has already been visited by the Community Health Council who reflected the positive impact it is having on the people who use the service.

There have been really positive developments in Children's Services – the impact of the Adolescent Resource Centre and Think Safe in supporting children and young people at the edge of becoming looked after and at risk of exploitation is very encouraging. We have evidenced reduced numbers of children becoming looked after across all age ranges at the end of this year as a result of the further embedding of strength based practice through our Signs of Safety model. It is heartening to see the progress being made to implement Signs of Safety across all Children's Services teams. There are also excellent examples of strength based working in Adult Services, particularly in mental health and learning disability services, particularly through our community day opportunities in Ty Canna and Tremorfa.

We welcome the honest and transparent approach to strengths, areas for improvement and priority actions within this report. We are committed to addressing the challenges in respect of recruiting and retaining our workforce in Children's Services and the direct care workforce in Adult Services. We are enhancing prevention and early intervention for children and young people. We are worried about the low numbers of children and young people who are leaving the looked after system and are committed to implementing a reunification framework. We are concerned about the supply and quality of accommodation and support for our children looked after and the number who live outside of Cardiff and neighbouring authorities. We are implementing new services closer to home to support more children to live in Cardiff when it is in their interest to do so. We are concerned about the impact of exploitation on people and are working with partners to proactively prevent and protect.

Whilst there will always be challenges in delivering such complex services in a diverse and growing city, this report demonstrates clarity of purpose, strong corporate leadership and a granular understanding of the issues we face. Progress is clearly being made and our direction of travel is clear. We look forward to building on our strengths and addressing the challenges we face in the year ahead.

The next year is about a positive and sustainable future for social services in Cardiff and with the continued support of our workforce, the Council, partners, people and communities, we are well placed to rise to the challenge.





# 2

## DIRECTOR'S FOREWORD AND ANALYSIS OF PERFORMANCE

### BUILDING ON OUR STRENGTHS, BEING OPEN ABOUT, AND ADDRESSING, OUR AREAS FOR IMPROVEMENT



**Claire Marchant,**  
*Director of Social Services*

### INTRODUCTION AND SUMMARY

As the Council's Director of Social Services it is one of my most important duties to report annually to Council on the quality and performance of Social Services in Cardiff. This is my first annual report as Statutory Director of Social Services with Cardiff Council, having taken up my position in July 2018. It is both a privilege, and a considerable responsibility, to start to understand, provide leadership to, and shape the improvement of outcomes for the most vulnerable people in our City. Alongside me, Deborah Driffield and Louise Barry have also joined the Social Services Management Team in the last year as Assistant Director of Children's Services and Assistant Director of Adult Services. As a new management team we have had the opportunity through fresh eyes to understand the strengths, challenges and opportunities facing Social Services in Cardiff.

This annual report is an analysis of the strengths, areas of concern and priorities for improvement. Social Services is a core responsibility of local government in Wales. We work alongside people – children, young people, adults and carers - facing significant challenges in living the lives they want to live. We are responsible for working with our partners in the Council, across public services and beyond to safeguard, protect, and improve outcomes and opportunities for our most vulnerable citizens.

Like many other local authorities, Cardiff is faced with the twin challenges of declining budgets and an ageing population. Cardiff is unique in the Welsh context in that the population of children, young people and working age adults is also growing which means we need to meet more needs across all parts of Social Services. Against this backdrop doing more of the same is not an option; nor is doing the same things differently. We are building an evidence base in Cardiff that doing different things, better, and for the right reasons, is also more cost effective and by far the best way forward if we are to manage up to another £17 million reduction in the Council's budget.

Having committed to strength based working, it is important that this annual report takes that strength based approach to evaluating the performance and impact of Social Services in Cardiff in the last year. Whilst there is much that is strong, there are areas that evidence shows we need to improve. What is important is that we:

- Are clear on the evidence used to give a rounded evaluation of performance (quantitative and qualitative data, feedback from complaints, compliments and comments, Member queries, engagement with children, young people and adults with care and support needs and feedback from regulators, partners and providers of service).
- Celebrate our strengths and understand what good looks like.
- Are open and transparent in respect of the areas where we need to improve.
- Have clear, prioritised and evidence based plans to address the areas where improvement is needed.

This foreword is my personal analysis of where we are – this summary is supported by the analysis of quality and performance detailed in the rest of the report. Overall, there is much to be proud of:

#### **In Adult Services:**

- Preventative services for adults are well developed.
- There are very low delays in transfers of care between hospital and community.
- We have leading edge integrated dementia services in Grand Avenue.
- There is evidence of strength based working in mental health and learning disability services which are supporting more people out of traditional day services.

#### **In Children's Services:**

- There is clear evidence of developing strength based practice as all areas strive to embed signs of safety.
- There is excellent practice in working with teenagers at risk of becoming looked after or exploited through the Adolescent Resource Centre (ARC) and the work of the Think Safe team.
- There are excellent internal services in Crosslands.

There is also evidence of areas where we need to improve. Particularly we need to:

- Move away from reliance on agency workers in Children's Services.
- Implement a new approach to early intervention and prevention.
- Support more children to end their period of being looked after more quickly.
- Urgently address issues in respect of sufficiency and supply of the right accommodation and support services for children.
- In Adult Services, we need to implement strength based practice and move towards outcome focussed, locality commissioning.

There is much to do, and risks to manage, but overall the priorities for improvement are understood and have the right corporate political and partnership arrangements. We have a mantra in Social Services 'doing the right thing is also the most cost effective thing to do'. This seems obvious in many ways. Invest in reabling people to keep them independent and they will need less long term care; invest in in-County fostering provision and fewer children are in expensive placements away from home and thus losing

connection with their local community. It is clear, however, that this ethos will be severely tested in the coming year – the challenges of reducing public finances, a social care sector which needs to realign the way it works to secure the right workforce, the demographics of a growing population, the growing risks of exploitation to children and adults will prove a real test of professional and political leadership. This may seem daunting, but by aligning priorities with our culture, partnerships, practice and systems we are well placed to continue to do the right thing.

This next year is about a positive and sustainable future for Social Services in Cardiff and with the continued support of our workforce, Council, partners and communities we are well placed to rise to the challenge.

### **Social Services at the heart of a corporate and partnership approach to improving outcomes for our most vulnerable citizens**

Success in Social Services is as much dependent on the centrality of Social Services in Cardiff to the whole authority priorities, and the quality of corporate leadership and support, as it is of the professional Social Services leadership. The positioning of Social Services in Cardiff as an important part of the wider People and Communities Directorate means the right connections are being made to strategically and operationally connect early intervention and prevention, accommodation, care and support and safeguarding.

Addressing the needs of the most vulnerable people in the City is at the heart of the Council's Capital Ambitions priorities. The investment in prevention and early intervention, and strong localities and communities, is essential to mitigate the barriers that are experienced by the children and families, adults with ill health and disabilities and older people who we work with. Cardiff Council demonstrates this through policy commitments and the priority afforded to prevention and Social Services within budgets even in the most austere of times.

The Council has also committed to developing strong, resilient and delivery focussed partnerships at every level – the Public Service Board, the Regional Partnership Board and partnerships connecting people and communities. These partnerships provide the joined up system leadership, interventions and approaches needed to address complex issues such as substance misuse, homelessness, poverty and mental ill health and exploitation which impact disproportionately on people with care and support needs.

### **Clear purpose which drives strategy and operations**

Much of the focus in the last year of the new Social Services leadership team has been to develop a clear vision and purpose supported by strategic delivery plans.

In Children's Services our commitment is to support children to live safely and well with their families wherever possible. We are committed to understanding what is important to children and families, promoting their rights and participation, and having the right range of services and interventions when additional support is needed. Our model of practice, Signs of Safety, recognises the strengths in every family situation, even when the risks are too great for a child to remain with their family for a period of time.

We are committed to shifting the balance of care and to achieving the following outcomes:

- Supporting more families to become kinship carers.
- Supporting more families to become special guardians.
- Recruiting more local authority foster carers.
- Working differently with Independent Foster Agencies.
- Supporting more children and young people at home on well-being, care and protection plans.
- Supporting more families, children and young people through early help and preventative services.
- Reducing the number of children and young people placed in residential settings and the length of time they are there.
- Reviewing all children and young people on a Care Order living with their parents and considering whether any can step down to Supervision Orders.
- Developing a reunification framework to support this strategy.

In Adult Services, there is an articulated purpose and underpinning principles, which guide strategy and practice. The purpose and underpinning principles are:

- **What Matters? (Person-Centered Care)**
  - o Information, advice and assistance should be easily accessible and tailored to the needs of individuals and their communities.
  - o Services should build outwards from the strengths of the individual, their family and their community.
- **Home First (Preventative Approach)**
  - o Social care packages should support people to remain part of their communities and remain close to their social and cultural networks.
  - o Services should be planned around an individual with support put into place before crisis point so that their quality of life can be protected for longer.
- **Sustainable Communities & Resources (Localities)**
  - o Services should be planned, designed and provided in partnership with individuals and organisations to ensure the most joined up approach possible at point of delivery.
  - o Support should be available locally and make the best use of assets in the community.

Priorities to deliver against this purpose are reflected in the Directorate Delivery Plan. We will work with people with care and support needs, carers, communities and partners to develop a 3 year strategic plan for adult Social Services and well-being in Cardiff in the next year.

### **Rights and Participation – Nothing about me without me**

One of the most important actions of the Council and partners, in the last year was the approval of the *Child Friendly Cardiff Strategy*. The Council and public service partners are working with Unicef to create a Child Friendly City. We are the first Welsh Council to do this and the 3-year programme is embedding children's rights in governance, policy and practice. In creating and sustaining places where the voices, needs, priorities and rights of children are an integral part of public policies, programmes and decisions, there is a real focus on improving outcomes for our most vulnerable children and young people.

*Child Friendly Cardiff* aligns completely with the 3 year strategic plan for Cardiff Children's Services '*Delivering Excellent Outcomes*'. The strategy has been developed with engagement with children and young people from the Bright Start Forum, 11 Plus Team and the Adolescent Resource Centre. We recognise there is more work to do fully embed rights and participation in everything we do from practice to strategy and to communicate effectively. To this end we are implementing the *Mind Of My Own* app which will give young people an instant and convenient way to express their views, wishes and feelings, and social workers a smart way to record them.

There has also been significant progress in the roll out of *Dementia Friendly Cardiff*. An e-module for training all Council staff has been developed and we are consulting on a dementia friendly website. Businesses continue to sign to the dementia pledge. Dementia cafes are running in all community hubs.

The Cardiff and Vale of Glamorgan Joint Learning Disability Commissioning Strategy which was approved by Cardiff's Cabinet in May 2019 was developed with people with learning disabilities and parents and carers and the priorities reflect what matters to people. This strategy now sets the standard for all strategic and policy developments to be developed meaningfully with people from the outset. The development of a strategic plan for adult Social Services is a priority for the next year and will be developed co-productively with people and communities.

### **Seamless working in action – delivering Healthier Wales**

*Healthier Wales*, the first national plan for health and social care in Wales, was published in June 2018. Healthier Wales sets out the vision of a 'whole system approach to health and social care' which is focused on health and well-being, and on preventing physical and mental illness. This is the first time Welsh Government has set out a shared plan for health and social care. The plan focuses on 'providing more joined-up services, in community settings', and the aim is to see 'a shift from healthcare which focuses on treating people when they become unwell, to one that provides services which support people to stay well, lead healthier lifestyles and live independently for as long as possible'. A £100 million Transformation Fund was set up to support the implementation of the plan.

Partners across Cardiff and the Vale of Glamorgan provide leadership to health and social care across the region through the Regional Partnership Board (RPB) chaired by Councillor Susan Elsmore. The Cardiff and Vale RPB was well placed in progressing transformation in Wales and was the first region in Wales to have its transformation fund proposals approved by Welsh Government. The investment has enabled the continued development of services which operate at the interface between hospital and community, particularly 'Get Me Home' and 'Get Me Home Plus' which are supporting people to leave hospital more quickly with preventative services or with care at home, reducing the disabling impact of longer hospital stay or the risk of moving into a care home. The transformation programme is also supporting the development of resilient communities in South Cardiff through an evidence based approach to developing compassionate communities. Social prescribing is being rolled out in partnership with primary care across the City. Seamless locality working between the Council and NHS partners is also developing and we have established an integrated leadership team to provide system leadership between Social Services and the Cardiff and Vale University Health Board primary, community and intermediate care team.

A second transformation proposal has been developed with a strong focus on integrated working to meet the needs of children, young people and families. Whilst this proposal has not yet been approved by Welsh Government, the vision it sets is being progressed by a newly developed regional partnership for children, young people and families. The aim of this partnership is to ensure that the same focus on community, early intervention, prevention and strength based practice is implemented with partners in the region as is proving transformative in the lives of adults and particularly older people.

### **Partnerships for prevention committed to doing what matters for people**

Strong and effective partnerships are also in place with other statutory and non-statutory providers, to join up services to improve outcomes and transform lives for both children, young people and adults.

Services which intervene early, prevent escalation of need, and connect people to their communities have continued to have a significant impact on the lives of adults in Cardiff in the last year. Significant new developments include:

- First Point of Contact (FPoC) became the primary point of contact for Health's Stay Steady, Stay Safe project, providing information, advice and assistance on falls prevention.
- Independent Living Service (ILS) introduced locality working encouraging greater collaboration with primary care for social prescribing and also developed a falls prevention service in partnership with Public Health.
- Day opportunities reduced waiting times from referral to first contact and expanded community connections through the community co-ordinator role.
- The Occupational Therapy Service has worked in partnership with disabled facilities to introduce the fast track ENABLE scheme, speeding up assessments and delivery of adaptations and also worked with the Innovate Trust to pilot use of smart speaker technology in supporting independent living.
- The Disabled Facilities Service has introduced a fast track service for hospital discharge, supporting the preventative agenda.

In the last year we have built on the strength around information, advice and assistance and preventative services for adults, to review arrangements for children, young people and families. In October, Cabinet approved a new delivery model for integrated early help and prevention. There has been extensive work throughout 2018/19 so that the service is in place from April 2019. The service development recognises that the Multi Agency Safeguarding Hub, because of its focus on high risk safeguarding and protection, was not best placed to provide information, advice and assistance. The development also recognised that there were excellent services and considerable resources invested but that a better, more holistic approach to children and families could be achieved through a single point of access which co-ordinates a wide range of resources to meet the needs of children, young people and families outside of statutory safeguarding and protection.

### **Building on strengths, addressing concerns, in practice and strategy**

Cardiff Social Services is committed to strength based working. We are investing in our people, our systems, and our practice and developing our culture to understand what is strong, what we are worried about, and what we need to do to next to build on strengths and put in place a range of actions to address concerns. In Children's Services we are now in the third year of implementing Signs of Safety as our model of practice. We have committed to implementing strength based working in Adult Services working through investing in collaborative communications, understanding what matters and agreeing outcomes with people.

We have reviewed our approach to systemically embedding strength based practice across all teams. The leadership commitment is to support front line practice, addressing system issues and align resources. There is extensive support through training. Sustaining and embedding strength based working is being achieved through continuing to develop preventative approaches, mentoring, action learning, quality assurance, supervision and commissioning differently.

A real highlight of the year was the Signs of Safety Celebration event that took place in January 2019. It was excellent to reflect on how teams across Children's Services are making a difference to the lives of children and young people and families by working in this way with participation and rights central to the way teams are working. A key message from this report is that whilst there will always be further to go to fully embed Signs of Safety in practice in Children's Services, there is strong commitment and reasons to be optimistic about progress. There has been a focus on refreshing the implementation plan and building in mechanisms which support effective safety planning and management of risk. We have started to evidence a reduction in the number of children becoming looked after as a consequence of supporting collective decision making and reflection. Numbers of children who are ceasing to be looked after are, however, the lowest in Wales and numbers of children on the Child Protection Register are also low. We are prioritising work to review the care plans of children who are looked after but live with their parents and implementing an evidence based framework for reunifying children with their birth families. Positively, we have seen a significant increase in the number of children supported to live with wider family networks (kinship carers) as a result of understanding the strengths that exist within wider families.



Strength based practice in Adult Services is at an earlier stage of implementation, but there are examples of this ethos underpinning the way we work alongside people, through the work of Independent Living Service, the First Point of Contact, Adult Mental Health Services and Learning Disability Services. Listening to the person, doing what matters, and developing services which enable people to live the lives they want to live, connecting them to some care and support is evident in these services through case studies and feedback. An 18 month programme to systematically implement strength based working in all parts of Adult Services commenced in early 2019. A comprehensive training programme, Collaborative Communications, is being delivered and is supported by a systematic approach to embedding strength based practice through supervision, positive risk taking, quality assurance and commissioning.

### **A fit for purpose social care workforce**

The greatest asset of Social Services is our workforce. Cardiff benefits from a highly committed workforce who frequently go above and beyond to safeguard, protect and support the well-being of the people we work with. Our workforce is hugely committed to the work they do. The Council has invested significantly in supporting the transformation of Social Services through training, development and system development. Our workforce needs the same direction, development and aligned systems to do the job they strive to do. We have the building blocks, with a new collaborative leadership structure across Social Services, to deliver whole service excellence we aspire to for all our citizens.

There are also significant challenges. Workforce development is a major priority in Adult and Children's Services, although the issues are different. A fit for purpose senior management structure is being implemented which will provide the right leadership across the whole of Social Services.

In Children's Services retention and recruitment of social workers is the highest priority. The numbers of social worker positions filled by agency workers is too high. Engagement with social work students and other potential recruits reflects that people who have placements in Cardiff have a positive and supportive experience. There are concerns regarding salary levels and recruitment processes. A recruitment and retention strategy has been developed, skill-mix is being reviewed across teams, and processes to support effective recruitment have been reviewed to ensure they are as efficient as possible. Relationships with the universities are being strengthened. The number of internal secondees to social work courses has been increased from 2 to 8. The career pathway, development opportunities and opportunities to specialise are being pulled together as the workforce offer.

In Adult Services there is a high degree of workforce stability and low levels of agency workforce. There is a priority need to develop career pathways to support the implementation of strength based working and to develop a workforce plan which optimises skill mix throughout all teams. There are some challenges in retaining and recruiting to specialist posts, particularly Approved Mental Health Practitioners (AMHP) which require an approach similar to the Children's Services strategy – particularly in supporting the internal workforce to develop as AMPHs.

As Director of Social Services, I have responsibility for workforce leadership across the whole social care sector. The Regulation and Inspection of Social Care (Wales) Act 2016 requires all care workers to register

with Social Care Wales. The register for domiciliary care workers opened in 2018 and their registration is mandatory from 2020. Registration has been slow in the last year and there needs to be an accelerated pace and focus in the work with providers and education and training providers will continue to be a major priority in the next year. Working with Social Care Wales, and regional partners, we will be promoting care as a career, linked to the wider strategy to develop career pathways, training and development and practice standards. This work is also linked to better commissioning of care and the opportunity presented by the Welsh Government policy set out in Prosperity for All through its identification of social care as one of five areas which have the greatest potential contribution to long-term prosperity and well-being of Wales.

### **Delivering flexible services which enable people to live the lives they want to live**

We are committed to developing a range of internal and commissioned services which are high quality and flexible enough to deliver outcomes which improve people's lives. There are excellent services both provided by the Council, and external providers which have an amazing impact on the lives of the people they work with.

In Children's Services the Council's children's home, Crosslands, received a very positive regulatory report which highlighted how strength based working is being used to support the children and young people who live there. We have developed services, such as the Adolescent Resource Centre (ARC) and Think Safe which work with children and young people who are at high risk of becoming looked after or exploited. Support4Families is working with other early help services, which has developed strength based working with families outside of statutory services. Numbers of Cardiff foster carers are comparatively low compared to the rest of Wales so we have reviewed the way we work to recruit, retain and support foster carers. The sufficiency and quality of the right type of residential provision is a concern.

In Adult Services, strategically we have worked with partners across the region to develop the first Cardiff and Vale of Glamorgan Joint Commissioning Strategy for People with Learning Disabilities, which reflects what is important to people living with a learning disability. An Older Person's Accommodation Strategy was also approved by Cabinet which sets out clearly the accommodation people want to have available to them if their need for care and support increases as they grow older.

There are excellent day opportunities for people with learning disabilities and mental health services which connect people to community resources, into volunteering and work opportunities and maintain well-being through peer support, occupation and therapy. There is a high quality of supported living for people with learning disabilities and a range of different accommodation and support options for people across the life course. The current system of domiciliary care commissioning has successfully increased capacity across Cardiff, and has been a significant factor in the low levels of delayed transfers of care for people discharged from hospital when compared to the difficulties experienced in other parts of Wales.

Building on these strengths, there are also areas where we need to accelerate improved internal service development and commissioning arrangements.

A Children's Commissioning Strategy is being developed which will drive an accelerated improvement in the quality and sufficiency of the right accommodation and support services. There are currently significant challenges in securing the right services at the right time resulting in children being in placements which do not fit fully with their care plan. The Council has committed to reducing the number of young people who receive accommodation, care and support outside of the Cardiff area where it is not in their best interest. To do this we are working internally, and with external providers to develop fostering and residential provision. We are also expanding edge of care services to younger children and their families building on the success of the ARC for teenagers and implementing a range of services to support reunification of children and young people with their families. We are working with our partners in the regional adoption collaborative to increase the number of Cardiff children who are successfully adopted and to improve adoption support.

In Adult Services, we are working with care home providers to undertake a comprehensive cost of care exercise which will result in a comprehensive understanding of the cost of providing residential care in Cardiff. This will address current inequities in the fees that are paid for similar care home services across the City. We are working with regional partners to agree a new contract with care homes which will ensure we are contracting for quality.

In October 2018, Cabinet approved a new approach to domiciliary care commissioning to be in place from November 2020 which will see a focus on locality working. We will be trialling new ways of working in the next year. The improved commissioning of domiciliary care is being progressed in parallel to the implementation of a review of the Community Resource Team which is supporting the redesign of the service to support more people, on discharge from hospital and in the community, to receive reablement support to maximise their independence. We are also implementing residential reablement which provides a step between hospital and home for people who may otherwise be at risk of requiring long term care.

Monitoring and reviewing the quality of care that is provided has been a key focus in 2018/19; there has been effective work to manage significant concerns to safeguard and protect people when there are provider performance issues. We need to work differently to intervene earlier with providers when there are early signals that support is needed to improve.

In Learning Disabilities, work is underway to develop strategy implementation plans. There is a major piece of work to recommission supported living services. We are also continuing to develop mental health and learning disability day opportunities. The Council is investing in transition workers in Ty Canna to work with young people with mental ill health. Learning Disability Services are strengthening connections with Into Work to maximise opportunities for people to achieve their employment, education and training outcomes.

### **Working in partnership to keep people safe**

Safeguarding children and adults at risk is the highest priority for the Council and partners. Cardiff works with partners in a Multi Agency Safeguarding Hub (MASH) to receive and respond to safeguarding concerns. The development of the MASH was a positive development in sharing information, managing

risks and making timely decisions. Significant work has taken place over the last year to improve the quality and timeliness of decision-making and to improve working between MASH and Intake and Assessment teams in Children's Services. We have also reviewed the timeliness and effectiveness of adult safeguarding and are progressing an improvement plan to improve the timeliness and effectiveness of decision making and investigations. A major priority for adult and children's safeguarding and protection in the next year will be the implementation of new All Wales Safeguarding Procedures. This work has been led by the Cardiff and Vale of Glamorgan Regional Safeguarding Board on behalf of all safeguarding boards across Wales.

We have also worked to develop practice in the work of the Independent Reviewing Officer and conference chair service. We are striving to improve system and process issues within the services, and ensure we have the right capacity as the number of children looked after has increased. The prominence of the voice of children and young people, and young people leading their own reviews has developed throughout the year.

We have strengthened governance and leadership of safeguarding from both a Council and a partnership perspective. Membership of the Corporate Safeguarding Board, chaired by the Cabinet Member for Resources, is at Director level and progress to embed corporate safeguarding in the last year has been recognised by Internal Audit and the Wales Audit Office.

We have developed, with partners, a Local Operational Group for Safeguarding, chaired by the Chief Executive and reporting to the Regional Safeguarding Board to ensure enhanced understanding of key safeguarding risks facing the city and a multi-agency, evidence based approach to addressing those risks. There has been significant progress in multi-agency work to strategically and operationally address the risk of exploitation to children, young people and adults. Progressing this work will continue to be a significant priority in the next year.



## **Inspection Outcomes**

The Care Inspectorate Wales (CIW) report on **Crosslands Children's Home** published in December 2018 concluded: "We found that young people are well cared for by consistent staff and management team. Young people are supported by a well trained staff team who use "Signs of Safety" as the underpinning model of care alongside restorative justice, individual plans and risk assessments. Care is taken to involve young people in education, health, social, and leisure activities and to maintain positive family links in line with individual care plans. We found that young people were making progress."

**Links Community Mental Health Team (CMHT) Inspection** – Joint Health Inspectorate Wales / Care Inspectorate Wales inspections found evidence that The Links CMHT provides safe and effective care and that service user satisfaction was high. Some areas for improvement were identified, most notably the environment which is run down, with actions identified within environmental risk assessments requiring implementation to ensure all risks are being appropriately managed. There were systems in place to promote safe and effective care, from referral, assessment, care and treatment planning, through to discharge. The inspection found a number of proactive initiatives being developed to help improve service users' experience of services. Generally record keeping was also of a good standard. However, aspects of record keeping, medicines management, safeguarding practice and integration of advocacy services required improvement. Overall, the inspection found management and leadership to be effective and staff told us they felt supported. There were good opportunities for more specialist training and staff had access to supervision and performance reviews.

**Focused activity in Adult Services First Point of Contact (FPoC)** – Care Inspectorate Wales (CIW) visited the First Point of Contact in April 2019. The feedback received was really positive and demonstrated that staff who worked within or alongside the FPoC were enthusiastic and felt that the co-location made a real difference in terms of collaborative work. CIW noted that "We found staff treated people with respect and provided people with a positive first point of contact. The staff we spoke with were enthusiastic and positive about working collaboratively with other disciplines and the small sample of people we spoke with who had been in contact with services were positive about the response they received".

**Focused activity in the Family Support Service (Children's Services)** - CIW visited the Family Support Service in April 2019. The feedback received in the annual letter from CIW noted that "early help preventative measures had undergone significant development over the past 12 months ... We observed a team culture where the voice of the child is central to practice. We heard about work with families where positive outcomes were achieved, and saw examples of extremely positive feedback from families who had received interventions."

**CIW Performance Review meeting** – the annual performance review meeting with CIW was held during the year and was a positive meeting. The response from CIW noted that “the local authority’s social services directorate has had a number of changes at senior management level over the last 12 months. The directorate has used these changes as an opportunity to build on good practice and review areas for development across the whole service. Consequently, the directorate has achieved a good understanding of its own strengths and areas of challenge in both adult and children’s services.”

Adult Services took part in a national self assessment in relation to older adults. The response from CIW was pending at the time of writing.

### **Challenge process**

The analysis and judgements in this report were subject to a process of challenge that included testing out and gathering feedback from staff teams via the Staff Ambassador Network. Challenge events were held with Cardiff Third Sector Council (C3SC) and a feedback event was held separately for children looked after and care leavers. Taken together, these engagement sessions enabled us to strengthen our evaluation and amend this report accordingly. A planned session with citizens did not proceed due to low numbers, but consideration is given to an event being held later in the year to gather feedback on the design and format of the report in order to ensure that future reports are as reader-friendly as possible.

## FUTURE CHALLENGES

### Top challenges facing Cardiff Social Services:

1	Recruiting, retaining and developing a permanent <b>social care workforce</b> with the right values, skills and experience and eliminating the need for agency workers.
2	Delivering a three year plan that combines <b>service and financial planning</b> based on robust evidence and business cases.
3	Delivering a <b>rights based approach</b> across Adult and Children's Services
4	Implementing an <b>Exploitation Strategy</b> to encompass new and emerging themes of exploitation.
5	Implementing work resulting from successful <b>transformation bid proposal</b> and progressing additional transformation proposal bids.
6	Implementing an <b>all age approach to disability</b> that works with children, young people, adults and families across the life course to provide continuity of workforce, culture, practice and services.
7	Implementation, with partners, of new <b>All Wales Safeguarding Procedures</b> .

### Top challenges facing Children's Services:

1	Implementing and embedding <b>early help</b> services to reduce demand on more intensive services.
2	Achieving the cultural change required to consistently embed use of the <b>Signs of Safety</b> model of practice across Children's Services and with partners.
3	<b>Commissioning sufficiency of the right type of services</b> in Cardiff to meet the needs of children looked after effectively and cost effectively, alongside safely reducing the number of children who need to be looked after.
4	Working with Councillors and Members to ensure that the Council is fulfilling its <b>corporate parenting responsibilities</b> for the increased number of children looked after.
5	Moving to <b>locality working</b> to enable staff to work closely in partnership with school clusters, early help services, health services and police to promote the well-being and protection of children, along with reducing the need for handoffs between teams.



**Top challenges facing Adult Services:**

1	Achieving the cultural change required to embed a <b>strengths based approach</b> to social work with adults.
2	<b>Sustainability of the domiciliary and nursing care market</b> – working with providers to implement the requirements of the Regulation and Inspection of Social Care (Wales) Act 2016.
3	Developing <b>locality working</b> which connects people with care and support needs to community assets reducing the need for long term social care support.
4	Developing <b>integrated working</b> with public service partners.

# 3

## HOW ARE PEOPLE SHAPING OUR SERVICES?

Cardiff Social Services is committed to creating the conditions that promote and embed **effective** and **meaningful** engagement with people at the heart of all our service development and review activities. By offering **a range of different engagement and participation activities** we aim to place people at the heart of our decision making, ensuring that individuals in need of care and support and those that care for people in receipt of services, have a genuine opportunity to get involved at a level and in a way that suits them.

To ensure that engagement is **planned, meaningful** and **carried out in a timely manner** we have drawn together all of our communication and engagement activities under one overarching Citizen Engagement Framework. This framework presents Social Services commitment to engagement. It includes our **engagement objectives**, our rationale for involving citizens in decision making, and the different approaches we are using to ensure engagement of all who wish to be involved.

We are also, in conjunction with the Vale of Glamorgan Council, developing a Community Engagement and Co-Production Policy and that outlines the approaches that will be taken to community engagement and co-production at a strategic, operational and individual level. The principles outlined in the Mental Capacity Act will also apply.

Examples of how people have been engaged or involved in service development during the year include:

- Development of **Digital Stories** where citizens have an opportunity to share on film their experiences of receiving services. A digital stories has been produced for the Adolescent Resource Centre ([https://youtu.be/B1Uu8\\_sOILc](https://youtu.be/B1Uu8_sOILc)) and stories for Community Resource Team, Learning Disabilities, Supported Living, Day Opportunities for Older People and Think Safe will follow in 2019/20.
- **Qualitative Survey** sent out to citizens, seeking feedback on the services they received.
- Support citizens to participate in our **recruitment** process for staff in line with our **Safe Recruitment Procedure** as interview panel members. An example of a recruitment process that included citizens during the year is the involvement of young people in recruitment to Independent Reviewing Officer posts.
- **Bright Sparks Group** - this well-established group of children looked after and care leavers engages in service and policy developments with the support of our advocacy provider the National Youth Advocacy Service (NYAS).
- **Bright Sparks Annual Award Ceremony** celebrating the success and achievements of **Children Looked After & Care Leavers** organised and hosted by children and young people

- Building on the 2018 **Think Safe Ambassador's Programme**, a further event was held in March 2019 with 30 Ambassadors from 8 schools in attendance. The Ambassadors Programme aims to:
  - o Raise awareness with young people of the various forms of exploitation, the signs to spot and how to keep safe.
  - o Reduce the risk of children being exploited.
  - o Empower young people and utilise their passion and enthusiasm to deliver the key messages to young people across Cardiff.
- The Disability Futures Programme engaged with families and children who attend Ty Gwyn in order to assist with the development of **services out of school for children with complex needs**. Activity included discussion and engagement with families to regarding current service provision and developing a number of pilot schemes for children with Autism Spectrum Disorder, challenging behaviour and Profound Multiple Learning Disabilities.
- A young person serves as an **advisor to the Corporate Parenting Advisory Committee**.
- **Young people receiving Youth Offending Service (YOS) interventions** have been encouraged to participate in strategic YOS processes. Young people were part of the evaluation process when we procured the Divert Service, and a young person was involved in the recruitment process for volunteers during the year.
- Plans being developed for young people to be engaged in the development of the **Children's Services Strategy**.
- Commissioned support for **families caring for a relative with a learning disability** to engage in service consultation and evaluation.
- Supported Living for Vulnerable Adults – Substance Misuse – people were engaged in the **review and model of supported living**.
- **Learning Disability Supported Living** – a consultation through the Learning Disability Partnership Board and Supported Living Team collated information on people's thoughts / comments on current and future service.
- **Learning Disability Joint Commissioning Strategy** – a professional and family poll was carried out by the Institute for Public Care (IPC).
- **Respite for Adults with a Learning Disability** – people were engaged in the design of future respite accommodation.

A selection of quotes which illustrate people's experience when we get things right is provided below:

- **Daughter of Community Resource Team user:**

*"Thank you so much to each and every one of you for helping my mum to live at home safely following time spent in UHW and Llandough Hospital. We are both deeply grateful for your assistance and appreciate all that you've done for her."*

- **Parent:**

*"I want to thank my social worker for all the support she has given me, supporting me every step of the way and checking to see how I am. Last year I went through a very hard time, you helped me through my court case and gave me a lot of courage and confidence, I was lucky you were by my side. I was very rude to you at the start which I am truly sorry for, but even then you were calm and patient with me. You have done so much for me and my son, I respect you more than anyone, now it's time to say goodbye I will miss you a lot"*

- **Judge to Social Worker from Children Looked After Service:**

*"A sterling example of what should be presented to the court".  
At the end of the hearing the judge stated that the social worker had  
"done everything possible".*

- **Learning Disability Support Living (service user):**

*"People used to talk to me like I was a child and that winds me up.  
The staff here listen to me and respect me."*

Work on the third national survey under the Social Services and Well-being (Wales) Act 2014 was undertaken. The results are referenced in the relevant chapter throughout this report.

- Adult Services issued 3,393 questionnaires.
  - o Response rate was 33% for adults in need of care and support and 36% for carers.
- Children's Services issued:
  - o 835 questionnaires to children over the age of 7.

- o 741 questionnaires to parents.
- o 250 surveys to young people aged 18+.
- o Response rate was 15 % for children, 9 % for parents and 5 % for young people aged 18+.

## **‘LEARNING THE LESSONS’ - COMPLAINTS AND REPRESENTATIONS**

Complaints are a key source of intelligence enabling understanding, learning and reflection in respect of people’s experience of Social Services.

### **Children’s Services**

- Received 185 complaints during 2018/19; increase from 124 in 2017/18.
- 21 complaints were received direct from children and young people (or an advocate) compared with 8 in 2017/18.
- The 185 complaints equates to 6 % of the children receiving services from us at any given time during the year.
- 6 Stage 2 investigations initiated in 2018/19
- Decreased from 8 carried out in 2017/18.
- Further reduction in referrals from the Public Services Ombudsman for Wales - 2 received in 2018/19 compared with 6 in the previous year; the Ombudsman made the following decisions:
  - o 1 case required no action to be taken.
  - o 1 case was recommended to progress to Stage 2 before any further involvement with the Ombudsman.

### **Adult Services**

- Received 70 complaints during 2018/19; small increase on 68 received in 2017/18.
- The 70 complaints equate to 1 % of the adults receiving services from us at any given time during the year.
- 4 Stage 2 investigations in 2018/19.
- Decreased from 7 in 2017/18.

- 2 referrals from the Public Service Ombudsman for Wales. Of these 2 referrals:
  - o 1 case is awaiting an outcome.
  - o 1 case was recommended to progress to Stage 2 before any further involvement with the Ombudsman.

### **Themes from Complaints**

- Residential nursing homes closing and citizens having to move to another home.
- Safeguarding of children where concerns raised did not appear to be acted upon.
- Other examples from Children's Services include:
  - o Decisions made by social workers.
  - o Lack of communication / returning telephone calls and sharing information contained in assessments.
  - o Inaccurate information presented to Court.
  - o Negative decisions following Viability Assessments.
  - o Fathers not being consulted during Well-being Assessments and information in assessments inaccurate.
  - o An increase in complaints from children looked after via advocacy.
- Additional examples from Adult Services include:
  - o Unhappy with services, e.g. internal supported living (learning disabilities).
  - o Access to respite services.
  - o Changes to care plans following reviews.

### **What have we done as a consequence of complaints received ?**

Each complaint investigation report is considered at a learning event and an action plan developed to address the issues raised. Actions arising from complaints result in changes at a system, policy and practice level as well as in individual cases. It is important that there is reflection and learning even if complaints are not upheld.

### **Compliments**

Children's Services received 99 compliments during 2018/19, a 71 % increase on the 58 received during 2017/18.

Adult Services received 32 compliments during 2018/19, a 68 % increase on the 19 received during 2017/18.



# 4

## PROMOTING AND IMPROVING THE WELL-BEING OF THOSE WE HELP

### WORKING WITH PEOPLE TO DEFINE AND CO-PRODUCE PERSONAL WELL-BEING OUTCOMES THAT PEOPLE WISH TO ACHIEVE

#### Outcomes we have achieved during the year:

- ✓ Children and their families are enabled by the implementation of Signs of Safety across Children's Services to identify their own strengths, worries and changes needed to achieve their goals.
- ✓ Children's voices are heard and children's rights are becoming embedded in everything we do.
- ✓ Young people have been involved in decisions about staff recruitment through having a say in recruitment in some Children's Services teams.
- ✓ Young people with disabilities are able to inform their transition plan.
- ✓ People enabled to make their own choices and take control over the care services and more are receiving Direct Payments.
- ✓ Voices of people are heard, better listened to and taken into account as a result of work towards implementing a strengths based approach when working with adults.
- ✓ People are better supported to experience a timely discharge from hospital and given information and advice about Council services and activities in their communities as a result of the Get Me Home and Get Me Home Plus service.

#### What did we plan to do last year ?

##### What did we plan to do last year and RAG status

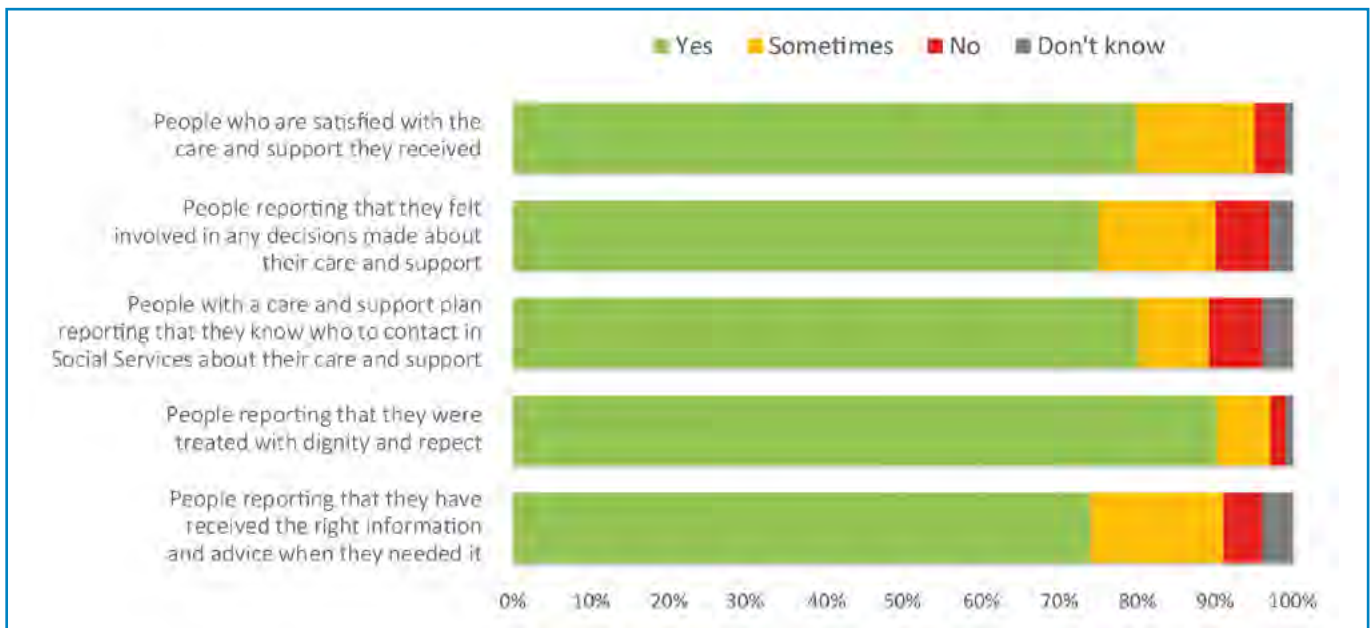
- **Empower people to remain independent at home** and reduce reliance on intensive interventions by preventing hospital admissions, accelerating safe hospital discharge and supporting assisted living by:
  - o Promoting the First Point of Contact service to prevent unnecessary hospital admissions.
  - o Developing a First Point of Contact to support people to leave hospital safely and in a timely manner.
  - o Extending Direct Payments to more people.
  - o Establishing reablement as the unifying model for the provision of community based domiciliary care.



- Embed the **Disability Futures Programme** by March 2023 to develop and implement remodelled services for disabled children, young people and adults across Cardiff and the Vale of Glamorgan to improve effectiveness and efficiency of services and outcomes for disabled young people and their families.
- **Ensure children and adults are protected from risk or harm and abuse** by:
  - o Continuing implementation with key partners of the **“Signs of Safety”** model, a **strengths-based whole-service methodology** for working with children and families in need of care and support; target completion 2022
  - o Designing and implementing a **parallel model in adult services** by 2022.
- Raise awareness during 2018/19 of the entitlement of **young carers** to have an assessment of their unique needs and ensure that there is appropriate provision to meet assessed needs.

**How far did we succeed? What difference did we make ?  
The change we want to see**

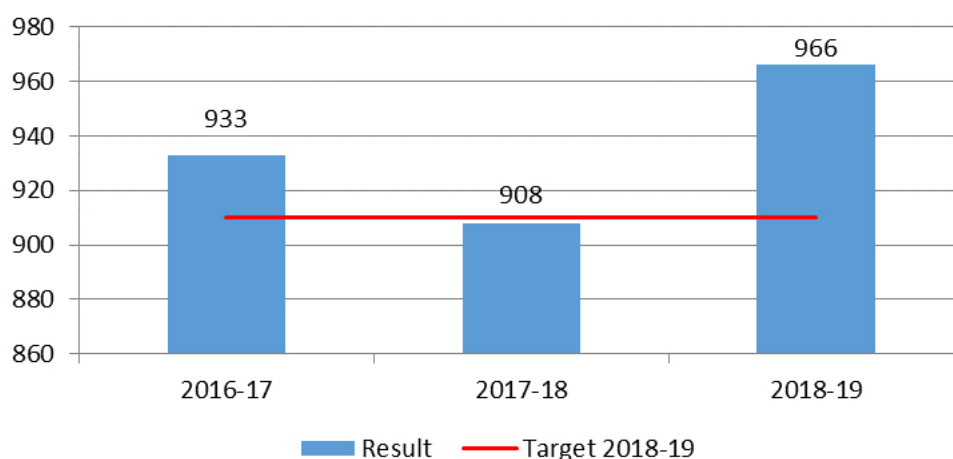
**Performance Update & Survey Results**



- *The percentage of adults who have received support from the information, advice and assistance service (IAA) and have not contacted the service again during the year*  
 2018/19 = 81.1 % (1,790 / 2,207)  
 2017/18 = 83.6 % (1,947 / 2,329)  
 2016/17 = 86.2 % (1,333 / 1,547)
- *The percentage of assessments completed for children within statutory timescales*  
 2018/19 = 70.1 % (2,020 / 2,940)  
 2017/18 = 75.7 % (1,983 / 2,618)  
 2016/17 = 86.3 % (2,056 / 2,383)
- *The total number of children and adults in need of care and support using the Direct Payment Scheme*  
 2018/19 = 966  
 2017/18 = 908  
 2016/17 = 933

The number of children and adults in receipt of direct payments during the year is 966 (192 children and 784 adults).

**Total Number of Children & Adults Using Direct Payment Scheme**



## Key Successes

- Expansion of the existing model for First Point of Contact to Adult Services to include people accessing services from hospital piloted during the year. This is known as the **Get Me Home scheme**. Initial outcomes are that people are being supported to return home earlier and with less support. Plans are being developed for the pilot to be fully implemented in 2019/20 as part of the phased implementation of the new well-being pathways which support people without the need for social work involvement. We are taking a holistic approach to facilitate safe and timely hospital discharge, promoting independence and people going home wherever possible with well-being services where they need them.
- A review of the **Community Resource Team (CRT)** model was undertaken during the year. The outcome of the review is improved partnership working to implement community reablement provision that addresses the needs of those with a higher level of need, including widening access to the service to people with dementia. The principle is that everyone should have the opportunity to be reabled to maximise their independence.
- Cardiff Council commissions Dewis Centre for Independent Living (CIL) to deliver the **Direct Payments** Support Service. This service provides the person in receipt of a Direct Payment with control over the choice of people who provide their care and the flexibility to organise their lives to reflect their needs holistically. We want to enable people to maintain and sustain independent living; building their confidence in the effective management and control of their financial resources and in their role as an employer and purchaser of services. We have seen a significant increase in the number of people with care and support needs receiving their support via a Direct Payment.
- Work has been undertaken during the year to prepare for the **Integrated Respite Service for children** (Ty Storrie) to transfer into the local authority in 2019/20. The service supports children and young people with complex learning disabilities and challenging behaviour and matching these two groups of children to receive support from the same service is challenging. We want children and young people to receive a seamless service which is co-ordinated and responsive from assessment of need through to delivery of respite.
- We are working with partners in the Vale of Glamorgan Council and the Cardiff and Vale University Health Board to **integrate disability services**. The positive impact of change is evident with parents experiencing a seamless approach to the continuing care process with reduced duplication and timely decision making across services.
- A **Joint Commissioning Strategy** for people with learning disabilities has been developed with the Vale of Glamorgan Council and the Cardiff and Vale University Health Board. The strategy outlines the vision over Health and Social Services across the region for the next five years. The priorities of the strategy reflect what is important to adults with disabilities and their carers,

needs and demand, current provision and finance. The strategy 'Promoting Independence and Improving Lives' will be launched during Learning Disability Week in June 2019.

- The **Cardiff and Vale Disability Index** continues to work well across the region for the people of Cardiff and the Vale of Glamorgan. Parents of children with disabilities are informed of services available across the region and anecdotal evidence suggests there has been a reduction in social isolation via a connected network.
- The **Attention Deficit Hyperactivity Disorder (ADHD) Parenting Service** continues to be commissioned (via Cardiff) to deliver a regional service working in collaboration with the Cardiff and Vale University Health Board Neurodevelopment Team, with contract arrangements in place until March 2020. There is an improved understanding of ADHD across education settings and a reduction in social isolation of parents with children with ADHD.
- The **Ymbarel Parents with Learning Disabilities Services** is commissioned (via the Vale of Glamorgan) delivering a regional service in collaboration with Cardiff and the Vale Children's Services, with contract arrangements in place until March 2021.
- A **Transition Service** across Child Health and Disability and Adult Learning Disability has been developed during the year. Children and young people now have an allocated transition worker and pathway planning is much clearer. We want to embed these new operational processes to ensure that all young people experience a seamless transition from Children's to Adult Services. We also want to focus on stakeholder engagement with schools and engagement with parents to ensure that the voices of people are heard and taken account of in the process of developing service.
- The **Signs of Safety (SoS)** model, a strengths-based whole-service methodology for working with children and families in need of care and support is being more widely applied with progress including using plain language that can be readily understood by families, using tools to engage children and young people and spending the necessary direct contact time with children in families. All early help staff, including partners, are being trained in SoS so that the approach from partners right at the start follows the same principles and practice. We want to ensure that SoS is implemented consistently with partners and that social workers have the time to apply the approach as thoroughly as they would wish.

*'Great to celebrate achievements and see how well SofS is working across the board. Well covered in various areas. Definitely be taking some ideas forward.'*

- We are working with Social Care Wales to introduce **strength-based approaches** to working based on understanding what matters to people in living their own good life.
- During the year we have started the process of determining the level of need and gaps in provision for **young carers**. We want young carers to be prioritised as a distinct group with a new pathway that supports the identification and assessment of young carers through our early help and statutory front doors and through our universal services e.g. schools and GPs.
- **Advocacy for children and young people** continues to be provided by the National Youth Advisory Service (NYAS) under regional arrangements with the Vale of Glamorgan. NYAS has worked with children and young people both within looked after and child protection systems providing them with support in relation to a range of issues such as representation at meetings, contact, placement, education, and leaving care. We want to increase the number of active offer referrals made to ensure accessibility for all children and young people eligible for the active offer of advocacy. Work to achieve this has started and as a result referrals are increasing.
- Cardiff Council Social Services and the Vale of Glamorgan Council Social Services, and the Cardiff and Vale University Health Board are jointly commissioning an Advocacy Gateway. The partners have developed a contract with Promo Cymru. The service acts as the Single Gateway to all **Adult Advocacy Services** in Cardiff and the Vale of Glamorgan and makes referrals onto approved advocacy providers according to the co-produced screening tool.

## Key Challenges and Risks

Whilst there are a number of strengths, analysis of performance has evidenced the following areas where we need to improve:

- Timeliness of Deprivation of Liberty Safeguards (DoLS) assessments.
- Consistency of strengths based practice across all teams in Adult and Children's Services.
- Assessments and services for young carers.
- Low numbers of children and young people taking up the offer of advocacy, although the number of active offers made has increased during the year.
- Design of services to change - proactively seek to keep people well rather than respond in a crisis.
- Challenges in the Independent Reviewing Officer service as number of children looked after increase.

### **Case Study – Community Resource Team**

*Mr.R – aged 85 – suffering from well-being issues such as isolation and low moods*

*Mr.R began to neglect his daily living tasks after his wife of 60 years moved into a nursing home. This included reluctance to take daily medications.*

*Community Resource Team officers recognised a need for a regular taxi to be arranged for Mr.R’s visits to and from his wife in the nursing home.*

*Following intervention, Mr.R reported improved health, an ability to maintain a balanced diet and an increased ability to cope with isolation and loss.*

*The reablement intervention offered has resulted in Mr.R receiving a long term care package of just one call per day for medication and meal preparation.*

### **Case Study – Transition**

*The mother / primary carer of a young person with disabilities was finding it extremely difficult to cope without any family to support and was at breaking point. She felt isolated and exhausted. Joint working was undertaken with Occupational Therapy, the local health board Continuing Health Care team and an external care provider. Throughout the project, the transition social worker was able to work with mum to relieve the pressures of caring and enable the young person to increase her friendship circle and physical activities which are important for her cerebral palsy. The young person is now more fulfilled, more independent and has an improved quality of life.*

*Mum was exhausted, isolated, stressed and on the cusp of burnout and didn’t know who / where to turn. Through the project we have really been able to flip that on its side and mum is now considering going back to work which is something she envisioned as it is important to her. The family are very happy they can spend quality time together.*



### **“More than Just Words” / “Mwy na Geiriau”**

The introduction of the Welsh Language Standards Act has strengthened the gradually improving position regarding the provision of bilingual services both in social care and the council as a whole. The Act has helped to reinforce the pre-existing social services requirements set out in Mwy na Geiriau for bilingual social services.

Social Services in Cardiff recognise the importance of meeting Welsh language need as part of routine assessment and care and are committed to providing and developing Welsh language services.

### Welsh Language Standards Objectives for Social Services:

Increase opportunities for people to receive Health and Social Care in Welsh by:

- Ensuring that an active offer of Welsh language services is communicated to all Social Services staff and within commissioned services.
- Including Welsh language service provision within third sector and independent contract specifications, service level agreements and grant funding processes.
- Developing plans to maximise ability to provide services in Welsh with current Welsh-speaking staff; where gaps in workforce capacity to deliver services in Welsh are identified these should be reflected in the organisation's Bilingual Skills Strategy.

Progress during the year has included:

- A Regional Forum with the Vale of Glamorgan and Cardiff and Vale University Health Board has been formed to take forward the objectives of More Than Just Words. This will enhance the coordination of Welsh language activity within the service, with partners, and will be key to resolving difficulties / issues in a coordinated way.
- The regional forum has met several times during the year, sharing practice and learning across our three organisations. The group has begun to discuss the following themes under the More than Just Words (MTJW) objectives and will collectively be taking associated actions forward during 2019/20:
  - **Objective 1: National and Local Leadership, and National Policy**  
Increasing the profile of the group and the MTJW objectives, through appropriate organisational and partnership governance structures.
  - **Objective 2: Mapping, Auditing, Data Collection and Research**  
Understanding sources and limitations of available data.  
Work towards developing a community and workforce profile during 2019/20.
  - **Objective 3: Service Planning, Commissioning, Contracting and Workforce Planning and Objective 4: Promotion and Engagement**  
Attracting and developing the Welsh language workforce, and strengthening links to organisations Workforce Strategies.  
Evaluating what works and what can be developed in staff language skill training.  
Understanding how and which standards to communicate to contracted providers.

o **Objective 5: Education and Objective 6: Welsh in the Workplace**

Welsh language training opportunities continue to be regularly promoted across the Council and service, from beginner to proficiency training.

Awareness training is a compulsory element of induction training in social care and forms part of the social work placement induction programme and a mandatory element of the First Three Years in Practice training programme.

- Cardiff Council Academy now directly employs a Welsh language trainer and there is potential for Welsh training services to be tailored to specific Social Services staff groups. 10 Social Services staff have undertaken Welsh language training during the year.
- Positive examples of social workers who are sensitive to identifying Welsh language needs during their casework with positive results. Further work is required to identify how well this is being done across the service and by non-Welsh speaking social workers.
- A meeting is planned with Cardiff social care providers (pending advice from Legal) to clarify with them their duties around the Welsh language, and where necessary support them to change.
- 130 Welsh speakers (to varying degrees of proficiency) in the Directorate.

Even though the percentage of Welsh speakers is relatively low, the numbers (likely now to be over 40,000) means that Cardiff is the local authority with the 4th highest number of Welsh speakers in Wales. The number of Welsh speakers in Cardiff has doubled since the 1991 census. The Cardiff and the Vale of Glamorgan Population Needs Assessment reports the following statistics regarding the Welsh language community profile of Cardiff.

The proportion of people of all ages who can speak Welsh in Cardiff is 11.1% - significantly below the all Wales average of 19%, but represents 36,735 people.

Over 1 in 4 young people aged 15 and under speak Welsh in Cardiff (26.7%) although this is still below the Wales average for that age group (37.6%).



## What are our priorities for next year and why?

- Embed a **rights based approach** for adults and children in everything we do
- Empower people to have choice and control over their own lives by appropriately offering **Direct Payments** to people
- Enable all young people with additional learning needs to play an active and central role in planning for their **transition to adulthood**
- **Support young carers and care leavers** with a range of interventions, including into-work support, assistance with transport needs and wider well-being provision
- Develop a **Parent's Participation Charter** to improve our partnership working with parents
- Develop and implement a **service for young carers**
- Implement the **new model for Community Resource Teams (CRT), including the Get Me Home Plus Service**, to improve and expand the provision to enable people to live good lives at home
- **Implement the 'Discharge to Assess' model** by March 2021, building on the success of the First Point of Contact (FPoC), enabling more people to be discharged safely through the development of night care services
- **Progressively implement a new way of delivering domiciliary care** by March 2021 that fully reflects local and community provision and the priorities of the Older Persons Accommodation Strategy
- Implement improvement plans for **Deprivation of Liberty Safeguards** and the **Independent Reviewing Officer service**

# WORKING WITH PEOPLE AND PARTNERS TO PROTECT AND PROMOTE PEOPLE’S PHYSICAL AND MENTAL HEALTH AND EMOTIONAL WELL-BEING

## Outcomes we have achieved during the year:

✓	Better placed to provide continuity of accommodation and support that better meets the needs of young people as a result of the recommissioning of accommodation and support in Cardiff.
✓	Better outcomes for young people engaged with the Youth Offending Service through the pilot of the Enhanced Case Management project (psychologically informed model).
✓	Better addressing parent well-being and improved family planning through the Reflect Service that works with parents to support them to make positive changes to their lives to avoid becoming repeat visitors to the family court.
✓	More people with mental health problems are being supported in the community following the expansion of Ty Canna.
✓	People are experiencing timely discharge from hospital to a more appropriate care setting as evidenced by the low number of delayed transfers of care for social care reasons (110 in 2018/19 which is the same as in 2017/18 – one of the lowest levels in Wales).
✓	Quality of care experienced by older people and their relatives in care home settings substantially improved by effective application of the Escalating Concerns procedure.

## What did we plan to do last year?

What did we plan to do last year and RAG status ?
<ul style="list-style-type: none"> <li>Enhance Early Help by March 2022 to support children and families before their needs escalate to the point that they require statutory interventions by agreeing a refreshed <b>Early Help / Preventative Strategy</b></li> </ul>
<ul style="list-style-type: none"> <li><b>Prevent children entering the criminal justice system</b> and work with children already in the criminal justice system to <b>reduce their re-offending</b> through the interventions delivered by partners in the Cardiff Youth Offending Service by March 2019</li> </ul>
<ul style="list-style-type: none"> <li>Review progress against the key improvement priorities identified as a result of the 2015 Her Majesty's Inspectorate of Prisons (HMIP) <b>Youth Offending Service Inspection</b></li> </ul>
<ul style="list-style-type: none"> <li>Identify and take forward opportunities to work with partners during 2018/19 to <b>promote Public Health</b> and reduce health inequality</li> </ul>
<ul style="list-style-type: none"> <li>Implement the recommendations of the <b>Community Services Review</b> in collaboration with the University Health Board, regarding the future model of Community Mental Health Services in order to effectively support and deliver community based mental health services by March 2020</li> </ul>
<ul style="list-style-type: none"> <li>Work with partners to maintain the reduction in <b>Delayed Transfers of Care</b> for social care reasons during 2018/19 to support more timely discharge to a more appropriate care setting.</li> </ul>

## How far did we succeed? What difference did we make? The change we want to see

### Performance Update

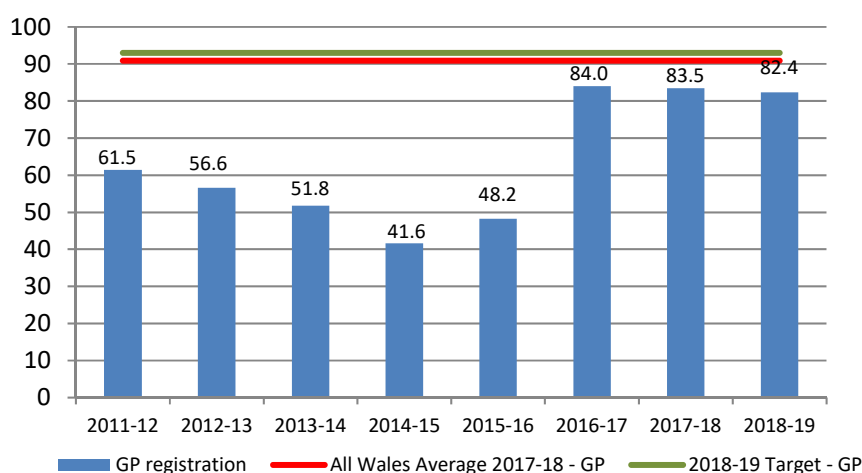
- *The percentage of children seen by a registered dentist within 3 months of becoming looked after*  
2018/19 = 35.2% (62 / 176)  
2017/18 = 59.6% (96 / 161)  
2016/17 = 48.4% (89 / 184)

Performance is thought to reflect the need to improve the recording of this information and as a result, systems have been put in place for gaps in recording to be monitored by the Children's Management Team on a regular basis.

- *The percentage of children looked after registered with a GP*  
2018/19 = 82.4% (332 / 403)  
2017/18 = 83.5% (348 / 417)  
2016/17 = 84.0% (321 / 382)

As above, performance is thought to reflect the need to improve the recording of this information and systems have been put in place for gaps in recording to be monitored by the Children's Management Team on a regular basis.

**Measure 31 GP registration for looked after children**

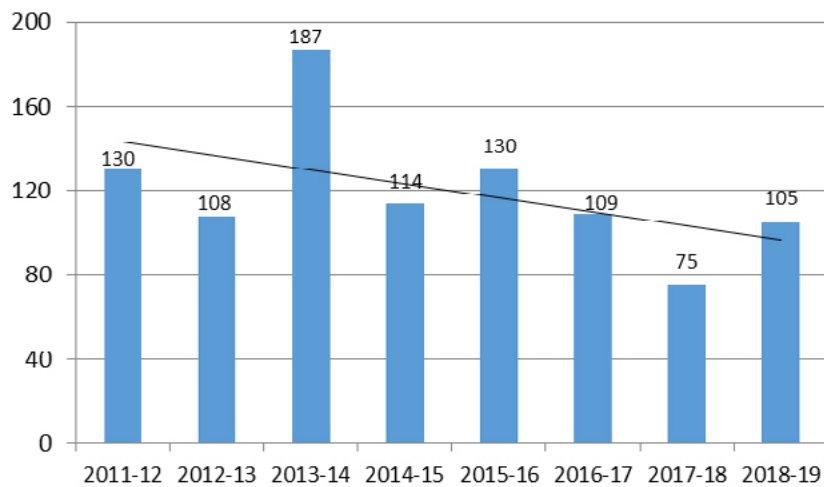


- *Number of first time entrants (FTEs) into the Youth Justice system*

During the year there was an increase in FTEs to 105 from 75 in 2017/18. The reasons for the increase include:

- o A gap between the Triage contract ending and the Divert contract starting at the beginning of the year. This service received referrals as a diversion from the criminal justice system and the delay affected 6 young people.
- o Increase in the number of arrests and subsequent convictions for possession of offensive weapons resulting from an ongoing operation to combat knife crime.
- o Some young people could not be diverted from becoming an FTE because they had previously been referred to the Divert Service or the offences committed were either too serious or for an offence that is automatically sent to court such as motoring offences.

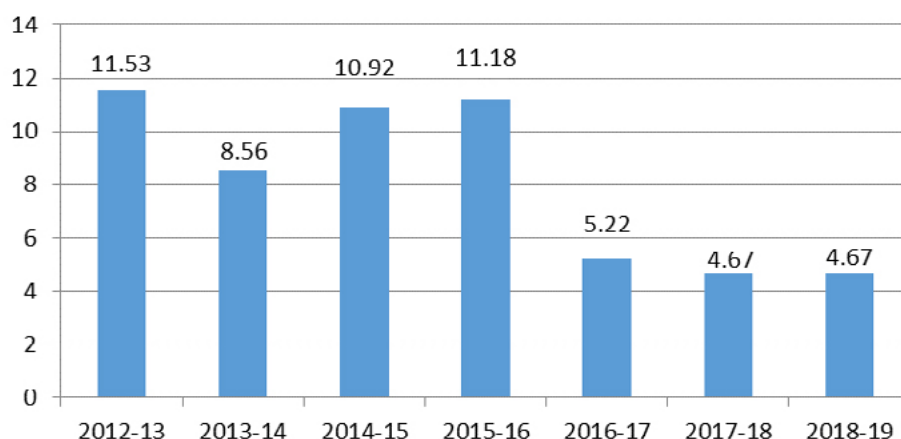
**First Time Entrants**



- *Rate of delayed transfers of care for social care reasons per 1,000 of the population aged 18 or over*  
2018/19 = 4.67  
2017/18 = 4.67  
2016/17 = 5.22.

Total number of delays for social care reasons aged 18+ = 110 which is stable from 110 in 2017/18 maintaining the improvement from 123 in 2016/17. Performance has remained stable at 4.67 in 2018/19 and 2017/18 from 5.22 in 2016/17 and 11.18 in 2015/16 (when the total number of delays for social care reasons aged 18+ was 263).

**Rate of delayed transfers of care for social care reasons per 1,000 population**



- *The rate of delayed transfers of care for social care reasons per 1,000 of the population aged 75 or over*  
2018/19 = 3.18  
2017/18 = 2.33  
2016/17 = 2.38

The total number of delays for social care reasons aged 75+ = 75 from 55 in 2017/18 as a result of winter pressures.

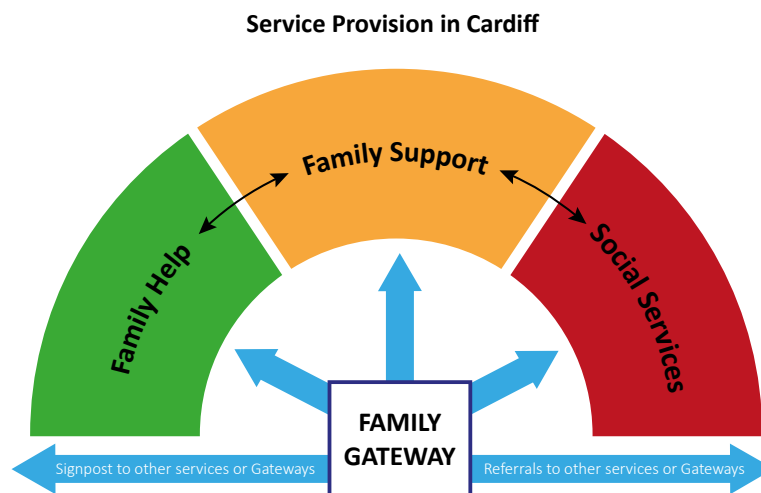
- *The percentage of adults who completed a period of reablement and:*
- *have a reduced package of care and support 6 months later*  
2018/19 = 83.9% (678 / 808)  
2017/18 = 85.3% (656 / 769)  
2016/17 = 66.7% (10 / 15)
- *no package of care 6 months later*  
2018/19 = 76.9% (621 / 808)  
2017/18 = 77.2% (594 / 769)  
2016/17 = 83.4% (251 / 301)

## Key Successes

- Early Help Preventative measures have undergone significant development and change over the past year. A new delivery model for **Family Help and Support Services** in Cardiff has been developed in readiness for implementation in 2019/20. We want to bring together existing services to create three new family support services that will provide the right support at the right time to families, children and young people:

### Cardiff Family Advice Service

- **Family Gateway Service** - the primary route-in for all referrals and requests for help
- **Family Help Service** - will provide a rapid response to families needing short term intervention
- **Family Support Service** - will work with families facing more complex or severe issues



- Despite an increase in the number of first time entrants to the **Youth Offending Service (YOS)** early in the year, numbers decreased throughout the year as a result of a range of work undertaken to address offending and reoffending rates. This includes the Divert Service (that diverts young people out of court process so they do not enter the Criminal Justice system), widening the scope of the referrals into the prevention service (meaning that the team have been able to provide more interventions responding to low level anti social behaviour in the community) and piloting the Enhanced Case Management (ECM) approach for our most complex cohort. Over the period of the pilot 10 high risk re-offenders have worked to this model which is informed by psychological input. Although not formally evaluated, early indications are that this has had a positive impact on our most significant reoffenders. We want to continue our focus on prevention and build on significant improvements that have been made with regard to sharing information and joint working between the YOS and Children's Services.

- We continue to work to **promote public health** and work has begun between Grand Avenue Day Centre and Windsor Clive School in Ely to develop a programme with primary school aged children. An intergenerational party was held at the Grangetown Hub to introduce older members of the community to the younger Hub users. We want to develop connections between generations to reduce the isolation of older adults and help them feel a greater sense of purpose and fulfilment. Other initiatives to promote public health include an **Intergenerational Walking Football** event (run by the Independent Living Service) for men with restricted mobility and pupils from Grangetown Primary School, **Dementia Action Week** to celebrate work taking place to improve the lives of people affected by Dementia and the new **Reading Well For Dementia scheme** available at all Cardiff libraries and hubs to help people's health and well-being.
- The rate of **Delayed Transfers of Care** (DToC) remains at one of the lowest levels across Wales. We want to ensure safe and timely hospital discharge, promoting independence and returning individuals to their homes wherever possible.

## Key Challenges and Risks

Whilst there are a number of strengths, analysis of performance has evidenced the following areas where we need to improve:

- Management of demand and complexity of caseloads in Children's Services.
- Low proportion of contacts to Children's Services resulting in an assessment.
- Members have written to the Director of Operations for the Mental Health Clinical Board Cardiff and Vale University Health Board recommending that a strategy and/or action plan be developed and implemented to give focus to the Community Services Review.

## What are our priorities for next year and why?

- Update guidance on **Multi-Agency Transition Planning** for young people with Learning Disabilities and Additional Learning Needs
- Implement the **new delivery model for an integrated early help and prevention service** for families, children and young people by June 2019 that brings together a variety of multi-agency provision across three distinct services; Family Gateway, Family Help and Family Support with the aim of reducing the impact of adverse childhood experiences on well-being
- **Develop a place based approach to enhancing well-being and protection for vulnerable children and families**, trialling new ways of working in an area of the city by March 2020



- Complete a service review of the **Youth Offending Service** by 2020 and review the effectiveness of interventions by the service to offending / re-offending rates
- Review progress against the key improvement priorities identified as a result of the 2015 Her Majesty's Inspectorate of Prisons (HMIP) **Youth Offending Service Inspection**
- Improve integrated working for **children with continuing care and complex health needs**
- Support people with learning disabilities and to be more independent by implementing a **Regional Learning Disabilities Commissioning Strategy** by March 2020
- Support people with mental health issues to be more independent by implementing the recommendations of the **Mental Health Community Services Review** in collaboration with the University Health Board, regarding the future model of Community Mental Health Services, in order to effectively support and deliver community-based mental health services by March 2020
- Continue to develop and enhance **community support and day opportunities for adults and young people in transition with mental ill health** throughout 2019/20 by extending the Ty Canna service
- Identify and take forward opportunities to work with partners during 2019/20 to promote **Public Health** and reduce health inequality

## TAKING STEPS TO PROTECT AND SAFEGUARD PEOPLE FROM ABUSE, NEGLECT OR HARM

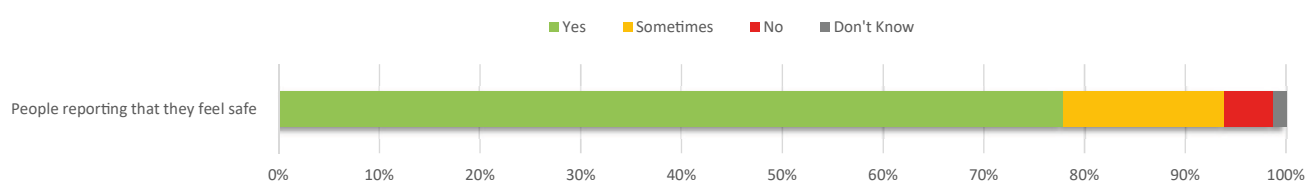
### Outcomes we have achieved during the year:

✓	Children are better protected from Child Sexual Exploitation (CSE) as a result of the impact of the CSE Strategy and the Think Safe! Team.
✓	Peer education in schools has better enabled children to identify when their friends are in danger of Child Sexual Exploitation and / or peer exploitation and know where to go for help (trained Think Safe! ambassadors in 14 schools to deliver peer education).
✓	Joint working with the Think Safe! Team and schools has given boys a better understanding of power, control, consent and the law and they are able to better keep themselves safe.
✓	Partners in education and health have increased understanding of their safeguarding responsibilities and when they should refer a professional for safeguarding concerns.
✓	Improved awareness of safeguarding in some communities by the provision of a comprehensive safeguarding policy and associated training.
✓	Further strengthening of safeguarding for adults by implementation of the outcome of a service review.
✓	Further strengthening of safeguarding with the regional development of a new escalating concerns process in Adult Services and the development of a new children's escalating concerns process to strengthen arrangements for addressing provider performance in order to achieve better outcomes.
✓	Consistent application of the Council's Escalating Concerns Procedure for adults.
✓	Improvement in awareness of safeguarding across the Council by introduction of a new Corporate Safeguarding Policy and mandatory e-learning module on Safeguarding Awareness.
✓	Improved safeguarding partnership arrangements through the Regional Safeguarding Boards and development of the local Safeguarding Operational Group for Cardiff to address emerging issues in the City in a timely way.

## What did we plan to do last year?

What did we plan to do last year and RAG status ?
<ul style="list-style-type: none"> <li>• Ensure the Council's Corporate Safeguarding Strategy is implemented</li> </ul>
<ul style="list-style-type: none"> <li>• Ensure children and adults are protected from risk of harm and abuse by <b>raising awareness</b> among public and professionals for the duration of the plan</li> </ul>
<ul style="list-style-type: none"> <li>• Ensure children and adults are protected from risk of harm and abuse by revising the <b>Child Sexual Exploitation Strategy</b> by March 2019 to encompass new and emerging themes of child and adult exploitation</li> </ul>
<ul style="list-style-type: none"> <li>• Renew the <b>safeguarding vision and strategy</b> across the Directorate by March 2019 in order to take account of new national policy and practice guidance currently under development</li> </ul>
<ul style="list-style-type: none"> <li>• Embed the <b>Quality Assurance Framework</b> in Children's Services and adapt for implementation Directorate-wide by March 2019 to ensure that children, families and adults benefit from the highest possible standard of service within resources</li> </ul>
<ul style="list-style-type: none"> <li>• Commission an independent review of the effectiveness of the <b>Multi Agency Safeguarding Hub</b> in consultation with the Regional Safeguarding Children Boards and consider recommendations for change / improvement with a view to implementing changes by March 2020</li> </ul>
<ul style="list-style-type: none"> <li>• Review and develop mechanisms to improve <b>engagement with communities</b> at large and faith communities in particular by March 2019 to improve the safeguarding of children across the various communities in Cardiff</li> </ul>
<ul style="list-style-type: none"> <li>• Embed strengthened <b>Adult Protection procedures</b> in consultation with staff and partners by March 2019 to ensure that adults are protected from harm</li> </ul>

## How far did we succeed? What difference did we make? The change we want to see



- The percentage of re-registrations of children on local authority child protection registers*  
 2018/19 = 4.8% (16 / 330); 2017/18 = 6.6% (26 / 391); 2016/17 = 3.9% (13 / 343)  
 Of the 330 children who were added to the Child Protection Register (CPR) during the year, 16 had been on the CPR during the previous 12 months.
- The average length of time for all children who were on the child protection register during the year*  
 2018/19 = 233 days (88,115 / 378); 2017/18 = 250 days (87,985 / 352); 2016/17 = 230 days (113,250 / 492)
- The percentage of adult protection enquiries completed within statutory timescales*  
 2018/19 = 84.0% (1,052 / 1,253) from 97.9% (1,400 / 1,430) in 2017/18.  
 A review of adult safeguarding has taken place following concerns regarding timeliness of decision making in the first half of the year. The strengthened management that followed has resulted in performance improving in the second half of the year, but it continues to be closely monitored by the Operational Manager via weekly reports.

## Key Successes

- The events of the National Safeguarding Week in November 2018 were a resounding success in **raising awareness of safeguarding** and demonstrated the effective work achieved by the Communication and Engagement sub-group of the Regional Safeguarding Board (RSB) and the Business Unit of the Boards.
- Cardiff is well positioned across the whole of the UK, in terms of being a forward thinking Local Authority in all matters relating to **Child Sexual Exploitation** and the exploitation agenda, proactively developing child focussed practice to address the elimination of the exploitation of children. We are developing an Exploitation Strategy for Cardiff and the Vale of Glamorgan (that focuses on both child and adult exploitation) to raise awareness of the forms, risks and effects of exploitation and ensure an effective multi-agency strategic response to the identification and safeguarding of children and adults who may be at risk of exploitation.
- A report on the mapping and analysis of support for children exhibiting **Harmful Sexual Behaviour** was completed during the year and a commissioning process undertaken in order to agree the services available to support children exhibiting Harmful Sexual Behaviour. These are now in place and overseen by the Think Safe! Team manager. Children are receiving timely and appropriate support interventions to ensure their safeguarding.
- A new process for dealing with concerns around **Female Genital Mutilation** (FGM) has been developed and agreed by multi-agency partners. An FGM toolkit has been developed nationally and is being trialled by Cardiff Multi Agency Safeguarding Hub to ensure that all FGM referrals are screened and prioritised appropriately.
- A **Quality Assurance Framework** for Children's and Adult Services is in place and will help formalise all quality assurance activity across the Directorate. We want to ensure a robust and consistent approach to quality assurance across the Directorate.
- A review of the **Multi Agency Safeguarding Hub** (MASH) was finalised and actions are being taken to improve the capacity and efficiency of referral management and risk assessment systems in collaboration with key partners. The establishment of the Cardiff Family Advice Service will present opportunities to further develop the MASH model with the aim of reducing the 'handoffs' between MASH and Children's Services.
- A new specialist **violence against women, domestic abuse and sexual violence** (VAWDASV) service has been established in Cardiff (RISE) so we can provide a tailored response dependent upon level of risk, level of need, age and impact of domestic abuse. Dedicated social work support at RISE will ensure that any escalation to a statutory response is managed and provide specialist and direct liaison with the RISE service.

- The Mosque Safeguarding Policy is now embedded and training has been completed for all Mosques across the city. A series of training sessions have been undertaken with volunteers in the city who are supporting families who are part of a Syrian Refugee Resettlement programme. These events have ensured that the communities and faith sectors understand the safeguarding expectations and the protection of children. The next phase of **engagement with communities** will ensure that similar policies and events are developed across other faith sectors and communities across the city.
- A threshold document has been agreed and is being developed to support staff in identifying clear rationale for decision making within **adult safeguarding**. Following a dip in performance on 7 day enquiries, an improvement plan has ensured safeguarding is now screened consistently and in a timely manner, thus ensuring that the most urgent cases are prioritised and responded to effectively and in line with the expectations of the Act.

## Key Challenges and Risks

Whilst there are a number of strengths, analysis of performance has evidenced the following areas where we need to improve:

- Ensuring consistency of quality assurance processes to support practice improvement.
- Transition of cases between Multi Agency Safeguarding Hub and Intake and Assessment.
- Full implementation of adult safeguarding improvement plan.
- Quality of some provider services evidenced by the number being managed through the escalating concerns processes.

### **Case Study – Think Safe Team**

*M was 15 when she was referred to Children’s Services due to significant CSE. M had a complex and traumatic childhood. She was living with her aunt who was committed to her. M was functioning significantly younger than her age. M had links with the homeless community due to her childhood. Adults were giving M drugs, taking her around the city (trafficking) and it is strongly suspected she was sexually exploited. M was regularly missing.*

*A multi-agency plan was put in place and regularly reviewed. M learnt about CSE, how to keep safe and what a healthy relationship is. M is now safe; she didn’t experience any further CSE and is looking forward to college.*

### **Case Study – Adult Safeguarding**

*The Adult Safeguarding team received a referral for Mrs. B from her mental health outreach support worker during the year. It detailed possible financial and psychological abuse. Initial steps were taken to set up a multi-disciplinary meeting and consultations were made with the police and the relevant Community Mental Health Team. We advised them to take Mrs. B to Housing Options who also provide debt advice. This proved to be hugely beneficial and with minimal intervention a significant difference was made in this case.*

## What are our priorities for next year and why?

- Implement the new **All Wales Safeguarding Procedures** by March 2020 – in collaboration with staff and partners – to ensure that adults at risk are protected from harm
- Fully embed the Council's **Corporate Safeguarding Policy** by March 2020 to ensure an effective approach to implementation across the Council
- Implement an **Exploitation Strategy** by March 2020, to encompass new and emerging themes of exploitation
- Ensure children and adults are protected from risk of harm and abuse by **raising awareness** among public and professionals for the duration of the plan
- Embed the **Quality Assurance Framework** in Adult and Children's by March 2020 to ensure that children, families and adults benefit from the highest possible standard of service within resources
- Implement new arrangements within the **Multi Agency Safeguarding Hub** to take account of the new Early Help Service
- Implement fully the improvement plan for **adult safeguarding**
- Implement a new system of **provider quality assurance** to intervene earlier when there are early signs of quality concerns





## ENCOURAGING AND SUPPORTING PEOPLE TO LEARN, DEVELOP AND PARTICIPATE IN SOCIETY

### Outcomes we have achieved during the year:

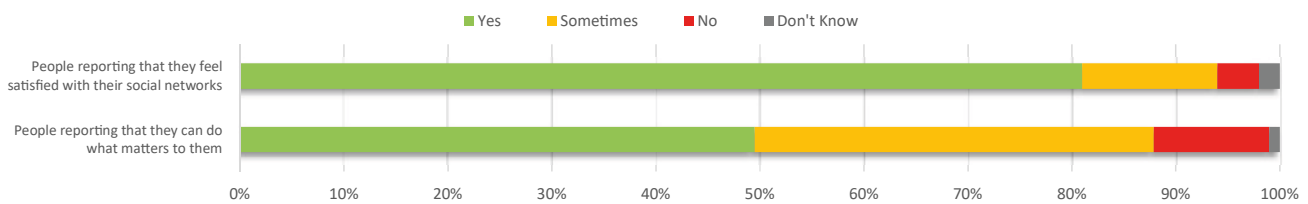
✓	The Bright Start Traineeship Scheme continues to support children looked after and care leavers to access traineeship opportunities within Cardiff Council. 42 young people gained work experience via traineeships in 2018/19 and 3 of these trainees went onto paid employment opportunities. The scheme has been highlighted as an area of good practice by ESTYN.
✓	Better enabled young offenders above school age to reach their potential by improving engagement in education, training and employment by 2.3 hours per week (33.3%) for young people above statutory school age throughout the duration of their involvement with the Youth Offending Service.
✓	Achievement of educational outcomes for children looked after with 91.4% (32 / 35) of children looked after achieving the Core Subject Indicator at Key Stage 2 (reaching Level 4 in Science, Mathematics and English or Welsh) compared with 56.8% (50 / 88) of all children who need care and support.
✓	The voice of young people who receive care and support from Children's Services has been heard through Child Friendly Cardiff work.
✓	More children engaged with preventative services to prevent anti social behaviour from escalating in communities.
✓	Life experience for children and adults with visual impairment, hearing loss or dual sensory loss is enhanced by access to appropriate information, equipment and services to facilitate the independence of individuals.
✓	The voice of people with dementia continues to be heard in achieving 'working towards' Dementia Friendly City status. Staff and business awareness of dementia improved through corporate training programme.
✓	Improved quality of life for people with dementia through the development of specialist day opportunities and working towards Dementia Friendly City status.

## What did we plan to do last year?

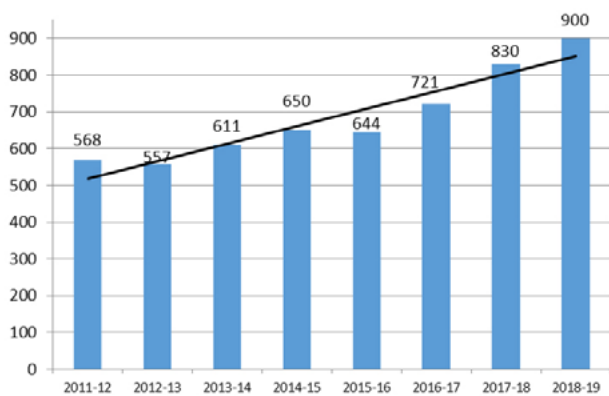
What did we plan to do last year and RAG status ?
<ul style="list-style-type: none"> <li>• Review pathways for <b>children with sensory impairments</b> and further develop partnership working across Children's and Adult Services and with 3rd sector sensory impairment organisations during 2018/19 to:               <ul style="list-style-type: none"> <li>o Improve access to information and services for children and adults with sensory loss.</li> <li>o Provide clear and consistent pathways between Social Services and Education Directorates and with 3rd sector sensory impairment organisations to support children and adults with sensory impairments in Cardiff</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Ensure the best outcomes for children and young people for whom your Council becomes responsible by embedding the Corporate Parenting Strategy across the Council and partners by March 2019 to promote the achievement of the same positive outcomes for children in care that every good parent would want for their own children</li> </ul>
<ul style="list-style-type: none"> <li>• Ensure the best outcomes for children and young people for whom your Council becomes responsible by improving the Council's capacity to commission and provide high quality cost effective placements within the Cardiff area, reducing the need for children looked after to be placed out of area by March 2023</li> </ul>
<ul style="list-style-type: none"> <li>• Consolidate Cardiff's status as a recognised Dementia Friendly City during 2018/19 to support those affected by dementia, enabling them to contribute to, and participate in, mainstream society. This will include:               <ul style="list-style-type: none"> <li>o Refurbishing existing day centres to provide dementia support</li> <li>o Establishing a specialist dementia day service in partnership with the University Health Board</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Work with Communities during 2018/19 to tackle social isolation</li> </ul>

## How far did we succeed? What difference did we make? The change we want to see

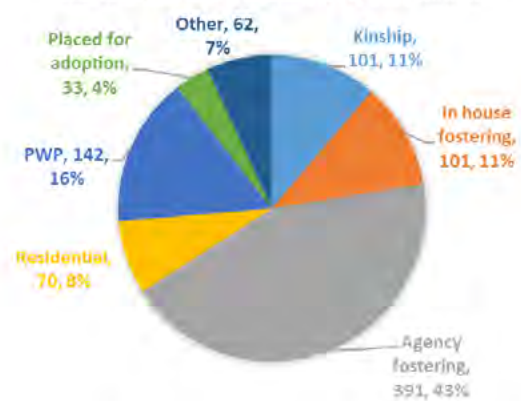
### Survey Results



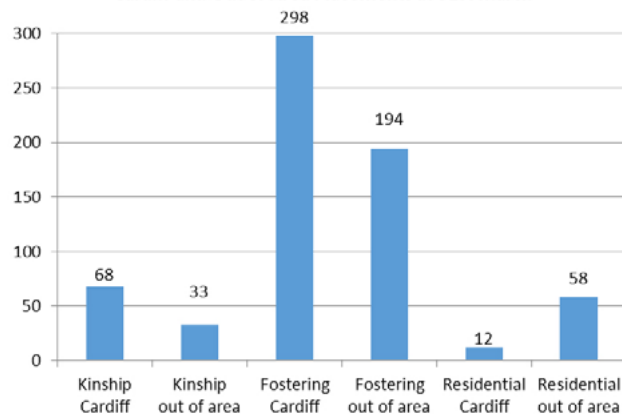
Number of Children Looked After at 31st March



BREAKDOWN OF PLACEMENTS AT 31ST MARCH



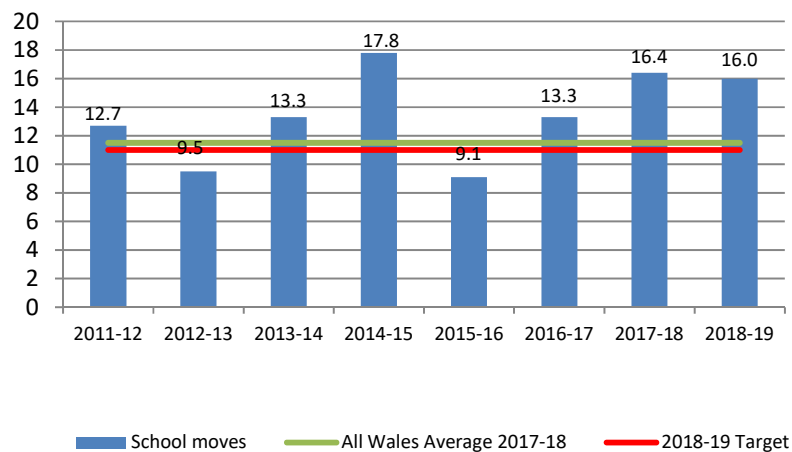
Cardiff and Out of Area Placements at 31st March



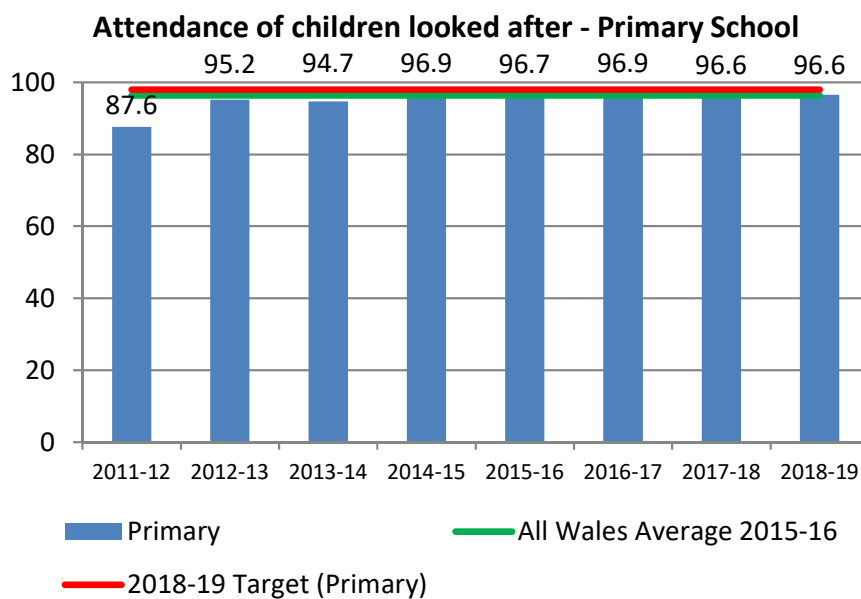
### Performance Update

- Percentage of children achieving the core subject indicator at key stage 2*  
 2018/19 = 56.8% (50 / 88)  
 2017/18 = 50.0% (41 / 82)  
 2016/17 = 50.0% (39 / 78)
- Percentage of children achieving the core subject indicator at key stage 4*  
 2018/19 = 13.5% (10 / 74)  
 2017/18 = 12.0% (9 / 75)  
 2016/17 = 18.4% (16 / 87)
- Percentage of children looked after who, during the year to 31st March have experienced 1 or more changes in school during periods of being looked after that were not due to transitional arrangements*  
 Performance remained stable at 16.0% (91 / 570) compared with 16.4% (81 / 494) in 2017/18. This reflects concerted efforts to ensure that all children are suitably placed and that children are returned to Cardiff from out of area placements where this is appropriate.

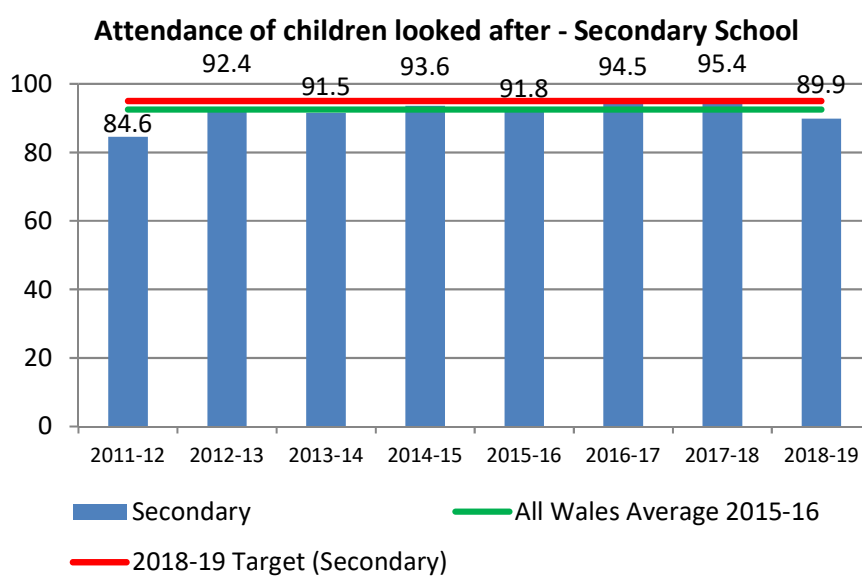
**Measure 32 School moves for children looked after**



- The percentage attendance of looked after pupils whilst in care in primary schools  
Performance remained stable at 96.6% from 96.6% in 2017/18.



- The percentage attendance of looked after pupils whilst in care in secondary schools  
Performance reduced to 89.9% from 95.4% in 2017/18.



## Key Successes

- Work with Cardiff and Vale University Health Board (UHB) Audiology Department, third sector organisations and other Council Directorates is developing **pathways for children with sensory impairments**. A single point of access has been established for children and adults to receive Certificates of Visual Impairment from Cardiff and Vale University Health Board.
- During the year the Elected Members of the **Corporate Parenting** Advisory Committee undertook focussed activity in key priority areas. This included work in the areas of prevention services, the experience of children looked after and outcomes, education and the role of the Corporate Parent within the Council. We will be reviewing our Corporate Parenting Strategy in the coming year to develop and embed the role of the corporate parent.
- We have been undertaking work to develop a Commissioning Strategy for children looked after and this will provide us with the underpinning knowledge we need to understand the needs of our children looked after and how best we can meet these needs. It is intended that the Commissioning Strategy will assist Children's Services in identifying the full range of services needed to **shift the balance of care for children looked after** in order to meet current and future needs.
- A **Fostering Service Review** was initiated during the year with the aim of developing an effective business model to enable the in-house fostering service to grow and take the lead position in the provision of fostering services in Cardiff. Funding has been granted to fostering services for the marketing, recruitment, support and development of foster carers to improve the foster carer offer. The improved offer is consistent with the principles of the National Fostering Framework and aims to attract and thus increase the number of in-house foster carers for Cardiff.
- Throughout the year engagement has been undertaken with private providers who have expressed an interest in setting up **new residential homes in Cardiff**. Two external providers are on course for registering and opening new children's homes in Cardiff early in 2019/20. This will increase placement availability in Cardiff and placements will be available for spot purchase on a needs led basis.
- A proposal is being developed to support the opening of additional **regulated in house residential provision** for 16 – 19 year olds.
- Good progress is being made to complete a multi-agency delivery plan, to bring Cardiff's **Child Friendly City Strategy** into action. Cardiff wants to be a **Child Friendly City**; that is, a city in which the voices, needs, priorities and rights of children are an integral part of public policies, programmes and decisions.

- Cardiff is working towards being a **Dementia Friendly City**. A considerable amount of work has taken place across the Council to support the development of services and events which support those affected by dementia and their families. Achievements include the increasing take up of Dementia Friends Training and the appointment of Inclusion Officers in the Hubs who will co-ordinate engagement.
- **Social isolation** is also being addressed by increasing use of the excellent new day opportunities for individuals with a dementia to develop a social context and relationships. This provides respite for carers to have social contact.

### Key Challenges and Risks

Whilst there are a number of strengths, analysis of performance has evidenced the following areas where we need to improve:

- Low rate of child protection registrations with high numbers of children looked after.
- Low numbers of children looked after returned home from care during the year.
- Processes to step children down from being looked after need further development.
- The availability and quality of placements for children looked after has been a significant concern in the last year, resulting in an increased number of children being placed outside of Cardiff and neighbouring authorities.
- High numbers of children looked after placed with parents.
- Lower numbers of kinship carers than we would like (although the number is rising).
- Reduction in numbers of Local Authority foster carers during the year.
- Permanency planning for children and young people.
- High numbers of children waiting for adoption 12 months after Placement Order made (56; 31 of whom are not yet placed).
- Improving educational attainment for children at key stage 4.



### Case Study – Feedback from a Young Person at the End of Leaving Care Services

*Thank you so much for the following :*

*T - the times that could have been my darkest of days both physically and mentally and not giving up on me while i was going through crisis*

*H- having faith in me that i could be the best i could be when even i could not see my potential*

*A- anything i needed you would be there. in crisis many of your staff have dropped what work they had and come and support me and i could nkt be more thankful of them*

*N-now that my time with your incredible survice is coming to an end i feel like you have toirght me all the relivdnt skills i need to live a more stable and managable life*

*K- k is going to be a hard for me to think of somthing to say but think of my time with leaving care as a car journey andchow far we have come if you eete to tell me at the start i would be budgeting my utility bills finding things to do with my time ie going to college looking for hosing i would say never in a billion years but together we have travelled nany 1000s of kilometres mentaly and we have achieved so many things i dont thonk i would have done on my own*

*Y- years have past but every time they do your incredible support just gets better and in years to come I will remember every single time you've helped me in supported me and I just wish that people would not have the bad connotations to go with social services because they are a fantastic organisation and I cannot be more proud of with the staff they have there and to be honest with you I'm such a lucky person to have gone through the service and I met so many fantastic people*

*O - o is for onwards and upwards for me because of your fantastic support no more will I be getting myself into trouble and I just want to say thank you for supporting me to get to where I am right now because I feel like I can now move on with my life and forget the past put that behind me but not forgetting how extraordinary has been to me*

*U - unbelievably so thankful that you have supported me the way you have and I just feel like I've got to somehow thank you because I've just feel so lucky to have met so much extraordinary people and thank you so much for your hard work in me because I now believe that the skills you have taught me will lead me on to greater things My Life*

## What are our priorities for next year and why?

- Review pathways for children with sensory impairments and further develop partnership working across Children's and Adult Services and with 3rd sector sensory impairment organisations during 2019/20 to:
  - o Improve access to information and services for children and adults with sensory loss
  - o Provide clear and consistent pathways between Social Services and Education Directorates and with 3rd sector sensory impairment organisations to support children and adults with sensory impairments in Cardiff
- Enable more children to live closer to Cardiff by:
  - o Developing a comprehensive Commissioning Strategy and Market Position Strategy to map need against resources and influence the local market to provide a range of provision to meet the needs of children looked after by September 2019
  - o Increasing the number of Local Authority foster carers (including kinship carers) by March 2020
  - o Increasing the range of local residential provision by commissioning 20 new placements by March 2020
  - o Working with the regional adoption service to increase the number of adoptive placements by March 2020
- Review the Corporate Parenting Strategy by December 2019 to promote the achievement of the same positive outcomes for children in care that every good parent would want for their own children, addressing the areas where outcomes are not as they should be in education and accommodation
- As a Dementia Friendly City, support those affected to contribute to, and participate in, mainstream society by:
  - o Undertaking dementia friends training across the authority with the aim of 100% compliance amongst Council staff by April 2021
  - o Developing e-module training in collaboration with the Alzheimer's Society that will be delivered through the Cardiff Academy by March 2020
  - o Encouraging businesses to become Dementia Friendly by March 2020
  - o Developing a dementia-focused website by March 2020 to support those with dementia, carers, families as well as businesses who want to better support those with dementia
  - o Delivering locality-focused dementia awareness events
- Address social isolation and enhance quality of life of older people by developing inter-generational working within schools, community groups, leisure centres and private sector partners
- Implement the Cardiff and Vale Regional Partnership Board transformational proposals for a 'Healthier Wales' by 2021 to further develop prevention and resilient communities to keep people independent and connected for as long as possible



## SUPPORTING PEOPLE TO SAFELY DEVELOP AND MAINTAIN HEALTHY DOMESTIC, FAMILY AND PERSONAL RELATIONSHIPS

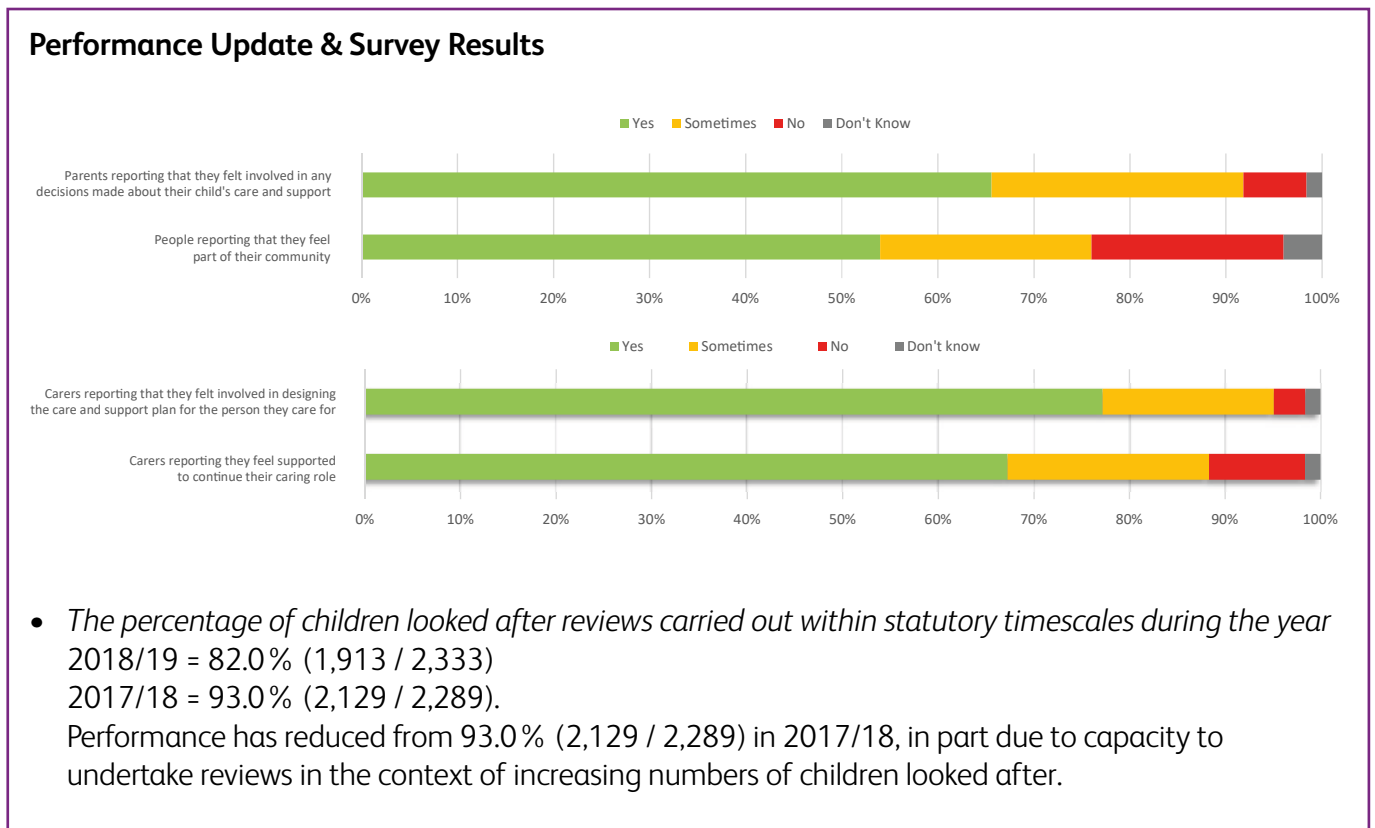
### Outcomes we have achieved during the year:

✓	More families receive the right support at the right time through the implementation of the Support4Families Service.
✓	Admission to care prevented for 53 children and young people by the Adolescent Resource Centre.
✓	Admission to care prevented for children and young people by Rapid Response workers.
✓	More children supported to remain living with family members through an increase in Connected Persons assessments (of connected people / family and friends who wish to foster or be special guardians) undertaken internationally (including China, Albania, Czech Republic, Portugal and Romania).
✓	Low level Sexually Harmful Behaviour is better addressed by the provision of a specialist post in the Youth Offending Service.
✓	Permanence secured for children with 42 adoptions during the year.
✓	Better meeting the complex needs of older and people with learning disabilities in their local community by developing specialist targeted Day Opportunities. Positive impact on people and carers reported following opening of Grand Avenue Day Centre.
✓	Reduced likelihood of carers reaching crisis point by development of improved processes that will provide a better quality service.

## What did we plan to do last year ?

What did we plan to do last year and RAG status ?
<ul style="list-style-type: none"> <li>• Increase public awareness of the requirement to report Private Fostering arrangements to the local authority by March 2019 in order to ensure that children subject to these arrangements are known and appropriate support is provided</li> </ul>
<ul style="list-style-type: none"> <li>• Ensure all eligible unpaid adult carers who are caring for adults during the 2018/19 financial year receive the help and support they need, in the ways they need it</li> </ul>
<ul style="list-style-type: none"> <li>• Embed the new model of Day Opportunities during 2018/19 to ensure that people get the care and support they need, while offering respite to their carers</li> </ul>

## How far did we succeed? What difference did we make? The change we want to see



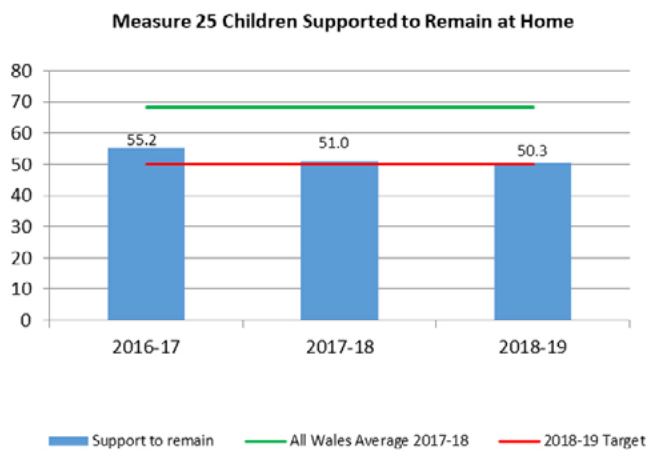
- *The percentage of children supported to remain living with their family*

2018/19 = 50.3% (910 / 1,810)

2017/18 = 51.0% (864 / 1,694)

2016/17 = 55.2% (894 / 1,619)

Of the 1,810 children with a Care and Support Plan at 31st March 2019, 908 were being supported to live at home (i.e. were not being looked after).



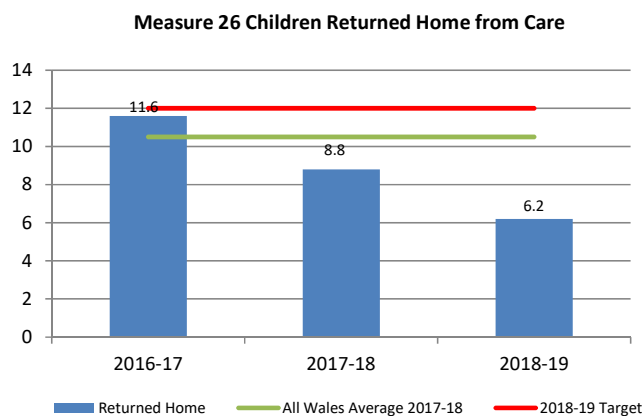
- *The percentage of children looked after who returned home from care during the year*

2018/19 = 6.2% (68 / 1,093)

2017/18 = 8.7% (91 / 1,042)

2016/17 = 11.6% (116 / 982)

Of the 1,090 children who have been looked after during the year, 64 have returned home.

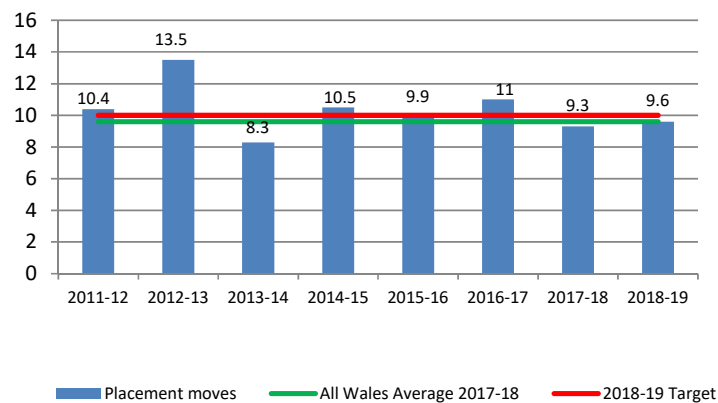


Although these indicators appear to say that fewer children are living with their families, this is not a complete picture of the trend in Cardiff because more children are living at home or returned home under the auspices of a Care Order than previously. The measure does not allow us to count these children in the cohort. In addition to the 68 children who were returned home from care, 142 children were actively placed in the care of their parents, but remain subject to a Care Order, and 101 children were placed with relative carers. These figures reflect our strong emphasis on children living with family and managing risk under the terms of a Care Order. A review of children looked after is being undertaken and this will consider whether it is safe to revoke the Care Orders of any of these children.

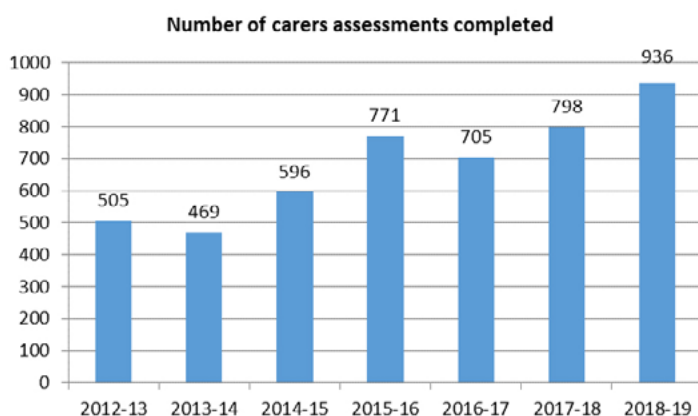
- *The percentage of children looked after on 31st March who have had 3 or more placements during the year*

Performance remained relatively stable at 9.6% (86 / 900) from 9.0% (75 / 830) in 2017/18 and the 10% target was met. This strong performance has been achieved despite concerted efforts to ensure that all children are suitably placed and that children are returned to Cardiff from out of area placements where this is appropriate. This means that some children have been moved as a proactive action - not due to placement breakdown - to a placement better suited to meet their long term needs / or to return from out of area.

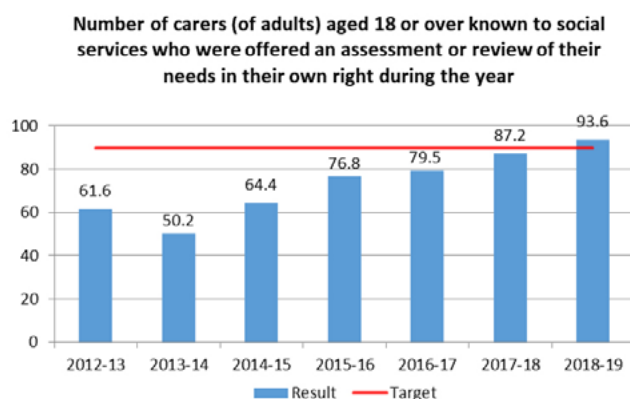
**Measure 33 Placement moves for children looked after**



- *Number of carers assessments completed*  
2018/19 = 936; 2017/18 = 798.  
Performance improved to 936 from 798 in 2017/18.



- *The percentage of eligible adults who are caring for adults that were offered a Carers Assessment during the year*  
2018/19 = 93.6% (3,139 / 3,353)  
2017/18 = 87.2% (2,899 / 3,326)  
2016/17 = 79.5% (2,833 / 3,563)



## Key Successes

- There are currently 4 **private fostering arrangements** known to the Local Authority. A campaign to raise awareness was undertaken during the year.



- We are developing our practice and systems to **shift the balance of care** to ensure the right young people are in the right placements for the right period of time by setting up a series of decision making panels, introducing more Signs of Safety reflection meetings, family network meetings and by introducing a Family Reunification Framework.



- For children who are on the edge of care we utilise the rapid response service who provide advice and support to parents to **enable children to remain at home** where it is safe and appropriate. The service also undertakes direct work with children in relation to the consequences of their behaviours and supports them to moderate and change their responses.
- The **Integrated Family Support Team** work with children and families across Cardiff and the Vale of Glamorgan where there is a risk of family breakdown due to parental substance misuse, mental health and/or domestic abuse. Strength based interventions are primarily focused on building coping strategies and skills that enable people to resolve the crisis.
- During the year we have opened up the referral process for **Adult Carers** so carers can access the Carers Support Team directly, without having to be referred by a social worker. **Carer advice clinics** have been held in the Hubs since September 2018, but they have not been as successful as hoped. We will continue to analyse the benefit of attending each Hub to inform how we best develop the service. **Accessing social groups** such as Parkinsons and Goldies has been far more successful and we will continue to build on this good work. We have started work on running the advice clinics in GP surgeries and it is hoped that this will be a more effective means of reaching carers.
- A **specialist dementia day service** developed as an integrated service in partnership with Cardiff and Vale University Health Board was established during the year and opened at Grand Avenue Day Centre. The atmosphere within the day centre everyday seems to be creating a more relaxed and comfortable setting and environment into which to welcome people and families who call in. Work to refurbish Fairwater Day Centre has commenced and will also be based on dementia friendly design principles because we want to enhance the delivery of good quality care and support to citizens.



- The **intergenerational work** at Minehead Road Day Centre has been followed with work supported by the contractor’s outreach team for Grand Avenue to share construction and design principles with the children from the local primary school. Other inter-generational projects have taken place within the Hubs and Community Living Schemes. All of this has represented exciting and imaginative partnership working opportunities, with the Council playing an important role in that partnership working.

## Key Challenges and Risks

Whilst there are a number of strengths, analysis of performance has evidenced the following areas where we need to improve:

- Improving awareness of private fostering arrangements.
- Relatively low numbers of kinship carers.
- Low number of Special Guardianship arrangements.
- High numbers of children on Care Orders living with their parents.

### Case Study – Grand Avenue Day Centre

J’s level of dementia while she was at Fairwater Day Centre had progressed and when Grand Avenue became operational, we felt we could best meet J’s needs there.

The main impact of attending Grand Avenue has been the lowering of J’s anxiety levels, so much lower now – one of the benefits of this is she is more sociable so, for example, joins in conversations, loves a good sing along which previously she could never do. The physical environment at Grand Avenue works really well for her – including the opportunity to have personal space when she wants and opportunity to join in activities when she wants. The décor and furnishing all add to the atmosphere and calmness of the environment which for J has been shown to decrease her anxiety levels.

### **Case Study – Feedback from parent who was supported by the Integrated Family Support Team (IFST) in 2013** - children were 3 and 5 at the time.

It's painful to acknowledge this but we lived in literal squalor. There was rubbish, mould, filthy clothes piled up around the house. My kids shared a bedroom - their beds had no proper bedding and were filthy, one was far too small and clothes were just in a pile on the floor. At the time we lived with their dad who it later transpired had been abusive to them and possibly other children. Their father and I also had crack and heroin habits and I was repeatedly arrested for shoplifting and had mental health admissions due to suicide attempts too.

The IFST intervention was the start of the rest of our lives. You were the first to take an interest in me as a person, to encourage me to see myself as a person with strengths, talents and potential. You were the first to consider my aspirations. You were transparent, honest, subtle, skilled and motivating. Now, my kids and I have a life I never dreamed possible for us. The work you do has saved my children from a life of neglect and abuse. Thank you.

### **What are our priorities for next year and why?**

- Continue the implementation of a strengths-based approach to social work practice to put individuals, families and communities at the centre of their own well-being by:
  - o Refresh the Signs of Safety Implementation Plan to embed strength based practice in partnership with families to support children to remain with families, supported by a safety plan by March 2020
  - o Establishing and embedding strengths-based practice in Adult Services by March 2022
- Ensure the best outcomes for children and young people for whom the council has a responsibility by improving care planning arrangements for children looked after by reducing time taken to progress cases through the court process by March 2020
- Implement the care planning protocol by March 2020
- Ensure eligible unpaid adult carers, caring for adults, during the 2019/20 financial year are supported to work towards achieving their personal outcomes
- Develop new day opportunities in Fairwater
- Develop day opportunities for people with learning disabilities, improving opportunities for volunteering and Into Work services

## WORKING WITH AND SUPPORTING PEOPLE TO ACHIEVE GREATER ECONOMIC WELL-BEING, HAVE A SOCIAL LIFE AND LIVE IN SUITABLE ACCOMMODATION THAT MEETS THEIR NEEDS

### Outcomes we have achieved during the year:

✓	The Bright Start Traineeship Scheme continues to support children looked after and care leavers to access traineeship opportunities within Cardiff Council. 42 young people gained work experience via traineeships in 2018/19 and 3 of these trainees went onto paid employment opportunities. The scheme has been highlighted as an area of good practice by ESTYN.
✓	Better placed to provide more continuity of support that better meets the needs of young people as a result of the recommissioning of accommodation and support in Cardiff (commencing early in 2019/20).
✓	Care leavers are better supported through higher education by the provision of equipment through the St. David's Day grant (19 care leavers in higher education, including 6 new entrants).
✓	Enabled older people to remain as independent as possible in their own homes through a reablement approach to care and support.
✓	Better placed to enable more people to remain as independent as possible in their own homes through our commissioning activity. For example, during the year we commissioned supported living accommodation for vulnerable adults with substance misuse and we commenced the procurement process for the recommissioning of supported living accommodation for adults with a learning disability.
✓	Better placed to increase the range of accommodation options to meet the needs of older people with physical frailty and dementia issues with the development of the Older Person's Housing Strategy.

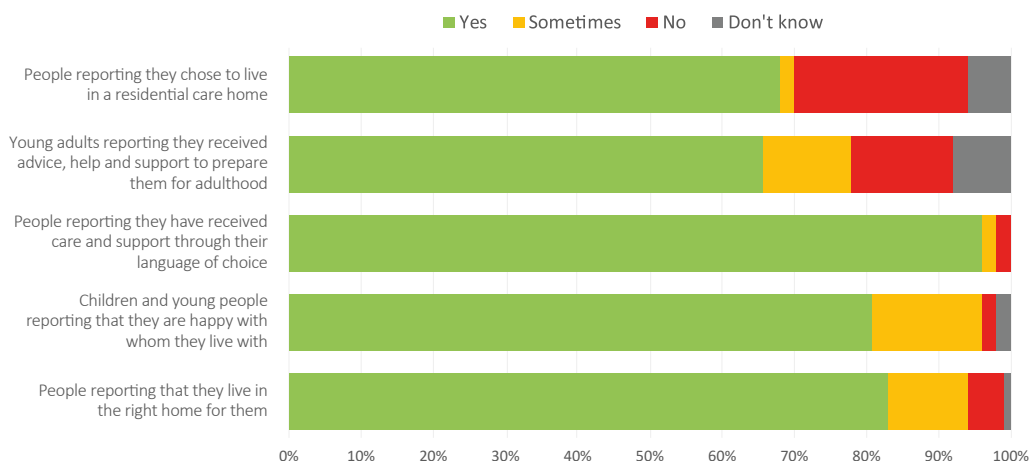
## What did we plan to do last year?

### What did we plan to do last year and RAG status?

- Implement the elements of the **Social Care Wales Care & Support At Home Strategy** that are relevant to the Local Authority, by March 2021 in order to support people to remain in their own homes for as long as possible
- Ensure the best outcomes for children and young people for whom your Council becomes responsible by improving the reach and effectiveness of support to care leavers by strengthening the **Bright Start Traineeship Scheme** during the 2018/19
- Implement the **Older People’s Housing Strategy** in partnership with Communities during 2018/19, to ensure that the housing elements that are necessary to support those with care and support needs are available in the right numbers, at the right level and in the right places across the City

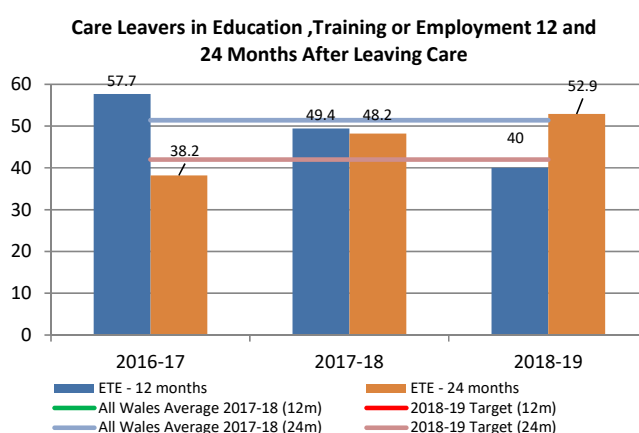
## How far did we succeed? What difference did we make? The change we want to see

### Performance Update & Survey Results



- *The percentage of all care leavers who are in education, training or employment at 12 months after leaving care*  
 2018/19 = 40.0% (38 / 95)  
 2017/18 = 49.4% (43 / 87)  
 2016/17 = 58.5% (55 / 94)

- *The percentage of all care leavers who are in education, training or employment at 24 months after leaving care*  
 2018/19 = 52.9% (45 / 85)  
 2017/18 = 48.2% (41 / 85)  
 2016/17 = 38.2% (39 / 102)



- *The percentage of all care leavers who have experienced homelessness during the year*  
 2018/19 = 19.9% (65 / 327)  
 2017/18 = 21.0% (69 / 328)  
 2016/17 = 17.3% (56 / 324)  
 This indicator includes all care leavers aged up to 21 or above if they are in full time education. It counts any period of homelessness during the year and includes a variety of situation, such as bed and breakfasts, moving frequently between friends and leaving prison without a home to go to. Although young people may not have been homeless at the time they left care, this PI reflects any difficulties they experience in the following years
- *Average age of adults entering residential care homes*  
 2018/19 = 84; 2017/18 = 81; 2016/17 = 82
- *Average length of time adults (aged 65 or over) are supported in residential care homes results*  
 2018/19 = 937 days; 2017/18 = 1,014 days; 2016/17 = 1,067 days

## Key Successes

- **The Social Care Wales Care & Support At Home Strategy** has assisted us in our work with the domiciliary care sector. Promoting their work as a skilled, knowledgeable, valued and rewarding job has been one of our priorities that is ongoing.
- An **annual celebratory event** was held to commend the work of the care sector and recognise achievements in qualifications - 76 people attended the event and received certificates for a range of levels of Health and Social Care qualifications. There are currently 63 learners enrolled and at various stages of acquiring their QCF diplomas.
- The **Bright Start Traineeship Scheme** continues to support positive outcomes for children looked after and care leavers to access traineeship opportunities within Cardiff Council. 42 young people gained work experience via traineeships in 2018/19 and 3 of these trainees went onto paid employment opportunities. The scheme has been highlighted as an area of good practice by ESTYN.
- The approval of the **Older People's Housing Strategy**.
- New supported accommodation gateway commissioned.

## Key Challenges and Risks

Whilst there are a number of strengths, analysis of performance has evidenced the following areas where we need to improve:

- Improving the number of care leavers in Education, Training and Employment.
- Improving outcomes related to homelessness.

### **Case Study – Bright Start Traineeship Scheme**

*Background of P, a Bright Start Trainee*

*P and siblings were accommodated due to risk of physical and sexual abuse and neglect. P was referred to the traineeship scheme and gained a placement in the Libraries team in February 2018.*

*P has shown growing confidence in interacting with his peers in this format as well as developing a trusting relationship with Bright Start staff. Following help with interview skills, P was successful in gaining a Paid Traineeship role on a new Traineeship Scheme. P turns 18 this year and will not need to claim benefits and will have a smooth transition into his new accommodation.*

## What are our priorities for next year and why?

- Ensure the best outcomes for children and young people for whom the Council has a responsibility by:
  - o Improving **educational outcomes for children looked after** by March 2020
  - o Improving **transition and progression into education, employment or training for care leavers** by March 2020
  - o Increasing the **accommodation and support for care leavers** by March 2020
- Understand the **impact of poverty** and routinely use advice and into work services to maximise income and resolve family income and housing issues
- Work with partners to maintain the reduction in **Delayed Transfers of Care** for social care reasons during 2018/19 to support more timely discharge to a more appropriate care setting





# 5

## HOW WE DO WHAT WE DO

### OUR WORKFORCE AND HOW WE SUPPORT THEIR PROFESSIONAL ROLES

#### Outcomes we have achieved during the year:

✓	Improved workforce planning in Adult Services following involvement in Workforce Planning pilot.
✓	Improved workforce planning in Children's Services following implementation of Workforce Strategy.
✓	Improved support for decision making and the sharing of risk by the introduction of a Resource Panel and Public Law Outline Panel.
✓	Improved service delivery by supporting staff to be better equipped to carry out their roles: <ul style="list-style-type: none"><li>o 10 seconded staff were on the Social Work degree course during the year.</li><li>o 27 staff were supported to follow the Continuing Professional Education and Learning (CPEL) pathway during the year.</li><li>o 26 newly qualified social workers enrolled the First Three Years in Practice program with 16 experienced staff trained as mentors to support them.</li><li>o Provision of peer supervision through Signs of Safety.</li><li>o Provision of clinical supervision within some Children's Services teams.</li><li>o 7 Operational Managers supported to undertake Middle Manager Development Programme.</li></ul>
✓	Staff are better equipped to work with families using a strength based approach following Signs of Safety training.
✓	Staff are better equipped to listen intelligently and communicate effectively following provision of training in relation to meaningful conversations.
✓	Commencement of strength based training in Adult Services.

## What did we plan to do last year?

### What did we plan to do last year and RAG status?

- Continue to develop and support the workforce by implementing the requirements of the **Regulation and Inspection of Social Care (Wales) Act 2016** to ensure that all relevant professionals are appropriately qualified by 2020
- Contribute to the development of a coherent regional response to the **Parliamentary Review of Health and Social Care in Wales** in order to facilitate early implementation of an integrated programme of change at pace
- Improve **recruitment and retention of children's social workers**, ensuring the Council achieves and maintains a vacancy rate below 18% by March 2019 to raise standards and drive the quality and competency levels of staff through effective workforce dev in order to enable those with care and support needs to achieve what matters to them

## How far did we succeed? What difference did we make? The change we want to see

### Performance Update

- *Percentage of Personal Performance and Development Plans initiated within required timescale*  
Performance was 95% compared with 96% in 2017/18; the 90% target was met.
- *Percentage of Personal Performance and Development Half Yearly Reviews completed within required timescale*  
Performance was 89% from 98% in 2017/18.  
A consistent message regarding the importance of the Personal Reviews continues to be given by senior managers.
- *Average full time equivalent sickness days lost per member of staff*  
2018/19 = 16.9; 2017/18 = 16.5.  
Sickness levels have increased slightly from 16.5 in 2017/18.  
Early indications suggest a slight increase in sickness levels in Children's Services towards the end of the year. The Assistant Director will be reviewing cases with managers and a remedial action plan will follow.  
The particular challenge in relation to sickness in Adult Services is the risk of contracting diarrhoea and vomiting (D&V) due to the delivery of personal care by Home and Day Care services. Public Health policy stipulates that employees must be off for 72 hours following D&V and a local policy will be developed to ensure that the Council adheres to this guidance.

- Percentage of social work vacancies in all teams (Children's Services)  
2018/19 = 30.4%; 2017/18 = 23.2%.

Children's Services social worker vacancies increased during the year to 30.4% from 23.2% in 2017/18. The primary reason for the increase is the creation of a number of new posts from successful financial pressures bids and additional funding. This additional resource is a positive development as it is enabling us to develop and improve services. A number of these new posts were filled by existing staff, leaving their substantive posts vacant, and hence increasing the vacancy rate. Addressing the vacancy position continues to be a priority and a significant amount of work has been undertaken during the year to achieve this. Improvement is expected as newly appointed staff take up post early in 2019/20. It is important to note that vacancies are covered by agency social workers.



## Key Successes

- Considerable work has been undertaken to raise awareness of **Regulation and Inspection of Social Care (Wales) Act 2016** (RISCA) requirements to ensure that the sector is RISCA ready. For those eligible under confirmed competency, assistance is offered by the training team as well as Social Care Wales to support the process.
- A Workforce Project Group was established during the year working to an action plan to address **recruitment and retention in Children's Services**. The plan is divided into three priorities: Recruitment, Retention and Career Development. We want to recruit passionate and innovative social workers into the service by highlighting the amazing opportunities available, plus emphasising the benefits of working for Cardiff Council. The ambition is to support the workforce by reducing caseloads so that social workers can do what they do best; work directly with children, young people and their families. A review of skill mix is also being implemented in Children's Services.

- Staff feedback shows that our **mentoring programme** is working well:

*“Learning was in depth and thought provoking rather than just information providing”*

*“Over the series lots of tools that I can implement within my work and enable me to have a better understanding of others”*

- 2 people successfully completed the **social work traineeship** following the launch of the scheme in 2018 – one individual has now gone on to a seconded post as a Social Work Assistant, the other is seeking a post in Social Services in order to gain further experience. Both are hoping to undertake the Social Work degree in the near future.
- During the year, the Director and senior managers met with all final year **social work students** on placement in Cardiff. Feedback was positive around the support they have received and they are keen to seek permanent employment in Cardiff. There are also plans for the Director and Assistant Director to meet with students who are in placements outside Cardiff to discuss the Cardiff offer with them. We have created 8 secondment opportunities for current staff to undertake a Social Work degree at three local Universities.

## Key Challenges and Risks

Whilst there are a number of strengths, analysis of performance has evidenced the following areas where we need to improve:

- Regulation and Inspection of Social Care (Wales) Act 2016 (RISCA) which requires all domiciliary care workers to be registered by 2020 - registration remains slow with a reported reluctance amongst staff to pay the registration fee and 102 Care Workers registered in Cardiff.
- Reducing the level of vacancies in Children’s Services, resolving recruitment and retention issues and reducing reliance on agency workers - 58 social workers (33 %) are agency staff.
- Improve exit interview data - good progress has been made on developing mechanisms to gather relevant information, and some intelligence has proved useful. However, further work is required to ensure supportive systems are in place in order to be fully informed.
- Impact of sickness levels in key service areas.
- Implementation of new senior management structure with minimal disruption for workforce and services.
- Policies and procedures require updating, and procedures for care planning require development.

## What are our priorities for next year and why?

- Continue to develop and support the workforce by **implementing the requirements of the Regulation and Inspection of Social Care (Wales) Act (RISCA) 2016** and ensuring that all relevant professionals are appropriately qualified and registered by March 2020
- **Implement projects resulting from additional funding** including transformation, Integrated Care Fund and successful pressure bids
- **Implement new senior management arrangements** to ensure that we are able to meet the current and future challenges
- Continue to develop and support the workforce by **delivering a reduction in agency workforce and vacancies in the children's social workers** by implementing a recruitment and retention strategy and refreshed workforce plan by March 2020
- **Develop a locality operating model in Adult and Children's Services** to ensure a 'seamless service' with the needs of people using our service having priority
- Put relevant and up to date **policies and procedures** in place to ensure that we meet our statutory duties and responsibilities



## OUR FINANCIAL RESOURCES AND HOW WE PLAN FOR THE FUTURE

### Outcomes we have achieved during the year:

✓	Adult Services achieved budget underspend of £1.362 million against a budget of £111.368 million by supporting more people at home, strengthening care planning for those who need care and aligning this to more cost-effective provision and by maximising value for money in the commissioning and procurement of residential and domiciliary packages.
✓	Improved effectiveness of screening of new referrals and signposting to appropriate well-being services in the Adult Services First Point of Contact.
✓	Improved / enhanced service delivery leading to new ways of working and better outcomes for people as a result of additional funding from Welsh Government. £1.737 million in 2018/19 across Cardiff, Vale of Glamorgan and University Health Board for children with complex needs and adults with learning disabilities; £3.743 million in 2018/19 for older people.
✓	Clarity of direction and improved monitoring of performance with the development of a Children's Services Strategy and associated Performance Framework based on the child's journey.
✓	Successful transformation bid to Welsh Government by Regional Partnership Board being used to further develop prevention and resilient communities.
✓	Staff are better equipped to listen intelligently and communicate effectively following provision of training in relation to meaningful conversations.

### How far did we succeed? What difference did we make?

#### The change we want to see

#### Key Successes

- The budget outturn shows the shift to **early intervention and prevention in Adult Services** has enabled a balanced budget to be achieved.
- Actions by the Directorate throughout the year to implement a **sustainable finance and service delivery strategy** include:
  - o Detailed proposals approved to enhance early help and support for children and families.
  - o A Children's Commissioning Strategy is currently being developed.



- o A strategic plan – ‘Delivering Excellent Outcomes for all our Children’, will be presented to Cabinet in July 2019.
- o A strategic plan – ‘Connecting People and Communities’ for adults will be presented to Cabinet in January 2020.
- o Learning Disability Commissioning Strategy approved.
- During the year, the management of **Children’s and Adult Services complaints** was brought together and aligned alongside corporate complaints functions in the wider People and Communities Directorate.
- To further align the ‘preventative’ and early help services, governance for the Welsh Government **Families First Programme** is aligned with Supporting People, Flying Start and other preventative grant funding streams. In April 2018 the recommissioning of the new services had been completed with many of the newly commissioned services becoming operational. These commissioned services will now form an integral part of the Cardiff Family Advice Service delivery. Alignment of Families First with Flying Start enables us to extend the provision of parenting services across the city and address the gaps that existed in early years parenting outside of the Flying Start catchments. Alignment of Families First with Supporting People supports a more cohesive service offer in respect of Domestic Violence services. Over the next year, further alignment of Families First funding with Supporting People funding and core funding will be used to develop a one stop shop for young people. The delivery plan for the **Flexible Funding Pilot** also provides opportunities for innovative locality working in respect of early help. Work to develop the Cardiff Family Advice Service will consider how the use of flexible funding arrangements can ensure that appropriate levels of funding is targeted at the right services in order to provide the best outcomes for families.
- In September 2018, the Council began two comprehensive consultation exercises to inform the development of an **evidence based methodology to care fee setting**, one with providers of care home services and one with providers of domiciliary care services. The aim of this consultation was to gain a thorough and detailed understanding of how they operate and specifically, the cost pressures they face. The longer term objective is to create respectful, supportive and transparent relationships with providers in each of these sectors to aid future working arrangements.

## Key Challenges and Risks

Whilst there are a number of strengths, analysis of performance has evidenced the following areas where we need to improve:

- There continues to be pressure in Children’s Services particularly relating to sufficiency of the right accommodation, care and support, and reliance on agency social workers to fill an increasing establishment. A significant increase in demand for residential and foster care placements for children looked after with insufficient range and availability of placements in Cardiff, provided by

the Council and other providers, has increased the number of children being cared for outside of Cardiff and neighbouring authorities and has resulted in a significant overspend on the Children's Services budget during 2018/19. Plans are in place in Children's Services to align service and financial planning through shifting the balance of care. The significant overspend demonstrates that those plans are at an earlier stage of implementation.

- Finance system is end of life and needs to be replaced.
- Implementation of new fee setting methodologies needs to be agreed with providers to ensure financial and service sustainability.

### What are our priorities for next year and why?

- Deliver a three year plan that combines **service and financial planning** for Adult and Children's Social Services
- **Implement CareFinance** across Adult and Children's Services to replace current finance systems that are no longer supported
- **Develop Performance Frameworks** for Adult and Children's Services to support a whole system approach to improving and monitoring performance
- Implement Social Services' **key commissioning requirements** through development of commissioning strategies for all children and adult services
- Conclude a **cost of care exercise** with care home providers to support evidence based fee setting methodologies for commissioned services



## OUR PARTNERSHIP WORKING, POLITICAL AND CORPORATE LEADERSHIP, GOVERNANCE AND ACCOUNTABILITY

### Partnership Working

Social Services in Cardiff is at the centre of successful and developing strategic and operational partnerships. Collaborative partnerships remain a fundamental pre-requisite for effective services. These include:

- Implementation of the Cardiff Family Advice Service.
- Consolidating the effectiveness of the Multi Agency Safeguarding Hub.
- Developing and implementing the Exploitation Strategy.
- Ongoing development of the Regional Partnership Board, sponsoring an active programme of workshops, strategic development sessions board meetings.
- Substantial progress with the regional Disability Futures Programme across health, education and social services in both councils.
- Development of a Regional Learning Disabilities Commissioning Strategy with the Vale and Cardiff and Vale University Health Board.
- Work of the Regional Safeguarding Boards and development of local sub groups.
- Work to realise the implementation of Regional Pooled Budgets in support of Part 9 of the Social Services and Well-being (Wales) Act 2014.

### Regional Partnership Board

The Regional Partnership Board submitted detailed transformation proposals to the Welsh Government during the year to deliver the '**Healthier Wales**' policy across the region. The 'Me, My Home, My Community' proposals sought to access Welsh Government's transformation fund and, were successful in securing £6 million worth of investment in the region over 2 years. This will be used to further develop prevention and resilient communities to deliver the policy commitments in Healthier Wales for seamless locality based services which keep people independent and connected as long as possible. This includes discharge to assess models that build on the success of the First Point of Contact by enabling more people to be discharged safely through the development of night care services. The impact of the transformation fund in transforming culture and practice at the interface between hospital and community is already evident one quarter into the new services being implemented. The next periods will be about evaluation and embedding.

## Regional Safeguarding Boards

2018/19 has been a significant in terms of setting both the Adults and Children's Regional Safeguarding Boards on a stronger footing. The Board has also made positive progress in leading the revision of the All Wales Child and Adult Safeguarding Procedures and in developing a regional Exploitation Strategy across all partners. We have strengthened the Regional Safeguarding Board by establishing a Local Operational Group for Safeguarding in Cardiff which is able to effectively manage multi-agency safeguarding between Cardiff partners and report on key issues to the full Board as necessary.

## Staff Involvement

A key factor for the successful development of new ways of delivering services to the community is the active engagement of staff. During the year we continued to engage with our staff ambassadors around key issues affecting the Social Services and the Council as a whole. We refreshed our ambassador group and they were actively involved in communicating / engagement activity within their staff teams.

As Director, I frequently meet with groups of staff in whole service meetings, team meetings and drop in sessions to address particular issues. This two way involvement as we progress significant changes is very important in ensuring that we work in an empowering way and develop a culture where everyone knows they have a vital role to play in delivering the vision for social services in Cardiff.

## What are our priorities for next year and why?

- Identify and take forward opportunities to **strengthen our partnerships** during 2019/20 to improve outcomes for people

# 6

## ACCESSING FURTHER INFORMATION AND KEY DOCUMENTS

### Further information can be obtained from the following sources:

Page 18	Links Community Mental Health Team Inspection Report
Pages 14 & 31	Regional Joint Commissioning Strategy 'Promoting Independence and Improving Lives'
Page 36	Population Needs Assessment report
Page 59	Corporate Parenting Strategy

Performance Indicator Guidance  
Performance Reports  
Scrutiny Reports  
Corporate Parenting Advisory Committee Reports

Ms Claire Marchant  
Director of Social Services  
The City of Cardiff Council  
County Hall  
Cardiff  
CF10 4UW

Date: 07 June 2019

Dear Ms Marchant

## CIW Local Authority Performance Review

We published our code of practice for review of local authority social services in April 2019 which outlined our intention to write and publish an annual letter for local authorities which will:

- provide feedback on inspection and performance evaluation activity completed by us during the year;
- report on progress the local authority has made in implementing recommendations from inspections and/or child and adult practice reviews;
- outline our forward work programme.

This letter summarises our review of Cardiff City Council's performance in carrying out its statutory social services functions. It follows the four principles of the Social Services and Wellbeing (Wales) Act 2014 (SSWBA) and our increasingly collaborative and strengths based approach to supporting improvement. The letter is intended to assist the local authority and its partners to continually improve.

The content of this letter is informed by the performance evaluation activity undertaken by the inspectorate during the course of the year. This activity included:

- Review of looked after children self – assessment and subsequent challenge meeting held in 2018.

Arolygiaeth Gofal Cymru (AGC)  
Swyddfa Caerfyrddin  
Llywodraeth Cymru  
Adeiladau'r Llywodraeth  
Heol Picton  
Caerfyrddin  
SA31 3BT  
[www.arolygiaethgofal.cymru](http://www.arolygiaethgofal.cymru)

☎ 0300 790 0126  
☎ 0872 437 7303  
✉ [CIWLocalAuthority@gov.wales](mailto:CIWLocalAuthority@gov.wales)

Care Inspectorate Wales (CIW)  
Carmarthen Office  
Welsh Government  
Government Buildings  
Picton Terrace  
Carmarthen  
SA31 3BT  
[www.careinspectorate.wales](http://www.careinspectorate.wales)

Rydym yn croesawu derbyn gohebiaeth yn Gymraeg. Byddwn yn ateb gohebiaeth a dderbynnir yn Gymraeg yn Gymraeg ac ni fydd gohebu yn Gymraeg yn arwain at oedi.

We welcome receiving correspondence in Welsh. Any correspondence received in Welsh will be answered in Welsh and corresponding in Welsh will not be a priority in responding.

- Review of self-evaluation report in respect of promoting independence and preventing escalating needs of older adults (65+).
- Focused activity undertaken in the authority during April 2019, in relation to the family support service within children's services.
- Focused activity undertaken in April 2019 in relation to adult's independent living service concentrated on the first point of contact (FPOC).

We discussed these matters and our proposed performance evaluation activity for 2019/20 with you at the annual Performance Review meeting on 17<sup>th</sup> April 2019.

### Summary of strengths and areas for improvement in line with principles of SSWBA

- Well-being

The local authority's social services directorate has had a number of changes at senior management level over the last 12 months. The directorate has used these changes as an opportunity to build on good practice and review areas for development across the whole service. Consequently, the directorate has achieved a good understanding of its own strengths and areas of challenge in both adult and children's services. Strength based, rights based and outcome focused approaches are being introduced with all staff are undertaking training to ensure consistency. These approaches are yet to be embedded in practice throughout the service.

There is a good level of corporate support for social services in Cardiff. In line with the local authority's ambition to achieve integrated early help provision, a new delivery model is being implemented. We carried out focused activity in the family support service; one of three services that had already implemented the new model. We found that early help preventative measures had undergone significant development over the past 12 months. This included training staff in the Signs of Safety model. We observed a team culture where the voice of the child is central to practice. We heard about work with families where positive outcomes were achieved, and saw examples of extremely positive feedback from families who had received interventions.

There has also been a shift in the balance of care to early intervention within adult services. Improved resources and staff training at the front door is enabling an early focus on wellbeing outcomes. This shift is supported by performance measurement and quality assurance arrangements that look not only at quantitative data but captures information about impact and encourages learning.

Within children's services the average social worker caseload increased to 19.5 in December 2018 from 16.9 in September 2018 and we found an over reliance on agency social workers. This is due to difficulties in recruiting experienced social workers. Vacancies currently stand at 30%. To address this a workforce project group has developed an action plan concentrating on three priority areas: recruitment, retention and career development. It is essential to have a stable cohort of social workers to enable children and families to develop trust and positive relationships to support them to achieve positive outcomes.

Within adult services staff retention is described as good with low levels of agency cover. A specific area of difficulty in recruitment is for approved mental health practitioners (AMHP). This is being addressed through additional training opportunities.



- People

The involvement of people in the design and delivery of their care is an area of strength for Cardiff City Council. The local authority has used a range of engagement and consultation methods to gain the views of service users and carers in developing services. Within the learning disability service family carers have engaged in service consultation and evaluation. Within children's services young people have contributed to the development of the children's service strategy and act as advisors to the corporate parenting group. Within both services, service users are supported to act as interview panel members for staff recruitment in line with the authority's safer recruitment procedure.

Through the regional forum with Vale of Glamorgan and Cardiff & Vale University Health Board (UHB) strategies are in place to enhance co-ordination of Welsh language activity within the local authority. The forum has considered ways of attracting more Welsh speaking staff including undertaking community and staff profiling work and making available Welsh language courses tailored to social services staff such as those working in care homes.

Our monitoring of the deprivation of liberty safeguards has identified the local authority, in common with many others in Wales, is unable to assure itself people's human rights are not being breached by being deprived of their liberty unlawfully. We will continue to monitor this.

- Prevention

We carried out focussed activity in adult services focussing on the first point of contact for people (FPOC). The FPOC aims to support people to live independently by resolving issues by telephone and providing by information and advice. The team uses a strengths based approach in line with SSWBA to help people recognise their potential to achieve positive outcomes. We found staff treated people with respect and provided people with a positive first point of contact. Staff we spoke with were enthusiastic and positive about working collaboratively with other professionals. People we spoke with who had used the service were positive about the response they received.

The local authority is working closely with health board partners to develop a new way of working to facilitate timely hospital discharges, enabling people to return home where possible. We saw the positive impact of the "Get Me Home" scheme being piloted jointly with University Hospital Wales (UHW) with local authority contact officers working on hospital wards to help facilitate more timely discharge back to the community for people who do not require ongoing social care support. We were told due to the success of the pilot the scheme is to be rolled out to a further eight wards by June 2019.

The local authority has experienced an increase in demand for children's services and has developed an action plan to address demand at the front door. It is also considering how to enable families to 'step-down' to early help services more appropriately. We will monitor with interest the development of much needed commissioning and market position strategy to map future demand for services and help shape the market.

There is urgent need to improve quality and placement choice for care experienced children. A high number of looked after children are placed outside of Cardiff and are unable to return

due to the lack of appropriate local provision. As well as reviewing all children in residential placements the local authority has initiated a project to develop an 'in-house' local provision of small group homes.

The local authority acknowledges difficulties in recruiting foster carers and consequently a disproportionate reliance on Independent Fostering Agencies (IFA). The importance of maintaining a positive relationship with IFA's is acknowledged and the local authority is working toward a recruitment campaign that focuses specifically on improving a more diverse range of placements.

Throughout 2018 our programme of work focused on care experienced children and young people. Qualitative evidence was gathered from six local authority children and fostering inspections, 22 self-evaluations completed by local authorities, challenge meetings held with those local authorities who were not subject to an inspection and engagement activity with care experienced children, care leavers and foster carers. The report will be published on our website, with key findings made in respect of profile, sufficiency, practice, partnerships, stability, governance and corporate parenting. Many of the areas we have identified for improvement are being considered by Welsh Government's Ministerial Advisory Group on improving outcomes for care experienced children and young people and we also hope local authorities will consider their own contribution to addressing these findings.

- Partnerships

Partnership arrangements at local and regional level continue to develop and mature with key emphasis on collaborative working. This has resulted in improvements in commissioning, pooled budgets and increasing social care delivery on a regional footprint. Examples of this would be Welsh Government's approval of the Cardiff and Vale regional partnership board's transformation proposal – "Me My Home, My Community" which resulted in significant investment into regional well-being, social care and health services to drive forward plans to deliver seamless services, and; joint commissioning arrangements for older people, including pooled budgets for care accommodation.

Within children's services the introduction of a multi-agency resource panel has helped allocate and identify resources in order to stabilise placements, inform care plans and support children to remain at home when safe to do so. This greater management oversight and joint decision making was much needed to achieve best outcomes and is a positive development.

Working jointly with Vale of Glamorgan Council there has been improved engagement with communities. Working in partnership with local churches and mosques the local authority has advised on safeguarding policies with regard to community sponsorship schemes for refugees. The re-settlement programmes for Syrian refugees and their families provides an opportunity for community sponsors including local charities, community businesses and faith groups to help build a home and stable life in the Wales.

#### CIW Performance Review Plan for 2019-20

Our scheduled thematic inspection programme for 2019/20 will be focusing on prevention and promoting independence for older people and for children services thematic inspection the

focus will be on prevention, partnerships and experiences of disabled children. If your local authority is selected for inclusion in this programme, you will receive four weeks' notice of the scheduled date of the inspection.

Alongside the thematic inspection programme, we will undertake engagement activities aligned to the theme of inspections and meet with people who receive care and support services. We will convene a meeting with the local authority and its key partners during the summer to follow up on the self-evaluation of promoting independence for older people that local authorities' submitted in January 2019. National reports will be published upon the completion of the thematic inspection programme and engagement activities.

We will also undertake two pieces of focused activity within the local authority throughout the year. The details for the focus of these will be confirmed.

CIW will continue to work with HIW to jointly inspect community mental health teams (CMHT). We will also follow up recommendations made within joint HIW and CIW review of CMHT (Cardiff – The Links) March 2018 and the joint thematic report of community health teams February 2019 during bi-annual head of service meetings.

CIW are working together with HMI Constabulary (HMICFRS), HMI Probation, HIW and Estyn to develop a model of joint inspection of child protection arrangements in Wales (JICPA). We will be piloting one JICPA during autumn 2019. With the drive towards collaboration and integration in public services, CIW work closely with other inspectorates to share intelligence and jointly plan inspections. We will work closely with Social Care Wales to support improvement in social care services.

You will note that this letter has been copied to colleagues in WAO, Estyn and HIW. CIW works closely with partner inspectorates to consider the wider corporate perspective in which social services operate, as well as local context for social services performance.

We will publish the final version of this letter on our website.

Yours sincerely



Sharon Eastlake  
**Interim Head of Local Authority Inspection Team**  
Care Inspectorate Wales

Cc.  
WAO  
HIW  
Estyn

My Ref: Scrutiny/Correspondence/JointScrutinyJuly19

5 July 2019

**Councillor Susan Elsmore**

Cabinet Member Social Care, Health & Well-being

**Councillor Graham Hinchey**

Cabinet Member Children & Families

County Hall

Cardiff

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Dear Susan and Graham,

**JOINT CYPSC/CASSC MEETING – 26 JUNE 2019 – LOCAL AUTHORITY SOCIAL SERVICES ANNUAL REPORT 2018-19**

As Chair of the joint meeting of the Children & Young People and Community & Adult Services Scrutiny Committee, I wish to thank you and officers for attending Committee and providing Members with an opportunity to scrutinise the Local Authority Social Services Annual Report 2018/19, prior to its consideration by Cabinet on the 11<sup>th</sup> July.

Overall, Members were pleased with the progress outlined in the Annual Report and agreed to **commend the report to Cabinet and Council**. The Joint Committee's considered that the report clearly referenced many of the issues, concerns and progress that both committees have identified throughout the year, and agreed that the report was an accurate reflection of the Directorate. Members wish to echo your gratitude to the work done by yourselves, senior officers and the overall workforce in its bid for continuous improvement. Following consideration of the Annual Report, Members of the Committee have requested that I feedback the following comments, observations and requests for further information to you.

**Format and content of the report**

Members note that the format of the report is nationally prescribed however wish to reiterate that some areas were repetitive. Members felt the report would benefit from refinement, which in turn would improve its impact and deliver messages more robustly.

**GWEITHIO DROS GAERDYDD, GWEITHIO DROSOCH CHI**

Mae'r Cyngor yn croesawu gohebiaeth yn Gymraeg, Saesneg neu'n ddwyieithog. Byddwn yn cyfathrebu â chi yn ôl eich dewis, dim ond i chi roi gwybod i ni pa un sydd well gennych. Ni fydd gohebu yn Gymraeg yn arwain at oedi.

**WORKING FOR CARDIFF, WORKING FOR YOU**

The Council welcomes correspondence in Welsh, English or bilingually. We will ensure that we communicate with you in the language of your choice, as long as you let us know which you prefer. Corresponding in Welsh will not lead to delay.



The Committee also expressed their surprise at the length of the Director of Social Services Introduction to the report, and considered that an introduction should be more concise.

The Committee also agreed that additional comparative data, for previous years, should be included for Learning Disability Support Living (page 25).

### **Children's services**

Following consideration of the report and information provided at the meeting, Members wish to highlight a number of issues, which they felt required further information, or will be considering as part of their work programming discussions to request further briefing reports, these included:

Additional information to be included with the response letter:

- An assessment of the reasons for the low response rate for 18+ (page 24)
- A briefing on Families First identifying its impact on families over the last year (page 85)

Issues that the Committee's will be considering during their discussions on the items to include in the 2019-2020 work programme:

- That the Committee will include the pre-decision scrutiny of the children's commissioning strategy (Page 20) at its September 2019 meeting, as members would appreciate the opportunity to influence the contents of the report prior to its consideration at Cabinet.
- The report clearly sets out as key challenge for the directorate its future budget, especially at a time of increasing demand (Page 20). The Members agreed that they would be requesting a briefing paper on the financial planning proposals, together with an update on the transformational bid proposals and further bids and transformation grant.
- Members noted that the Directorate was undertaking a review the Corporate Parenting Strategy, by December 2019 (page59) and the Committee wished to be actively involved in the review, as it had been involved in the original review.
- The Committee has previously been concerned at the impact that the Early Help service. Members requested that a briefing report to cover; the alignment of the 'preventative' and early help services; governance for the Welsh Government; Families First Programme alignment with Supporting People, Flying Start and other

preventative grant funding streams; as well as the impact and outcome from the work of the Early Help service, to a future meeting of the Committee.

- Finally the Committee welcomed the a briefing to members on the implementation and success of the signs of safety model that was now being implemented across children's services together with the work to embed the Strength Based model in Adult Services. The Committee requested a briefing not necessarily at Committee of the impact of the two models together with some case studies highlighting the clear impact the models were having.

### **Adult Services**

- A key achievement is stated as “the implementation of the recommendations of the Community Services Review in collaboration with the University Health Board, regarding the future model of Community Mental Health Services in order to effectively support and deliver community based mental health services by March 2020”. Members were informed that this was work in progress and requested a progress report at a future meeting of the Community and Adult Services Committee.

### **Across Social Services**

- Within the meeting, questions were raised in terms of the statistics surrounding complaints, with particular reference to the sharp increase of complaints in children's services. Members were advised that although the numbers for children service stage one complaints have risen, they are resolved at any early stage. Although Members are pleased with the effective resolution rate, Members of Children and Young People Scrutiny Committee wish to request a briefing note (*in line with Community and Adults Services request – Chair's letter 18 June 2019*) which provides a breakdown of the complaints received during 2018/19.
- With regard to the recruitment and retention of social workers, which is a recurring area of concern across both Committees, Members wish to emphasise the importance and possible connection of the cultural change within the workforce and staff retention. Members would advise that this intention of a cultural change requires an intent focus and continuous monitoring with an awareness that it may help inform the continuous challenge of staff retention and recruitment. The Committee agreed to request in response to this letter, an assessment on how the cultural changes being brought in are impacting on the retention of staff.

To summarise, this letter requests:

- A briefing note which provides a breakdown of the stage one Children Services complaints received during 2018/19
- A briefing on Families First identifying its impact on families over the last year (page 85)
- With regard to staff retention, an assessment on how the cultural changes currently being embedded across the workforce may be affecting the retention of staff.
- A meeting with the director to discuss items for CYPSC's work programme for the next 12 months.

Thank you again to you and officers for attending. I hope you find our comments and recommendations useful.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'L. BRIDGEMAN', with a long horizontal line extending to the right.

**COUNTY COUNCILLOR LEE BRIDGEMAN**  
**Chairperson – Joint Meeting of CYPSC and CASSC**

CC: Cllr Shaun Jenkins, Chair of CASSC  
Claire Marchant – Director, Social Services  
Louise Barry – Assistant Director, Adult Services  
Deborah Driffield – Assistant Director, Children Services  
Jo Watkins – Cabinet Business Manger  
Cabinet Office

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**CYNGOR CAERDYDD  
CARDIFF COUNCIL**



**COUNCIL:**

**18 JULY 2019**

**REPORT OF THE CABINET MEMBER FOR CULTURE & LEISURE**

**PUBLIC SPACES PROTECTION ORDERS – DOG CONTROLS**

**Reason for Report**

1. For Council to note and approve the dog controls being introduced in the Cardiff Public Spaces Protection (Dog Control) Order 2019.

**Background**

2. At the Cabinet meeting on 11<sup>th</sup> July 2019, the Cabinet approved a draft Cardiff Public Spaces Protection (Dog Control) Order 2019, and agreed that this matter should be reported to full Council.

**Issues**

3. Local authorities understand well how anti-social behaviour can blight the lives of people in their local communities, with those affected often feeling powerless to act. Councils have a key role to play in helping make local areas safe places to live, visit and work and tackling anti-social behaviour continues to be a high priority for local authorities and their partners.
4. The Anti-social Behaviour, Crime and Policing Act 2014 introduced several new tools and powers for use by councils and their partners to address anti-social behaviour (ASB) in their local areas. These tools replaced and streamlined a number of previous measures.
5. Public Space Protection Orders (PSPOs) are one of the tools available under the 2014 Act. These are wide-ranging and flexible powers for local authorities, which recognise that councils are often best placed to identify the broad and cumulative impact that ASB can have. The Act gives councils the authority to draft and implement PSPOs in response to the particular issues affecting their communities, provided certain criteria and legal tests are met.
6. Councils can use PSPOs to prohibit specified activities, and/or require certain things to be done by people engaged in particular activities, within a defined public area. PSPOs differ from other tools introduced under the Act as they are council-led, and rather than targeting specific individuals or properties, they focus on the identified problem behaviour in a specific location.

7. The legislation provides for restrictions to be placed on behaviour that apply to everyone in that locality (with the possible use of exemptions). Breach of a PSPO without a reasonable excuse is an offence.
8. Orders can be introduced in a specific public area where the local authority<sup>2</sup> is satisfied on reasonable grounds that certain conditions have been met. The first test concerns the nature of the anti-social behaviour, requiring that:
  - activities that have taken place have had a detrimental effect on the quality of life of those in the locality, or it is likely that activities will take place and that they will have a detrimental effect and
  - the effect or likely effect of these activities:
    - is, or is likely to be, persistent or continuing in nature;
    - is, or is likely to be, unreasonable; and
    - justifies the restrictions being imposed.
9. Following a review of complaints and concerns relating to the control of dogs in public spaces across Cardiff, the Cabinet supported a consultation on dog control measures to get a citizen view on dog control measures and associated aspects such as whether there were adequate bins in parks for disposing of dog fouling.

### **Consultation on Proposals**

10. The Council carried out a consultation on dog controls for 6 weeks from the 10th September to the 22nd October 2018. This consultation was advertised on the Council's website, social media and via posters that were displayed in each community hub and library across Cardiff. The reporting methods to respond to the consultation were via email, post, survey, publication through Council websites and social media.
11. In total, there were 6,002 responses to the public consultation on dog controls.
12. The consultation promoted comprehensive debate relating to the banning of dogs from sports pitches, the outcome of which was that this aspect was not included in the draft proposals for the introduction of a Public Space Protection Order for Dog Controls.
13. There was a subsequent consultation on the wording of the draft Public Space Protection Order for the introduction of Dog Controls. There were limited responses to this second consultation and on 11<sup>th</sup> July 2019 Cabinet approved the draft Public Space Protection Order for the introduction of Dog Controls.

### **Dog Controls**

14. The draft Cardiff Public Space Protection (Dog Control) Order 2019 (**Appendix A**) includes:

1. The prohibition of dog fouling (unless it is immediately removed) in all public spaces owned and/or maintained by the Council.
2. The requirement for a dog owner to have a means of clearing dog fouling.
3. The exclusion of dogs in all enclosed playgrounds and schools, which are owned and / or maintained by Cardiff Council.
4. The requirement that dogs are kept on a lead within all cemeteries owned and / or maintained by Cardiff Council.
5. A requirement allowing authorised officers to give a direction that a dog (s) be put and kept on a lead if necessary.
6. The fixed penalty notice charge for a breach of a Public Spaces Protection Order for dog controls, as set out above, is set at £100.
7. The dog controls will be exempt for persons who have a disability that affects the person's mobility, manual dexterity, physical co-ordination or ability to lift, carry or otherwise move everyday objects, in respect of a dog trained by a registered charity and upon which the person relies for assistance.

### **Next Steps**

15. The Council will formally make the Public Spaces Protection Order and will publish the Order.
16. The development of a media programme to support the promotion of the new Public Spaces Protection Order for Dog Controls across Cardiff. This will also include welfare messages relating to keeping dogs in cars due to the associated dog controls.
17. The Street Scene team will design and implement signage across the Public Spaces in the Order to support education and enforcement.

### **Legal Implications**

18. As noted in the body of the report, the Council has statutory power (under section 59 of the Anti-Social Behaviour, Crime and Policing Act 2014, 'the 2014 Act') to make a Public Space Protection Order (PSPO) if it is satisfied that:
  - (i) activities carried on in a particular area have had a detrimental effect on the quality of life of those in the locality, or are likely to do so; and (ii) the effect of the activities is, or is likely to be, persistent or continuing and unreasonable, and justifies the restrictions being imposed.
19. The making of a PSPO is an executive function by virtue of section 13 of the Local Government Act 2000 and the Local Authorities (Executive

Arrangements) (Functions and Responsibilities) (Wales) Regulations 2007. This means that Cabinet has the power to approve the draft Order, subject to compliance with the statutory criteria and procedure set out in the 2014 Act and associated statutory guidance.

20. Details of the statutory requirements were set out in the report to Cabinet on 11<sup>th</sup> July 2019 and the draft Order has been prepared having full regard to the same.
21. After a PSPO is made, the Council is required (by statutory regulations SI 2014/2591) to publish the Order on its website and erect notices on or adjacent to the land in question (where the dog controls apply) which are sufficient to draw public attention to the restrictions imposed by the Order.
22. The validity of the Order may be challenged within 6 weeks after it is made, by application to the High Court. The Court may quash the Order or any of the prohibitions or requirements imposed by the order if it is satisfied that (a) the Council did not have power to make the order, or to include particular prohibitions or requirements imposed by the order, or (b) the interests of the applicant have been substantially prejudiced by a failure to comply with the statutory requirements.
23. Any byelaws relating to activities regulated by a PSPO are of no effect during the currency of the Order (by virtue of section 70 of the 2014 Act). This means there is no necessity to revoke any existing bye-laws imposing controls on dogs, since they are of no effect while the PSPO is in force.
24. It should be noted that the introduction of a Public Space Protection Order is likely to lead to an increased number of criminal prosecutions in the Magistrates' Court, with a consequential increase in the legal resources required to manage this additional work.

### **Financial implications**

25. The introduction of a Public Space Protection Order for Dog Controls will be funded from within existing resources.

### **RECOMMENDATION**

The Council is recommended to note and approve the draft Cardiff Public Spaces Protection (Dog Control) Order 2019 and the arrangements to be made for its implementation.

### **CABINET MEMBER FOR CULTURE & LEISURE**

11 July 2019

#### Appendices

Appendix A draft Cardiff Public Spaces Protection (Dog Control) Order 2019

#### Background papers

Cabinet report 'Public Space Protection Order – Dog Controls – Draft Order', July 2019

**CYNGOR CAERDYDD  
CARDIFF COUNCIL**



**COUNCIL:**

**18 JULY 2019**

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**REPORT OF THE DIRECTOR OF GOVERNANCE AND LEGAL SERVICES**

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**STANDARDS & ETHICS COMMITTEE - INDEPENDENT MEMBER RE-APPOINTMENT**

**Reason for this Report**

1. To inform the Council of the expiry of the term of office of one of the independent members of the Standards and Ethics Committee; and to recommend his reappointment.

**Background**

2. The Council's Constitution (Article 9.2(a)(i)) provides that the Standards & Ethics Committee's membership shall include 5 independent members (along with three county councillors and one community councillor).
3. The appointment of independent members to the Standards and Ethics Committee is governed by the Standards Committees (Wales) Regulations 2001, as amended ("the Regulations"). Under the Regulations, an independent member cannot be either a councillor or an employee or the spouse of a councillor or an employee of the authority or any other 'relevant authority' (as defined by the Local Government Act 2000); and must be appointed in accordance with the procedure set out in the Regulations.

**Issues**

4. The appointment of the Standards and Ethics Committee Vice-Chair (Dr James Downe) as an independent member of the Committee was approved by Council on 22nd September 2011, for a 4 year term, to take effect when the next independent member vacancy arose. Dr Downe's appointment took effect on 2<sup>nd</sup> November 2013. As Dr Downe was appointed for a 4 year term, his first term of office ended on 1<sup>st</sup> November 2017, but due to an administrative error, this was recorded as November 2019.
5. The Regulations (Regulation 21(2)) provide that an independent member of a standards committee may be reappointed by the authority for one further consecutive term of up to 4 years.
6. Dr Downe has indicated that he is willing to stand for re-appointment.

7. Council approval is required for any reappointment of an independent member to the Standards and Ethics Committee.

#### **Legal Implications**

8. The relevant legal provisions are set out in the body of the report.

#### **Financial Implications**

9. There are no direct financial implications arising from the recommendations of this report.

#### **RECOMMENDATION**

That Council approves the reappointment of Dr James Downe as an independent member of the Standards and Ethics Committee for a further consecutive term, expiring on 1<sup>st</sup> November 2021.


**Davina Fiore**

**Director Governance and Legal Services and Monitoring Officer**

9 July 2019

#### **Background Papers**

Council report, 'Appointment of New Independent Members of the Standards and Ethics Committee', 22 September 2011 and minutes thereof

<p><b>ADRODDIAD BLYNYDDOL 2018/19</b>  <b>ANNUAL REPORT 2018/19</b></p>	
<p><b>ENW'R GRWP /NAME OF GROUP:</b>  All Party Council Group on Urban Resilience/ Grŵp Cyngor Pob Plaid ar Wytchwch Trefol</p>	
<p><b>CYFANSODDIAD/MEMBERSHIP:</b>  <b>Council Members</b></p> <p><b>Chair (2018/19)</b>  Cllr Phil Bale (LAB &amp; CO-OP, Llanishen &amp; Thornhill)</p> <p><b>Vice-Chairs (2018/19)</b>  Cllr Ali Ahmed (LAB, Cathays)  Cllr Joe Boyle (LIB DEM, Penylan)  Cllr Stephen Cunnah (LAB, Canton)  Cllr Jane Henshaw (LAB, Splott)  Cllr Sue Lent (LAB, Plasnewydd)  Cllr Elaine Simmons (LAB, Caerau)  Cllr Joel Williams (CON, Pontprennau &amp; Old St. Mellons)  Cllr Bob Derbyshire (LAB, Rumney)  Cllr Dan De'Ath (LAB, Plasnewydd)</p> <p><b>Associate Members</b>  Cardiff Civic Society</p>	
<p><b>CYLCH GORCHWYL / TERMS OF REFERENCE:</b></p> <p>The All-Party Council Group (APCG) on Urban Resilience was established in 2018 as a forum between Council Members and academics, NGOs, businesses and local government networks that are at the forefront of thinking about making our cities more resilient.</p> <p>We explore and debate issues relating to the pressures on world cities, with specific relevance to Cardiff.</p>	
<p><b>MATERION POLISI/ POLICY MATTERS:</b></p> <p>During the year, the Group welcomed a mix of guest speakers and study visits and we would like to thank everyone who has supported the Group's work over the past twelve months.</p> <p>In particular, we would like to thank the team at Cynnal Cymru for providing the Group with invaluable secretariat support.</p> <p><b>APCG highlights for 2018/19 included:</b></p> <p><b>Cardiff's Music Strategy – Music and Resilience</b>  In spite of snow-fuelled panic across Cardiff the All Party Council Group's meeting went ahead with a theme of music and resilience and with guest speaker John Rostron,</p>	

founder of Swn Music Festival in Cardiff, Welsh Music Prize and Association of Independent Promoters.

John is currently working on Cardiff's new Music City strategy and spoke about some of the drivers for change in the promotion of live music internationally, and offered some thoughts on possible responses from city, regional and national governments.

The All Party Group are very grateful to John for sharing his wide ranging expertise with Council Members (despite the snow!) and wish him and Sound Diplomacy well finalizing Cardiff's Music Strategy.



#### **APCG on Urban Resilience - Visit SOLCER House**

On Monday 3rd December 2018, the All Party Council Group visited SOLCER House. The house, designed by Professor Phil Jones and his team based at Cardiff University's Welsh School of Architecture, is a prototype to meet targets for zero carbon housing. Designed and constructed as part of the Wales Low Carbon Research Institute's (LCRI) SOLCER project, and supported by SPECIFIC at Swansea University, its unique design combines reduced energy demand, renewable energy supply and energy storage to create an energy positive house. The Solcer House is located at the Cenin site in Stormy Down, and has been designed to meet social housing standards. The house was constructed in 16 weeks using local supply chains.

#### **APCG on Urban Resilience Study Visit – Plasdŵr**

On Thursday 27th September 2018 the Cardiff Council All Party Council Group on Urban Resilience attended a Study Visit at the Redrow Homes site. The purpose of the visit was to question developers on the resilience of the development and to what extent it planned for the future of Cardiff.







### **APCG on Urban Resilience meeting on Cardiff's Urban Development strategy**

In 2018, the Group welcomed a speaker from the Council's Planning Department at our first meeting to give Councillors an introduction to the Council's approach to design and master planning, with the city's projected growth and new Local Development Plan.

## **CANFYDDIADAU/ FINDINGS**

### **STUDY VISIT TO SOLCER HOUSE, BRIDGEND – DEC 2018**

- During our visit it was clear that Wales has the potential to lead the world in the development of new sustainable housing, with many partners involved in the SOLCER House project based in, or connected to, Wales in one way or another.
- The National Assembly's Climate Change, Environment and Rural Affairs Committee in their August 2018 report entitled 'Low Carbon Housing: The Challenge', has urged the Welsh Government to bring forward a new ten year strategy for low carbon housing, but little progress had been made to date.
- Solcer House highlighted the benefits of having an exemplar project in Bridgend as an insight into future housing designs and technologies. We understand the last Council administration held discussions to develop a new eco/smart city home in Cardiff, which would act as a demonstrator for new technologies and local suppliers.
- We were impressed at the commitment shown by Cenin Renewables, the site owner, towards welcoming school educational visits to learn more about their facilities, and believe a similar model home project within Cardiff would be extremely beneficial in helping our local schools and colleges to deliver the national curriculum.

### **STUDY VISIT TO PLASDŴR – SEPT 2018**

- During our visit, we were advised that the City Council is not currently in discussions about the provision of new Council homes within the Plasdŵr strategic site. However, Redrow Homes expressed a willingness to enter into discussions with the Council to explore this further in Cardiff.
- Whilst the initial Parc Plymouth development now under construction by Redrow Homes consists of 15% affordable housing (with homes set at 70% of the selling price), it was important for us to hear that the overall commitment to a 30% affordable housing target remains in place. We were also told that as part of the master-planning work, there would be specific accommodation for over 55's around the new local shopping centre to ensure older residents could downsize and/or remain within the local community. Although there was no indication that new-build bungalows would form part of a broader mix of house type on this site.
- As Cardiff's latest Well-being Plan highlights, there is currently a healthy life expectancy gap of between 22 to 24 years for people living in some of the most and least deprived communities across Cardiff.

- During our visit, it became clear that there remains a degree of uncertainty as to whether the Council will establish new community primary schools offering Welsh-medium, bilingual or religious/faith provision. We understand the Council is currently considering this issue as part of a wider review and would hope this is completed shortly to remove this uncertainty.
- Whilst it is still relatively early in the construction phase, it was not clear from our discussions whether the Council, developers or individual estate management organisations were leading on a play strategy for major housing sites or who would ultimately fund and maintain communal play facilities.
- In early estate designs on Parc Plymouth, the provision of car parking has also taken precedence over the creation of new natural play opportunities for young children.
- Redrow confirmed to us that a route corridor for the new Cardiff Capital Region Metro had been protected through Plasdŵr, but during our discussions they were unable to say definitively when the new service would be constructed.
- Information on future bus routes was not available during our visit but Redrow does offer new residents a 12 month free bus pass as part of its welcome package. It was encouraging to hear that Redrow also follow this up with a visit after residents have moved in to remind them of the pass and the public transport options available. Each new household will also receive £50 in bicycle vouchers.
- Whilst dedicated cycle routes are planned in the future, we were also told that the Council have opted not to give priority to cyclists at junctions on the cycle lanes installed around Parc Plymouth, something which would appear to be at odds with Cardiff's vision to become a leading cycling city.
- The Group were interested to know how EV charging infrastructure and solar panels were being rolled out across the Parc Plymouth development and were advised these were 'added extras' available to home-buyers.
- We were advised that it was usually more cost effective to install this technology during the construction phase, but were concerned to learn that this option was rarely, if ever, taken up. As a result, we understand the design and capacity of local electricity networks are not being built with the large scale take up of this technology in mind.
- We heard from Redrow about the work which had taken place with the Council to identify suitable local Welsh language place and street names, based on historical research. We welcome this approach and hope this strong partnership is replicated with other property developers in the future.
- We heard that responsibility for the Parc Plymouth and other housing developments in Plasdŵr would be handed over to a management company (with charges set at approx. £210 per year) eventually controlled by the owners of the properties. We understand that in other strategic sites, alternative long term management arrangements through private firms may be under consideration.

#### **FFORDD YMLAEN/ WAY FORWARD:**

During the year, the APCG wrote to relevant Scrutiny Chairs and Cabinet Members on 17<sup>th</sup> October 2018 and 14<sup>th</sup> December 2018, with numerous recommendations and suggested areas for future work.

All APCG letters can be viewed on our website:

<http://www.cardiffresilienceapcg.wales/news-resources/>

## **ARGYMHELLION/ RECOMMENDATIONS:**

### **1. DEVELOP NEW LOW/ZERO CARBON HOUSING STRATEGY & MORE AMBITIOUS TARGETS FOR CARDIFF**

- We would urge Cardiff Council to consider developing its own city-wide low carbon strategy, with clear timescales attached, which could ensure we fully contribute towards any new national strategy.

### **2. OPEN NEW LOW CARBON/CARDIFF SMART CITY SHOW HOME**

- The Council should engage the public on how new and existing buildings will need to change in the future. We would urge the Council to revisit discussions with housing developers and other city-region stakeholders to advance a smart city show home project.

### **3. RETROFIT MORE EXISTING SOCIAL HOUSING IN CITY AND REVIEW NEW COUNCIL HOUSING PROGRAMMES TO BUILD GREENER HOMES**

- As the largest local authority in Wales, which has also retained its own social housing stock, Cardiff is well placed to make a substantial contribution in the switch to low carbon housing.
- Whilst Cardiff Council currently manages around 13,500 Council homes across the city, there appears to be very limited visibility on progress in delivering a low carbon Council housing strategy.
- The Council has plans to facilitate up to 6,500 new affordable homes by 2026 through its Local Development Plan (LDP) and to deliver 2,000 new build Council homes, which includes those delivered through its Cardiff Living partnership with Wates Residential. Whilst the Council has committed to build a small number of 'Passivhaus' homes on a site in Heath, as part of the Cardiff Living partnership, there were no targets in place at the time of our visit on how many of the planned new Council homes or other types of new accommodation, such as the Council's provision of new homeless accommodation or gypsy and traveller site pitches under the LDP, will meet the definition of low carbon.
- As a result, we suggest that the Council should look again at this issue and consider ambitious new carbon and energy targets for its new build Council housing programme as well as review the city's planning policies to require or encourage a switch to more efficient housing in Cardiff. Future Housing Revenue Account (HRS) Business Plans could show more clearly to Councillors and other stakeholders, progress towards more 'energy positive' and low carbon housing as part of any new local and national strategies.

### **4. INTRODUCE NEW FINANCIAL INCENTIVES AND TACKLE FUEL POVERTY**

- In addition to the large number of new homes being built in Cardiff, the city also has a large stock of older housing which needs to be considered for retrofitting.
- We would urge the Council to explore new incentives, including potential Council Tax discounts for low carbon homes, to increase the take up of more efficient

technologies and building materials and would urge the Council to prioritise households in fuel poverty.

#### **5. BUILD MORE COUNCIL HOMES MORE EVENLY ACROSS CARDIFF AND INCLUDE COUNCIL HOMES IN MAJOR NW AND NE CARDIFF LDP SITES**

- There is a need to provide sustainable and high quality Council homes in the North West and North East Cardiff strategic development sites. At present, the shortage of social housing in parts of the city leaves the Council with little option but to recommend potential tenants move across the city or consider the private rented sector.
- The APCG therefore urges the Council to either directly, or through its Cardiff Living housing partnership with Wates Residential, include new Council housing in these areas to reduce pressures on those areas of the city which already contain high concentrations of social housing, poverty levels and inequality.

#### **6. CARDIFF NEEDS A CLEAR PLAY STRATEGY TO INFORM MAJOR NEW HOUSING DEVELOPMENT SITES**



- The APCG would encourage the Council to consider international best practice in this field, such as Vauban in Freiburg, Germany, where on street car parking has been replaced in favour of natural play and a centralised car park for those residents who have signed up for this option.
- As Cardiff works towards UNICEF 'Child Friendly City' status, APCG members would stress the need for a clear and consistent play strategy in the city's major new housing sites.

#### **7. WORK TOWARDS EARLY METRO DELIVERY AND LOBBY WELSH GOVERNMENT TO INCREASE TAKE UP OF SOLAR PANELS, EV CHARGING POINTS AND OTHER ECO-HOME OPTIONS**

- We would urge the Council to do all it can to secure the early delivery of the Metro to this part of the city. Some members also felt that on street EV charging points should be incorporated into new developments as part of an early car club initiative.
- As homeowners can stretch themselves financially when buying a new home, more sustainable 'added extras' may not be seen as an immediate priority and/or may be difficult to finance through a larger mortgage.
- This issue needs to be raised by the Council, both with developers and the Welsh Government, to establish whether an alternative funding model can be developed in Wales which allows this technology to be rolled out as standard.

#### **8. COUNCILLORS SHOULD SCRUTINISE ESTATE MANAGEMENT PLANS FOR MAJOR NEW HOUSING SITES**

- We suggest this might be an area of interest for the Council's scrutiny function as there are long term implications for the Council and residents from the various models under consideration in the LDP sites.

<b>ADRODDIAD BLYNYDDOL/ ANNUAL REPORT</b>	 
ENW'R GRWP /NAME OF GROUP: <b>Caring4k9s</b>	
CYFANSODDIAD/MEMBERSHIP: Cllr Dilwar Ali (Chair), Cllr Norma Mackie (Vice-chair and Secretary) Cllrs Fenella Bowden, Graham Hinchey, Mary McGarry, Rod McKerlich, Bablin Molik and Kanaya Singh.	
CYLCH GORCHWYL / TERMS OF REFERENCE: <ul style="list-style-type: none"> <li>• To raise awareness of and encourage responsible dog ownership in Cardiff;</li> <li>• To reduce dog attacks on children and adults in public places including parks;</li> <li>• To reduce dog fouling;</li> <li>• To rescue all pets in relation to animal welfare.</li> </ul>	
MATERION POLISI/ POLICY MATTERS <ol style="list-style-type: none"> <li>1. Public Space Protection Order for Dog Controls and related Scrutiny Reports</li> <li>2. Reducing Dog Fouling</li> <li>3. Welsh Government Code of Practice for the Welfare of Dog Ownership including Microchipping, Licensing and DNA testing</li> <li>4. Progress on Banning Third Party Commercial Sales of Puppies and Kittens</li> </ol>	
CANFYDDIADAU/ FINDINGS <p>See attached report from the All Party Council Group Caring 4K9's to the Cabinet Members for Culture &amp; Leisure and Clean Streets, Recycling &amp; Environment.</p>	
FFORDD YMLAEN/ WAY FORWARD: <p>To continue to meet as an APCG to progress recommendations.</p>	
ARGYMHELLION/ RECOMMENDATIONS: <p><b>We would recommend that:</b></p> <ol style="list-style-type: none"> <li><b>1. Public Space Protection Order for Dog Controls and related Scrutiny Reports</b> <ol style="list-style-type: none"> <li>a) Consideration be given to training PCSOs, park employees and volunteers as "Authorised officers" to be able to give direction that a dog be put on a lead.</li> <li>b) That any education includes consideration for nervous dogs so that they put their dogs on their leads when a nervous dog is identified.</li> </ol> </li> </ol>	

This could include developing a system where nervous dogs can be identified e.g. a certain colour of lead. There could also be identified times when, to allow nervous dogs or nervous adults and children to use parks etc., that there be identified times when all dogs should be on leads.

- c) Dog Control Notices, as implemented in Northern Ireland, allow early intervention by local authorities or police if they had concerns about a particular dog owner whose dog has been found to be “out of control”. This could include keeping the dog on a lead in public, muzzling the dog in public, securely confining the dog when not under control, neutering males, microchipping, enforced training and education with consistently robust sanctions for offenders.
- d) We would also recommend that there be one point of contact for reporting dog incidents. It was felt this should be Cardiff Council. This would enable more accurate data capture to inform future measures.

## **2. Reducing Dog Fouling**

### **We would recommend that:**

That further consideration be given to a Dog Fouling Strategy for Cardiff that takes into consideration new technologies, adequate disposal facilities and education/information systems along with visible enforcement. This could include providing extra bins and free Bio-degradable poo bags at libraries, hubs etc.

## **3. Welsh Government Code of Practice for the Welfare of Dog Ownership including Microchipping, Licensing and DNA testing**

### **We would recommend that:**

The Cabinet Members consider suitable methods of ensuring dogs can be identified and that the owners have effective information and dog training.

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**REPORT TO THE CABINET MEMBERS FOR CULTURE &  
LEISURE AND CLEAN STREETS, RECYCLING &  
ENVIRONMENT**

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**UPDATE REPORT FROM THE ALL PARTY COUNCIL GROUP CARING4K9S**

**Reason for the Report**

1. To update the Cabinet Members on the work of the All Party Council Group (APCG) and to make recommendations on current issues related to dog ownership, dog related safety and dog welfare.

**Background**

2. The APCG Caring4k9's first met on 24<sup>th</sup> May 2018 with the following Members: Councillors Dilwar Ali, Fenella Bowden, Graham Hinchey, Norma Mackie, Mary McGarry, Rod McKerlich, Bablin Molik and Kanaya Singh. Councillor Dilwar Ali was appointed as Chair and Councillor Mackie as Deputy Chair and Secretary.
3. The following Terms of Reference were agreed:
  - To raise awareness of and encourage responsible dog ownership in Cardiff;
  - To reduce dog attacks on children and adults in public places including parks;
  - To reduce dog fouling; and
  - To rescue all pets in relation to animal welfare.
4. During the past year the APCG has:
  - Met 5 times in the past year and held a half day conference attended by 37 people;
  - Had input at meetings and at the conference from Cardiff Dogs Trust, Cardiff Dog Owners, concerned residents, C.A.R.I.A.D., Cardiff Dogs Home, the Communication Workers Union, Lesley Griffiths AM, Cllr Huw Thomas, Shared Regulatory Services and have also visited Cardiff Dogs Home;
  - Has successfully proposed a motion asking Cardiff Council to support the call for urgent action to ban the sale of puppies by pet shops and all commercial third party dealers; and
  - Attended and spoken at Environmental Scrutiny Committees on the PSPO.

## Issues

### THE PSPO on Dog Control and related Scrutiny Reports

5. As Cabinet Members are aware, following extensive consultation and scrutiny, the following proposals are to be taken to Full Council for approval:

The introduction of a Public Space Protection Order for Dog Controls under Section 59 of the Anti-Social Behaviour, Crime and Policing Act 2014 be approved to include:

- The prohibition of dog fouling in all public spaces owned and/or maintained by the Council.
  - The requirement for a dog owner to have a means of clearing dog fouling.
  - The exclusion of dogs in all enclosed playgrounds and schools, which are owned and / or maintained by Cardiff Council.
  - The requirement that dogs are kept on a lead within all cemeteries owned and/ or maintained by Cardiff Council.
  - A requirement allowing authorised officers to give a direction that a dog(s) be put and kept on a lead if necessary
  - The fixed penalty notice charge for a breach of a Public Spaces Protection Order for dog controls, as set out above, is set at £100.
  - The dog controls will be exempt for persons who have a disability that affects the person's mobility, manual dexterity, physical co-ordination or ability to lift, carry or otherwise move everyday objects, in respect of a dog trained by a registered charity and upon which the person relies for assistance.
6. The APCG welcome most of the proposals but were not unanimous on the decision not to ban dogs from marked sports pitches. While understanding the reasons that the ban was not included, there was a consensus that measures put in place to reduce fouling on marked sports pitches should be robust and regularly monitored.
  7. The APCG also had concerns that there would need to be a large increase of "Authorised Officers" to be effective in giving direction to put a dog on the lead. While this can be effective to control the behaviour of dogs it does not cover the effects of dogs running off the lead on 'nervous dogs', who are frightened by other dogs and can become aggressive in their presence.
  8. Owners of 'Nervous Dogs' will, generally, keep their dogs on the lead but control can be difficult if other dogs are running free. Some adults and children are also nervous of dogs, especially if they run up to them and jump up at them.
  9. The Dangerous Dogs Act 1991 besides stating that 4 specific breeds of dogs, usually used for fighting, are required to be muzzled and on leads in public places and bans their resale or being given away, also made it illegal for any dog to be out of control in a public place. This was amended by the Antisocial Behaviour, Crime and Policing Act 2014 to include private properties. A dog is



deemed out of control if it has injured someone or if someone is worried that it might injure them.

10. There are an average of 3.7 deaths per year in England and Wales due to dog attacks. Statistics show that 8,140 people were admitted to hospital in England between April 2017 and March 2018 as a result of dog bites or strikes, 1,046 being under 9 years old <sup>2</sup>. All breeds of dogs were involved in the attacks.
11. Dog training is not compulsory for owners and is often taken up by the more responsible owners.
12. The House of Commons Environment, Food and Rural Affairs Committee on Controlling Dangerous Dogs, Ninth Report of Session 2017–19 found that “the current approach to dog control is plagued with deep structural problems. Improvements to public safety that simultaneously safeguard animal welfare can only be achieved through an open-minded engagement with new strategies. This will require time, commitment and political courage”. They called on the Government to:
  - “Immediately remove the prohibition on transferring a banned dog if it has been behaviourally assessed by experts and found to be safe. This would prevent the needless destruction of friendly animals that could be safely rehomed;
  - commission an independent evidence review to establish whether the banned breeds/types present an inherently greater risk than any legal breed or cross breed;
  - commission a comprehensive review of existing dog control legislation and policy, with a view to developing an alternative model that focuses on prevention through education, early intervention, and consistently robust sanctions for offenders;
  - ensure all future strategies are developed with a full and transparent commitment to evidence-based policy-making. If the independent evidence review concludes there is insufficient evidence to support the Government’s position on Breed Specific Legislation, this aspect of the law should be revised;
  - introduce mandatory training and education courses for minor dog offences, similar to speed awareness courses for drivers;
  - support wider dog awareness training for schoolchildren, and run a targeted awareness campaign for dog owners and the general public on safe human dog interaction;”
13. The APCG would welcome the adoption of these recommendations and also those below.

**We would recommend that:**

- a) Consideration be given to training PCSOs, park employees and volunteers as “Authorised officers” to be able to give direction that a dog be put on a lead.

- b) That any education includes consideration for nervous dogs so that they put their dogs on their leads when a nervous dog is identified. This could include developing a system where nervous dogs can be identified e.g. a certain colour of lead. There could also be identified times when, to allow nervous dogs or nervous adults and children to use parks etc., that there be identified times when all dogs should be on leads.
- c) Dog Control Notices, as implemented in Northern Ireland, allow early intervention by local authorities or police if they had concerns about a particular dog owner whose dog has been found to be “out of control”. This could include keeping the dog on a lead in public, muzzling the dog in public, securely confining the dog when not under control, neutering males, microchipping, enforced training and education with consistently robust sanctions for offenders.
- d) We would also recommend that there be one point of contact for reporting dog incidents. It was felt this should be Cardiff Council. This would enable more accurate data capture to inform future measures.

### **Reducing Dog Fouling**

- 14. The PSPO consultation identified that people feel very strongly about reducing dog fouling and both the Environmental Scrutiny Committee and the Cardiff Dog Action Group agreed that more action needs to be taken to reduce it.
- 15. While there is conflicting evidence on the effects on dog faecal contamination causing blindness and infecting wounds, it is accepted that dog fouling where children, especially, and others can be contaminated is not acceptable.
- 16. The APCG agree that schemes to make “cleaning up” easier or more acceptable to dog walkers should be introduced along with education, media campaigns, notices and enforcement.
- 17. There are various schemes including “Green Dog Walkers” involving trained dog walkers who wear armbands to remind dog walkers to clean up and who will carry extra bags to give to those without bags.
- 18. “Poo Prints” is a scheme where dog’s DNA is taken to identify fouling, and to identify dogs with challenging behaviour. Barking and Dagenham Council report that since introducing this scheme dog fouling in parks has reduced by 60%.
- 19. “Streetkleen” produce Dog Waste Bins that are designed to only accept dog waste and the waste is then used to produce energy using an anaerobic digester. Bins are advertised at £360 - £465 each dependant on size. The bags used to collect the waste are also biodegradable as there is concern that millions of plastic bags are used daily to pick up dog waste.
- 20. It is also recognised that some dog walkers are bagging dog waste and then leaving the bags on the ground or on trees and fences. The reason usually

given is that there are no bins available. Dog walkers, in the consultation and at the conference, reported that there are not enough bins available in the right areas in Cardiff.

21. It is recognised that providing evidence of dog fouling for enforcement purposes is difficult and could be very labour intensive. The introduction of DNA testing could identify the dogs responsible and then, in most cases, the owner. A system could be created so that information from volunteers, such as Cardiff Dog Action, Friends of Parks Groups etc, could identify and record persistent offenders enabling action to be taken.
22. Education on responsible dog ownership is given in some schools by the Dogs Trust and advice is given to new owners by the Trust and Cardiff Dogs Home but many dog owners are given no advice or training. Social media campaigns, leaflets or information in dog walking areas could be used to educate dog owners on picking up and disposing of dog waste, detailing suitable methods and which bins can be used.

**We would recommend that:**

That further consideration be given to a Dog Fouling Strategy for Cardiff that takes into consideration new technologies, adequate disposal facilities and education/information systems along with visible enforcement. This could include providing extra bins and free Bio-degradable poo bags at libraries, hubs etc.

**Welsh Government Code of Practice for the Welfare of Dog Ownership including Microchipping, Licensing and DNA testing**

23. The Code of Practice (COP) published in November 2018 gives good practical guidance for the care and welfare of dogs and also outlines the current legislation related to dogs and helps clarify owners' responsibilities to and for their dogs. It is not known how well this document has been advertised or if many of the dog owners are aware of its existence. There is also some very good information available from The Association of Pet Dog Trainers (APDT), The Dog's Trust, Battersea Dogs Home, the RSPCA and other animal agencies
24. Training for owners and their dogs is not regulated. Dog charities recommend that all training should be by motivating the dog by using kind, fair and effective methods and suggest that trainers should be members of the Association of Pet Dog Trainers.
25. We would agree that dog owners should be identifiable and microchipping is already law. Unfortunately, we have been advised by the Cardiff Dogs Home, that a large number of dogs they take in are not chipped and they often do not have the required collars and tags either. We are aware that there is a view that dog licenses should be introduced but, we feel, as do the Cardiff Dogs Home, that this will create a lot of administrative work, would be difficult to enforce and the irresponsible dog owners, that should be identifiable and are not having dogs chipped, are less likely to buy the Licences either. This will put further cost onto the responsible owners who are now microchipping and training their dogs.

26. DNA testing could be very effective in identifying the last registered owner, in relation to enforcement and identification if lost. It would be less intrusive than microchipping and could be performed before the dog is given to a new owner. Dog training vouchers could also be purchased at the same time along with a one off fee to register the dog with the council, similar to changing car ownership. The breeder/seller and new owner could be required complete an online form and pay the fees.

**We would recommend that:**

The Cabinet Members consider suitable methods of ensuring dogs can be identified and that the owners have effective information and dog training.

**Progress on Banning Third Party Commercial Sales of Puppies and Kittens**

27. The Welsh Government currently completed a consultation on the banning of third party commercial sales of puppies and kittens.
28. Currently, puppies or kittens can either be purchased via a third-party seller, directly from a breeder or from a rescue/rehoming centre. Commercial third-party sellers are those who are licensed pet sellers; in Wales they will hold a license under the Pet Animals Act 1951. There are concerns commercial third-party sales lead to poorer welfare conditions for the animals, compared to when people buy direct from the breeder. According to estimates, between 40,000 and 80,000 puppies and kittens are sold via third party sellers each year. Shared Regulatory Services recently had a successful prosecution of a third party seller in the Vale who was fined £46,000.
29. The Consultation states “The introduction of the Animal Welfare (Breeding of Dogs) (Wales) Regulations 2014 led the way in the UK in addressing welfare concerns at licensed dog breeding establishments. The Regulations provide for licensing of breeding premises with three or more breeding bitches. However, we do not wish to stand still and will be looking to review our Regulations to ensure they meet the high standards we are expecting. In particular there are still concerns about the welfare standards at some licensed breeding premises and also in the enforcement of the Regulations. The findings from this consultation will help shape future changes but we cannot pre-empt what those changes will be at this point” – The Consultation will ended on the 17<sup>th</sup> May 2019.
30. The APCG have responded to the consultation and welcomed Cardiff Councils response to the Council Motion asking the Leader to write to Lesley Griffiths AM, supporting Lucy’s Law.

## **References**

1. The Office of National Statistics – Deaths by Dog Bites in England and Wales 2005 -2015
2. [www.statistics.com](http://www.statistics.com) – Hospital admissions in England due to bog bites or strikes 2017/2018 Anti-Social Behaviour, Crime and Policing Act 2014
3. Anti-Social Behaviour, Crime and Policing Act 2014
4. The Dangerous Dogs Act 1991
5. The Animal Welfare (Breeding of Dogs)(Wales) Regulations 2014
6. The House of Commons Environment, Food and Rural Affairs Committee on Controlling Dangerous Dogs, Ninth Report of Session 2017–19.
7. Welsh Government Code of Practice for the Welfare of Dog Ownership Code of Practice 2018

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**A Report of the:  
Children & Young People Scrutiny Committee**

# **Scrutiny Committee Annual Report 2018- 19**

**June 2019**



**Cardiff Council**

## CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE MEMBERSHIP



Councillor Lee Bridgeman  
(Chairperson)



Councillor Dan De'Ath



Councillor Philippa Hill-John



Councillor Heather Joyce



Councillor Linda Morgan



Councillor Stephen Cunnah



Councillor Mike Phillips



Councillor Kanaya Singh



Councillor Rhys Taylor

### Co-opted Members:



**Mrs P Arlotte**  
Roman Catholic  
Representative



**Carol Cobert**  
Church in Wales  
Representative



**Ms Rebecca Crump**  
Parent Governor  
Representative



**Karen Dell'Armi'**  
Parent Governor  
Representative



## CHAIR'S FOREWORD

I am delighted to present the committee's annual report for 2018/2019. Firstly, I would like to thank both members and co-opted members of the committee for their hard work, knowledge, and understanding of the issues and the support they have given me, which has made my job as chair a whole lot easier. I would also like to thank the scrutiny officers, who offer an amazing amount of support not only for myself but for the whole of the committee, and the witnesses who have spoken to the committee, giving up their valuable free time, especially in the task and finish inquiries.

I have been proud to chair this vital committee; there have been some new members and the committee has been involved in some really interesting training, which has enabled us to carry out our role as critical friends of the directorates aligned to CYPSC. I am delighted that the committee has had a full quota of councillors and co-opted members this year, and I know that there are other members who would like to participate in the committee, if a vacancy came about. This just shows me how important this committee is within the structure of scrutiny.

As you will see from reading this report, the committee has been involved in scrutinising some very important decisions that affect the everyday lives of young people who live in the city. As chair, I am keen to give young people a voice so to see young people given the chance to speak, at committee and as witnesses in our inquiry this year, has been both meaningful and powerful for the committee; to this end I invited a representative of the Youth Council to attend all future Committee meetings. The Youth Council accepted the invitation and agreed that its Vice Chair would undertake the role and attended her first meeting on September 11 2018. I also agreed that the representative, could actively take part in the meetings, seeking advice, challenging decisions and holding decision makers to account.

The report below highlights the key work that we have undertaken in the past year; as you will see, from June 2018 to May 2019, the committee has been very busy. I believe there are many fine examples of great scrutiny work within this report and I would like to think that you all agree. I look forward to chairing the committee again in 19/20 because, as I have previously stated, this is a vitally important scrutiny committee, which, most importantly, looks at the decisions made by this council and how they affect the lives of our children in our beautiful city.



**Councillor Lee Bridgeman**

**Chairperson of the Children & Young People Scrutiny Committee**

**June 2019**

## INTRODUCTION

The Children and Young People Scrutiny Committee plays an important role in assessing service performance and informing service and policy development across a range of Council services, including all aspects of Education, Social Care for Children, Children's Play and the Youth Service.

This report presents the Committee's main activities during 2018-19 and uses where ever possible the National Welsh Characteristics of Good Scrutiny to ensure that there are:

- Better outcomes - Democratic accountability drives improvement in public service.
- Better decisions - Democratic decision making is accountable, inclusive and robust.
- Better engagement – The public is engaged in democratic debate about current and future delivery of public services.

Between June 2018 and April 2019 the Committee Members have undertaken training in performance information and budgeting, and visited front line services. The Committee has scrutinised a wide range of topics contributing to the development and improvement of services for children and young people, a list of which is set out below under the following headings:

- **Inquiries** – Where the Committee has undertaken an examination of a topic over a period of time, resulting in a formal report to the Cabinet.
- **Policy Development** – Where the Committee has contributed to the Council's policy development processes by considering draft policy documents.
- **Pre-decision** - Where the Committee has evaluated and commented on policy proposals before they go to the Cabinet, giving the Cabinet the opportunity to know Scrutiny Members' views prior to making their decision.

- **Monitoring** - Where the Committee has undertaken monitoring of the Council's performance and progress in implementing actions previously agreed. The Committee has also set up a Budget monitoring panel.
- **Call-In** - Where a Member has invoked the Call-in procedure under the Council's constitution, to review a Cabinet decision prior to its implementation.

### **Inquiries Reports**

- ❖ Out of County Placements – Cabinet response received
- ❖ Preventing Young People's Involvement in Drug Dealing Inquiry – Joint with Community and Adult Service Scrutiny Committee – Cabinet response approved
- ❖ Child Mental Health in Education – ongoing Inquiry

### **Committee Panels**

- ❖ Children's Services Performance reporting format - completed

### **Policy Development**

- ❖ Scrutiny of Central South Education Consortium – Joint working
- ❖ Schools Admission Policy
- ❖ Education Strategy – Cardiff 2030 - ongoing
- ❖ Cardiff Child Friendly City

### **Pre-decision Scrutiny**

- ❖ 2019-20 Budget Proposals
- ❖ Corporate Plan 2019- 2021
- ❖ Ty Storrie Children's Home – Direct Provision of the service
- ❖ Provision of English Medium primary School Places in the Llanrumney Area
- ❖ A new delivery model for Family Help and Support in Cardiff
- ❖ New School Provision to serve parts of Pontprennau and Old St Mellons
- ❖ School Admissions Arrangements 2020/21 – briefing
- ❖ New School Provision to serve parts of Creigiau St Fagans Radyr Morganstown and Fairwater – briefing

## **Performance Monitoring**

- ❖ Children's Services – Quarterly Performance Monitoring
- ❖ Education and Lifelong Learning – Schools Annual Report 2017/18 and performance reports
- ❖ Central South Education Consortium – Consortium's contribution to raising standards in Cardiff's Schools
- ❖ Regional Adoption Service
- ❖ Families First Annual Review 2017-18

## **Member Briefings**

- ❖ Estyn Inspection Report – St Peters R.C. Primary School
- ❖ Additional learning needs and educational tribunal (aln et) act 2018
- ❖ Corporate safeguarding board - policy review and progress report

The Children and Young People Scrutiny Committee has held 12 full Committee meetings, and one joint meeting with Community and Adult Services Scrutiny Committee since June 2018. As a result of the consideration of over 29 reports, covering policy development, pre-decision scrutiny, monitoring progress and service area performance, the Scrutiny Committee Chairperson sent 21 letters to the Cabinet and officers, which included requests for additional information, comments, and observations on items considered at the Committee Meetings.

Also as a result of these meetings the Committee agreed to write to the relevant Cabinet Member identifying some recommendations for the Cabinet and officers to consider. The Committee received timely responses from the Cabinet to all letters that requested a response. In addition officers have provided information where requested and agreed to amend future reports in response to the Committee's requests.

## **PUBLIC QUESTIONS TO SCRUTINY – BETTER ENGAGEMENT**

The Council's five scrutiny committees regularly invite citizens and representatives of community and third sector organisations to provide evidence at Committee Meetings and Task & Finish inquiries. During 2018/19, this Committee has received advice, comments and concerns from 52 people who have either been invited or requested attendance at Committee or Task and Finish Group meetings.

The Committee has always considered the UN Convention on the rights of the child to be centre to its work, however the Chairman felt that the Committee could help provide an opportunity for young people to express their views and ensure that decisions and actions are in the best interest of young people by attending all Committee meetings. In the summer of 2018, the Chairman extended an invitation to the Youth Council for a representative to attend all future scrutiny committee meetings. The Youth Council accepted the offer and agreed that it's Vice Chair would undertake the role and attended her first meeting on September 11 2018. The Chairman also agreed that the Youth Council representative, although not a full member of the Committee, could actively take part in the meetings, seeking advice and challenging decisions and holding decision makers to account.

The Chairman received requests for attendance and associated correspondence on a number of issues. All correspondence is reviewed and appraised prior to each relevant Committee meeting and Members are asked if they wish to raise any issues on behalf of the public or that the Chairman reads out the public questions at Committee to enable those attending to hear their question being asked and the resultant response from the Cabinet Member and or Director.

The outcome of these actions has resulted in improved engagement with young people, members of the public and interested parties.

## Scrutiny Review – Better Decisions

Wales Audit Office (WAO)'s February 2016 inspection report included the following recommendations, which impacted on Scrutiny in Cardiff:

- Develop an approach to cross-cutting scrutiny (given the increasing nature of collaborative service delivery and governance, and the Wellbeing of Future Generations agenda).
- Consider scrutiny's role in addressing the strategic challenges facing the Council at this point in time.
- Ensure that any vacancies on scrutiny committees are filled quickly.
- Consider webcasting scrutiny committees.

In response to the recommendations the Scrutiny Committees have implemented a range of improvement actions and incorporated in to the Council's Corporate Plan.

Arrangements to scrutinise cross-cutting issues that have been developed by this Committee, including:

- Joint task and finish group looking into Drugs.
- Joint scrutiny with neighbouring authorities on issues including the Regional Adoption Service and the Central South Consortium Joint Education Service.
- Joint Committee for the scrutiny of the Director of Social Services Annual report 2018-19

The Scrutiny of the Wellbeing of Future Generations Act - The Council's Policy Review and Performance Scrutiny Committee has formal responsibility for scrutinising the Cardiff Public Services Board. However, each of the other Council scrutiny committees can scrutinise specific Public Services Board issues falling under its terms of reference. This Scrutiny Committee scrutinised the Public Service Boards on its three to five year partnership with Unicef UK to ensure that

all Cardiff's public services aim to embed children's rights throughout the services provided across the city.

Vacancies are allocated to political groups under political proportionality rules, and are discussed on a monthly basis with Party Group Whips. Vacancies that have been unable to be filled by a particular political group have been offered to other political groups and independent councillors. Throughout this municipal year the Children & Young People Scrutiny Committee has had a full Membership.

Webcasting facilities are in place in County Hall and in the City Hall Chamber, allowing some Scrutiny committee meetings to be webcast. The Management Statement of Action directed the introduction of webcasting of committee meetings to include one scrutiny committee meeting per month from December 2016. In April 2019 the Council extended its contract for Webcasting to enable all Committee meetings to be webcast, if held in Committee Room 4 of County Hall.

In addition the Scrutiny Committee have developed and implemented a performance indicator "The number of external contributors to Scrutiny meetings" to highlight the breadth and depth of evidence heard by scrutiny members. As at the 31 March 2019 scrutiny committees have received evidence directly from over 3831 external witnesses.



## **Committee Member Development – Better Decisions**

Scrutiny is a Member-led function whose success is closely linked to the capacity and development of the Members that sit on Scrutiny Committees. The Scrutiny Team therefore worked closely with colleagues across the Council to provide a continuous range of opportunities for Members to build or refresh their Scrutiny skills, and to extend their knowledge and insight into a range of issues relevant to their Scrutiny role.

During the year Scrutiny services have organised a number of training events to enable the new Scrutiny members to gain an overview and understanding of their roles, activities and scrutiny processes.

In addition, the Members attend pre-Committee meetings to discuss, analyse and understand the issues being considered, and where necessary ask for further clarification of information. From this, the Members can also established a number of “lines of inquiry” for the meeting.

## Highlights from the Committee's work during 2018/19

This section of the Annual Report presents highlights of the Committee's activities during 2018 -19. The report identifies what the scrutiny committee was trying to achieve in each piece of scrutiny, and what it actually achieved.

### Task & Finish Group Inquiries – Better outcomes

A key part of the Committee's work is the identification and investigation of key areas of concern, to enable better outcomes for public services and drive improvement in service provision. These can often be areas which a Directorate is not actively working on, or which are cross cutting in nature, involving several Directorate and partner organisations. The outputs from these investigations are reported back to the lead Cabinet Member for consideration, and – where appropriate – the implementation of the Committee's recommendations.

### Out of County Placements

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This inquiry was requested by three Cabinet Members, the Committee Chairman and supported by all Committee Members at the work programme forum meeting.

The terms of reference of the Inquiry was agreed as:

- To review the provision of out of county placements, the types of provision, cost and impact on resources
- To identify gaps in local provision, social services, and education that result in the need to place children out of county.
- To identify the barriers to providing additional support in Cardiff and the impact on looked after children in being placed outside Cardiff.

- To consider plans and proposals to provide improved provision and determine the effectiveness of these improvement in addressing Cardiff high levels of out of county provision.
- To report the findings of the Committee to the Cabinet.

The report of the Task and Finish Group was presented to The Full Committee on 8<sup>th</sup> May 2018 and Cabinet on 5<sup>th</sup> July 2018 Cabinet on 5 July 2018. The report contained 19 recommendations from the Task and Finish Group, with overarching themes of prevention, workforce, practice and commissioning.

The cabinet response approved by Cabinet on the 15 November 2018 , which will be addressed through current Improving Outcomes for Children Work programme or will be developed as new work streams. The overarching themes can be described as follows:

- a) The implementation of a coherent, evidence based model of early help and family support;
- b) securing a competent, confident, supported and empowered workforce, employed on permanent contracts, accountable for their practice, and equipped with the tools to do their jobs;
- c) embedding high standards of social work practice including the full implementation of the Signs of Safety framework;
- d) effective supply of accommodation care and support through the implementation of an enhanced Cardiff in-house fostering service and delivery of a commissioning strategy for residential care which will provide sufficiency of the right types of placement in Cardiff.

Together these themes, and the detailed actions beneath them, provide a whole system response for the most vulnerable children and families in the City.

The Cabinet response welcomed the Committee's recommendations all the recommendations have been accepted or partially accepted. The response also stated why some of the very specific recommendations need to be considered more as "in principle" direction due, for example, to the imperative to consider the needs of each child individually in deciding on a suitable placement. The implementation of the committee's recommendations have been aligned with the workstreams being delivered at the core of the Improving Outcomes for Children

programme. The recommendations, alongside other analytical work is underway within the directorate, and has helpfully re-emphasised the need to address workforce and practice improvement as well as enhance the supply side issues. Substantial work is already underway to create more placement provision in Cardiff and to address early help and support for families.

In June 2019 the Cabinet will consider the Council's vision is to open new children's homes in the city, so it can have access to the right type and level of support and ensure Cardiff children live in Cardiff. The aspiration is to open five new children's homes in Cardiff by December 2019.

Also in June 2019 Cabinet it is anticipated that it will consider a report setting out a 3 year strategic plan to deliver excellent outcomes in children's services. It will set out how the Council and partners will develop prevention, improve practice, support and develop the workforce, improve the range of service offers and achieve improved performance.

The 2019/20 budget proposals included a number of savings which had been identified through the implementation of the inquiries recommendations, these included:

- Commissioning arrangements £1M
- Improved Council Residential provision £1.5M
- Preventative models £0.5M

## **Preventing Young People's Involvement in Drug Dealing – Joint Task Group with Community and Adult Services**

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In response to a letter (dated 27 June 2017) from Cabinet Member for Housing and Communities, Cllr Lynda Thorne, a joint CYPSC/ CASSC Task Group has been holding Task and Finish inquiries into drug dealing in Cardiff. The scope of the inquiry called for close examination of the situation in the Butetown and Grangetown areas in particular. The first meeting took place on 17 October, 2017 and the Task Group is chaired by Cllr. Saeed Ebrahim.

The Task Group reviewed the evidence gathered from discussions with a wide range of witnesses including Council Members and officers (including Youth Service); third sector organisations; Community Safety Board Members; schools; Cardiff & Vale UHB; residents and community representatives; and Probation. The Members also reviewed a number of publications and reports, and developed, distributed and analysed a community survey to gain a snapshot of opinion across Cardiff. Arising from this, a number of key findings were identified from which a number of recommendations were agreed,

The recommendations of the Task Group were endorsed by both Scrutiny committees and commended to Cabinet for implementation, in consultation with the community safety board and organisations within the wider Cardiff partnership arrangements. The recommendations in the report have been shared with partner agencies for consideration and have been discussed at the community safety delivery board.

The Cabinet at its meeting on 18 April 2019 agreed that of the 19 recommendations, 12 have been accepted, 6 accepted in principle and 1 to follow (Recommendation 17). The response to each recommendation is detailed in the Appendix to the report, with an explanation as to why the recommendation is either accepted, rejected or accepted in principle or in part.

The Committee will consider the Cabinet response at the next joint committee meeting.

## **Child Mental Health in Education**

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The Children & Young People Scrutiny Committee during its consideration of items for the 2018/19 work programme agreed to undertake a Task & Finish inquiry into “Child Mental Health Support and Services”, to be chaired by Councillor Mike Phillips.

The inquiry was suggested by the Committee Chairman and supported by the Cabinet Members for Education Employment and Skills, and agreed by all

Committee Members at the work programme forum meeting for inclusion in the work programme.

It was suggested by the Committee that the Inquiry group should include representatives from the Youth Council, Cardiff & Vale University Health Board, Education, and Children's Services and was open to non-committee members and young people. The Group also agreed to hold a number of evidence gathering meetings with key stakeholders.

The Inquiry sought advice, comments and suggestions from the Chairman of the Welsh Government Children Young People and Education Committee, Welsh Government Education Staff, The Children's Commissioner and Policy Officer, The Crime and Police Commissioner and staff officer, Child and Adolescence Mental Health Service Staff, representatives from the Action for Children, Samaritans, Wales Mental Health Foundation, Cardiff university researcher, the Former Deputy Head at Monmouth Comprehensive School, Parents Group representative and the youth council.

The Group also considered a survey report (9,000 pupils) on student mental health and wellbeing which was presented by members of the Cardiff Youth Council, the views of parents and the Mind over Matter report produced by the Children, Young People and Education Committee

The Group has recently completed its evidence gathering meetings and is currently analysing the information to identify key issues to be use to challenge those responsible for the operation of Child Mental Health support and service across all stakeholders.

The Task Group is planning to present its report in the summer

## **Policy Development & Pre-Decision Scrutiny – Better Decisions**

A key part of the Committee's work is the review and assessment of effectiveness of the Council's policies which will impact of the lives of Children & Young People in Cardiff. The Committee always ensures that its work programme enables the scrutiny of any policy development and the pre-decision of any Cabinet report seeking approval for a strategy or policy affecting Children & Young People.

The Committee has during the past year undertaken pre-decision scrutiny of a large number of key policies, prior to their consideration by Cabinet:

- ❖ Schools Admissions arrangements 2020/21
- ❖ School Organisation Planning
  - Provision of English Medium Primary School Places in the Llanrumney Area
  - New School Provision to serve parts of Pontprennau and Old St Mellons
  - New School Provision to serve parts of Creigiau/St Fagans Radyr/Morganstown and Fairwater
- ❖ Development of the Cardiff 2030 Education Strategy
- ❖ Cardiff Child Friendly City
- ❖ 2019 – 2020 Budget Proposals
- ❖ Corporate Plan 2018 – 2021
- ❖ Ty Storrie Children's Home
- ❖ New Delivery Model for family Help and Support in Cardiff

Detailed below is a summary of the key pre-decision scrutiny work undertaken by the Committee

### **Schools Admissions Arrangements**

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In accordance with the statutory procedure a draft Cabinet report on School Admission Arrangements 2020/21 was considered by Committee in March 2019.

This report provided the Committee and subsequently Cabinet with the outcome of the consultation undertaken regarding school admissions criteria and proposed changes to Cardiff Council's school admissions arrangements.

Following its consideration of the draft report the Committee wrote to the Cabinet Member, prior to the Cabinet meeting, stating that the Committee recommended to Cabinet that as the proposed changes were minor, and was shown in the Cabinet report future consultations should highlight the proposed amendments to the Policy separately, to enable the public to clearly see the changes.

Finally the Committee discussed the issues around admission numbers, catchment area, segregation and school capacity, and agreed that it would priorities to undertake a scrutiny inquiry, as part of next year's work programme, to help develop proposal to address these issues.

## **School Organisation Planning**

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In December 2017 the Cabinet agreed to develop a number of School Organisation Band B schemes covering Secondary, Primary and special schools. As a result a number of proposals have been presented to Committee during the municipal year, seeking Cabinet approval for their implementation, these included:

- Public consultation on proposals to rationalise English-medium primary school places in the Llanrumney area, including a proposal to close Glan-yr-Afon Primary School in August 2019
- To inform the Cabinet of responses received following consultation on proposals to rationalise English-medium primary school places in the Llanrumney area, including a proposal to close Glan-yr-Afon Primary School in August 2019
- Public consultation on proposals for developing the Doyle Avenue site, where the existing Cantonian High School is located.
- To inform the Cabinet of responses received following a public engagement exercise on a proposal for a new build Fitzalan High School
- Proposed establishment of a new primary school in new build premises on the St Edeyrn's Housing Development in Pontprennau and Old St Mellons



- The proposed establishment of a new primary school, in new build premises on a site to serve parts of Creigiau St Fagans Radyr Morganstown and Fairwater.

The Committee reviewed the information in each draft Cabinet reports and agreed to provide the Cabinet with its advice and comments prior to their consideration of each report.

## **Cardiff 2030 – Education Strategy**

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The Director of Education informed the Committee that there was a need to refresh the Cardiff 2020 Education Strategy and start to develop a strategy for the next 10 years (Cardiff 2030). The Education Directorate developed a Cardiff Education Convention – “shaping a new curriculum for Wales”. Members of the Committee were invited to attend and the Committee was subsequently briefed, in November 2018, on feedback from the Convention as well as providing some views and suggestions to continue the “Civic conversation” for the future development of Education in Cardiff.

The Members of the Committee subsequently held an interactive workshop, in March 2019, with Officers from Education to reflect on the achievements and challenges arising from the Cardiff 2020 and help to develop the vision for Cardiff 2030.

The Members were informed that a draft strategy would be available for their comment and advice in the summer of 2019 with a final draft for consideration in autumn 2019.

## **2019-20 Budget Proposals and draft Corporate Plan**

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The Council’s Constitution allows for scrutiny committees to consider the draft Cabinet budget proposals prior to their consideration by the Cabinet and Full Council. The Committee considered the Council’s draft Corporate Plan and draft budgetary proposals for 2019 -20, including their detailed savings proposals and

Capital Programme at its meeting in February 2019, as well as testing their impact on the outcomes for children and young people.

The Committee identified a number of issues across the Corporate Plan, Corporate Budget and Directorate Budget reports. These concerns were included in a letter, sent to the Policy Review and Performance Scrutiny Committee for it to take into consideration when it reviewed the overall Corporate Plan, Consultation and Budget proposals on 18 February 2019 and to the Cabinet for consideration at its meeting on 21 February 2019.

The Committee's letter was considered by Cabinet and Council during their deliberations on the proposals. The Cabinet Member for Corporate Services and Performance also responded to the letter providing a full explanation on the specific budget savings points raised by the Committee. As a result the contingency budget for Looked After Children was increase as well as reviewing a number of performance targets to ensure their appropriateness to the current situation.

## **St Peters R.C. Primary School – Estyn Inspection Report**

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The Committee at its meeting in 18 January 2019 considered, as an Urgent item, a recently published Estyn Inspection Report on St Peters Roman Catholic Primary School. The Committee welcomed the Director of Education and Lifelong Learnings response to the St Peters Estyn Inspection report and the inspector's opinion that special measures are required in relation to this school.

The Committee were pleased with the briefing provided, and that actions had already been agreed, following the appropriate consultation, and that they were being implemented as a matter of urgency

## **A new delivery model for Family Help and Support in Cardiff**

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The Committee at its meeting on 9 October 2018 considered a draft Cabinet report setting out a new delivery model for integrated early help and prevention services for families, children and young people in line with the Council's Capital Ambition's commitment to having an enhanced Early Help provision.

The draft Cabinet report seeks to enable Cardiff Council to respond to the challenges and issues that it faces by considering a proposed future arrangement, which brings together existing services and to provide a comprehensive early help support service for families and children. This new model would meet the statutory requirement to provide Information Advice and Assistance for all families while providing more intensive support for those who need it on a "right help, right time" basis.

The Committee welcomed the opportunity to review the draft Cabinet Report prior to its consideration at Cabinet on 11 October 2018. During the way forward section of the meeting the Members considered the information in the report, together with answers to their questions, and the Committee agreed to commend the draft report to Cabinet. The Committee was however not completely comfortable with the financial implications of the framework, and in particular the TUPI arrangements for staff and the resultant training required. The Members therefore suggested that Officers monitor closely the financing of the new delivery model as well as the TUPI arrangements and necessary training of the staff that transfer to the new services, to ensure the effective implementation of the new delivery model.

## **Cardiff Child Friendly City**

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The Committee, in November 2018, agreed to receive a progress report on the development of a programme to make Cardiff a globally recognised as a Child Friendly City, through participation in the Unicef UK Child Friendly City and Communities Programme. The Public Service Board (PSB) was due to consider a

draft strategy at its meeting on 20<sup>th</sup> November and this report provides the Committee with the opportunity to consider and review the draft strategy.

The Committee was fully supportive of the strategy as well as ensuring the Children and Young People are at the heart of all decision making that impacts on them. The Committee was also very impressed with the work being undertaken by Play Wales to support and arrange the closure of streets so that children can play safely outside their homes “Street Play”, and offered their support for the continuation of this initiative.

The Committee did feel that the Strategy was very wordy and not particularly Child Friendly and suggested that the Public Service Board should produce a Child Friendly version of the Strategy. The Committee also considered that before the Strategy is approved, that the views of Sport and Youth organisations are sought and included in the final document.

The Committee also noted that the Cardiff model has been based around that used in Leeds, however some members were aware that Leeds model had involved the Private Sector in their Strategy and felt that the Cardiff Strategy would be strengthened by the inclusion of the Public Sector groups in making Cardiff a Child Friendly City. In addition 3rd Sector’s involvement would also enhance the scope of the Strategy and suggested that they should also be signed up to the strategy.

Finally the Members requested the presentation of future progress report to enable the Committee to review the implementation of the strategy and monitor Progress.

## **Performance Monitoring – Better Outcomes**

The Committee has a clearly defined role in the Council's improvement and governance arrangements, and its work programme includes a high level of the monitoring and review of Directorate performance, resource management, target setting and improvement management.

### **Quarterly Performance Reports – Children's Services**

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During 2018/19 the Committee noted generally improving performance across many indicators; however they expressed their concern at a few indicators showing reduction in performance. The Committee has reviewed each quarterly corporate performance report together with a catalogue of local indicators which the Members have requested to regularly monitor.

The Committee, at the start of the year discussed a review of the format and focus of future performance reports and agreed to set up a performance panel to help develop a more appropriate performance report for the Committee. A revised format was agreed with officers from Social services which Members felt provided a much clearer view of current performance, how it has changed together with the actions being implemented to improve those areas of concern

### **Performance Reports – Education and Lifelong Learning**

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The Committee continued its approach to the scrutiny of educational performance by scheduling throughout the year examination of particular aspects of performance, in addition to an overview of annual performance in January. The meetings have focused on the implementation of the Cardiff 2020 strategy together with the Education Corporate Performance reports.

The performance monitoring reports enable Committee to review, assess and challenge the implementation of all actions and thereby the delivery of high quality education and improved outcomes for children and young people in Cardiff's Schools.

The Committee has regularly written to the Cabinet Member seeking clarification on actions and recommended improvements in performance.

## **Central South Consortium Scrutiny Panel**

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A Central South Consortium Scrutiny panel was set up in 2017 with the Chairs and officers from the five Local Authority's Scrutiny Committees (Bridgend, Cardiff, Rhondda Cynon Taff, Merthyr Tydfil and the Valle of Glamorgan).

The statutory responsibility for the performance of schools resides in individual Local Authorities together with the associated Consortium's performance, with Consortium staff in attendance, however the scrutiny of the Consortium itself, is also essential and an appropriate scrutiny structure needs to be put in place to consider the performance of the region, share best practice and information across all five Scrutiny Committees'.

The Panel meet three times in the year with meetings scheduled shortly after each meeting of the Consortium's Joint Committee.

The Working Group's terms of reference would consider standing items such as:

- The Consortium's progress against its three-year Business Plan on a regional basis;
- Regional performance trends;
- The sharing of best scrutiny practice across the region;
- The Group to also report annually to the relevant Scrutiny Committee in each Local Authority and/or feedback to the next meeting of the relevant Scrutiny Committee in each Local Authority;
- To share a note of its meetings with the Joint Committee and to receive a response to these from the Joint Committee.

The panel has agreed its work programme and has already held three meetings.

## Committee Briefing Reports – Better Outcomes

The Committee agreed to receive briefing papers outside the normal Committee agenda so that they could be more effectively reviewed. The Committee agreed to receive these briefings as and when they were available.

Subjects covered included:

❖ **Additional Learning Needs and Educations Tribunal Act 2018**

The Committee was really interested to hear about the fundamental changes required by the Act, and now felt that they had a better understanding of the implications of the Act and the changes that are required to fully implement the Act and Code.

The Committee noted that it was proposed to undertake a Local Authority readiness audit and individual school readiness audit, Members asked for a progress briefing later in the year.

The Committee also expressed some concern that, the implementation of the requirements of the Act, will not be resource neutral, and requested an indication of the anticipated cost of fully implementing the requirements of the Act.

❖ **Corporate Safeguarding Board – Policy review and progress report**

The Committee was pleased with the progress that had made over the past 18 months, particularly as the Corporate Safeguarding Policy had been revised and strengthened. The Members acknowledged that the safeguarding of children and adults is every bodies business and as such the Policy will cover not only the Council workforce and Elected Members, but also partner organisations.

The Members, did however recommend that the safeguarding board should:

- The raising awareness and training should be extended to all Cardiff's schools, both pupils; and staff.

- Provide a progress briefing paper be provided to the Committee, on the level of compliance of the safeguarding training across the Council, in the summer.

The outcome from the Members' review of the briefings has been reported to Committee and appropriate letters sent to Directors. All requests for information have been responded to promptly and reported to Members.



## Suggested Items for 2019/20 Work Programme

The Committee receives regular work programme updates at which Members have the opportunity to consider items suggested by members of the public, young people, organisations, Council Members and other scrutiny committees, for inclusion on the work programme. Committee Members can also suggest any new issues which may be of interest to the Committee. Should the Committee consider a new work programme for 2019/20 municipal year, this Committee would like to recommend the following task group item to be considered for inclusion in its work programme:

- ❖ Issues around admission numbers, catchment area, segregation and school capacity.
- ❖ The provision of in-house fostering placements for Cardiff's Children being looked after.
- ❖ Recruitment and retention of social workers

The Council is responsible for co-ordinating the production of the main strategies and plans covering service development and provision across a range of services and agencies. The Committee's future work programme could include:

- ❖ Cardiff 2030 Strategy
- ❖ Corporate Plan and Budget
- ❖ Integrated Family Support Team
- ❖ Ty Storrie -update
- ❖ Cardiff Child Friendly City – update
- ❖ Corporate Safeguarding Board – progress briefing

The Committee will be identifying further issues for consideration during July/August 2019. It is also suggested that the Committee continues to receive the regular progress and performance reports on:

- ❖ Children's Services performance
- ❖ School performance
- ❖ Budget proposals and monitoring
- ❖ Out of County report recommendation monitoring

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# A Report of: Community & Adult Services Scrutiny Committee

Annual Report 2018 – 2019



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

**COMMUNITY & ADULT SERVICES SCRUTINY**  
**COMMITTEE MEMBERSHIP**



[Councillor Ali Ahmed](#)



(Chair Person)  
[Councillor Mary McGarry](#)



[Councillor Bablin Molik](#)



[Councillor Susan Goddard](#)



[Councillor Kathryn Kelloway](#)<sup>1</sup>



[Councillor Joe Carter](#)



[Councillor Shaun Jenkins](#)



[Councillor Saeed Ebrahim](#)



[Councillor Sue Lent](#)

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<sup>1</sup> Councillor Kelloway was a Member of the Committee until March 2019

## **TERMS OF REFERENCE OF THE COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE**

To scrutinise, measure and actively promote improvement in the Council's performance in the provision of services and compliance with Council policies, aims and objectives in the area of community and adult services, including:

- Public and Private Housing
- Disabled Facilities Grants
- Community Safety
- Neighbourhood Renewal and Communities First
- Advice & Benefit
- Consumer Protection
- Older Persons Strategy
- Adult Social Care
- Community Care Services
- Mental Health & Physical Impairment
- Commissioning Strategy
- Health Partnership

To assess the impact of partnerships with and resources and services provided by external organisations including the Welsh Government, joint local government services, Welsh Government-sponsored public bodies and quasi-departmental non-governmental bodies on the effectiveness of Council service delivery.

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

To be 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.

## CHAIR'S FOREWORD

Welcome to the Community & Adult Services Scrutiny Committee Annual Report for 2018-2019. It has been a very interesting and full year for us. However, due to constraints, in terms of resources and time, there were quite a lot of items that we were not able to look at. These are listed at the end of the Report. Having said that, I think we managed to prioritise all of the most important items. Throughout the Report you will see suggestions for further scrutiny and monitoring. Again, these are listed at the end of the Report.

You will see from the Report that our work this year has covered a wide range of topics. We have scrutinised the development of services in adult social care, particularly around the areas of Domiciliary Care Provision, Violence against Women, Domestic Abuse & Sexual Violence and Adults with a Learning Disability. We are committed to ensuring that these strategies are implemented and commitments within them are achieved. We also looked at the Vulnerable Persons' Resettlement Scheme and the intention to continue to participate in the resettlement of vulnerable refugees until March 2020, on a regional basis with the Vale of Glamorgan, in line with the Home Office scheme.

I am particularly pleased with the work we have done with regard to Homelessness: We held one Scrutiny Meeting, totally devoted to this issue, on 21 January 2019, when we reviewed the winter arrangements for individual homeless and rough sleepers to establish whether they were fit for purpose. We heard evidence from a number of external witnesses from a range of service providers, from our own Outreach team and the Cabinet member and officers. This was an extremely useful and enlightening meeting and enabled us to make observations and recommendations to the Cabinet. Again, we are committed to ongoing scrutiny of this item.

The Committee has also considered the Council House Building Strategy and the Council's commitment to building 1,000 new homes by May 2022 and 2,000 new homes in the longer term.

As the crime and disorder scrutiny committee for the Council, we reviewed the Council's Safeguarding Policy and received a Progress Report.

All of our work is driven by our commitment to ensure sound governance for the Council, that the voice of the citizen is heard and listened to, that service changes lead to positive improvements and that those with responsibility for Council resources are held to account to make sure they are well used.

None of the work we have done could have been done without the support and hard work of staff in Scrutiny Services and Committee Services and I can't thank them enough for their dedication and support which has been invaluable to me.

Finally, I would like to thank all the Members of this Committee, for their hard work and commitment over the year and I would like to extend these thanks to the Cabinet Members, Officers and external witnesses who addressed the Committee during the year.



**Councillor Mary McGarry**  
**Chair, Community & Adult Services Scrutiny Committee**



## OVERVIEW

The Community and Adult Services Scrutiny Committee plays an important role in assessing service performance and informing service and policy development across a range of Council services, including all aspects of housing, neighbourhood renewal and adult social care. The Committee is also the Council's crime and disorder scrutiny committee.

One of the main aims of this Committee is to look at things from a service user and citizen perspective and use this to inform our observations and recommendations to the Cabinet. We have invited contributions to our work from carers, advocates, citizens, partners and the third sector as well as hearing from Council Members, officers, statutory organisations and feedback from service users.

Between June 2018 and May 2019, the Committee scrutinised the following topics:

- **Pre decision** - Where the Committee has evaluated and commented on policy proposals prior to Cabinet, giving Cabinet the opportunity to know Scrutiny Members' views prior to making their decision:
  - Cardiff & Vale Of Glamorgan Violence Against Women, Domestic Abuse & Sexual Violence (VAWDASV) Strategy 2018-2023
  - Domiciliary Care Provision in Cardiff
  - Homelessness and Housing Review Strategy 2018-22
  - Safeguarding - Progress Report and Policy Review
  - Corporate Plan
  - Budgetary Proposals
  - Older Persons Accommodation Strategy
  - HRA Business Plan 2019/20
  - Council House Building Strategy
  - Vulnerable Persons Resettlement Scheme
  - Joint Commissioning Strategy for Adults with a Learning Disability

- **Policy Development/Review** - Where the Committee has contributed to policy development processes, for example by considering draft policy documents, and/or where the Committee has considered the implementation of policies, looking at whether this has happened in a timely manner and the impact of the policy, giving the Cabinet the opportunity to know Scrutiny Members' views about whether any changes are required:
  - Welsh Audit Office Report – Welsh Housing Quality Standard Review Including Tenants' Views
  - Temporary & Supported Accommodation - Single Persons Gateway
  - Preventing Young People's Involvement in Drug Dealing (Task & Finish Inquiry- jointly with the Children & Young People Scrutiny Committee).
  
- **Monitoring Progress** - Where the Committee has undertaken monitoring of the Council's progress in implementing actions previously agreed:
  - Carers Assessment & Engagement
  - Social Care Wales Act (2016)
  - Community Mental Health Services
  - Adult Safeguarding
  
- **Monitoring Performance** - Where the Committee has undertaken monitoring of the Council's performance:
  - Director of Social Services Annual Report 2018/19 (joint with CYPSC)
  - Quarterly Performance Reports – Adult Social Services; and Communities and Housing
  
- **Briefing Papers**
  - Equality & Human Rights Toolkit for Councillors on Accessible Housing
  - The Impact of Universal Credit on Rent Arrears

Over the year, the Scrutiny Committee held 11 committee meetings and wrote 26 letters to the Cabinet, officers and external partners, sharing their comments, recommendations and concerns following the scrutiny of items at committee meetings. Members formed a Performance Panel, which has held 2 separate meetings this municipal year, with Quarter 3 Performance taken to full committee on 3 April 2019, with Quarter 4 scheduled for July 2019.

### **Committee Member Development**

Scrutiny is a Member-led function whose success is closely linked to the capacity and development of the Members that sit on Scrutiny Committees. The Scrutiny Team work closely with colleagues across the Council to provide a continuous range of opportunities for Members to build or refresh their Scrutiny skills, and to extend their knowledge and insight into a range of issues relevant to their Scrutiny role.

In addition, the Members attend pre-Committee meetings to discuss, analyse and understand the issues being considered, and where necessary ask for further clarification of the information provided. From this, the Members can also establish a number of “lines of inquiry” for the meeting.

## **POLICY DEVELOPMENT AND PRE-DECISION SCRUTINY**

Members have undertaken a significant amount of pre-decision scrutiny and policy development work in respect of Social Care, Communities and Housing issues as well as Community Safety and Crime and Disorder scrutiny. Details of some of these are provided below and in the next section; a full list of the topics covered is provided earlier on page 7.

When considering pre-decision, Members are advised to:

- i) look at the information provided in the report to Cabinet to see if this is sufficient to enable the Cabinet to make an informed decision;
- ii) check the financial implications section of the Cabinet report to be aware of the advice given;
- iii) check the legal implications section of the Cabinet report to be aware of the advice given;
- iv) check the recommendations to Cabinet to see if these are appropriate.

## **Housing Revenue Account Business Plan 2019/20**

On 3 March 2019, the Committee considered the 2019/20 Housing Revenue Account Business Plan prior to consideration by the Cabinet at its meeting on 21 March 2019.

The report covered:

- Maintenance of the Wales Housing Quality Standard (WHQS)
- New Build Housing Programme, including the Cardiff Living Partnership
- Maintenance of properties
- Managing Anti-Social Behaviour
- Remodelling and Refurbishment of existing homes
- Estate Regeneration
- Neighbourhood Regeneration and Area Improvements
- Community Hubs
- Money Advice Team, including the impact of Universal Credit
- Support for tenants, including tenancy management, participation, consultation and supporting vulnerable tenants

- Homelessness & Housing Need
- Independent Living
- Work Spend
- Health & Safety

Following consideration, Members commended the Business Plan; however, requested that the following feedback be considered by Cabinet:

Overall, the Committee welcomed the examples of innovative housing which had been developed in partnership with Cadwyn and concluded that this partnership arrangement should be enhanced to ensure that innovative housing opportunities continued to be provided in the future.

In addition, the Committee were also supportive of the actions that were being undertaken to address the problems with damp in the blocks of flats where cladding had been removed. When the moisture content report was available; Members requested a briefing which also identified how the situation could be improved for residents.

The Committee requested that the number of true fails relating to the WHQS be clarified, and requested details of at what level these fails will affect the achievement of the WHQS. In addition, Members also requested further information surrounding eligibility for the Major Improvement grant from the Welsh Government.

Members of the Committee were reassured with the plans to reduce the improvement works and cut back the staff budget to protect borrowing.

The Committee acknowledged concerns regarding the difficulties with the procurement process and would consult with the Policy Review and Performance Scrutiny Committee to determine if there was an appropriate way forward to review the procurement process.

In response to Committee's letter both Cllr Lynda Thorne and Cllr Susan Elsmore expressed their gratitude for the overall support of the Committee. In terms of WHQS level of acceptable fails, the letter confirmed *'acceptable fails are deemed as technical passes in the view of the Welsh Government and therefore have no impact on the achievement of the Welsh Housing Quality Standard or eligibility for the Welsh Government (MRA) grant.'*

## **Cardiff & Vale of Glamorgan Violence against Women, Domestic Abuse & Sexual Violence Strategy 2018-2023**

On 6 June 2018, the Committee considered Cardiff & Vale of Glamorgan's Violence against Women, Domestic Abuse & Sexual Violence Strategy 2018-2023 (VAWDASV), prior to its consideration by the Cabinet at its meeting on the 14 June 2018. The Violence against Women, Domestic Abuse and Sexual Violence Act (Wales) 2015 laid out a requirement for local authorities and health boards to jointly prepare regional strategies to tackle this issue. The VAWDASV strategy recognises that anyone (women, men, children and young people) can experience and be affected by VAWDASV. It addresses violence and abuse directed towards women, men, girls and boys and violence and abuse perpetrated by men and women

Overall, the Committee supported the proposals and commended the report to Cabinet. In addition, Members congratulated the Cabinet Member and officers on the production of a comprehensive Strategy that addresses the complexities of this issue in a clear, easy-to-read format.

Members were concerned, that at the time the Strategy came to Committee, finances amongst partners, with regard to delivering the Strategy and its implementation, had not yet been agreed and recommended this be addressed as a matter of urgency. Members also recommended that the Action Plan accompanying the Strategy be available and published at the same time as the Strategy. Within the meeting, Members also recommended the need to ensure that promotion via public transport and taxis be included as part of the awareness raising campaign.

*No Response required – Members requested that a detailed update on the strategy be provided during 2019/20*

## Homelessness & Housing Review Strategy 2018-2022

Under Section 50 of the Housing (Wales) Act 2014 a local housing authority must periodically carry out a homelessness review for its area and formulate and adopt a homelessness strategy based on the results of that review. Members considered the Homelessness & Housing Review Strategy 2018-2022 on 5 Dec 2018 prior to its consideration by the Cabinet at its meeting on the 13 December 2018.

After considering the Strategy Members recommended that:

- A drive toward improving the collaborative approach between partners should be a priority.
- Improved communication on hostel provision – ensuring the message that hostels are safe and secure is relayed.
- The development and implementation of a detailed Action Plan, setting out how the commitments and actions contained in the Strategy are to be achieved, should be started as matter of priority. Members strongly recommended that this was implemented by the 31 March 2019.
- In terms of the content within the Action Plan; Members recommended it contain the following:
  - Information on the Governance Arrangements/Structures across partners.
  - Performance Measures – which include details of timescales and budgets.

Within the meeting, Members raised concerns surrounding:

- Engagement with private rented sector landlords and the ability to encourage these landlords to let their properties to tenants who may be in receipt of Housing Benefit or Universal Credit. Members therefore requested that information on how this will be addressed be supplied to the Committee.

*No Response required – Members requested that the above be monitored throughout 2019/20*

## Older Persons Accommodation Strategy

By 2037 the number of people in Cardiff aged 65 to 84 will increase by 42%, while those aged 85 and over will nearly double. The number of people in Cardiff with dementia is projected to increase by 67% for those aged 65+ and by 85% for those aged 85+ over the period 2015 to 2035. During 2018 the Cardiff and Vale of Glamorgan Regional Partnership Board commissioned independent research to identify the future housing and associated care requirements of older people across the region and to inform future capital investment programmes for housing. The research reviewed the current provision of older persons' housing and modelled likely future demand, based on demographic change. The research findings provided the evidence base upon which the Cardiff Older Persons' Housing Strategy 2019-2023 was developed.

At its meeting on 6 March 2019, the Committee considered the Strategy prior to its consideration by the Cabinet on 21 March 2019. Overall Members welcomed the Strategy and the outcomes that were expected. Members advised that all future accommodation for older persons would equitably support diverse communities and meet their cultural, religious and social care needs. In terms of funding, the Committee were aware of the current financial position of the Council and that future financial challenges may have an impact on its ability to provide new accommodation. It was therefore suggested that the use of the private public partnership, which supported the sale and rent of properties, could be enhanced to enable the Council to sell some of the properties that it built. This would, potentially, provide a source of income to offset the cost for building council accommodation. However, the committee were aware that this proposal has some inherent risks. An additional recommendation was to ensure that consultation with Registered Social Landlords on changes to allocation policy is upheld. It was also suggested that an Accessible Home Register be created to ensure that when adapted homes become available they could be more easily assigned to those most in need.

Following the meeting, a letter was sent to the Cabinet Member for Strategic Planning & Transport requesting consideration be given to utilising any funding allocated in the recent budget to support bus routes and, in particular, those local transport links which were essential to older persons' access into the community.

*No Response required*



## **Joint Commissioning Strategy for Adults with a Learning Disability 2019-2024**

On the 21st September 2017, the Learning Disability Partnership Group, which reports to the Cardiff and Vale Regional Partnership Board, agreed that a Joint Commissioning Strategy for Adults with a Learning Disability would be developed across Cardiff and Vale Councils and Cardiff and Vale University Health Board (CVUHB). The draft Joint Commissioning Strategy was taken to the Task & Finish group in February 2019, in line with the inquiry's objectives, and then again to Full Committee at its meeting on 1 May 2019. Within the meeting, representatives from Cardiff & Vale Federation and Cardiff People First were also present and provided the Committee with their perspective on the Strategy.

Overall, Members commended the report highlighting that the co-production and partnership working undertaken within this work is a refreshing approach which has resulted in the creation of a meaningful, well set out Strategy. Members noted the importance of implementation and monitoring, highlighting that the success and impact of the Strategy will likely be determined by its execution.

Members recommended that different methods of presenting the information to adults with a learning disability, with a possible increased focus on verbal communication, would be a valued approach by adults with a learning disability and their support system. Members noted that the ethos of choice was prevalent within the strategy, however wished to highlight that choice, involvement and collaboration with the individual with a learning disability, and their support system, must be maintained throughout all service provisions – wishing to ensure that a drive towards locality was not implemented as a mandatory pathway for service provision.

Members questioned, and requested further information on, the current 2% spend on respite services in relation to the strategy's aim of providing 'the right support at the right time'. The Committee also requested further information on the current review taking place on respite services, along with detailed information on how many adults currently receive respite care, and how the level of spend within this area will be increased in line with the Strategy's aim.

With the particular focus on implementation and monitoring, Members noted that the Action Plans for the Strategy were yet to be developed and requested that these return to Committee once developed.

*Cabinet response awaited and the Strategy's Action Plan to be considered during 2019/20*

## **COUNCIL HOUSE BUILDING STRATEGY**

On 3 April 2019, the Committee received a briefing on the forthcoming Council House Building Strategy. The Cabinet proposal was taken to Committee again on 1 May as a pre-decision item, prior to its consideration at Cabinet on 16 May.

Overall Members held enthusiasm for the strategy and its vision, noting that, if implemented within the planned timeframe, the Strategy should provide a significant impact for the residents of Cardiff. Members queried how the quality of the properties would be assured. Subsequent to this discussion, the Cardiff Design Standard was included in the Cabinet Proposal. However, Members were advised that the Cardiff Design Standard does require updating. It was requested this item return to Committee once the changes have been fully drafted.

Members raised concerns surrounding the possible constraints funding could have on the deliverance of this scheme with particular reference to the proposed rent cap by the Welsh Government. It was agreed that the Committee receive regular updates on the proposal. Members also raised concerns surrounding planning and queried the current schedule of planning submissions. Subsequently, Members received the updated Cabinet Proposal which included amended Appendices including information on the pipeline for delivery.

*No Response required – Members requested that the above issues be considered during 2019/20*

## MONITORING PROGRESS

During 2018/19, the Committee received updates on two issues it had previously scrutinised and had raised a number of concerns and recommendations.

### Building Maintenance Framework – Voids Management Issues

In 2015/16, the CASSC Performance Panel undertook a “deep dive” into council housing voids management, following poor performance over several years on the average time taken to re-let council housing voids.

The Performance Panel met four times to undertake the deep dive, examining the following;

- available void performance indicator information;
- benchmarking information;
- key lessons from tenant-led scrutinies in England;
- relevant Cardiff Council procedures and processes; and visiting a number of void properties to see the conditions in which properties are handed back to the Council and the standard that is reached before properties are re-let

The Performance Panel produced a report, arising from the deep dive, which contained sixteen recommendations, all of which were accepted. The Committee had requested further updates on the implementation of the improvements. Members were keen to understand the impact of the recommendations being implemented and received a number of updates, the last one being in December 2017. At this time, Members were informed of the new arrangements which were being implemented from January 2018.

At that stage, Members stated that they supported the new contractual arrangements going forward, but confirmed that they would wish to continue monitoring performance.

On developing the Committee’s work programme for 2018/19, Members requested a Brief on Voids, which was duly provided and discussed in a Committee meeting on 10 October 2018.

The brief provided, set out the following issues:

- Backlog of voids left by previous contractor;
- Difficulties experienced by new contractors in delivering void works within given timescales;
- Withdrawal of R&M Williams Contractor (Cardiff West)
- Contingency Arrangements in light of the above;
- Next Steps
- Voids Performance to July 2018

Overall, Members concluded that, in the light of ongoing problems and challenges across the service (that have been a long-term concern by the Committee), they would support the development of an in-house model, possibly based around arrangements in Swansea. Members agreed that they would wish to undertake a visit to Swansea to look at the arrangements which will be included on the work programme 2019/20.

In relation to current and future contract arrangements, Members were concerned that the procurement process and resulting contracts were not robust enough. Issues raised included:

- The volume of work that is now backlogged and resulting costs to the Council – Members requested, at the meeting, a breakdown of cost in rent loss etc. and that this should be supplied urgently.
- Concerns that the outgoing contractor, Ian Williams, not honouring work was not foreseen and dealt with earlier and so resulted in a large backlog of work for the incoming contractors to deal with.
- Concerns that the procurement process had not been rigorous enough in screening potential contractor's submissions, to test their financial viability to carry out the works, especially with regards to voids, which appears to be a particular problem and continual risk.
- That contract terms needed to be tighter and more enforceable to ensure that contractors could not pull out of contracts at short notice. They concluded that

there needed to be some kind of penalty in doing so to minimise costs to the council in terms of rent loss and costs relating to putting other arrangements in place.

- That the Council be very clear about the levels of work that contractors will be responsible for, so that they are very clear about the level of work expected of them; and that they can plan, at an earlier stage for “gearing up” once the contract has been awarded.
- That contracts are only considered and awarded once they can prove that they ARE geared up to undertake work – that, where possible, employees and supply chains are already in place.
- That penalties are implemented at the earliest opportunity, as per the contractual arrangements - whilst it was appreciated that a period of “gearing up” to take on the work was allowed for, Members felt it imperative to start enforcing this.

Members also requested to receive quarterly updates on progress in relation to performance along with detailed updates on issues relating to the management of voids. Members also requested an update on the following:

- Reporting of PI results across the Service
- Updates on:
  - Current contractor performance
  - Rent loss across the quarter
- Update on the procurement of the additional contractor
- Updates on the development of the in-house team, and the performance of the team (when applicable)
- Any further plans and initiatives that are being developed to improve the service

The updates will be added to the Committee’s work programme and shared as appropriate.

## Community Mental Health Services Review

At the November 2017 meeting of this Scrutiny Committee, Members received a briefing note and presentation by the Cardiff and Vale University Health Board on proposed changes to community mental health services. A further update was then provided at Committee in November 2018.

Members welcomed the update on the Pilot based at Barry Hospital and hearing that this had resulted in a significant improvement in the quality of facilities on offer. Members also acknowledged that the Pilot had been able to offer a much more responsive service and had presented opportunities to implement cultural changes required via legislation and to have greater input from the third sector. Members also welcomed the new and emerging stream of work in Cardiff East, providing mental health practitioners in GP surgeries, and the positive impact this has had in this area. Members were also pleased that funding appeared to be stable and that this has led to being able to provide a sustainable service to date.

However, Members were concerned that, despite raising this in their letter in November 2017, there was still no strategy and/or action plan in place to demonstrate how the programme will be delivered, including the roll-out of a new, significant stream of work. Members were also concerned about the apparent lack of progress in implementing the programme in Cardiff. Whilst Members acknowledged that a major programme would take time, Members stated that they felt there was “slow movement” in the implementation of the programme. This included the identification and development of suitable premises in Cardiff and a lack of detail of how/when this would happen (milestones, timescales etc), how it will be funded, and who would be affected.

Members did not feel they had sufficient detail to undertake effective scrutiny and as a result, requested that once a Strategy and/or Action Plan is put in place (as a matter of urgency) this is reported back to Committee to inform Members of its progress.

## COMMUNITY SAFETY AND CRIME & DISORDER SCRUTINY

During 2018-19, Members have undertaken the following work to discharge their responsibilities for scrutinising the work of the Crime and Disorder Partnership and community safety in Cardiff

### Preventing Young People's Involvement in Drug Dealing – Joint Task Group with Children and Young People Scrutiny Committee

In response to a letter (dated 27 June 2017) from the Cabinet Member for Housing and Communities, Cllr Lynda Thorne, a joint CYPSC/ CASSC Task Group was formulated. The scope of the inquiry called for close examination of the situation in the Butetown and Grangetown areas in particular. The first meeting took place on 17 October, 2017, chaired by Cllr. Saeed Ebrahim.

The Task Group reviewed the evidence gathered from discussions with a wide range of witnesses including Council Members and officers (including Youth Service); third sector organisations; Community Safety Board Members; schools; Cardiff & Vale UHB; residents and community representatives; and Probation. The Members also reviewed a number of publications and reports, and developed, distributed and analysed a community survey to gain a snapshot of opinion across Cardiff. Arising from this, a number of key findings were identified from which a number of recommendations were agreed,

The recommendations of the Task Group were endorsed by both Scrutiny committees, and commended to Cabinet for implementation, in consultation with the community safety board and organisations within the wider Cardiff partnership arrangements. The recommendations in the report have been shared with partner agencies for consideration and have been discussed at the community safety delivery board.

The Cabinet at its meeting on 18 April 2019 agreed that of the 19 recommendations, 12 have been accepted, 6 accepted in principle and 1 to follow (Recommendation 17). The response to each recommendation is detailed in the Appendix to the Cabinet Report, with

an explanation as to why the recommendation is either accepted, rejected or accepted in principle or in part.

The Committee will consider the Cabinet response at the next joint Committee meeting with Children and Young People.

## **CORPORATE PLAN & BUDGET**

The Council's Constitution allows for scrutiny committees to consider the draft Cabinet budget proposals prior to their consideration by the Cabinet and Full Council. The Committee considered the Council's draft Corporate Plan and draft budgetary proposals for 2019 -20, including their detailed savings proposals and Capital Programme at its meeting in February 2018. It reviewed the draft Corporate Plan and budget savings proposals.

The Committee identified a number of issues across the Corporate Plan, Corporate Budget and Directorate Budget reports. These concerns were included in a letter, sent to the Policy Review and Performance Scrutiny Committee for it to take into consideration when it reviewed the overall Corporate Plan, Consultation and Budget proposals on 20 February 2019 and to the Cabinet for consideration at its meeting on 21 February 2019.

The Committee's letter was considered by Cabinet and Council during their deliberations on the proposals.



## MONITORING PERFORMANCE

In response to the Wales Audit Office Corporate Assessment 2014, this Committee established a Performance Monitoring Panel to triage the quarterly performance reports and undertake 'deep dives' as needed, outside of Committee meetings. At a meeting of the Committee in October 2017, two Members agreed to take responsibility for holding quarterly meetings, and if any concerns arose, they would contact the appropriate Cabinet Members/Officers to provide responses either to the Performance Panel, or to address full Committee.

Quarter 3 Performance for Adult Social Services and People and Communities was taken to full Committee on 3 April 2019. Within the meeting, Members raised concerns in relation to:

### People & Communities

- Lack of detail with regard to implementation plans
- Further information on the Older Persons' Housing Strategy 2019-2023 Action Plans
- Resource availability and management in regard to the 'Housing First' Pilot
- Days to Re-Let figure for void properties (which at the time of the meeting stood at 89 calendar days)

As a result Members requested further information on the Older Persons' Housing Strategy 2019-2023 Action Plans along with an update on how the management and turnaround of voids properties will be addressed. These requests will be included in the 2019/20 Work Programme.

### Adult Social Services

- Level of contact with voluntary organisations in terms of commissioning and service provision
- Level of care homes and domiciliary care providers currently in escalated concerns.

Quarter 4 Performance is scheduled for full Committee on 5 June 2019.

## WORK PROGRAMME FOR 2019- 20

Members of the Committee will be invited to consider items for possible inclusion in the Committee's work programme during 2019-20. Work is currently in progress to draw together issues for the Committee to consider. A draft work programme will then be developed and brought to Committee for approval and implementation. The Committee would welcome suggestions for scrutiny items from other Members.

## FUTURE SCRUTINY WORK

During 2018/19, there were a number of issues that had been identified as Items for the Work Programme, but were unable to be considered, due to time pressures. In addition, there were a number of issues that arose from the Committee's deliberation of Items. Therefore, the following may be considered for the 2019/20 Work Programme.

- ❖ Safety in Parks
- ❖ "Designing Out Crime" in New Communities
- ❖ Locality Based Working & Neighbourhood Partnerships
- ❖ Well-Being of Staff in Social Care
- ❖ Single Licensing Enforcement Policy Update
- ❖ Review of Safety checks in High-Rise Properties
- ❖ Supporting People Local Delivery Plan
- ❖ Community & Well Being Hubs Programme
- ❖ Cardiff & Vale of Glamorgan's Violence against Women, Domestic Abuse & Sexual Violence Strategy 2018-2023 (*Update*)
- ❖ Performance Reports.
- ❖ Relevant Audit, Inspection and Regulatory Reports.
- ❖ Cabinet Responses to previous Inquiries.
- ❖ Implementation of agreed recommendations from previous Inquiries.
- ❖ Joint Commissioning Strategy for Adults with a Learning Disability 2019-2024 (*Review of Action Plans*)
- ❖ Older Persons' Housing Strategy 2019-2023 (*Update*)
- ❖ Cardiff Design Standards
- ❖ Welsh Government Rent Cap Updates
- ❖ Council Void Properties – Quarterly Updates & Swansea Model
- ❖ Community Mental Health Services – Review of Action Plan



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## **A Report of the: Economy & Culture Scrutiny Committee**

# **Annual Report**

**2018- 2019**



**Cardiff Council**

## Economy & Culture Scrutiny Committee Membership



Councillor Nigel Howells  
(Chairperson)



Councillor Iona Gordon



Councillor Jane Henshaw



Councillor Gavin Hill-John



Councillor Thomas Parkhill



Councillor Adrian Robson



Councillor Abdul Sattar



Councillor Elaine Simmons<sup>1</sup>



Councillor Ed Stubbs

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<sup>1</sup> Councillor Simmons was a Member of the Committee until March 2019

## TERMS OF REFERENCE OF THE ECONOMY & CULTURE SCRUTINY COMMITTEE

- To scrutinise, measure and actively promote improvement in the Council's performance in the provision of services and compliance with Council policies, aims and objectives in the area of economic regeneration.
  - Cardiff City Region City Deal
  - Inward Investment and the marketing of Cardiff
  - South East Wales Economic Forum
  - Economic Strategy & Employment
  - European Funding & Investment
  - Small to Medium Enterprise Support
  - Cardiff Harbour Authority
  - Lifelong Learning
  - Leisure Centres
  - Sports Development
  - Parks & Green Spaces
  - Libraries, Arts & Culture
  - Civic Buildings
  - Events & Tourism
  - Strategic Projects
  - Innovation & Technology Centres
  - Local Training & Enterprise
- To assess the impact of partnerships with and resources and services provided by external organisations including the Welsh Government, joint local government services, Welsh Government Sponsored Public Bodies and quasi-departmental non-governmental bodies on the effectiveness of Council service delivery.
- To report to an appropriate Cabinet or Council meeting on its findings and to make recommendations on measures, which may enhance Council performance or service delivery in this area.

## CHAIR'S FOREWORD

We have had another busy year and I am pleased that Committee Members have shared the workload, participating in task & finish inquiries and on our visits to various sites. These visits included the Library Services storage stacks in Dominions Way, Council-owned workshop sites across Cardiff, as part of our '*Council Workshops and Innovation Premises*' Inquiry, and a visit to the Principality Stadium, as part of our '*Events in Cardiff*' Inquiry. These visits made tangible some of the challenges facing services. Critically, the visits enabled us to hear directly from stakeholders, those using our services and those working in partnership with us to provide services. This is a vital aspect of scrutiny and we have worked to encourage stakeholders to participate and enhance our work throughout the year, at committee and via task groups, in person and in writing. I would like to thank all those who have contributed to our work over the year, including Cabinet Members, partner organisations, service users and residents. Of course, the work we do, and its quality, depends on the support we receive from officers within the scrutiny service. In this respect, we are very lucky in Cardiff to have excellent, hard-working officers to support the work we do. A special mention to our Principal Scrutiny Officer, Angela Holt, whose dedication and professionalism has helped to shape the quality of our reports and recommendations.

As a Committee, we are committed to adding value and focusing our time accordingly. We sought the input of Cabinet Members and senior officers when setting our work programme, asking for their views on where scrutiny resource can be best utilised. This led to our selecting two areas for detailed scrutiny this year - our inquiry into '*Council Workshops & Innovation premises*' and our inquiry into '*Events in Cardiff*'. I am sincerely grateful to all those who contributed ideas, experiences and expertise and to my task group colleagues, Councillor Gavin Hill-John, Councillor Robson, Councillor Iona Gordon, Councillor Jane Henshaw and Councillor Thomas Parkhill for their time and assistance in undertaking and completing these important reports. We trust that our inquiry reports will be of use to the administration in deciding the way forward for these areas that are key to the future of Cardiff's economy.

Throughout the year, we have championed the need for sustainable development, particularly the need to use the benefits of economic development to boost the provision of high quality, affordable and reliable public transport. We have another interesting year ahead, scrutinising the implementation of the new vision for Economic Development and its interface with the City Deal as well as changes to frontline services. We are determined to work constructively to drive improvement for residents, visitors, businesses and partners in our policies and services and to challenge proposals from a sustainable development perspective, in light of the Climate Change emergency we all face.



**Councillor Nigel Howells**

**Chair, Economy & Culture Scrutiny Committee**



## 2018-19 INTRODUCTION & OVERVIEW

The Economy and Culture Scrutiny Committee plays an important role in assessing service performance and informing policy development across a range of Council services. The Committee hears from diverse witnesses to inform this work, including relevant Cabinet Members, council officers, partner organisations, citizens and service users. During 2018–19, Committee Members scrutinised items across several Cabinet Portfolio areas, as follows:

- Cllr Huw Thomas – Leader
- Cllr Peter Bradbury – Culture & Leisure
- Cllr Russell Goodway – Investment & Development
- Cllr Sarah Merry – Education, Employment & Skills
- Cllr Michael Michael - Clean Streets, Recycling and Environment
- Cllr Lynda Thorne – Housing & Communities.

The Directorates predominantly covered by the Committee's terms of reference are Economic Development; and People & Communities: Housing & Communities. This report presents the Committee's activities during 2018-19 and, where possible, identifies the impact of the Committee's work upon the areas within its remit. Between June 2018 and May 2019, the Committee scrutinised a wide range of topics, which are listed below.

### **Inquiries**

Where the Committee has undertaken an examination of a topic over a period of time, resulting in a formal report to the Cabinet.

- Cabinet Response: Funding of Parks Inquiry (*October 2018*)
- Council Workshops and Innovation Premises (*November 2018*) and Cabinet Response to this (*April 2019*)
- Events in Cardiff (*February 2019*).

### **Policy Development and/or Review**

Where the Committee has contributed to the Council's policy development processes, for example by considering draft policy documents, and/or where the Committee has considered the implementation of policies, looking at whether this has happened in a

timely manner and the impact of the policy, giving the Cabinet the opportunity to know Scrutiny Members' views about whether any changes are required.

- Adult Community Learning – Welsh Government Consultation
- Innovation
- Dumballs Road regeneration
- Employment/ Employability Services
- Leisure Management Partnership with GLL
- Informing a Music Strategy: Music Ecosystem and Strategic Recommendations
- Cardiff Harbour Authority – Review of current arrangements.

### **Pre-Decision**

Where the Committee has evaluated and commented on policy proposals before they go to the Cabinet, giving the Cabinet the opportunity to know Scrutiny Members' views prior to making their decision.

- Britannia Park – Harbour Drive
- Multi- Purpose Indoor Arena
- Securing Council Funding for Heritage Buildings
- Public Space Protection Order: Proposed Dog Controls
- Economic Development White Paper route
- Corporate Plan 2019-22 and Budget 2019/20
- Draft Economic Strategy: Economic Development White Paper.

### **Monitoring**

Where the Committee has undertaken monitoring of the Council's performance and progress in implementing actions previously agreed.

- Directorate Delivery Plan – Economic Development; People & Communities: Housing & Communities
- Quarterly Performance Reports – Economic Development; People & Communities: Housing & Communities – including performance briefing.
- Budget Monitoring – Month 4, Month 6 and Month 9
- Welsh Public Library Standards 6<sup>th</sup> Framework
- Cardiff City Region City Deal: Joint Overview & Scrutiny Committee.

## **Call- In**

Where a non-Executive Member invokes the Call-In procedure under the Council's Constitution, to review an Executive Decision prior to implementation.

- None

Over the period June 2018 – May 2019 we held 10 committee meetings and wrote 19 letters to the Cabinet, officers and external partners, sharing our comments, recommendations and concerns following the scrutiny of items at committee meetings. Three of our committee meetings were webcast and received 184 views. The majority of these were for our Joint meeting with the Environmental Scrutiny Committee when we considered the proposed Public Space Order: Dog Controls; this meeting was also streamed on Facebook and received 699 views.

We also held 2 forum meetings – one to consider our work programme and the other to consider the Welsh Government's consultation proposals for Adult Community Learning. The Committee ran 2 task and finish inquiries, both of which have presented their reports to Cabinet this year.

A constant theme throughout the year has been our concern to ensure that proposals for economic development are compatible with our commitment to sustainable development. As well as being a requirement of the Well Being & Future Generations Act, the need for sustainability principles to underpin and shape economic development is clear from the Climate Change emergency that we face. This was something Council discussed in March 2019, where we passed a motion to work with partners to develop and implement best practice in delivering carbon reductions, helping to limit global warming.

The following pages highlight the Committee's key activities during 2018-19, identify the comments and recommendations made and the Cabinet responses to these.

## Cabinet Response: Funding of Parks Inquiry

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In October 2018, we received the response from Cabinet to our recommendations made following our Funding of Parks Inquiry (*April 2018*). Our Inquiry explored a wide range of income generation and cost reduction approaches used by other local authorities. We invited contributions from a range of stakeholders, including Friends Groups, sports pitch users and partner wildlife organisations. We also heard from the Cardiff Civic Society, Urban Park Rangers and Community Park Rangers, senior officers and Councillor Peter Bradbury, Cabinet Member with responsibility for Parks and Green Spaces.

Our Inquiry found little scope for further cost reductions without significantly affecting the Council's ability to maintain Cardiff's parks to their current standard. In terms of generating income, we found scope to generate more income by using a number of approaches, although some of these would require changes, such as additional concessions in Parks.

Our recommendations centred on clarifying the purpose and focus for Parks Services, in order to direct the scale, scope and acceptable routes for income generation. We also recommended that there be no further cuts to the Park Ranger service.

Out of thirteen recommendations, Cabinet accepted nine in full and partially accepted three. One recommendation was not accepted; this was in relation to there being no further cuts to the budget that pays for urban and community park rangers. The Cabinet Response stated that Cabinet could not allow budget decisions to be tied into specific Scrutiny recommendations. We are pleased to note that, when the budget was set for 2019/20, there were no savings proposals put forward for the Park Ranger services.

In a press release issued at the time of the Cabinet Response, Cabinet Member for Leisure and Culture, Cllr Peter Bradbury said: "*This report has brought some really good ideas to the table and I am grateful to scrutiny for the hard work which has gone into it.....The Scrutiny report has come up with some really worthwhile recommendations which we will pursue.*"

Officers have developed an action plan to implement the agreed recommendations; we will monitor progress in delivering these.

## Council Workshops and Innovation Premises

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We received a request to undertake an inquiry into the way forward re Council-owned workshops and innovation premises, to help inform policy development in these areas.

In August 2018, we visited council workshops across the city to see the range of sizes and types of units provided and to meet with businesses to hear their views on existing provision. We then heard evidence from Cabinet Members, senior officers, Cardiff University, the University of South Wales, and Gareth Jones, co-founder of Welsh Innovation Centre for Enterprise and The Town Square.

We found a clear need for the Council to continue to provide small, low cost workshops for new and growing businesses. However, several existing sites have rising maintenance costs; we recommended that these sites be disposed and the monies received used to invest in more suitable workshop spaces. We found significant growth in the supply of a range of innovation spaces, from universities, the finance industry, co-working and solo working spaces; consequently, there is less need for Council involvement in the provision of innovation space. We observed a need to think through how we help businesses to become 'market ready' and move to private sector provision. Significantly, we heard that there is a gap in the availability of in-depth advice and mentoring for new start and growing businesses, hampering the growth of innovation.

Our recommendations addressed these findings, with a clear steer to provide new, more suitable workshop spaces, assist businesses to become market-ready and fill the gap identified in existing advice and mentoring services.

Out of nine recommendations, Cabinet accepted six in full and partially accepted three, agreeing that the Council needs to work with partners in the public sector and across the business sectors to meet demand for workshop and innovation premises and stating that this approach will form the basis of its strategy for supporting innovation. The Cabinet response also highlights the difficulties in ring-fencing capital receipts at a time when the Council needs to find resources to fund its Capital Programme; as such earmarking of receipts is limited but possible in specific circumstances.

## Events in Cardiff

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We received a request from Councillor Peter Bradbury, Cabinet Member Culture & Leisure, to undertake an inquiry into events in Cardiff, focusing on what the programme of events in Cardiff should look like and what the role of the Council should be regarding events.

To inform the Inquiry, we heard from Cabinet Members, senior officers, Welsh Government officers, South Wales Police, Cardiff & Vale Local Health Board, event organisers, For Cardiff (*Cardiff's Business Improvement District*), Cardiff Hoteliers Association, Professor Terry Stevens and John Rostron, a local music consultant. The Inquiry received written contributions from Artes Mundi, South Wales Fire & Rescue Services, Public Health Wales and a group of Pontcanna & Riverside residents. As part of the Inquiry, we visited the Principality Stadium to hear their views. We also looked at recent Cardiff Council consultations that included respondents views re events in Cardiff. Desk based research was undertaken into approaches used by other local authorities and a high-level review of recent developments regarding Events Levy and Tourism Tax was also undertaken.

We found that events are worthwhile for Cardiff, both economically and socially, enhancing citizens' lives and supporting many jobs and businesses in Wales. However, they also bring costs to statutory services, which are not recompensed. All of these factors, coupled with the reduction in available Council resources, mean it is time to rethink our approach to events in Cardiff.

Our recommendations aim to place Cardiff Council in an enabling and facilitative role, retaining in-house our key function of coordinating partner efforts, consolidating our strategic approach, developing a signature event, lobbying for increased funding to meet the costs incurred by statutory services, and responding to the concerns of affected communities. Cardiff needs to further strengthen its events calendar and increase the legacy and impact of events, for the benefit of local communities and Wales.

Councillor Henshaw presented the report to the Cabinet at its meeting on 21 March 2019; a Cabinet response is scheduled for June 2019.

## **Economic Development & Regeneration**

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A key role of this Committee is to scrutinise economic development and regeneration initiatives. We look at how to improve the impact these have for citizens and communities, how to maximise benefits such as employment, training and connectivity, and we check that schemes work together and fit cohesively into the wider economy of the city region. We also scrutinise the financial contribution of the Council and whether there are any risks to the Council and, if so, how these are addressed and mitigated. Critically, we explore the creative tensions that can exist in requiring both economic development to boost job opportunities and increase local wealth and sustainable development that helps tackle climate change. These tensions are not insurmountable - we can pursue inclusive growth that is low-carbon and we can garner community benefits that tackle climate change – as long as there is discussion with partners about the need for these, from the initial design stage onwards.

This year, the Committee has focused on a number of high-profile proposals, as set out below.

### **Dumballs Road regeneration**

The Dumballs Road regeneration site is circa 40 acres and is within the Cardiff Central Enterprise Zone. The Council is working with the developer, Vastint, to agree a comprehensive plan for the site. In October 2018, we received a presentation from Vastint and specifically explored issues relating to proposed commercial units, employment & training opportunities, community space and the liaison process with existing businesses located on the site, as well as our overarching themes regarding sustainability, fit with other schemes and the wider economy, the financial contribution of the Council and risks to the Council.

Overall, we support the proposed design concepts, including the commitment to create connected, mixed and balanced communities in a development that integrates with surrounding areas, both North / South and East / West. We also support the commitment to providing public and private green and open spaces. This is a strategically important site for the Council, both in terms of location and in terms of the opportunities it affords to showcase economic development and sustainable development in practice. An example of

this is the ability to co-locate home and working spaces, reducing the need for travel and thus tackling one of the key sources of climate change.

We agree with the intended move away from heavier industrial uses towards different types of commercial use, including spaces for creative industries and co-working enterprises and hope that these spaces can also accommodate lighter, craft-style industries, such as ceramics. Our task and finish work on Workshops and Innovation premises demonstrated there is significant demand for these types of spaces. We recommended that Vastint talk to the Creative Industries departments at Cardiff University, Cardiff Metropolitan University and the University of South Wales for further insight into their student and alumni experiences, to help frame the commercial offer to meet local demand. Given the time for redeveloping the site, we also thought it would be worthwhile speaking to the local universities and to the Creative Cardiff network about how to use available spaces productively and sympathetically during the redevelopment phases for 'meanwhile uses'.

At the meeting, we highlighted that, as this is a large-scale redevelopment, there should be employment and training opportunities for the local population. We were pleased to hear that the Council will help to establish links between Vastint and the Cardiff & Vale College in order to ensure training opportunities are maximised.

We were interested to hear that Vastint and the Council are working with existing tenants to help them to relocate to appropriate sites and were pleased to see that most of these have stayed in Cardiff.

In his response to our letter, Councillor Goodway expressed his gratitude for the support of the Committee for this project and stated '*we have taken on board the various views expressed both at the meeting and in your letter*'. He went on to state that '*we will certainly ensure that Vastint link with the city's universities as well as other industry networks to consider how they can meet demand. We will also share with Vastint the work of the Scrutiny Committee on innovation and workshop space.*'



## **Securing Council Funding for Heritage Buildings**

In November 2018, we scrutinised proposals for securing investment into Council owned heritage buildings, including Cardiff Castle, City Hall, Cardiff Market, Mansion House, New Theatre, St David's Hall, the Old Library and the Norwegian Church. We received the report to Cabinet, which included confidential information and provided an outline of the general condition, maintenance backlog and operating costs of the Council's portfolio of heritage buildings. We explored the proposed approach for securing the future of Cardiff's heritage buildings, whether there are any risks to the Council, the timeline and next steps, and the recommendations to Cabinet.

We recommended amendments to the report to Cabinet to include a section on Cardiff Market and to clarify whether there would be a further report to Cabinet on the New Theatre; both of these comments were raised at the Cabinet meeting, with Cabinet committing to bringing a further report on the New Theatre proposals.

We are clear about the value of these heritage buildings for future generations and recognise the need to find alternative uses that sustain their future without diluting their heritage value. As such, we recommended that the Council seek to work with organisations with expertise and experience in securing heritage buildings, and include their views on proposals in future reports to Cabinet. In his response, Councillor Goodway stated *'I will ensure that this is followed up and referenced in future reports.'*

We also highlighted that the Cabinet needs to consider all risks to the Council prior to deciding whether to transfer maintenance costs to lease operators; these are significant buildings and we need to factor in consideration of reputational risk if the handover of these buildings proved unsuccessful. Further work is required to understand fully the possible risks associated with each heritage building, in terms of risks associated with listed building status, trust status, covenants and grant conditions. We have asked that details of these risk assessments be included, with appropriate legal advice, in future reports to Cabinet.

We are clear that we wish to carry out further scrutiny on more detailed proposals as these come forward.

## **Multi-Purpose Indoor Arena**

Following previous scrutiny in 2017-18, Committee Members gave their support for a new Multi-Purpose Indoor Arena, recognising the benefits to the city region from increased footfall that brings with it greater demand for public transport, thus increasing the viability of enhancing our public transport infrastructure. Members also provisionally supported the preferred location, subject to future consideration of additional information regarding financial implications and the business case. During their scrutinies, Members emphasised the importance of high quality, reliable and affordable public transport in supporting the additional visitors to Cardiff to use sustainable transport, thus helping to avoid adding to the congestion in Cardiff and the region and helping to reduce climate change pressures. In addition, Members highlighted the need for officers to explore a range of funding options and to ensure that the business case for the multi-purpose indoor arena clearly detail the likely impact the arena will have on other venues in the city region.

Having scrutinised the outline proposals and options appraisals of potential sites, in November 2018 we considered the next stages of the Indoor Arena development, including the need for independent verification checks of the developer's proposals. We stated that it is essential that the Council has robust, independent advice to ensure that the Council remains legally compliant and achieves value for money in a development as complex as the indoor arena. As such, we gave our support for due diligence, design and pre-development work costs to be met.

We committed to making time available for further scrutiny of proposals as these developed and stated that we wished to receive evidence of market testing to demonstrate the indoor arena development is able to hold its own against competitors. We stated we would also be asking for relevant finance and legal council officers to attend this meeting to provide advice to the Committee and that we are interested in inviting the independent consultants, procured to undertake due diligence, to attend this meeting.

In his response, Councillor Goodway stated that he was '*grateful for the time taken by your colleagues for the constructive input they have provided to what is an exciting project for the city.*' He went on to confirm that market testing had been undertaken in the period following the Committee meeting and that he will provide details of the outcomes of the exercise in the near future. He also confirmed that he was '*happy to bring the item to Scrutiny later with the appropriate officers – including financial and legal officers - as well as any other relevant individuals.*'

## **Britannia Park – Harbour Drive**

In November 2018, we considered a report to Cabinet regarding the acquisition of land at Harbour Drive, Cardiff Bay. The report stated the acquisition would protect the Bay edge for leisure use and provide opportunities for appropriate investment to enhance further the amenity of Cardiff Bay.

Having considered the proposal and any risks to the Council, we gave our support to the proposed acquisition, subject to further due diligence checks and independent valuation of the land, and to the use of Full Repair and Insuring leases, to protect the Council from future costs. We sought reassurance that the site holding costs would not prove onerous and were pleased to hear that land sale receipts and income from venues and future events on the site would meet these.

We have provisionally scheduled scrutiny of the overall Cardiff Bay masterplan, which will include this site, for June/ July 2019 and will be looking to see how this seeks to reduce reliance on cars by increasing ease of use of walking and cycling routes and maximising affordable public transport.

## **Economic Development White Paper route**

Following publication of the Economic Development Green Paper, we committed to scrutinising the consequent White Paper prior to its consideration at Cabinet. In December 2018, we discussed the route forward for the Economic Development White Paper with Councillor Russell Goodway, Cabinet Member – Investment and Development, who expressed his wish to take a draft to Council for debate prior to bringing it to scrutiny.

We appreciated the desire to enable Council to debate this major policy statement prior to decision, recognising this strengthens the role of Council. We also appreciated Councillor Goodway's guarantee that this Committee would have the opportunity to undertake pre-decision scrutiny of the White Paper, prior to Cabinet decision on the White Paper.

As part of this discussion, we identified that the Constitution is silent on White Papers; we recommended that the Council address this at the earliest opportunity, by taking a report through the appropriate channels that sets out a clear process for White Papers.

The original timeline was to take the White Paper to Council in January 2019, bringing it to this Committee the following month; however, Council in January was cancelled due to the risk of snow disruption and the White Paper was subsequently taken to Council in March.

### **Draft Economic Strategy: Economic Development White Paper**

Following debate at Full Council in March 2019, we considered the draft Economic Strategy (White Paper) in April 2019. Overall, Members supported the aims and objectives set out in the Strategy and recognised that it provides a high-level framework giving focus and clarity re priorities. Members made clear that they would look for specific details, including actions, deliverables and timescales, in the raft of plans that will sit beneath this Strategy. We are clear that we will scrutinise these plans to see that they give clarity and accountability to the routes used to deliver these aims and objectives and the underpinning themes of Inclusive Growth and Sustainable Development.

At the meeting, we explored linkages between economic development, transport, education and inclusive growth. We reiterated our belief that good public transport and work to raise pupils' aspirations and access to opportunities are essential for inclusive growth.

Members recommended that an assessment of how the draft Economic Strategy complies with the Wellbeing & Future Generation Act requirements be added to the report to Cabinet. We discussed the metrics listed in the Strategy and suggested that these be grouped by the underpinning themes of Inclusive Growth and Sustainable Development, as this would provide clarity regarding how the administration intends to measure progress in these areas. At the meeting, we asked how the indicators would be used going forward and noted that they will be applied ward by ward to enable targeted action to be taken to address poor performance. We were also interested to hear that they would be used to learn lessons when shaping future projects and intended outcomes and asked for more details on how the metrics shown can be used to achieve this.

We also gave our support to several points raised during the Council debate on the draft White Paper, including: ensuring plans work to reduce NEETS (young people Not in Education, Employment and Training), improve Job Opportunities for Young People in Care, reduce inequalities and develop skills; ensure plans reference the opportunities arising from the removal of Prince Of Wales Bridge tolls, M4 relief road and changes to business rates; and ensure plans address the need to refresh St Mary's Street.

In his response, Councillor Goodway provided an explanation of how the draft Economic Strategy complies with the Wellbeing & Future Generation Act requirements. He also provided a table grouping the metrics by the underpinning themes and gave further details of how the metrics would be used to shape projects.

### **Informing a Music Strategy: Music Ecosystem and Strategic Recommendations**

In April 2019, we received a presentation briefing summarising the findings of the work undertaken by Sound Diplomacy, consultants employed by the Council to map the music ecosystem in Cardiff and provide strategic recommendations to inform the development of a Music Strategy for Cardiff.

Members welcomed Sound Diplomacy's work and were pleased to hear the range of engagement with stakeholders that has highlighted the areas that a Music Strategy would need to address. Given the level of engagement with stakeholders and the need to maintain this engagement and momentum to enable Cardiff to move forward as a Music City, Members recommended that all stakeholders who contributed via Sound Diplomacy engagement events be given the opportunity to comment on the strategic recommendations.

Members believe that a Music Strategy for Cardiff will lead to a number of creative and economic benefits for residents, visitors, businesses and those working in Cardiff, as well as across the region. We are pleased that the proposed scope of strategy is broad, not limited to live music or a particular genre but encompassing all genres and the music ecosystem across the city. We raised our concern that the Music Strategy should ensure that music is accessible and inclusive for all young people, not only in terms of being musicians but also in terms of developing pupils' awareness and skills sets so they can benefit from the range of skilled roles that exist across the music economy.

In terms of the proposed partnership Music Board, we highlighted our belief that the membership of the Board will be critical to the success of work in this area; we were pleased to hear that membership will be broad and inclusive, with a number of sub-groups to provide focus on particular aspects.

Members highlighted their wish to be involved in policy development and pre-decision scrutiny of the Music Strategy as it progresses.

## City Deal

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In June 2018, Councillor Huw Thomas, Leader, in his capacity as a member of the Cardiff Capital Region City Deal Joint Cabinet and portfolio lead member for City Deal, attended committee to present a report that proposed establishing a Joint Overview and Scrutiny Committee (JOSC) for the City Deal.

We considered the proposals, in particular looking at the draft terms of reference and matters concerning the nominated representative and deputy, such as: the length of appointment; the skill set required; and whether to have remuneration for the Chair of the Joint Overview and Scrutiny Committee.

Overall, we supported the establishment of a JOSC, recognising this does not preclude local authority scrutiny committees deciding to carry out individual scrutiny of City Deal. We felt that nominees should be appointed annually by Council and be experienced scrutineers, who have knowledge of the City Deal and professional skills that will be of value and assistance to their role on the JOSC.

We did not support the proposal for the Chair and Vice Chair of the JOSC to '*rotate annually between the appointing authorities in alphabetical order*'. Rather, the JOSC should decide the Chair and Vice Chair, in line with the guidance issued by the Welsh Government regarding the establishment of JOSC. We did not think that the Chair should be paid, particularly if they already receive a special responsibility allowance.

Our comments were included in the report to Council, considered on 19 July 2018, where Members noted our recommendations and agreed to approve the establishment of a JOSC. The JOSC met for the first time in October 2018.

Since then, we have received three updates on the work of the JOSC, in December 2018, January 2019 and April 2019. We received a copy of hyperlinks to meeting papers and draft minutes in order to see which areas they are planning to scrutinise, in order that we avoid duplication, and to keep abreast of information shared with them.

## Front Facing Services

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A key role of this Committee is to scrutinise the delivery of front facing services covered by our terms of reference, including employment services, adult community learning, libraries, hubs, leisure and sports. These services are vital to improving people's lives, helping people into work, boosting health and well-being and promoting community cohesion. There have been significant changes to these services in recent years and we prioritised scrutiny of these services to understand the impact of these changes, monitor performance and assess whether there are areas that require improvement.

### Employment Services in Cardiff

In December 2018, we scrutinised progress in delivering the new-style employment services in Cardiff, which launched in April 2018. We wanted to understand take-up and usage rates for these services, for those seeking employment, self-employed and start-ups as well as employers.

We were impressed with the range and scope of the services provided and the number of locations that offer job clubs. We felt that there may be scope for additional venues and were pleased that this met with a positive response.

We felt that there is an opportunity to provide longer-term support to start-ups, many of which fail in the first five years. We are pleased that this has been acknowledged by Councillor Thorne, Cabinet Member – Housing & Communities, in her response to this scrutiny and that, in future, our Into Work Self Employment Advisor will hold '*pop-up follow up*' sessions to offer practical support to these start-ups.

We also recommended that officers investigate opportunities to commercialise their services re support for businesses and are pleased that this has been agreed and that services will be advertised to local businesses.

We are aware of concerns regarding changes to funding and have asked for any proposals relating to this to come for pre-decision scrutiny, which Councillor Thorne, Cabinet Member – Housing & Communities has stated she is happy to take place.

## Adult Community Learning – Welsh Government Consultation

We held a forum meeting to consider the draft response from Cardiff Council to the Welsh Government's proposals to change the funding for Adult Community Learning (ACL).

Following our scrutiny, we wrote to the Welsh Government, asking that they count our letter as an official response to their consultation document. We expressed our deep concern about the impact on adult learning in Cardiff that all of the proposed models will have if implemented in their current form; these all show at least a 50% reduction in funding. We outlined our responsibility for scrutinising adult community learning and that, over recent years, we have noted great improvements in performance. We highlighted that our scrutinies have demonstrated the significant improvement to individual's life chances that effective adult learning provides; these benefits ripple out to family members, local communities and, ultimately, the whole economy of the region.

We gave our whole-hearted support and endorsement to Cardiff Council's response and to the recent approach to link Into Work and Adult Community Learning. Our response was included in the Welsh Government's list of consultation responses. We await the outcome from this consultation and are committed to scrutinising proposals developed in response to this.

## Libraries & Hubs

In May 2018, we scrutinised proposals to create community and well-being hubs in the north and west of Cardiff, via community branch libraries. We also explored proposals re Central Library and plans to develop a new Library Strategy.

We highlighted that we wish to carry out further scrutiny as proposals develop, in particular re capital funding and significant changes to current buildings. We recommended that proposed area reviews take into account public transport linkages and are pleased that Councillor Thorne, Cabinet Member – Housing & Communities, accepted this recommendation.

As part of our scrutiny role, in August 2018 we visited the Library Stacks at Dominion Way in order to understand how these work and the reviews currently underway to catalogue



collections. We discussed how best to care and conserve antique and rare books and collections as well as how to increase accessibility to the public. We considered the need to dispose of duplicate materials to reduce the storage space required, meaning that the stacks could move to more suitable accommodation. We also highlighted our view that some of the artwork stored in the stacks may have commercial potential, in terms of leasing it to local companies that may wish to support Welsh artists.

In January 2019, we considered the Welsh Government's annual assessment of library services, which reported our performance against the sixth set of Welsh Public Library Standards 2017-2020 '*Connected and Ambitious Libraries*'. We found that our performance has improved and that we are performing well compared to other library services in Wales. We heard that we are not meeting one of the twelve core entitlements, which is to have an overall library strategy, but that work on this is underway. We also heard that, out of ten quality indicators that have targets, we are not meeting three of these in full. However, we received explanations of the reasons for this and were satisfied that steps are in place to improve performance i.e. staff are undertaking recognised librarianship qualifications; and a new library management system is being implemented which will make it easier for customers to access available materials, in person and virtually.

In February 2019, we looked at budgetary proposals 2019-20 for libraries and hubs and highlighted that Members are keen to play a role in consultation events, as local ward members, so that plans are amended to reflect local communities' preferences and needs. We are pleased with the reassurances received that this is the case and that the role of ward members, in terms of informing plans and encouraging take-up from residents, is appreciated.

We have provisionally scheduled scrutiny of the draft Libraries Strategy for June 2019.

#### Leisure Management Partnership with GLL

In 2016, GLL took over responsibility for managing most of the Council's leisure centres. In December 2017, Committee Members scrutinised the first year of operation of the partnership. Members were keen to test whether the partnership was meeting the needs of Cardiff citizens and communities and issued a press release seeking the views of citizens of Cardiff on how the leisure centres were being run. Responses were received from over

70 residents, with responses collated and shared with Committee Members and the partnership. At the meeting, Committee Members used these responses to frame lines of enquiry with the partnership.

In January 2019, we scrutinised the performance of the Council and GLL over the last year in the delivery of leisure centre services covered by the Leisure Centre Management Partnership contract. We focused in particular on participation and usage rates, use of leisure centre rooms by public sector organisations and delivery of the capital programme. We also asked whether there are any planned changes to services and checked whether there are any changes to the Council's commitments or risks to the Council.

We were pleased to hear that there is genuine partnership working via a strong liaison board that receives robust monitoring information and works together to develop the leisure offer for Cardiff. We were delighted with the improving trends re participation and usage rates and the targeted work to increase participation by people with disabilities, resulting in increased membership levels. We tested the willingness of GLL to keep prices as affordable as possible and to enhance accessibility by widening opening hours and were pleased to hear positive responses on both of these. To help to continue to drive improved customer satisfaction, we asked to receive the number of complaints per 100,000 visits in future monitoring reports.

We were reassured that the capital programme is on track and that no new commitments or risks to the Council have been identified. Finally, we confirmed that we wished to hear more details of work, in 2019, to improve further the leisure offer in Cardiff; we look forward to hearing more details of this in due course.

#### Public Space Protection Order (PSPO): Proposed Dog Controls

In November 2018, we held a joint Committee Meeting with the Environmental Scrutiny Committee to carry out policy development scrutiny of a report to Cabinet on PSPO: Proposed Dog Controls. Whilst dog fouling comes under the remit of the Environmental Scrutiny Committee, the proposals included banning dogs from sports pitches and this Committee therefore wanted to have the opportunity to comment.

As part of this scrutiny, we considered the consultation exercise undertaken regarding the proposals and heard from a range of stakeholders, at the meeting and via written

contributions, including: residents of Cardiff; local councillors, including a representative of the All Party Council Group Caring4K9s; local dog owners; Guide Dog Cymru; Creigiau Recreation Area Management Committee; Cardiff Dog Action; and The Dogs Trust.

Following our scrutiny, Councillor Bradbury wrote *'I would like to thank scrutiny for your review. The process has supported a connection and engagement with Cardiff Dog Action and other dog groups'*. He continued that he had *'committed to meeting Cardiff Dog Action and other groups regularly'*.

During our scrutiny, stakeholders highlighted the need for an Equality Impact Assessment (EqIA) to be completed to ensure the final PSPO for Dog Controls was appropriate and fit for purpose. We re-iterated this point in our letter and Councillor Bradbury responded that an EqIA would be completed *'by engaging with Guide Dogs Cymru and other vulnerable user groups'*.

We also highlighted concerns with the consultation survey, in terms of language used and structure: in his response, Councillor Bradbury stated *'We have learnt from the consultation survey and may ask scrutiny to review any similar city wide consultation surveys before commencement.'*

Based on the evidence presented to our Committee via written contributions and at the meeting, we listed various schemes and measures for improving dog behaviours and suggested that the Council explore these further. In his response, Councillor Bradbury committed to work with Cardiff Dog Action and other groups *'to look at schemes to support good dog ownership behaviours across Cardiff. This will include reviewing ideas suggested by scrutiny.'*

Finally, we requested that the planned report to Cabinet be brought for pre-decision scrutiny, which was agreed to by Councillor Bradbury. In March 2019, final proposals for a PSPO: Dog Controls were released, which showed that the PSPO had been amended to exclude sports pitches. The Environmental Scrutiny Committee therefore undertook the consequent pre-decision scrutiny.

## Corporate Plan 2019-22 and Budgetary Proposals 2019-20

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At our February 2019 meeting, we considered the Council's draft Corporate Plan and draft budgetary proposals for 2019–20. Members:

- Recommended the step '*to develop a business plan to protect the city's historic assets*', which was in the Corporate Plan 2018-2021, be included in the final version of the Corporate Plan presented to Council.
- Highlighted that we intend to scrutinise the step '*Develop a new vision and masterplan for Cardiff Bay by 2020, including taking forward delivery of the next phase of development for the International Sports Village by 2019*'.
- Highlighted that we will recommend to a future committee that they scrutinise progress on achieving savings that fall within our terms as reference, as well as capital financing and the affordability envelope for the Indoor Arena
- Welcomed the proposal from Councillor Weaver, Cabinet Member Finance, Modernisation & Performance to discuss budget consultation with Scrutiny Chairs and Scrutiny members, in an effort to boost engagement.
- Noted the significant levels of savings from the Economic Directorate
- Raised our concerns about the impact of the savings relating to events, tourism, marketing and business events, striking a note of caution that many partner organisations are also facing budget reductions.
- Clearly stated our wish to scrutinise any new proposed operating model for the New Theatre.
- Re-iterated our long-standing desire to boost the number of park rangers, whom our Inquiry into Funding of Parks in Cardiff (April 2018) found are critical in ensuring our parks are safe spaces and that volunteers contributions are maximised.
- Confirmed our wish to scrutinise the Welsh Government review of Cardiff Harbour Authority funding arrangements.
- Restated our commitment to scrutinising changes to adult community learning, libraries and hubs.

Councillor Chris Weaver, Cabinet Member - Finance, Modernisation and Performance, responded, noting the above points and thanking the Committee for their support in the budget process.

## Monitoring

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### Performance Monitoring

We decided to continue the approach we trialled in 2018/19 to scrutinising performance, receiving quarter 1, 2 and 3 performance reports by email, with a summary of key points provided by the Committee's Scrutiny Officer. We then had the opportunity to review the reports, raise any concerns and, where necessary, request that the relevant Cabinet Member and officer be invited to the next Committee meeting to discuss performance issues and mitigating actions. We would still receive the quarter 4 report at committee, to enable Members to review the whole year performance.

In June 2018, we considered the quarter 4 performance report for 2017/18. We found that, overall, there is good performance against targets across the Economic Development Directorate and that the performance levels achieved across libraries, hubs, into work services and adult community learning, in the Housing & Communities Directorate, are pleasing. As part of our discussions, we focused on high street footfall; we believe it would be beneficial to learn lessons from approaches taken elsewhere that have boosted daytime economy footfall on high streets.

We also discussed whether our performance reports contain appropriate indicators that capture the impact of the Economic Development Directorate and were pleased to hear the Director say he is open to reviewing indicators; to inform this, we agreed to look at indicators used by other local authorities to see whether other performance indicators would be useful and helpful.

In September 2018, we considered a desk-based review of economic development performance indicators reported to scrutiny in the core cities of Bristol, Birmingham, Manchester, Leeds and Sheffield. The number of performance indicators reported to scrutiny ranged from nine to 32. They all included indicators for economic activity and most had indicators re businesses, GVA, skills and visitor economy.

We received the other quarterly performance reports by email; there were no issues in these that necessitated consideration at Committee. We are due to scrutinise the quarter 4 2018/19 report at committee meeting in June/ July 2019.

## Budget Monitoring

We decided to also continue with the approach to budget monitoring that we trialled in 2018/19, receiving Month 4, Month 6 and Month 9 budget monitoring reports by email, with a summary highlighting key areas to look at provided by the Committee's Scrutiny Officer. These reports highlighted no issues, in the areas that we cover, that required scrutiny at committee.

## Directorate Delivery Plans

We considered the relevant sections of the Housing & Communities Directorate Delivery Plan at our meeting in May 2018 and the Economic Development Directorate Delivery Plan at our meeting in June 2018.

We assessed whether these Plans assisted in the delivery of Cardiff's Wellbeing Plan and the Council's Corporate Plan, whether they focused on the right issues for local communities and whether the plans were robust and fit for purpose. We checked whether resources were sufficient to deliver the Plans and whether the performance measures were sufficient to monitor delivery.

We found that the Plans were fit for purpose and that there was a sound process and performance management framework in place to monitor implementation and delivery. We used the information gained regarding future challenges and proposed actions to help inform our work programme for 2018-19.

## WORK PROGRAMME FOR 2019- 20

Members of the Committee will be invited to consider items for possible inclusion in the Committee's work programme during 2019-20. Work is currently in progress to draw together issues for the Committee to consider. A draft work programme will then be developed and brought to Committee for approval and implementation. The Committee would welcome suggestions for scrutiny items from other Members.

## FUTURE SCRUTINY WORK

Over the course of its deliberations this year, the Committee has recommended that the following items be considered for inclusion in the Committee's 2019-20 work programme:

- ❖ Cardiff Capital Region City Deal.
- ❖ Cardiff Bus Station.
- ❖ Metro Central - Cardiff Central Station.
- ❖ Cardiff East Industrial Strategy.
- ❖ Music Strategy.
- ❖ Multi-Purpose Indoor Arena.
- ❖ International Sports Village.
- ❖ Dumballs Road regeneration.
- ❖ Cardiff Bay regeneration.
- ❖ Heritage Buildings.
- ❖ Canal Quarter Masterplan.
- ❖ Chapters Arts Centre.
- ❖ Other Economic Development plans.
- ❖ Cardiff Harbour Authority.
- ❖ Cardiff Sport.
- ❖ Sports & Physical Activity Strategy.
- ❖ Leisure Management.
- ❖ Libraries Strategy.
- ❖ Libraries & Hubs.
- ❖ Welsh Library Standards.
- ❖ Performance Reports.
- ❖ Savings Reports.
- ❖ Relevant Audit, Inspection and Regulatory Reports.
- ❖ Cabinet Responses to previous Inquiries, and implementation of agreed recommendations from previous Inquiries.

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# **A Report of: Environmental Scrutiny Committee**

## **Annual Report 2018 – 2019**

**May 2019**



**City and County of Cardiff**

## ENVIRONMENTAL SCRUTINY COMMITTEE MEMBERSHIP



Councillor Ramesh Patel  
(Chairperson)



Councillor Bob Derbyshire



Councillor Philippa Hill - John



Councillor Owen Jones



Councillor John Lancaster



Councillor Oliver Owen



Councillor Jacqueline Parry



Councillor Peter Wong



Councillor Ashley Wood

## CHAIR'S FOREWORD

Once again 2018/19 has been a very busy year for Cardiff's Environmental Scrutiny Committee. In what seems like a very short space of time we have run twelve public meetings, scrutinised 30 important pieces of work and focused on a number of key topics as a part of our task & finish agenda, for example, litter & fly tipping and biodiversity.

As always, the Committee started the municipal year by developing its work programme that was supported by valuable contributions from external stakeholders (for example, Professor Stuart Cole, Royal Town Planning Institute, WRAP and Keep Wales Tidy), Cabinet Members and service areas.

With the work programme agreed, we set to work scrutinising a varied range of topics relevant to our terms of reference. In doing this we used our Committee letters to raise a number of important topics including:

- **Planning, Transport & Environment – Budget Briefing (2nd October 2018)** – the Committee expressed deep concern at the financial position of the Directorate, commenting on the scale of the challenge in delivering £6.5 million of savings in 2019/20.
- **Air Quality – Progress Update (19th March 2019)** – the Committee supported a large section of the proposals, however, raised concerns that the Council was only aiming to achieving air quality compliance below the 40 µg/m<sup>3</sup> target in a particular area, in the 'shortest time possible', when instead it should have been about doing everything it could to improve air quality across all of Cardiff in the 'shortest time possible'.
- **Recycling & Waste Management Strategy Update (6th November 2018)** – the Committee asked for confirmation on the VAT position of the Council's Commercial Waste Service for all transactions with businesses and the public. They felt that the ability to not levy VAT could provide the Council with a competitive advantage in this area. At the same time they suggested that the Council should lobby Welsh Government in an attempt to create a level playing field by introducing recycling targets on

commercial waste operators – not having to adhere to a recycling waste target is distinct advantage for private sector waste companies in Wales.

- **Highways Resurfacing Programme (2nd April 2019)** – the Committee asked that the Council should in future years, provide all Members with a complete list of the ‘Highways Resurfacing Programme’, and that a copy of the finalised document is made available for public scrutiny.

The most significant piece of work undertaken during the year was the task & finish exercise into ‘Litter & Fly Tipping in Cardiff’. This included five task group meetings that supported eleven separate witness sessions; dealt with 26 witnesses and made a series of theme based recommendations across the following areas - ‘Resource Allocation & Technology’, ‘Enforcement & Fines’, ‘Education & Awareness’, ‘Bins’, ‘Volunteering’, ‘Litter in General’, ‘Fast food Litter’, ‘Fly Tipping’, ‘Dog Fouling’, ‘Smoking Litter’ and ‘Chewing Gum’. All of this work was carried out with the hope that the findings would ultimately help make Cardiff a cleaner place. Key recommendations made during the inquiry included:

- The creation of a dedicated Litter Enforcement Team in addition to existing resources to be delivered on a cost neutral basis;
- Refreshing the ‘Love Where You Live’ campaign and using more social media to deliver targeted education and awareness messages;
- Improving the Council’s digital litter reporting processes, for example, expanding the number of litter offences that can be reported through the Council’s new app;
- Better bin management by improving the collection of data, along with the roll out of fewer but bigger bins;
- To make the Council’s Volunteer Co-ordinator Post permanent to help further grow Cardiff’s litter picking volunteer networks;
- Issuing fast food litter awareness stickers to all of Cardiff’s fast food retailers;
- End to end digitalisation of the Council’s fly tipping removal and reporting process.

During 2018/19 the Committee made a conscious effort to ensure that public engagement was at the heart of much of its work. In doing this it undertook a number of high profile public interest items such as the joint scrutiny into 'Public Spaces Protection Order: Proposed Dog Controls (11th November 2018)'. This gathered significant interest in our work and helped contribute towards our wider public engagement goal. By the end of the year the Committee managed to:

- Invite 55 witnesses to take part in Committee and task & finish meetings – 38 of these witnesses were external to the Council;
- Received 343 live webcast views and 1,468 Facebook supported webcast views of Committee meetings;
- As a part of the Litter & Fly Tipping in Cardiff' inquiry the Committee ran a public survey to test resident views on litter and fly tipping that was completed by 3,433 people. In addition to this the Committee ran a very well supported volunteer workshop to gain a better understanding of the challenges facing litter picking volunteers in Cardiff.

To conclude my foreword I would like to thank all of the Members of the Committee, the Cabinet, external witnesses and officers who have supported our work. In particular, it has been a pleasure to work with an excellent group of Councillors who have, without exception, actively engaged in their roles at every single meeting. I look forward to your continued support in the year to come.



**Councillor Ramesh Patel**

**Chairperson - Cardiff's Environmental Scrutiny Committee**

## INTRODUCTION

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

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

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

- Cabinet Response to the Environmental Scrutiny Committee report titled Restore Our Rivers;
  - Managing Litter & Fly Tipping in Cardiff;
  - Cabinet Response to the Environmental Scrutiny Committee Inquiry Titled 'Improving Cardiff's Air Quality';
  - Managing the Natural Environment & Biodiversity in Cardiff.
- **Performance Monitoring** – Where the Committee has undertaken monitoring of the Council's performance. During 2018/19 examples included:
    - Planning, Transport & Environment Directorate – Quarter 3 & 4 Performance Reports 2017/18 (3rd July 2018);
    - Planning, Transport & Environment Directorate – Quarter 1 & 2 Performance Reports 2018/19 (4th December 2018).
- **Policy Review** - Where the Committee has contributed to the Council's policy development processes, for example, by considering draft policy documents, and/or where the Committee has considered the implementation of policies, looking at whether this has happened in a timely manner and the impact of the policy, giving the Cabinet the opportunity to know Scrutiny Members' views about whether any changes are required. During 2018/19 examples included:
    - Planning, Transport & Environment Directorate Delivery Plan 2018/19 (3rd July 2018) and 2019/20 (7<sup>th</sup> May 2019);
    - Joint Meeting: Funding the New Bus Transport Interchange (18th July 2018);
    - Recycling & Waste Management Strategy Update (6th November 2018);
    - Joint Meeting: Public Spaces Protection Order: Proposed Dog Controls (11th November 2018);
    - Air Quality – Progress Update (19th March 2019);
    - Highways Resurfacing Programme (2nd April 2019);

- Lamby Way Solar Farm – Progress Update (2nd April 2019).
- **Pre Decision Scrutiny** – This provides the Committee with an opportunity to evaluate and comment on policy proposals before they go to the Council’s Cabinet. This gives the Cabinet the opportunity to know Scrutiny Members’ views prior to making their decision. During 2015/16 examples included:
  - Second Cardiff Local Development Plan Annual Monitoring Report (4th September 2018);
  - Clamping & Removal of Nuisance Vehicles from Highway & Public Land (6<sup>th</sup> November 2018);
  - Draft Budget Proposals 2019/20 – Corporate Overview (18th February 2019);
  - Draft Corporate Plan 2019 to 2022 & 2019/20 Draft Budget Proposals - Strategic Planning & Transport Portfolio (18th February 2019);
  - Draft Corporate Plan 2019 to 2022 & 2019/20 Draft Budget Proposals – Clean Streets, Recycling & Environment Portfolio (18th February 2019);
  - Draft Public Space Protection Order – Control of Dogs (19th March 2019);
  - Parking Fines Appeals Policy (19th March 2019);
  - Pre Decision Scrutiny: LED Street Lighting on the Residential Highway Network (7<sup>th</sup> May 2019);
  - Shared Regulatory Services – Draft Business Plan 2019/20 (7<sup>th</sup> May 2019).

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

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



## BRIEFING INFORMATION

### Tree Management (5th June 2018)

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

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

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

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

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

- The response to the report published by the Environmental Scrutiny Committee and presented to Cabinet in September 2017 entitled 'Management of Section 106 Funding for the Development of Community Projects'.
- To provide the Committee with an update on the development of the process for creating 'Section 106 Local Infrastructure Proposal Lists'. The outline process was due to go to Cabinet for approval on the 20<sup>th</sup> September 2018, and would ultimately help Councillors to identify local infrastructure projects that could potentially be funded through S106 contributions or other sources of funding.

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

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

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

- *To consider widening enforcement powers, in order to deliver a cleaner and more sustainable environment across Cardiff by supporting the use of Public Space Protection Orders as defined in Cardiff Council's Policy Statement;*
- *To consider authority to consult with members of the public and other relevant stakeholders to introduce a Public Spaces Protection Order (PSPO) under Section 59 of the Anti-Social Behaviour, Crime and Policing Act 2014. The purpose of the order is to improve and replace current outdated dog controls powers across the City of Cardiff.*

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

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

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

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

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

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

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

## Parking Enforcement Update (4th September 2018)

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

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

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

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

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

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

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

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

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

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



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

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

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

## Cardiff Cycling Programme Update (2nd October 2018)

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

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

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

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

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

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

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

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

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

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

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

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

## INQUIRIES

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

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

- The Committee thanked the Cabinet Member for his positive response to the recommendations made in the Restore Our Rivers report. In the letter Members identified that the Cabinet Member had suggested that the Committee should consider revisiting the recommendations of the report by inviting the other partner organisations to the report back to Committee during the 2018/19 municipal year.

## Managing Litter & Fly Tipping in Cardiff

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During 2018/19 the Committee worked on an inquiry titled 'Managing Litter & Fly Tipping in Cardiff'. Scoping meetings took place in March and April 2018 and a terms of reference for the inquiry was agreed. This is set out below:

- *To undertake comparative analysis and benchmarking on how other local authorities manage litter & fly tipping, with the main aim of identifying best practice. The comparative analysis and benchmarking should focus on the performance of core cities, Welsh local authorities and cities with a large student population.*
- *To undertake a detailed survey on litter & fly tipping to test public perception on how they feel about litter, fly tipping and wider street cleanliness in Cardiff.*
- *To arrange a number of Member visits to frontline street cleansing and waste enforcement services to help gain a better understanding of the work that they carry out and everyday challenges that they face.*
- *To compare Cardiff's performance in terms of managing litter & fly tipping against best practice identified in the comparative analysis and benchmarking.*

The task & finish report was completed in February 2019, and in doing this the Committee undertook and delivered the following:

- 5 task group meetings;
- 11 separate witness sessions;
- Dealing with 26 witnesses (21 external to the Council);
- Worked closely with the Cabinet Members and Council staff who are responsible for managing litter and fly tipping;
- Five Committee Members took part in a front line job shadowing exercise with staff responsible for managing litter and fly tipping. This included job



shadowing with the City Centre Team; the Street Cleansing Team; the Waste Education & Enforcement Team and the Fly Tipping Team;

- Ran a well supported volunteer workshop designed to gather the views of Cardiff's litter picking volunteers;
- Produced a Scrutiny Research report titled 'Local Authority Arrangements (2018) in Managing Litter & Fly Tipping';
- Delivered a Litter & Fly Tipping Survey to test public opinion on a range litter and fly tipping issues – this was completed by 3,433 local people.

In concluding the task & finish exercise made a series of detailed key findings recommendations based on the following themes:

- Resource Allocation & Technology;
- Enforcement & Fines;
- Education & Awareness;
- Bins; Volunteering;
- Litter in General;
- Fast Food;
- Fly Tipping;
- Dog Fouling;
- Smoking Litter;
- Chewing Gum.

The inquiry report has been submitted to for consideration at a future Cabinet meeting. The initial informal response from the Cabinet Member and supporting officers has been very positive. An item to consider a future Cabinet response will hopefully be timetabled into the Environmental Scrutiny Committee work programme for 2019/20.

## **Cabinet Response to the Environmental Scrutiny Committee Inquiry Titled 'Improving Cardiff's Air Quality'**

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During 2017/18 the delivered a task & finish exercise titled 'Improving Cardiff's Air Quality'. The terms of reference for the exercise is set out below:

*The aim of the inquiry is to provide Members with the opportunity to explore and consider how the Council can help to improve air quality in Cardiff. This will include reviewing:*

- *The current air quality position;*
- *The development of Cardiff's Clean Air Strategy;*
- *The Welsh Government Position on Air Quality;*
- *Transportation;*
- *Other Pollution Sources;*
- *Planning & Development;*
- *Sustainable Fuels;*
- *Clean Air Zones.*

The work of the task & finish group was extensive and delivering the 'Improving Cardiff's Air Quality' task & finish exercise involved nine task group meetings; 17 separate witness sessions; dealing with 38 expert witnesses (26 external to the Council and 12 internal to the Council); working closely with the Cabinet Members and Council staff developing Cardiff's Clean Air Strategy; Scrutiny Research reports on best practice in 'Clean Air Zones' and an emissions review of Cardiff's public sector fleet and consideration of the areas being used to structure Cardiff's Clean Air Strategy.

The report made a series of key findings and 31 recommendations designed to help improving Cardiff's Air Quality. Some of the main themes generated by the recommendations included:

- Putting public health at the heart of Cardiff's Clean Air Strategy – air pollution causes approximately 40,000 premature deaths in the UK each year;
- Creating a low emission zone in Westgate Street by focusing on reducing Nitrogen Dioxide emissions from diesel buses;
- Pushing for more sustainable fuel infrastructure for Cardiff to support the growth in the use of low emission vehicles, for example, electric and hydrogen;
- Greater regional planning with neighbouring local authorities organisations to help reduce emissions cause by commuter travel;
- Accelerating public transport and active travel infrastructure, for example, more bus and cycle lanes;
- Using short term initiatives within the Council's control to drive modal shift, for example, 20 mph zones and resident parking schemes;
- Leading by example, for example, switching the Council fleet to low emission vehicles and building the use of low emission fuels into the Council procurement process.

The inquiry report was received by Cabinet at their meeting on the 20<sup>th</sup> September 2018. At the point of writing this report, a Cabinet response has yet to be provided.

## Managing the Natural Environment & Biodiversity in Cardiff

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In April 2019 the Committee agreed to start an inquiry titled 'Managing the Natural Environment & Biodiversity in Cardiff'. The scoping of the initial inquiry and initial meeting took place in April 2019, the terms of reference for the inquiry is set out below:

*The aim of the inquiry is to provide Members with the opportunity to explore and consider how the Council can support and help improve the biodiversity in Cardiff. In particular this will include scrutiny of:*

- *The development of Cardiff's Biodiversity Forward Plan, for example, its structure, aims and objectives;*
- *The ongoing implications of Cardiff's Biodiversity Forward Plan, for example, future reporting and monitoring of the document;*
- *The approach taken by other Welsh local authorities to develop biodiversity forward plans and to identify best practice in this area;*
- *The Council's current role, obligations and statutory / legislative requirements for supporting and improving biodiversity;*
- *The importance of Cardiff's biodiversity and ecosystems;*
- *The resources available to support and improve biodiversity in Cardiff;*
- *Community collaboration and other partnership working approaches to understand how they help support and enhance biodiversity in Cardiff;*
- *The importance of raising awareness of biodiversity issues in Cardiff – internally, with key stakeholders and the public;*
- *Cardiff's Green Infrastructure Strategy – including the benefits of green infrastructure and ecosystem services;*
- *Green Infrastructure Management – including the Green Infrastructure Group;*

- *Cardiff Green Infrastructure SPG and Planned Development;*
- *The Green Infrastructure Spatial Strategy;*
- *Green Infrastructure Implementation Programme (Pollinators Action Plan, Individual Park Management Plans, Local Nature Plan, River Corridors, Tree Strategy, Cross border initiatives, other plans & projects);*
- *Sustainable drainage – links with the SuDS Approval Body process.*

The Committee will look to deliver this work during the first half of the 2019/20 municipal year.

## PERFORMANCE MONITORING

### **Shared Regulatory Services – Business Plan 2018/19 & Annual Report 2017/18 (5<sup>th</sup> June 2018)**

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The meeting on the 5<sup>th</sup> June 2018 gave Members the opportunity to scrutinise and comment on an item titled 'Shared Regulatory Services – Business Plan 2018/19 & Annual Report 2017/18'. The item was supported by the Cabinet Member for Clean Streets, Recycling & Environment and officers from Shared Regulatory Services. The purpose of the report was to consider the plans for the service during 2018/19 and review its performance during 2017/18.

Following discussion, questions and comments the Committee sent a letter to the Cabinet Member for Clean Streets, Recycling & Environment that included the following points:

- The Committee was pleased with the progress that the Shared Regulatory Service had achieved during 2017/18 and the proposals contained within its business plan for 2018/19. In particular, Members felt that the service had done well to deliver its role within budget and to score well against the vast majority of performance indicators.
- Members noted the twelve redundancies that were required from the service to meet its budget savings for the financial year 2019/20. They were concerned that the redundancies could have a negative impact on service delivery and agreed to closely monitor the effect that this had on service delivery.
- At the meeting Members raised some concerns about the Trading Standards performance indicator result 'SRS/TS/002' that was risk rated as either 'Red' or 'Amber' across each of the partner local authority areas in 2017/18. Shared Regulatory Service officers commented that this was both a frustrating and misleading indicator for the service as any new

cases opened towards the end of the financial year needed to be completed before the end of that financial year. The Committee agreed with the Shared Regulatory Service officers and felt that it should be possible to develop a better indicator that didn't focus on completion by a single date. The Committee asked that the performance indicator was reviewed so that a more meaningful outcome is recorded, for example, using rolling year basis and then measuring the number of cases completed within a specific timescale.

## **Planning, Transport & Environment Directorate Delivery Plan 2018/19 (3rd July 2018)**

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The meeting on the 3<sup>rd</sup> July 2018 gave Members the opportunity to scrutinise and comment on an item titled 'Planning, Transport & Environment Directorate Delivery Plan 2018/19'. The item was supported by officers from the Planning, Transport & Environment Directorate. The purpose of the report was:

- To enable Members to gain an overview of the Planning, Transport & Environment Directorate services and its contributions to the Council's Corporate Plan, its key achievements during the previous year and an outline of the future challenges facing the directorate. The report provided the Committee with an opportunity to gain an understanding of the operation of the Planning, Transport & Environment Directorate and its key priorities for this year.

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

- Members asked if there had been any progress in identifying a site for a new Household Waste Recycling Centre in the north of Cardiff. It was explained that Strategic Estates were looking into the matter and hoped to provide the Planning, Transport & Environment Directorate with details of a potential site within six to eight weeks. Due to commercial sensitivity, it was not possible to provide any more detail at the meeting. The Committee asked that they were provided with a briefing as soon as a formal position was agreed.
- The Committee was disappointed to see that sickness rates had increased across the Council and that during 2017/18 every single directorate failed to meet their full time equivalent days lost per person target. In particular, the Committee was concerned that sickness rates were higher in 2017/18



for the former City Operations Directorate and Economic Development Directorate than they were in 2016/17. They asked for a summary of sickness rates by team for all of the parts of the newly formed Planning, Transport & Environment Directorate.

- A Member asked if the introduction of the recently introduced Nextbike scheme had been a success. The Director for Planning, Transport & Environment explained that the launch had been a success with Cardiff outperforming most of the other cities that had introduced the Nextbike scheme. He explained that each bike was being used at least four times a day, which was a very promising start. The Committee welcomed the positive comments and asked for details of the scheme including the total number of bikes in operation; the number of people that have signed up to use the scheme; the number of times the bikes are used each day; the total revenue generated and the most popular location(s) for bike hire.
- During the way forward a Member commented that the Planning, Transport & Environment Directorate Delivery Plan 2018/19 contained planning indicators that measured the percentage of affordable housing at completion stage provided in a development on brownfield and greenfield sites (PLA/011 & PLA/012), however, there was nothing explicit in the document to record the percentage of properties required as a result of the Local Development Plan to be built to enable older people to remain in their own homes. The Committee asked for confirmation of if such an indicator existed.

## **Planning, Transport & Environment Directorate – Quarter 3 & 4 Performance Reports 2017/18 (3rd July 2018)**

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During 2018/19 the Committee received quarterly performance monitoring reports for Quarters 3 and 4 of 2017/18. These focused on the performance of services provided by the Planning, Transport & Environment Directorate. The main comments made during the quarterly performance monitoring scrutiny were:

- Members asked if there had been any progress in identifying a site for a new Household Waste Recycling Centre in the north of Cardiff. They were told that Strategic Estates was looking into the matter and hoped to provide the Planning, Transport & Environment Directorate with details of a potential site in the next six to eight weeks. The Committee, while understanding the commercial sensitivities of such a proposal, asked for a briefing as soon as a formal position was agreed.
- The Committee was disappointed to see that sickness rates had increased across the Council, and that during 2017/18 every single directorate failed to meet their full time equivalent days lost per person target. In particular, the Committee was concerned that sickness rates were higher in 2017/18 for the former City Operations Directorate and Economic Development Directorate than they were in 2016/17. Having stated their concern the Committee asked for a summary of sickness rates by team for all of the parts of the newly formed Planning, Transport & Environment Directorate. They asked that this should include Quarterly summaries for 2016/17 and 2017/18:
  - A breakdown of long and short-term sickness for 2016/17 and 2017/18;
  - Details of any seasonal fluctuations in sickness during 2016/17 and 2017/18;
  - A summary of the main causes of sickness;

- Examples of best practice that were being reviewed by the Council for reducing sickness rates from local authorities, other public bodies and the private sector;
  - Details of the plan that the newly formed Planning, Transport & Environment Directorate was developing to help reduce sickness rates.
- It was noted at the meeting that the Economic Development Directorate ran a budget shortfall of £1.642m during 2017/18. Members asked the Director for Planning, Transport & Environment if the financial challenges of this shortfall would transfer into the newly formed directorate with the services coming across from the Economic Development Directorate. He explained that inheriting parts of the shortfall would be a challenge and that staff from his area were working with Finance to fully assess the consequences and develop a plan to address the potential financial shortfall. The Committee expressed their concern and hoped that a zero based cost accounting approach that the Directorate was looking to deliver would produce a better outcome for the Council.

## Planning, Transport & Environment Directorate – Quarter 1 & 2 Performance Reports 2018/19 (4th December 2018)

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During 2018/19 the Committee received quarterly performance monitoring reports for Quarters 1 and 2 of 2018/19. This focused on the performance of services within the Planning, Transport & Environment Directorate. The main comments made during the quarterly per monitoring scrutiny were:

- **Sickness** – Members were very concerned at the ongoing high sickness rates within key services in the Directorate. The letter explained that in recent years they had repeated been told that managers were dealing with high sickness rates by closely following the Council’s Sickness & Absence Policy, however, the problem persisted and was actually getting worse. The Committee asked that if the sickness policy was being applied properly then why wasn’t it delivering the necessary improvements to sickness rates. They asked the Cabinet Member to provide details of additional actions that the Council was able to apply, over and above the existing Council Sickness Absence Policy that might help the Directorate reduce sickness rates.
- **Recycling & Waste Management Services** – During the meeting the ongoing concerns of Recycling & Waste Management Services were once again raised. The Director of the Planning, Transport & Environment Directorate explained that they are in the process of delivering a new restructure across the whole service and that this should result in improvements. He hoped that the restructure would be complete by the end of the 2018/19 financial year. Given the apparent lack of control in some parts of the service caused by reductions in management, the Committee felt that the new restructure should include details to drive improvements around governance and control. The Committee asked for a paving report in April 2019 that set out the full details of the restructure.
- **Recycling** – Members were told that the Council would need to identify an additional 20,000 tonnes of recycling to achieve the statutory Welsh

Government recycling target of 64% by 2019/20. The Committee asked for details of which waste streams the additional recycling would come from, with particular reference to how much might come from Household Waste Recycling Centres.

- **Technology Roll Out** – At the meeting there was some conversation around the roll out of technology to drive efficiencies and how this might contribute to future savings. The Director for Planning, Transport & Environment agreed to provide the Committee with an update of the various pieces of technology currently being rolled out by the Directorate to help improve front line services, for example, Bartec and Civica Tranman.

## POLICY REVIEW

### **Recycling & Waste Management Strategy Update (6th November 2018)**

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The meeting on 6<sup>th</sup> November 2018 gave Members the opportunity to scrutinise and comment on an item titled 'Recycling & Waste Management Strategy Update'. The item was supported by officers from the Planning, Transport & Environment Directorate. The purpose of the report was to provide Members with a progress update on the changes being applied to Cardiff's Waste Management Strategy. The Committee was asked to reflect on the comments of the Environmental Scrutiny Committee from 15 May 2018, the decisions taken by Cabinet on the 17 May 2018 and other factors that have since emerged that will have an impact on the development of Cardiff's Recycling & Waste Management Strategy. These included:

- The Recycling & Waste Management Strategy related comments and observations contained within previous the Environmental Scrutiny Committee letters.
- The further expansion of the provision of wheeled bins in the city;
- The provision of Household Waste Recycling Centre (HWRC) education stations;
- The pilot scheme for the collection of domestic glass waste for recycling, separate to other household waste collections;
- The results of the citywide consultation for the Recycling & Waste Management Strategy 2018-21 – this included sections on the key change proposals in the draft strategy, new infrastructure requirements, service standards and other proposals to help meet statutory targets for recycling;
- The ongoing work to develop the Council's approach to the management of single use plastics.

Following discussion, questions and comments the Committee sent a letter to the Cabinet Member for Clean Streets, Recycling & Environment that included the following points:

- Members were supportive of the idea of closed loop recycling, particularly if materials could be processed closer to home. They encouraged the Cabinet Member to lobby and work with the Welsh Government to help achieve this goal.
- The Committee asked for confirmation if the Council's Commercial Waste Service currently charges VAT on all transactions to businesses and members of the public, and if there were any VAT advantages for local authority commercial waste services.
- Members emphasised that private commercial waste companies were not required to follow the same statutory recycling targets that are placed against local authority waste services, this creates a challenge for local authority waste collection services who have to declare all commercial waste materials against the current statutory recycling target of 58% (soon to increase to 64% in 2019/20). The Committee was concerned that commercial waste providers in Wales only achieve recycling rates of 29% - this is bad for the environment and provides them a commercial advantage. Members asked what could be practically done to close this gap and to create a more level playing field.

## **Joint Meeting: Public Spaces Protection Order: Proposed Dog Controls (11th November 2018)**

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The meeting on the 11<sup>th</sup> November 2018 gave Members the opportunity to scrutinise and comment on an item titled 'Joint Meeting: Public Spaces Protection Order: Proposed Dog Controls'. The item was supported by the Cabinet Members for Culture & Leisure and Clean Streets, Recycling & Environment; officers from the Economic Development and Planning, Transport & Environment Directorates and some back bench Elected Members and representatives from Guide Dogs Cymru, the RSPCA and Cardiff Dog Action. The purpose of the report was to consider the content of the Cabinet paper on 'Public Spaces Protection Orders – Dog Controls' and the recent public consultation exercise on 'Public Spaces Protection Orders (PSPOs) – Proposed Dog Controls' that ended on the 22<sup>nd</sup> October 2018. In particular the scrutiny looked at:

- The delivery of the public consultation exercise;
- The results and findings of the public consultation exercise;
- Feedback from key stakeholders and the public on the public consultation exercise, its range of proposals and future proposals;
- A range of potential options that the Council could take to address any concerns about dog control that were identified in the Cabinet paper and public consultation exercise.

Following discussion, questions and comments the Committee sent a letter to the Cabinet Members for Culture & Leisure and Clean Streets, Recycling & Environment that included the following points:

- The Committee asked that the Council produced a statement clarifying that people can still walk dogs in Cardiff's parks. It was felt that reminding the public of the current position would reduce confusion and prevent unnecessary disagreements between dog walkers and other park users.



- During the meeting a representative from Guide Dogs Cymru stated that the Council should have produced an Equality Impact Assessment on the Public Space Protection Order – Control of Dogs proposals prior to starting the consultation exercise. This he felt might have helped to identify some of the concerns that were later raised by the public and other stakeholders. The Committee agree with this and recommend that an Equality Impact Assessment be completed before any draft Public Space Protection Order proposals were brought forward.
  
- An important part of the scope of the scrutiny was to identify ‘potential options that the Council could take to address concerns about dog control’. The Committee suggested that the Council should explore the following ideas:
  - The introduction of the Green Dog Walkers Scheme to Cardiff – one Member suggested that this could potentially be introduced alongside the ‘Love Where You Live Campaign’.
  - The roll out of community poo bag dispenser schemes that could be paid for by sponsorship from local companies, for example, veterinary practices.
  - Increased and improved communication on dog fouling and control – this communication should be targeted at key stakeholders including veterinary practices, dog owners groups and social media.
  - Educational campaigns based on dog fouling and control aimed at schools – it is easier to teach lifelong habits at a young age.
  - South Wales Police is one of the responsible bodies that holds powers to enforce against dog fouling and other dog control matters. They should be encouraged by the Council to take more action in enforcing against these anti-social problems.
  - Effective enforcement against dog fouling was described as an almost impossible problem due to the small number of Council staff authorised to deal with the contravention. The Committee recommend that the Council undertake some research to identify local authority best practice in managing dog fouling. Once this is done the information

gathered should be used to help improve the Council's approach to managing dog fouling.

- A Member suggested that the Council should undertake further collaborative work with Keep Wales Tidy to help manage and address the problem of dog fouling.
- In response to comments made about the lack of enforcement resources in parks, the Chair of the Economy & Culture Scrutiny Committee reminded Cabinet Members of Recommendation 11 from the Economy & Culture 'Funding of Parks'.

## Air Quality – Progress Update (19th March 2019)

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The meeting on 19<sup>th</sup> March 2019 gave Members the opportunity to scrutinise and comment on an item titled 'Air Quality – Progress Update'. The item was supported by the Cabinet Members for Clean Streets, Recycling & Environment; Social Care, Health & Well-being and Strategic Planning & Transport, along with officers from the Planning, Transport & Environment Directorate. The purpose of the report was to provide the Committee with an update on:

- The work being undertaken to ensure that Cardiff complies with the statutory EU air quality targets in the shortest time possible; and,
- Consider the content of a report titled 'Air Quality Feasibility Study Outline Business Case – Welsh Government Direction' that was due to be received by Cabinet on the 21<sup>st</sup> March 2019.

Following discussion, questions and comments, Committee sent a letter to the Cabinet Members that included the following points:

- The Committee was supportive of many of the proposed measures that the Council was planning to introduce to help achieve air quality compliance in the '*shortest time possible*', for example, the introduction of 36 electric buses is very good news for Cardiff, as is the revised taxi policy and the ongoing commitment to improving cycling infrastructure in the city.
- **Cardiff Wide Air Quality Improvements** - The Committee felt that the main focus of the report was achieving air quality compliance below the 40 µg/m<sup>3</sup> target in the '*shortest time possible*', when instead it should have been about doing everything that we can to improve air quality across all of Cardiff in the '*shortest time possible*'. They stated that efforts had been directed at achieving air quality improvements in and around the city centre, with a number of measures being removed from further assessment in the Outline Business Case as they were either not deliverable or in the vicinity of the immediate problem. In addition to this,

delivery of the much needed key infrastructure projects such as the rapid transport bus routes did not appear to be progressing. In short, the Members felt that the motivation for this piece of work should have been to improve air quality across all of Cardiff to produce health benefits for all residents. It should have been supported by a clear commitment to drive modal shift and a citywide set of actions to help achieve this goal.

- **Particulate Matter** – The Committee stated that the main focus of the report was to reduce nitrogen dioxide emissions. This was described as a very important goal as nitrogen dioxide has a very negative impact on human health, however, other pollutants such as particulate matter were also a major health concern. They explained that electric taxis and buses will significantly reduce nitrogen dioxide, but the mechanical actions of these vehicles (for example, braking) will still produce large quantities of particulate matter. Members, therefore, they recommended that Cardiff's Air Quality Strategy needed to include a greater commitment to reducing particulate matter levels.

## Highways Resurfacing Programme (2nd April 2019)

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The meeting on 2<sup>nd</sup> April 2019 gave Members the opportunity to scrutinise and comment on an item titled 'Highways Resurfacing Programme'. The item was supported by the Cabinet Member for Strategic Planning & Transport and officers from the Planning, Transport & Environment Directorate. The purposed of the report was to provide the Committee with an opportunity to ask questions on the current Planned Maintenance Identified Scheme List and the methodology that is used to prioritise the highways schemes for this list.

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

- In previous years, when the 'Highways Resurfacing Programme' was published the complete list of schemes in Cardiff was provided to all Members. This didn't happen in 2018/19 and Members were only provided with details of schemes in their wards; this made it difficult to find out where the Council was planning to carry out other highways resurfacing work. Members felt that receiving information for all of Cardiff was particularly useful since, for example, it helped them identify schemes that might have a direct impact on their ward. The Committee asked that all Members were provided with a complete list of the 'Highways Resurfacing Programme' for 2019/20.
- Members asked for an opportunity to scrutinise the 2019/20 'Highways Resurfacing Programme' prior to publication so that they could review the proposals and provide feedback.

During the meeting a Member asked what happened to the proposed schemes that were included on the 'long list' for 2018/19, and asked if these would be prioritised for the 'Highways Resurfacing Programme' in 2019/20. An officer explained that the proposed schemes would be reconsidered for the 2019/20 'Highways Resurfacing Programme', however, they would be

assessed against other proposed schemes. Members understood the rationale of the response, but for the purposes of clarity asked for:

- A copy of the 2018/19 'long list' for the 'Highways Resurfacing Programme';
- A copy of the process that is used when creating the 'Highways Resurfacing Programme' that included detail on how schemes on the 'long list' were managed from year to year.

## Lamby Way Solar Farm – Progress Update (2nd April 2019)

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The meeting on 2<sup>nd</sup> April 2019 gave Members the opportunity to scrutinise and comment on an item titled 'Lamby Way Solar Farm – Progress Update'. The item was supported by the Cabinet Member for Clean Streets, Recycling & Environment and an officer from the Planning, Transport & Environment Directorate. The purpose of the report was to provide the Committee with an update on the progress of the Lamby Way Solar Farm project and to detail the next steps in the delivery of this scheme.

Following discussion, questions and comments the Committee sent a letter to the Cabinet Member for Clean Streets, Recycling & Environment which included the following points:

- The Committee was very supportive of this project and felt that it would be a great addition to the Council's existing infrastructure which would produce sustainable electric, help reduce Cardiff's carbon footprint and generate much needed income.
- Members were concerned about the potential impact on the level of biodiversity in and around the site, so they asked for further detail on the work that had been undertaken support and enhance biodiversity in and around the proposed solar farm.

Members were concerned that the prospect of 'Brexit' and potential currency fluctuations associated with this change might impact on the viability of the solar farm. They asked for assurance that the potential risks presented by 'Brexit' had been mitigated and that it would not prevent the delivery of the scheme.

## **Planning, Transport & Environment – Directorate Delivery Plan – 2019/20 (7<sup>th</sup> May 2019)**

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The meeting on 7<sup>th</sup> May 2019 gave Members the opportunity to scrutinise and comment on an item titled 'Planning, Transport & Environment – Directorate Delivery Plan – 2019/20'. The item was supported by officers from the Planning, Transport & Environment Directorate. The purpose of the report was to talk Members through the proposals contained within the Planning, Transport & Environment – Directorate Delivery Plan – 2019/20.

Following discussion, questions and comments the Committee sent a letter to the Cabinet Member for Clean Streets, Recycling & Environment and Cabinet Member for Strategic Planning & Transport which included the following points:

- The Committee asked for a progress update on the delivery of ward based action plans. They were told that these would be delivered within six months, however, they would be area based rather than ward based. An officer went on to explain that the roll out had been delayed to ensure that the area based action plans were developed using accurate information. Members asked for confirmation of the start date for the area based action plans, along with details on the services involved and geographical boundaries allocated for each action plan. In addition to this the Committee asked for the roll out of the scheme to be made available for scrutiny before the end of 2019.
- Members asked during this item what could be done to improve the accuracy and speed of waste data collected for both commercial and domestic waste streams. An officer explained that it was possible to tell immediately how much overall waste was collected, however, waste data flow needed actual quantities for specific materials – to make this more complicated, for the material to count towards recycling figures it had to be supported by a processing receipt. Members then asked if it was possible to provide recycling statistics by ward and were told that it was not. This



created some confusion during the way forward as several Members seemed to think that they had been shown ward based recycling rates in the past. Members asked for confirmation if it was still possible to provide ward based recycling rates, and if it wasn't possible to provide an explanation as to what has changed since ward based recycling rates were published in the past.

- One of the Members asked a question about the large number of missed collections that recently took place on a Saturday after the bank holiday in North Cardiff. In particular, he referred to the fact that after raising a query on the matter it took twelve days for an officer response. He was told that there had been issues with vehicle breakdowns, staff availability and sickness, with the officer then explaining that an action plan was being developed to prevent such an event happening in future. Members asked the Cabinet Member to provide the Committee with a copy of the action plan once it was completed.

## **Shared Regulatory Services Business – Draft Business Plan 2019/20 (7<sup>th</sup> May 2019)**

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The meeting on 7<sup>th</sup> May 2019 gave Members the opportunity to scrutinise and comment on an item titled 'Shared Regulatory Services Business – Draft Business Plan 2019/20'. The item was supported the Cabinet Member for Clean Streets, Recycling & Environment; the Cabinet Member for Housing & Communities; the Chair of Licensing & Public Protection and officers from the Shared Regulatory Service. The purposed of the report was to talk Members through the proposals contained within Shared Regulatory Services Business – Draft Business Plan 2019/20.

Following discussion, questions and comments the Committee sent letters to the Cabinet Member for Clean Streets, Recycling & Environment; the Cabinet Member for Housing & Communities and the Chair of Licensing & Public Protection which included the following points:

- Members were concerned to hear that the service had experienced some recent issues around recruitment and retention, particularly for the Food Hygiene Service that was in the process of recruiting five new officers to replace staff who had left to pursue other employment opportunities. They hoped that the current recruitment process was successful and that the temporary reduction in staff did not have a negative impact on the Food Hygiene Service's ability to carry out all of the necessary visits. They asked that the Shared Regulatory Service undertake a short review to assess what could be done to prevent such a sudden loss of staff in future.
- The Committee was concerned that the future of the 'Out of Hours' service looked uncertain due to financial and other pressures. Members felt that this is an important service, which if lost would make it difficult to tackle a wide range of late night anti-social behaviour.

## PRE DECISION SCRUTINY

### **Clamping & Removal of Nuisance Vehicles from Highway & Public Land (6<sup>th</sup> November 2018)**

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The meeting on 6<sup>th</sup> November 2018 gave Members the opportunity to scrutinise and comment on an item titled 'Clamping & Removal of Nuisance Vehicles from Highway & Public Land'. The item was supported by an officer from the Planning, Transport & Environment Directorate. The purpose of the report was to consider the introduction of a new policy for the clamping and removal of the following nuisance vehicles, with particular reference to:

- Vehicles owned by persistent offenders and evaders of parking and traffic tickets;
- Vehicles causing an immediate obstruction and /or parked contrary to parking regulations;
- Vehicles with no registered keeper on DVLA records;
- Vehicles that are not taxed in accordance with the Vehicle Excise and Registration Act 1994.

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

- The Committee was supportive of the proposed working arrangement with the DVLA for the Clamping and Removal of Nuisance Vehicles from Highway and Public Land. In delivering the scheme they asked that a fair process for prioritising resources for clamping and removal was developed and implemented from the start, i.e. that the resources for the clamping and removal of vehicles was fairly shared across all of Cardiff's wards.
- They asked for a progress report by the end of the 2018/19 financial year outlining the progress of the new working partnership.

## **Draft Budget Proposals 2019/20 – Corporate Overview (18th February 2019)**

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The meeting on 18 February 2019 provided the Committee with the opportunity to scrutinise and comment on the 'Draft Corporate Plan 2019 to 2022 & 2019/20 Draft Budget Proposals'. The Cabinet Members for Clean Streets, Recycling & Environment, Strategic Planning & Transport and Finance, Modernisation & Performance were invited to the meeting. They were supported by officers from the Planning, Transport & Environment Directorate.

The letter sent after the meeting to the Cabinet Member for Finance, Modernisation and Performance addressed the content of the whole meeting and included the following points:

### **Corporate Overview**

- **Capital Programme & Future Revenue Budget Pressures** – During the meeting Members asked how sustainable the Council's proposed Capital Programme was over the next five years, and questioned the impact that this might have on a wide range of services funded through the revenue budget. The five year capital programme contained just over £843 million in proposals; much of which needs to be repaid by funds from the Council's revenue budget. An officer explained to the Committee that the current proposals are both affordable and sustainable; however, further expansion of the Capital Programme could place large pressures on the Council's finances. Given the current financial challenges facing the Council, the Committee stated that all future capital investment decisions should be based on prudence and supported by a robust business case. They felt that capital investment should be self-funding in the long term and used as a catalyst for the ongoing provision of important front line services.

- **Achieving Savings** – The month six budget report indicated that only £11.24 million of the Council's £14.296 million savings would be delivered during 2018/19; this meant that the Council was projecting an overall savings shortfall of £3.056 million for 2018/19. The Planning, Transport & Environment Directorate in particular had struggled to achieve savings in 2018/19 with a projected savings shortfall of approximately 40%. The Committee was disappointed at the results and asked for assurance that the 2019/20 savings proposals would be better planned and deliverable than those presented in the 2018/19 budget. This was particularly important given the £19.157 million savings required for 2019/20.

## **Strategic Planning & Transport Portfolio - Draft Budget Proposals**

### **2019/20 – Corporate Overview**

- **Highways Investment – Financial Resilience Mechanism** – Members were told that the Financial Resilience Mechanism for 2019/20 had allocated £1 million for 'localised highway asset improvement works' and £250,000 for 'road signs and lines'. This was in addition to the £1.477 million added into the Highways budget using the same mechanism. Members questioned why the Council was continually funding the highways infrastructure with a temporary funding measure instead of building additional funds into the base budget. The Committee felt that this approach would provide Highways officers with a better opportunity to plan instead of having to wait each year to see how much they might receive from the Financial Resilience Mechanism.
- **Clamping & Removal of Nuisance Vehicles** - The Committee scrutinised the new working arrangement in November 2018 and were informed that the service would commence in January 2019. At the meeting, Members were told that there had been delays in the implementation of the scheme due to 'slippage', which left them concerned about the deliverability of the saving. In response to this they asked for an explanation as to why the projected start date had been delayed, when it was anticipated that the

scheme would begin and if the £120,000 saving would be delivered in 2019/20.

- **Welsh Government Sustainable Transport Investment** – Members were pleased to see significant capital investment in the Capital Programme for the delivery of sustainable transport initiatives, for example, £10.852 million from the ‘Local Transport Fund’, £950,000 for the roll out of 20mph zones and £5.5million for new cycling infrastructure. Members acknowledged that such investment was not something that the Council could achieve on its own; therefore, felt that thanks should be passed onto the Welsh Government for their valuable support.

### **Clean Streets, Recycling & Environment Portfolio - Draft Budget Proposals 2018/19 – Corporate Overview**

- **Zonal Cleansing** – Members were told that the Council was in the process of developing a new zonal cleansing approach that was being piloted in St Mellons. Several Members were surprised at this since no wider Member engagement had taken place on the proposals. They were told that wider Member engagement would take place should the proposals be taken further. The Committee welcomed this and recommended that local councillor engagement should happen well in advance of any zonal cleansing roll out.
- **Cardiff North Household Waste Recycling Centre** – The Committee was very interested in the progress of the Cardiff North Household Waste Recycling Centre and asked for a progress update to be made available to scrutiny in advance of any paper on the topic being presented at Cabinet.
- **Achieving Recycling Targets** – The issue of reaching the future recycling target of 64% was discussed at the meeting. Officers ran through a series of measures that they are looking to implement in the coming year to achieve this target, and commented on additional challenges that they currently face in the area of recycling, for example, the potential of a

complete change in the structure of the recycling targets. Members after the meeting Members asked if officers could provide the Committee with:

- A summary of the actions that they are proposing to use to increase recycling rates and the anticipated impact that they hope that these will have;
- Any plans that the Council has created to deal with any changes in Welsh Government recycling targets.

## **Draft Public Space Protection Order – Control of Dogs (19th March 2019)**

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The meeting on 19<sup>th</sup> March 2019 gave Members the opportunity to scrutinise and comment on an item titled 'Draft Public Space Protection Order – Control of Dogs'. The item was supported by the Cabinet Members for Culture & Leisure and Clean Streets, Recycling & Environment and officers from the Planning, Transport & Environment Directorate. External witnesses from the RSPCA and Cardiff Dog Action also took part in the meeting, while contributions were made by a number of other Elected Members. The purposed of the report was to:

- *Provide the Committee with an opportunity to carry out pre decision scrutiny on the introduction of a Public Space Protection Order for Dog Controls under Section 59 of the Anti-Social Behaviour, Crime and Policing Act 2014 and to review the policy document for Public Space Protection Orders.*

Following discussion, questions and comments, Committee sent a was letter to the Cabinet Members for Culture & Leisure and Clean Streets, Recycling & Environment making the following key points:

- It was clear during the meeting that both Members of the Committee and witnesses were satisfied at the proposals for the new Public Space Protection Order for the Control of Dogs. They felt that the Cabinet had addressed the main concerns raised during the consultation exercise and had produced a sound set of proposals to address dog fouling in the city.
- That the Public Space Protection Order made a number of appropriate exceptions against the application of the policy, for example, excluding the owners of assistance and guide dogs from prosecution. Therapy dogs were not included on this list, and the Committee recommended that they should be added to the list.



- The Committee was not convinced that the Council and its partners has the necessary capacity to deliver the required enforcement to support the new powers. Members asked for a summary of all of the enforcement resources available to support the new Public Space Protection Order and detail on how these resources might be maximised.
- One of the public priorities identified in the consultation exercise was better provision of bins to help reduce dog fouling. Given that this is a public priority, the Committee asked for a plan on how the Council planned to address this concern.

## Parking Fines Appeals Policy (19th March 2019)

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The meeting on 19<sup>th</sup> March 2019 gave Members the opportunity to scrutinise and comment on an item titled 'Parking Fines Appeals Policy'. The item was supported by an officer from the Planning, Transport & Environment Directorate. The purpose of the report was to:

- Review the introduction of a new policy for challenges, representations and appeals policy associated with Civil Parking enforcement and Moving Traffic Offences. To support scrutiny Members were provided with a copy of the draft policy titled 'Challenges, Representations & Appeals Policy – The Traffic Management Act Policy 2004'.

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

- *The Members of the Committee agreed that the new Challenges, Representations & Appeals Policy was a positive step forward. They felt that it provided a clear and concise structure for processing all future appeals, while allowing a degree of flexibility for dealing with the more complicated cases. The Committee would like to pass on their thanks to the staff who were involved in creating this important and well written document.*

## **Pre Decision Scrutiny: LED Street Lighting on Residential Highway Network (7th May 2019)**

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The meeting on 7<sup>th</sup> May 2019 gave Members the opportunity to scrutinise and comment on an item titled 'Pre Decision Scrutiny: LED Street Lighting on Residential Highway Network'. The item was supported by officers from the Planning, Transport & Environment Directorate. The purpose of the report was to:

- Review the proposal to roll out LED street lighting across Cardiff's highway network prior to it being received by Cabinet on the 16<sup>th</sup> May.

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

- Members were supportive of the scheme to roll out LED street lighting across Cardiff's residential highway network. They felt that it would generate savings, reduce carbon emissions and add to the Council's credentials as an organisation that is supporting the declaration of a climate emergency.
- The Committee felt that the savings proposals and modelling provided were very conservative based on the consistent rise of energy prices over the last 20 years. Given the ongoing need to achieve budget savings, the Committee suggested adding in a small assumed increase in the 'Financial Benefits – Cashable' across the 17 year period of the business model. They felt that the assumed savings should then be built into the medium term financial plan for the Directorate to assist with future budget savings.
- Members were told that all of the street lights on the residential highway network would be converted to LED as a result of the proposed procurement exercise, with the exception of the street lights under the control of Parks and Housing. It was explained that these had not been added to the procurement proposal because the service area does not

have control over this lighting, or the required information to include them within the exercise. Members felt that it was a scheme that would generate income and help to reduce carbon emissions, therefore, the Council should act as a single body and adds the Parks and Housing stock to the procurement exercise.

## RECOMMENDED FUTURE WORK PROGRAMME

The Committee receives regular work programme updates at which Members have the opportunity to consider items for inclusion on the work programme, and suggest any new issues that may be of interest to the Committee. The following items have been identified during 2018/19 as suitable items for discussion during the 2019/20 work programming process:

- Cardiff's Bus Routes & Services;
- Lamby Way Solar Farm – Member Update;
- Highways Resurfacing Programme;
- Third Cardiff Local Development Plan Annual Monitoring Report;
- Shared Regulatory Service Annual Report 2019/20 & Business Plan 2020/21;
- Recycling & Waste Management Strategy – 2019 to 2022;
- Waste Collection Productivity;
- Recycling & Waste Management Service Restructure;
- Affordable Funeral Strategy;
- Biodiversity and Resilience of Ecosystems (BRED) Duty;
- Draft Budget Proposals 2020/21;
- Planning, Transport & Environment Directorate – Quarterly Performance;
- Planning, Transport & Environment Directorate – Directorate Delivery Plan 2020/21;
- Planning, Transport & Environment – Improving Digitalisation;
- Cardiff Food Strategy;
- Transport for Wales – South Wales Metro Update;
- Transport White Paper.

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## Policy Review and Performance Scrutiny Committee

# Annual Report 2018–2019

June 2019



**Cardiff Council**

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

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## Committee Membership 2018/19



Councillor David Walker  
**Chair**



Councillor Rodney Berman



Councillor Bernie  
Bowen Thomson



Councillor Joe Boyle



Councillor Lyn Hudson



Councillor Norma Mackie



Councillor Ashley Lister



Councillor Stephen Cunnah

## Chair's Foreword

Scrutiny is central to the democratic process and, at its best, can make a positive impact on any organisation. In Local Authority terms such effectiveness depends on the level of support scrutiny receives from Members, Officers and the Cabinet. It requires a level of commitment from all three which can enable the Council to benefit from the added value scrutiny can offer. Members of all parties have worked hard over recent years to make Cardiff an authority whose scrutiny process has been held up as a model of good practice. For this success to be maintained, the support scrutiny receives at all levels will need constant assessment, review and improvement.

Scrutiny is the mechanism that allows many non-executive Councillors to enrich the decision making of the Executive. We need to increase efforts to encourage all non-executive Councillors to participate in scrutiny, bringing their own independent expertise to bear on strategy, policy and operational issues. A Scrutiny Committee marches on the strength of Members' questioning skills, their engagement and commitment over the year.

The Terms of Reference for this Committee require full commitment to understanding the complexities and challenges of running an efficient, effective organisation that can deliver the very best services. Its wide brief takes in all aspects of policy conception and development and the field of performance can touch on everything that the Council does, from activity at front line operational level to the important support work in the back office. Effective leadership at all levels is the key driver to departmental and organisational success.

Scrutiny has the potential to research and investigate problematic policy and performance areas, to propose and assess innovative solutions, and to break through conventional vested interests. However, it is not straightforward to quantify the impact of the Scrutiny process. Each in-depth scrutiny report produces a range of recommendations, many of which are accepted by the Cabinet. But are they all followed through and implemented and do they all make the impact predicted? How do we measure that and report it? For this reason the Committee is currently working on a model to capture the impact of scrutiny. There are few models available elsewhere so we will seek to design a model to measure scrutiny effectiveness which can be used in Cardiff and potentially elsewhere. It is hoped that the Wales Audit Office will be interested in our findings and recommendations having highlighted this as an issue worthy of research, analysis and reporting.

This year, the Policy Review & Performance Scrutiny Committee consolidated the benefit of scrutiny member engagement in corporate planning, leading the process which enabled all five Scrutiny Committee Chairs to assess Corporate Plan target setting in an open and constructive discussion with the Leader, Chief Executive and Cabinet Members. The Leader has stated that

this engagement helped to deliver an improved Corporate Plan 2019-22 for the citizens of Cardiff.

### **Delivering Capital Ambition Programme**

The Capital Ambition Programme has been a central focus of our work throughout March, April and May 2019. We have welcomed the renewed traction of the Council's Digital Strategy as a long term plan central to delivering this programme. Having solidified our understanding of the Programme, in 2019/20 we will look for evidence that the Capital Ambition Delivery Programme (CADP) is delivering, and will encourage other scrutiny committees to factor CADP project monitoring into their work programming.

### **Sickness Absence**

We have retained our focus on how the Council continues to tackle sickness absence levels, following up on our previous inquiries. We heard that there have been a number of recent initiatives in tackling sickness absence. However, the outturn in terms of employee days lost due to absence has risen and failed to meet the Council's Corporate Plan target by some distance. There is a substantial annual cost attached to high employee absence levels and other Welsh Councils report better results. We will continue to monitor closely.

On many occasions this year our feedback to the Cabinet has highlighted that, as local representatives, Members have considerable experience of the effectiveness of the Council's frontline services. We have urged those responsible to engage with all Members, including through the scrutiny process, in the search to make improvements. Members have experience of dealing with our customers at the 'coal face' and are informed about and help resolve those mistakes and service failures which can cause dissatisfaction. The Council should tap into this valuable experience.

I offer my thanks to all Committee Members as well as to the witnesses that have appeared before Committee this year including Cabinet Members, officers of the Council and external witnesses.

I commend this 2019/20 Annual Report of the Policy Review and Performance Scrutiny Committee.



**Councillor David Walker**

**Chair, Policy Review &**

**Performance Scrutiny Committee**

## Overview

This Annual Report covers the work of the Committee for the 2018/19 municipal year, commencing in June 2018 and ending in May 2019. It explains the many different types of scrutiny the Committee has undertaken in this period, categorises the various topics considered, and presents the highlights and outcomes of its work in 2018/19, from *page 9* onwards.

This year the Committee has re-affirmed the benefit of scrutiny member engagement in corporate planning, hosting an informal session where all five scrutiny chairs brought their committees concerns to the table to inform corporate plan target setting. In an open and constructive discussion the Leader and Cabinet welcomed the breadth of informed scrutiny member views, and in response delivered a more meaningful and inclusive Corporate Plan 2019-22 for the citizens of Cardiff.

With the impact of scrutiny in mind the Committee is committed to ensuring that the value and usefulness of scrutiny's work in informing the Council's decision-making is recognised. To that end, an inquiry is on-going exploring models of capturing the impact scrutiny delivers. It will also seek to recommend appropriate systems for measuring the impact of scrutiny and monitoring how well recommendations accepted by the Cabinet are implemented.

The Committee continues to focus on Sickness Absence given that it remains a key challenge for the Council. We undertook an in depth short scrutiny in September 2018, and have successfully engaged with the Human Resources service area to commission scrutiny research that will benefit the service in tackling the issue.

Finally, this year we have received encouraging feedback from the Customer and Digital Services team, having received a positive Cabinet response and action plan for the future following our Customer Service inquiry in 2017/18.

We will continue to monitor how the aim of changing the customer focus and culture of the Council develops.

## **Committee Responsibilities**

The Policy Review and Performance Scrutiny Committee's Terms of Reference confer upon it two distinct scrutiny roles. Firstly, an overarching responsibility to scrutinise, monitor and review the overall corporate performance and improvement of the Council. Secondly, to scrutinise, monitor and review the effectiveness of specific functions, such as the Corporate Planning and Improvement framework, the Capital Ambition Delivery Programme, Finance, ICT, Human Resources, Governance, Legal Services, Property, Procurement, Customer Services and the Public Services Board.

Within the current organisational structure the Committee's Terms of Reference<sup>1</sup> determine that its responsibilities fall within three of the Council's Directorates; as follows

The **Corporate Resources Directorate** falls within the Committee's remit in its entirety and comprises; *Commissioning and Procurement; Finance; Human Resources; Digitalisation and Customer Services (including Corporate Complaints and Connect to Cardiff (C2C); Performance & Partnerships (including Bilingual Cardiff).*

The **Economic Development Directorate** includes *Corporate Landlord, Strategic Estates* (including both the *operational* and non-operational portfolios), *Facilities Management* and *International Policy*.

The **Governance and Legal Services Directorate** falls within the Committee's remit in its entirety and comprises; *Committee & Members' Services; Electoral Services; Equalities, Glamorgan Archives; Legal Services; and Scrutiny Services.*

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<sup>1</sup> Terms of Reference for this Committee can be found on page 26.

## Work Programme 2018/19 - the statistics

Throughout 2018/19 the full Committee has held 11 public meetings as programmed in the Council's calendar of meetings, scrutinising 23 reports, covering a wide variety of topics in line with its Terms of Reference. This activity culminated in 24 letters to the Cabinet and Senior Management Team, sharing the Committee's comments, concerns and recommendations following the scrutinies. In response the Committee received 16 letters from the Cabinet.

The success of Scrutiny is dependent on the capacity, skills and development of those Members that sit on Scrutiny Committees. There has been some movement in Membership of the Committee throughout the year, though generally good attendance has been maintained. In June 2018 the Annual Council meeting delivered two changes in membership. The Committee welcomed Councillors Hudson and Lister to replace Councillors McKerlich and Owen Jones. Sadly, Councillor Jim Murphy, a well-respected member of the Committee died in December 2018, having contributed many years' service to the Committee and its task groups. Councillor Stephen Cunnah recently left the Committee having been in post since its inauguration with the new administration in May 2017. This year three members volunteered to participate in a task and finish inquiry which is ongoing, *The Impact of Scrutiny*. The Committee also agreed to continue supporting a Performance Panel sub group, for which four Members volunteered, and which met twice during the year.

Webcasting proceedings remains an aspiration of the Committee and, whilst it has successfully webcast two meetings in 2018/19, going forward the majority of its 2019/20 meetings will be available for viewing by interested parties. The Committee therefore looks forward to continuing and improving on transparent engagement, and to playing its part in contributing to the Council's webcasting performance indicator.

To support its work the Committee continues to benefit from one full time principal scrutiny officer, a proportion of the scrutiny researcher post, and the support of a committee administrator. High level oversight of its work has been through the new Head of Democratic Services, who continued the work of the Committee between March and May in the temporary absence of its Principal Scrutiny Officer.

The Committee has used a variety of approaches to examine the topics scrutinised. All topics are listed below, analysed under the relevant type of scrutiny, and a selection have been highlighted to illustrate the Committee's impact in 2018/19.

## Highlights of 2018/19

### Partnership Scrutiny

*Where the Committee has performed the statutory role introduced by the Well-being of Future Generations Act (Wales) 2015 and conferred upon it by Council. In 2018/19 the Committee considered:*

#### Cardiff Public Services Board Scrutiny

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The Well-being of Future Generations (Wales) Act 2015 (WFG) subjects the Council and its partners with a duty to ensure that the governance arrangements in public bodies for improving the well-being of Wales take into account the needs of future generations.

The WFG Act established a statutory Public Services Board (PSB) for each local authority area in Wales, the core members of which include the Local Authority; the Local Health Board; the Welsh Fire and Rescue Authority; and Natural Resources Wales. It also conferred a statutory remit for Scrutiny:

- To review decisions made or actions taken by the PSB;
- To review the Board's governance arrangements;
- To make reports to the Board regarding its function or governance arrangements; and
- To require PSB members to attend Committee.

To address this duty the Council's Constitution confers the statutory responsibility for upholding the requirements of the Act upon the Policy Review and Performance Scrutiny Committee for scrutiny of the Cardiff Public Services Board (CPSB). Therefore in 2018/19 the Committee continued to perform strategic overview scrutiny of CPSB, welcoming Cardiff & Vale Health Board, Natural Resources Wales, and South Wales Fire Service to Committee in June 2018 alongside the Council Leader as Chair of the CPSB. The purpose was to consider its governance arrangements.

The Committee was reassured that the Delivery Plan for the Well-being Plan agreed by all partners was in place, and that all partners strategic plans had been mapped in order to develop the shared Well-being priorities, and would therefore be taken forward within their own Strategic Plans.

Members sought clarity as to how the Committee would be able to measure progress, specifically what projects, proposals, and targets would enable it to hold the CPSB to account. The Leader explained that the Well-being Plan contains statutory 'steps' identifying practical actions and that the Council has aligned its Capital Ambition Delivery Programme to support key projects underway within the Programme Boards, whose work consists of multi-agency projects to deliver the Well-being Plan. The Committee will be able to measure progress by considering the CPSB's first Annual report in July 2019.

CPSB Programme Boards focus on key projects. However given that they are bodies that do not represent all stakeholders, the Committee stressed the importance of membership being constituted to ensure diversity.



## **Joint Scrutiny**

***Where the Committee has joined together with one or more scrutiny committees to examine a topic of a cross-cutting nature to enable collective consideration of the issues. In 2018/19 this included:***

- Joint scrutiny of the Corporate Plan 2019-22 target setting (Feb'19)

Once again in a spirit of co-production the Leader enabled the Committee's Performance Panel to host an informal joint scrutiny of the Corporate Plan target setting process. All Scrutiny Chairs were invited to participate and a valuable session ensured policy development scrutiny impact for all five scrutiny committees within the Corporate Planning process. The session considered proposed targets in detail, providing an opportunity to feed cross scrutiny committee observations into Cardiff's final draft Corporate Plan 2019-22, before it was presented to formal Cabinet.

Members were able to ensure that any changes to the detail of the Corporate Plan Performance Indicators and Targets, made as a consequence of discussion with scrutiny chairs, were captured and thereby had a strong validating impact of the value of scrutiny.

## **Policy Development / Consultation Scrutiny**

***Where the Committee has contributed to the Council's policy development processes by considering draft policy documents. In 2018/19 the Committee considered;***

- Budget Strategy 2019/20 – focussed on social services (Sept'18)
- Budget Reduction Requirement 2019/20 & Consultation Changes for Cardiff (Dec'18)
- Draft Corporate Plan 2019-22 (Jan'19)

## Budget Strategy & Consultation Changes for Cardiff

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The Committee considers it important that Scrutiny Members play an active part in scrutinising proposed changes to the budget, to ensure the Council has the finances in place to continue to deliver sustainable local services. This year the Committee undertook significant oversight of the Council's Budget Strategy focussing particularly on the challenges faced by Social Services (*Sept '18*), followed by consideration of the Budget Reduction Requirement for 2019/20 (*Dec '18*), and the budget consultation, Changes for Cardiff (*Dec '18*).

Focussing on Social Services in September 2018, was a good opportunity to provide Members with a fuller understanding of the financial resilience work underway to tackle the challenges the Directorate continues to face. Members heard that focus on prevention is crucial, noted that there is more work to do on demand management, endorsed an invest-to-save approach to developing preventative services, looked forward to hearing outcomes from a move away from the current model placing children out of county and the impact new ways of working with health partners would have on the Social Services budget.

This year the Committee expressed concern about the annual Budget Consultation 2019/20, Changes for Cardiff. It felt that the consultation was not straightforward to complete and required the respondent to make a judgement without the figures for informed judgement. Members suggested the questions be concentrated in a removable section, and pointed out that some of the questions were leading. They had concerns about an apparent lack of pre-launch testing, considering that the survey could have been improved had it been tested with Councillors, minority groups, and particularly with the Youth Council. The Committee did however support the Council in its focus group work with ethnically diverse minority groups, using sensitive and appropriate facilitators. Importantly, Members recommended that next year the Cabinet

factors engagement with scrutiny into its planning timelines for the 2020/21 budget consultation.

## **Pre-decision Scrutiny**

***Where the Committee has evaluated and commented on policy proposals before they are considered by the Cabinet, providing the Cabinet with an understanding of Scrutiny Member's views prior to making their decision. In 2018/19 the Committee considered;***

- Band B Capacity and Governance arrangements (*July'18*)
- Purchase and sale of leaseholds (*Dec'18*)
- Emergency purchase of streetscene vehicles (*Jan'19*)
- Draft Corporate Plan 2019-22 (*Feb'19*)
- Draft Budget proposals 2019-20 (*Feb'19*)

### **Draft Corporate Plan 2019-22**

The Committee followed up on December's policy development scrutiny of the draft Corporate Plan 2019-22, with early pre-decision scrutiny of the Corporate Plan 2019-22 at its January 2019 meeting. Members heard there were many examples of Scrutiny engagement having influenced and shaped the draft to date, and welcomed the inclusion of Steps within the Plan, inserted as a result of last years' Committee recommendations.

Members drew attention to the need for a further examination of Agency Costs, to identify those areas where the Council really could make a case for using short term agency staff, and highlighted the potential for savings by reducing the use of agency workers. The Committee advised Cabinet in its letter that it would like to see a strategy for reducing agency use, and plans to add this topic for consideration in the Committee's future work programming.

The Committee highlighted once again that some Directorates have too few KPI's to evaluate performance, and urged re-consideration of the number of performance measures (KPI's) within the Corporate Plan for the Economic Development Directorate.

The Committee welcomed significant adjustments and amendments made to the Corporate Plan following Members' comments and observations as a result of scrutiny engagement, providing evidence of the impact of scrutiny. Both Cabinet and PRAP Members recognise the value of effective collaboration between the Authority's strategic policy making and scrutiny functions in strengthening the governance of the organisation. The Committee recognised that the Corporate Plan could not be all encompassing, however stressed that having a performance target where there is a Step to achieve is important. The Cabinet explained that a one to one relationship between Steps and performance indicators is not always the most appropriate way of tracking performance, however, where it is appropriate the Plan will include a corresponding KPI.

### **Draft Budget Proposals 2019-20**

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In February 2019 the Committee once again scrutinised both the overarching Budget Proposals for 2019-20, and the specific budget proposals of three directorates relevant to its terms of reference, the *Resources, Economic Development, and Governance & Legal Services Directorates*. However this year it also dedicated time to scrutiny of the Capital Strategy 2019/20

During consideration of the *whole Council* budget the Committee was re-assured by Cabinet that scrutiny of the budget is valuable, illustrated by increases made in year to the contingency fund as a result of substantial debate between Cabinet and PRAP in the previous year. Members were assured that all anticipated savings were robust and achievable, even those risk assessed as red.

The Committee once again expressed its interest in having a clearer picture of the budget allocated to the employment of agency workers, particularly costs incurred by the Director of Social Services. Similarly, Members requested additional information in respect of employee turnover rates. The Committee request that external consultant expenditure for the financial year would be useful to consider when scrutinising the following year's budget was accepted.

Members expressed some concern that smaller service areas were expected to deliver disproportionately large savings in the proposals brought forward for consideration, such as the Governance and Legal Services Directorate compared with a larger directorates such as Waste Management. A good example being the Policy, Performance and Research restructure where the service was expected to propose a £204,000 saving on a £722,000 budget.

The Committee found the presentation on the Council's Capital Strategy 2019/20, highlighting the link between Capital and Revenue budgets, useful context to its scrutiny of the overall budget. During this Members explored the robustness of capital resourcing, receiving clarification that, where the budget includes proposed capital expenditure, then approval in principal is in place. A capital project must have grant approval before proceeding and a delay in grant funding can impact on decision making.

## **Monitoring Improvement**

***Where the Committee has undertaken monitoring of the Council's improvement progress. In 2018/19, the Committee considered:***

- Digital Ambition (*July'18*)
- Sickness Absence (*Sept '18*)
- Statutory Annual Well-being Report (*Oct'18*)
- Bi-lingual Cardiff Strategy Action Plan (*April '19*)

## **Digital Ambition**

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In July the Committee welcomed the Digital Strategy as a long term plan central to delivering the Capital Ambition programme. The Council's new senior management structure included the appointment of a Chief Digital Officer. The Committee noted the key principles of the strategy, and intends to factor the action plan that follows into its future work programme.

Members considered there was significant potential for the strategy to impact on staff, and drew the chief officer's attention to the implications for resources, and the savings that might unfold from greater digitalisation of Council services.

The Committee commented on the recently launched Cardiff App, that its functions were limited and members urged that there should be an increase in the services it offered. The Chief Officer offered the Committee sight of draft proposals for future proposed transactions. Members stressed the importance of all Councillors understanding how the App would support them in their representation of citizens. Highlighting some technical glitches that required ironing out, a Member of the Committee volunteered for the 'smart councillor' test group.

The Committee is particularly keen that the digitally disadvantaged remain central to the Digital Strategy. It expressed a note of caution that the Council must be able to deal with the potential increase in demand that ease of access to its services is likely to create.

## **Sickness Absence**

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In September 2018 the Committee followed up its January 2018 short scrutiny of sickness absence, and heard that there had been new initiatives in tackling

sickness absence. The Council's target for 2018/19 was set at 9.5 FTE days. The 2018/19 end of year forecast at quarter one anticipated that absence levels were expected to fall when compared with the previous two years. The forecast even suggested that sickness absence may fall below the Wales average for 2017/18 of 10.4 FTE days lost per employee. The actual outturn for 2018/19 was 11.53 days, greater than had been forecast throughout the year.

Headline suggestions for improvement falling out of this scrutiny included Members recommending that in all schools sickness absence became a standing item on Governing Body agendas. Consequently, in addition to sending quarterly benchmarked data reports to the Chair of Governors and Head Teacher of each school, for discussion at the next governing body meeting, clerks to the governing body were requested to ensure sickness absence was included on the agenda. The Committee also urged continued development work on monitoring schools' application of the Council's sickness absence policy.

Members considered it would be useful to see the sickness absence data for Education presented without the catering service. This had already been an area of focus for the Education Directorate and an action plan has been developed for the catering service. The information was subsequently provided.

The Committee requested a more detailed comparison of best practice with Merthyr Tydfil Council, which had reported low levels of sickness absence. A detailed comparison of sickness absence practices will be reported to the Committee's June 2019 meeting.

Members felt strongly that there was value in the Council recording '*work related*' back and muscular-skeletal sickness absence figures. The Chief

Officer Human Resources agreed to discuss the suggestion further with the Council's Health & Safety manager.

The Committee expressed an interest in the sickness absence figures for service areas that hold vacant posts. The Chief Officer agreed to explore this further, informing Members that Health & Safety colleagues were reviewing stress risk assessments across Directorates, which would be used to inform preventative interventions and support for staff in reducing stress in the workplace.

## Monitoring Performance

***Where the Committee has undertaken monitoring of the Council's performance. In 2018/19, the Committee considered:***

- Quarter 4 performance 2017/18 (*June '18*)
- Quarter 2 performance 2018/19 (*Nov'18*)

Over the year the Committee has continued to monitor performance, and has importantly sought to influence the accessibility of the performance reporting style. It has developed a positive relationship with performance lead officers, and consequently the Committee's concerns and observations have been constructively received. Members have fed back on the following issues that will continue to inform performance scrutiny in 2019/20:

- **Presentation/design** - the importance of Members being able to access performance information successfully, whether digitally, or by A3 colour scorecard sent well in advance to aid preparation for Committee.
- **Performance mechanisms – Red Amber Green (RAG) Assessment and Self-Evaluation** -. the Committee raised concerns about the quality of self-evaluation, and how effectively the organisation was questioning the effectiveness of its performance. Members identified a need for better understanding of the criteria that are being applied to the internal RAG



self- assessment. Later in the year Members were assured that self- assessment by services had improved, and that new mechanisms were in place so that the quarterly monitoring of issues of corporate significance were emerging earlier. The Committee's challenge on such issues was acknowledged as an important part of the process.

- **Consequences** - the Committee expressed its view that missed targets and budget overspends by Directorates should not be without consequence and action where appropriate, as in the future the Council may not have the capacity to cope with overspends. Members felt senior managers need to be accountable for overspends which have not been specifically authorised by the Senior Management Team or the political leadership.
- **Benchmarking** – Members noted that progress continues to be made in creating appropriate data set comparisons for the Council. This is a development which is long awaited.
- **Performance and finance** -The Committee re-iterated the importance of strong links between finance (budgeting) and performance reporting. Target setting should include financial parameters and savings goals
- **Predicting trends** - Members consider effectively predicting local and national trends for children's services is important and noted the Council's work on early preventative measures.
- **Capturing the position** – The Committee observed that the narrative of the quarterly performance report could better illustrate the pressures the Council faces in some areas. This may require a preventative focus. Members requested that in future the report provides a snapshot of progress against each priority and aim early in the report.

## Briefings post Cabinet

*Where timescales have not allowed for pre-decision or policy development scrutiny, and to ensure the Committee is kept informed of developments, proposals or progress, in 2018/19 the Committee considered:*

- WAO Review of Scrutiny (Oct'18)
- Facilities Management (Nov'18)
- Delivering Capital Ambition – Modernisation Programme (March'19)
- Delivering Capital Ambition – Resilience Programme (April'19)
- WAO Review of Delivering Capital Ambition (May'19)

### Delivering Capital Ambition

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The Council's Delivering Capital Ambition Programme, established in 2017, has been a central focus of the committee's work throughout March, April and May 2019. The scale of the programme justified two separate briefings. In March Members were briefed on the *Modernisation* portfolio of the programme, considering projects that will deliver the transformation of corporate systems and processes that support service delivery (*Corporate Landlord, Digital First and Service Reviews*). In April Members were briefed on the *Resilient Services* portfolio, considering projects that will deliver the transformation of front-line services (*Improving outcomes for children, improving outcomes for adults, Inclusive growth and Streetscene*).

Members were advised that appropriate structures, clear milestones and governance arrangements were in place to effectively progress the delivery of the Capital Ambition Programme. However following the briefing on the Modernisation programme they expressed concerns regarding how future service reviews would be identified, highlighting that there did not appear to be a systematic selection process or set of criteria for identifying those service areas which would benefit from review. Members indicated that councillors

could contribute to such selection, and would welcome the opportunity to assist in the identification, selection and prioritisation of those service areas in need of modernisation and performance improvement.

Following its briefing on the *Resilient Services* portfolio the Committee advised the Cabinet Member Finance, Modernisation and Performance that, as the presentation had been primarily to inform scrutiny members of the scope and range of the portfolio, going forward further in depth scrutiny of specific project areas specific to all five scrutiny committees could be undertaken. Importantly as Councillors, Members have considerable experience of accessing the Council's frontline services, and urged those responsible for frontline services to engage with all Members in seeking to assess failures and make improvements.

Over the period September 2018 to March 2019 the Wales Audit Office (WAO) carried out a review to monitor the development and implementation of the Capital Ambition Delivery Programme, to observe the governance arrangements in practice. Its report was published in April 2019 and presented to the Committee in May 2019. A proposal for improvement was that the Council needs to *strengthen the role of scrutiny in engaging with, and challenging the delivery and impact of, the Programme to increase accountability and help provide momentum*. Members sought clarification from the WAO as to what exactly strong scrutiny of the programme would look like. The Committee will factor monitoring of the programme's delivery into its forthcoming 2019/20 work programming discussions.

### **Wales Audit Office Review of Scrutiny – Fit for the Future?**

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In July 2018 the WAO published its review of scrutiny in Cardiff undertaken as a part of the Fit for the Future national inspection of all 22 councils in Wales. The review concluded that "*scrutiny arrangements in Cardiff are well-developed and supported by a culture that makes them well-placed to*

*respond to current and future challenges, but the Council could be more innovative in how it undertakes scrutiny activity”.*

The Council was issued with five Proposals for Improvement, to consider more innovative scrutiny methods; consider the skills and training that scrutiny members may need for future challenges; make scrutiny committees’ forward work programmes more accessible to the public; and to review the type of support required to enable the scrutiny function to respond to current and future challenges. An action plan to address the proposals was presented to the Committee, and there was recognition that this would provide Members with an effective monitoring tool to evaluate progress over time.

## **Task & Finish Scrutiny**

***Where the Committee considers there is an opportunity to examine in detail the issues and wider options available, to assist the Council in improving the way a service is delivered:***

- The Impact of Scrutiny (*on-going*).
- Cabinet response to *Managing the Estate under a Corporate Landlord Model (Nov '18)*
- Cabinet response to *Customer Leadership (Dec'18)*

## **The Impact of Scrutiny**

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This year the Committee has prioritised a task and finish inquiry to evaluate the impact of the scrutiny function on the delivery of Council services. It will do this by reviewing existing evidence of scrutiny impact on Council decision-making and service development since 2012, and proposing a mechanism for measuring and capturing the future impact of scrutiny. This is has involved identifying theoretical models for recording and capturing impact; seeking

evidence of successful approaches to monitoring impact by other Councils in England and Wales; and identifying a practical model of recording and capturing impact, appropriate for use in Cardiff.

## **Customer Leadership**

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In December 2018 the Committee received the Cabinet's response to its task group report, published in May 2018, identifying opportunities for placing the customer at the heart of Council's service delivery, and requiring elevation of the profile of customer service, both politically and operationally. Just seven recommendations stemmed from the inquiry, however the Cabinet's response clearly demonstrated that the Committee's work had provided a platform and the impetus to strengthen customer focus within the Council, facilitating a step change in customer service awareness, and council-wide consistency of customer service standards. The Committee's recommendations required a culture shift that would demand new behaviours from managers and staff, essential as the Council moves forward its digital ambitions.

The Customer Services service area has taken a project management approach, with clear milestones and responsibilities set out for each of the Committee's seven recommendations, and the Committee was briefed on the positive way customer services managers had embraced the recommendations. There are clear plans to motivate staff with a new strategic suite of customer focussed documents as the starting point for a customer roadshow and a Customer Charter which will be launched at the commencement of the 2019/20 personal review cycle.

Customer focussed training will ensure all staff understand who their customers are, and therefore the Committee welcomed the proposal of robust

training for all, stressing the importance of full staff coverage, which it will monitor in the future.

The Committee once again highlighted that Members have considerable experience of accessing the Council's frontline services, and urged the service to engage with all Members in evaluating the Council's customer service strategy and where improvement is required.

### **Managing the Estate under a Corporate Landlord Model**

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In November 2018 the Committee considered the Cabinet's response to its task group report, published in May 2018, examining the challenges of managing the Council's non-residential estate centrally, under a Corporate Landlord model. The inquiry delivered three emerging themes: *securing corporate buy-in* for the model, *policies and processes* connected to implementation and the *benefits of successful implementation* of the model. The Committee again issued a carefully considered number of recommendations for Cabinet's consideration and focus.

The inquiry was positively welcomed by the Cabinet, and the Council has made progress in implementing the recommendations. We heard that staff supporting the schools investment and estates function had moved into the Investment and Development Directorate, and consequently implementation of the Corporate Landlord Model now sat within a single Cabinet portfolio. Looking ahead many changes were planned for the Building Services function of Property Services, with a view to improving the quality of building work through effective commissioning and inspection.

The Committee recommended that a preventative maintenance programme should be in place for all Council assets. Members were advised there is insufficient budget to address the full maintenance programme required for existing assets, and a condition programme is under development, to enable

priorities to be set. We will therefore programme scrutiny of the next Corporate Land and Property Maintenance Plan.

In respect of schools the Committee concurred that it is critical to prioritise and maximise value from the Band B money available, such as combining similar repairs to procure better tender prices. Members are therefore keen to ensure that schools are clear about the point at which they require Corporate Landlord support in using use local builders.

## **Future Work Programming Opportunities 2019/20**

There are a number of items that will need to be carried forward and re-visited following this year's work. Topics commended to the Committee of 2019/20 for consideration in its work planning include:

- The first annual report of Cardiff's Public Services Board.
- Continuing the Committee's interest in how the Council can reduce its use of agency workers.
- Pre-decision/publication involvement in the 2020/21 budget consultation.
- Scrutiny of/access to external consultancy expenditure for the current financial year when scrutinising the proposed draft budget.
- Digital Strategy- scrutiny of the action plan that follows the key principles of the Digital Strategy, also scrutiny of draft proposals for future proposed App transactions.
- Delivering Capital Ambition - monitoring of the programme's delivery.
- Annual Performance Well-being Report.
- Progress updates of corporate focus on customer leadership.
- Scrutiny of the Corporate Land and Property Maintenance Plan
- Continued monitoring of the Council's absence and sickness record.
- Review progress of the Bilingual Cardiff Strategy Action Plan



## COMMITTEE TERMS OF REFERENCE

- To scrutinise, monitor and review the overall operation of the Cardiff Programme for Improvement and the effectiveness of the general implementation of the Council's policies, aims and objectives.
  - To scrutinise, monitor and review the effectiveness of the Council's systems of financial control and administration and use of human resources.
  - To assess the impact of partnerships with, and resources and services provided by, external organisations including the Welsh Government, joint local government services, Welsh Government Sponsored Public Bodies and quasi-departmental non-government bodies on the effectiveness of Council service delivery.
  - To report to an appropriate Cabinet or Council meeting on its findings and to make recommendations on measures which may enhance Council performance in this area.
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**COUNCIL:****18 JULY 2019**

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**LEADER & CABINET STATEMENTS**

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1. Leader Statement – Councillor Huw Thomas
2. Cabinet Member, Children & Families - Councillor Hinchey
3. Cabinet Member, Social Care, Health & Well-being –  
Councillor Elsmore
4. Cabinet Member, Strategic Planning & Transport –  
Councillor Wild
5. Cabinet Member, Investment & Development – Councillor  
Goodway
6. Cabinet Member, Culture & Leisure – Councillor Bradbury
7. Deputy Leader, Education, Employment & Skills  
Statement - Councillor Merry
8. Cabinet Member, Finance Modernisation & Performance -  
Councillor Weaver
9. Cabinet Member, Housing & Communities - Councillor  
Thorne
10. Cabinet Member, Clean Streets, Recycling & Environment  
– Councillor Michael



**COUNCIL: 18 JULY 2019**

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**STATEMENT OF THE LEADER**

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**Brexit Preparedness Update**

Both of the two remaining candidates in the race to replace Theresa May as Leader of the Conservative Party and Prime Minister have said they would be prepared to leave the EU without a deal by 31<sup>st</sup> October 2019 if an agreement cannot be reached. In this context, council officers continue to engage with Welsh Government officials through existing Civil Contingencies arrangements to develop a Wales-specific response to Brexit and the potential of having no withdrawal agreement in place. To assist with preparations, the Welsh Government has made resources available via the WLGA to help provide additional capacity to support Brexit arrangements at a Local Authority level.

In terms of the EU Settlement Scheme, recent figures published by the Home Office show that 9,300 applications were made by EU nationals living in Wales by 30<sup>th</sup> April 2019. There are an estimated 20,000- 25,000 EU nationals living in Cardiff, but local level data by local authority is not yet available. Population estimates suggest that approximately 11.6%-13.3% of EU nationals living in Wales have therefore applied to the EU Settlement Scheme to date, although it should be emphasised that these figures are only estimates as there is no robust data on the number of EU nationals living in Wales. However, the data does suggest that there has been a lower application rate in Wales than across the UK as a whole.

In recent discussions with the Home Office, the Council has recommended that the next round of EU Settlement Scheme statistics should be made available at a local authority level. This will support with targeted engagement where there are lower levels of take-up, reflecting local understanding of EU nationals' patterns of settlement from other data sources. The Council has also emphasised the need for full details of the geographical footprint of Home Office-funded support providers for vulnerable EU nationals to be made available to local authorities at the earliest opportunity to support partnership working and the efficient allocation of resources. Similarly, officers have made recommendations in relation to improved communications and engagement by the Home Office, including the need for any future engagement events to be organised with sufficient notice and in partnership with local authorities in order to maximise their value.

The Council has developed a Community Engagement Action Plan to support co-ordination of the EU Settlement Scheme locally, which reflects the recommended actions contained within UK Government guidance. The Council has also completed a self-assessment of local preparedness in terms of the EU Settlement Scheme and tension-monitoring processes in line with UK Government guidance. The self-assessment is included within the action plan and cross-references the work that will

be delivered locally to ensure the smooth implementation and monitoring of the scheme within Cardiff.

### **Active Travel Conference**

A Welsh Government conference on Active Travel was held on 4<sup>th</sup> July 2019 and it provided a great opportunity for me to outline some of the key components of our £1 billion transport vision for Cardiff, which is designed to cut congestion and improve air quality in the city. This included some early ideas following on from the consultation on the Transport and Clean Air Green Paper last year, which my Cabinet colleague, Cllr Caro Wild – who also attended the conference – will be bringing forward as part of a Transport White Paper in the autumn.

One of the key points I made at the conference was that Cardiff's transport network needs to change. It was originally designed for a city with a population of 200,000, but today our population is closer to 400,000 and there are another 80,000 commuters travelling into the city by car every day. Our vision is for a greener, more sustainable city and to transform the way people move in and around our city by 2030.

As I made clear in my statement to Council last month, urgent investment is still desperately needed in the transport infrastructure of the Cardiff Capital Region and it is plain to see that the city's transport network is straining under the pressure. The Council therefore believes that the capital sums previously earmarked for the M4 Relief Road must now be invested in South East Wales. Our vision – made real – alongside the delivery of the Metro, could fundamentally reshape the transport infrastructure in the city for the betterment of the whole region. We now need to have a serious public conversation about how this £1 billion transport vision can be funded. Clearly, we won't deliver this overnight and we fully recognise that we will have to work effectively with Welsh Government, Transport for Wales and other partners in order to achieve this.

### **A Powerhouse for the West**

On 8<sup>th</sup> July 2019, a new report by Metro Dynamics, entitled 'A Powerhouse for the West', was launched at an event held at the House of Lords in London, which was hosted by Lord Kerlake of the UK2070 Commission. The report was commissioned by the Great Western Cities partnership of Bristol City Council, Cardiff Council and Newport City Council. A copy of the Metro Dynamics report can be found at: [www.apowerhouseforthewest.org.uk](http://www.apowerhouseforthewest.org.uk)

The report sets out the clear potential for a new economic powerhouse in the west of Britain and makes a number of recommendations to help supercharge the regional economy. It provides a strong evidence base for a cross-border partnership between Wales and the West of England, presenting recommendations to drive improved infrastructure, investment, internationalisation and inclusive growth across a region of seven cities, 4.4m people, 10 universities, 156,000 businesses and a £107bn economy. Crucially, the report talks about complementing, rather than competing with existing strategies and partnerships.

The report outlines a plan based on turbo-charging growth in the region, not economic rebalancing, and focuses on developing key strengths to stimulate that

growth. The powerhouse area already has unique strengths in advanced engineering, creative and digital media, finance and professional services, and the report highlights how growth areas around clean energy and health and life sciences would provide further benefits. The following five key areas of collaboration are also highlighted within the report:

- an industrial strategy linking sector strengths;
- integrating road and rail improvements to enable faster connectivity;
- an internationalisation strategy which promotes the region's industrial strengths;
- establishing a productivity and innovation observatory which makes better use of our data; and
- piloting and measuring tailored approaches to connecting the most deprived communities with the region's highest growth sectors.

The potential powerhouse – which is yet to adopt a formal name – would stretch along the M4 corridor from Swindon and across the Welsh border to Cardiff and Swansea, and in the north from Gloucester and Cheltenham to Bath and Bristol. To support this venture, the existing partners in Great Western Cities (i.e. Bristol, Cardiff and Newport) have been joined by Bath and North East Somerset Council, Gloucester City Council, Swansea Council and Swindon Borough Council. The powerhouse area already has strong transport links that include two major arteries running across the entirety of the region (the M4 motorway and Great Western railway line), intersected by the M5 motorway, and is uniquely positioned to develop and support trade growth in a way which could be complementary to existing local and regional strategies.

The launch of the report by Metro Dynamics is just the start of the conversation. The next step will be to set up a leadership vehicle to shape this initiative and drive it forward. We would be developing a partnership between public and private sectors across this region of seven cities, with representatives from local enterprise partnerships, businesses and universities and with the backing of national government.

### **Cardiff Capital Region Investment and Intervention Framework**

On 26<sup>th</sup> June 2019, the Cardiff Capital Region (CCR) launched a new Investment and Intervention Framework. This will enable maximum leverage of the City Deal's £495 million for investment in high-potential projects, following the ringfencing of £734 million for the South Wales Metro. A bespoke three-priority approach has been developed in partnership with the investor community to leverage maximum economic and social benefits for the region.

The *Innovation Priority*, worth £220 million, will look at proposals demonstrating unique intellectual property, market leadership and competitive strength. It will support propositions in targeted growth sectors that have the greatest potential for direct economic return on investment through job creation and GVA increase.

The *Infrastructure Priority*, worth £200 million, will focus on targeted co-investment and pooling of resources to deliver maximum impact through the delivery of new

physical and digital infrastructure projects, including roads, public transport, broadband, skills, sites or testbeds.

The *Challenge Priority*, worth £75 million, will seek to stimulate the adoption of new products and solutions in South East Wales. It will look at growing new markets and welcomes proposals that emerge from competitive spaces where more than one organisation or individual might be equipped to deliver, in order to offer more flexibility and scope for experimentation.

This three-way funding model aims to build a delivery pipeline with partners, within and beyond the Cardiff Capital Region, while focusing on the priorities outlined in the region's Industrial and Economic Plan, which was launched in February this year. Two key investments have already been agreed by the City Deal, which include £38.5m to assist the development of a compound semiconductor industry cluster in the region and an in principle commitment for £40million to support the proposed £180m Metro Central development in Cardiff.

### **Celebrating a Bilingual Capital**

Tafwyl took place on the weekend of 21<sup>st</sup>-23<sup>rd</sup> June 2019 and was once again hosted at Cardiff Castle. Supported by the Council and delivered by Menter Caerdydd, Tafwyl has grown from a small festival in 2006 to become a lively mix of music, literature, drama, comedy, art, sports, food and drink. Each year Tafwyl brings in over £1.5m to the Cardiff economy and this year saw its busiest day ever, with over 20,000 visitors attracted to the event on the Saturday. The festival was named 'Cardiff's Best Festival' at the Cardiff Music Awards 2018.

On the second day of Tafwyl, I was pleased to join, and speak at the start of, a parade to celebrate 70 years of Welsh-medium education in Cardiff, which went from City Hall to the festival. Each of the 15 Welsh-medium primary schools in the city was represented as part of the parade, which was led by former pupils of Cardiff's first ever Welsh-medium school, Ysgol Gymraeg Caerdydd.

The Council is committed to making sure that the Welsh language is embedded in the everyday life of the city – we're actively encouraging staff to use Welsh in the workplace, developing measures to ensure equality between the number of Welsh and English street names in the city and encouraging businesses and partner organisations to follow suit and commit to increasing their use of the Welsh language too – but education is absolutely key. We have delivered significant growth in the provision of Welsh-medium education and there are now over 8,000 school pupils being taught through the medium of Welsh, every single school day. The Council is proud to be playing our part in delivering a million Welsh speakers by 2050 and we will continue to work hard to increase the number of Welsh speakers in Cardiff.

### **Co-operatives Fortnight**

To mark the start of this year's Co-operatives Fortnight, which ran from 24<sup>th</sup> June to 7<sup>th</sup> July 2019, I attended an event on 24<sup>th</sup> June 2019 that was hosted by the Wales Co-operative Centre in the Clink restaurant at Cardiff Prison. Around 40 co-operative leaders attended the event, including those from energy co-ops, credit unions, retail stores, housing associations, technology businesses, creative industries, manufacturers and other member-owned businesses.



I am proud that Cardiff Council was named Co-operative Council of the Year in 2018, the first ever recipient of this award. It recognised our open, fair and inclusive approach to delivering a range of services and that a number of our flagship initiatives – such as the Cardiff Commitment and Cardiff Living – embody the co-operative ethos. I would like to pass on my congratulations to the winners of the award for 2019, South Tyneside Council, which won the award for proactively supporting and empowering their local residents to take positive action.

### **Cardiff Business Awards 2019**

The Council was pleased to support the annual Cardiff Business Awards ceremony, which was held at City Hall on 21<sup>st</sup> June 2019. With over 20,000 new jobs created in Cardiff over the last year alone, the capital city is an economic growth engine that is demonstrably delivering for Wales. The fact that we now have almost 100,000 people commuting into the city on the daily basis points to the importance of Cardiff businesses to the wider region. Much of our city's success has been driven by our businesses. From the multi-national HQs to social enterprises in our communities, our business don't just create jobs and wealth, they help to shape the city as we know it. I'm proud that Cardiff has such a diverse range of businesses, with many at the forefront of driving both a more innovate and inclusive Cardiff economy. The annual Business Awards goes some way to showing our appreciation for the hard work, talent and creativity which are at the heart of Cardiff's success.

**Councillor Huw Thomas**  
**Leader of the Council**  
**12 July 2019**

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**COUNCIL: 18 JULY 2019**

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## **CHILDREN & FAMILIES STATEMENT**

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### **Childcare Offer for Wales**

As the Childcare Offer for Wales has now been rolled out to all eligible families across the country, the Welsh Government is planning a major media and communications campaign, which will further enhance local promotion and engagement activities that will be led by the Council's Childcare Offer Engagement Officer. With this focus on raising the profile of the offer, it is hoped that more eligible families will access the offer and benefit from the funding available.

Since the initial roll-out of the Childcare Offer for Wales in October 2018 and the subsequent expansion to cover the whole of Cardiff in January 2019, applications for 1,910 children have been received by the Childcare Offer team. Of these, over 92% of applications have been approved and funded. Within the city, there are now 294 childcare providers that have signed up to provide the offer and 238 currently have funded children attending.

Expenditure on funding these childcare places, with additional staffing support for children with additional support needs, has now passed the £2.5m mark. This represents the 'real world' saving for families by offsetting their childcare costs.

If Members would like further information or breakdown of the roll-out within their individual wards, I would happy to assist.

### **Fostering Service**

The Council's Fostering Service launched their new website and rebranded marketing campaign during Foster Care Fortnight in May 2019. The aim of the new approach was to re-affirm Cardiff Council as the authority and trusted voice on increasing and bettering outcomes for Cardiff's Looked After Children.

Since the new marketing campaign began, it has yielded some fantastic results with a 900% increase in visitors to the new website. Organic (not paid for) social media has also performed tremendously well in raising awareness of the campaign, which will continue throughout the summer and autumn.

### **Think Again! Tackling Exploitation Programme**

In the second and concluding part of this year's 'Think Again! Tackling Exploitation' programme, young people from schools across Cardiff came together at County Hall at the end of June to showcase their presentations on

child exploitation. The event was split into two parts, with presentations in the morning and the launch of the 'Think Again!' report and accompanying video in the afternoon.

Funded by Cardiff Council and run by the YMCA, the project worked with young people who had experienced child exploitation and gathered their thoughts and feelings to evaluate the services they had accessed, including those provided by Cardiff Council and Cardiff & Vale University Health Board amongst others. From their feedback, service providers can learn about what worked, what made things worse and what measures need to be put into place to ensure that, in future, any young people who have experienced exploitation feel fully supported through their individual experiences.

This year's youth ambassadors excelled, going over and above to deliver powerful and insightful presentations. Schools have also taken the project's ethos on board, with pupils being asked to deliver their presentations to staff and staff implementing the student-generated content as part of next year's curriculum.

The programme culminated with a creative and impactful video that showcased the incredible work of the 'Think Again!' project. The video is available on the Council's YouTube channel.

### **Care Inspectorate Wales Annual Letter**

In their annual performance review letter, Care Inspectorate Wales (CIW) noted the senior management changes in Social Services over the last 12 months, and commented that the directorate had used these changes as an opportunity to build on good practice and review areas for development across the whole service. CIW acknowledged that here is a good level of corporate support for Social Services in Cardiff and that the directorate has achieved a good understanding of its own strengths and areas of challenge within Children's Services.

In terms of strengths, CIW recognised the development of early help preventative measures, including the new delivery model that is being implemented and the involvement of people in the design and delivery of their care – using the involvement of young people in the development of the Children's Services Strategy as an example.

Areas of challenge include the over-reliance on agency social workers and Independent Fostering Agencies due to the difficulties in recruiting experienced social workers, and in-house carers respectively. CIW noted the actions being taken by the directorate to address these issues, including the Workforce Action Plan and Market Position Statement.

CIW also acknowledged the positive development of the multi-agency Resource Panel that supports joint decision making.

### **Children's Services Strategy 2019-22**

The Cabinet approved the Cardiff Children's Services Strategy 2019-22 on 11 July 2019, which will bring together a range of service improvement projects under the creation of one programme, 'Delivering Excellent Outcomes in

Children's Services'. It supports the delivery of other Council commitments in Capital Ambition, the Corporate Parenting Plan and the Child Friendly Cardiff Strategy, which seeks to place the rights of children and young people at the heart of policies and decision making.

The strategy sets out Cardiff's key challenges and commits to the delivery of a programme of ambitious activity for 2019-22. These improvements will be delivered with partners over the next three years and include:

- Supporting and developing our workforce to address recruitment and retention of staff.
- Continuing the roll-out of an enhanced Early Help service and ensuring children and young people are aware of their rights as part of Cardiff's commitment to becoming a UNICEF Child Friendly City.
- Improving the way that families access advice, assistance and support.
- Following the child on their journey and ensuring that the child is always at the centre of all the changes we make.
- Continuing the development of our regional and local safeguarding arrangements, ensuring the workforce has access to appropriate training.
- Work with the Regional Adoption Collaborative to safely improve our adoption procedures.
- Ensure consistent successful transition into adulthood and independent living.

#### **Letter to the First Minister and Minister for Social Services regarding Children's Services**

I was pleased to further develop the ongoing dialogue with Welsh Government colleagues regarding Children's Services and to take the opportunity to share our work and plans for the service. I also shared some challenges around the way Looked After Children statistics are recorded as current methods do not always accurately reflect the hard work being done in Cardiff – for example, where a child remains living with parents or with family and friends (kinship care) under a care order.

**Councillor Graham Hinchey**  
**Cabinet Member for Children & Families**  
**12 July 2019**

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**COUNCIL: 18 JULY 2019**

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## **SOCIAL CARE, HEALTH & WELL-BEING STATEMENT**

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### **Reading Well – Dementia Books on Prescription**

Grangetown Hub was the host this month of the launch of a really exciting collaboration between Welsh Libraries and Boots UK.

Boots have signed up to promote the *Reading Well Dementia* scheme at the 103 Boots stores and pharmacies in Wales. Boots will provide posters and leaflets describing how the Reading Well programme works, where to get help and information about the list of clinically selected books available in all Cardiff Hubs and Libraries. It's fantastic to see Boots so committed to helping customers and staff increase their awareness of Dementia. Boots staff will signpost people to the Hubs and Libraries resources available to support the wellbeing of our local communities.

The event, which was attended by the Director of Alzheimer's Society Wales and the Boots UK Head of Customer Experience, also included as part of the regular Dementia Café a reminiscence group session attended by residents of Ty Llandaff Care Home.

In a specially recorded video message that was played at the event, Heléna Herklots CBE, Older People's Commissioner for Wales, said: *"It's great to see how this scheme is developing and expanding so that more people can be helped through the power of books. The scheme will help people living with dementia, and their carers, to get information and advice about dementia and find out more about living well with dementia."*

*Reading Well Dementia* collections are available in all Hubs and Libraries across the city and are, of course, free for people living with Dementia and their carers to access.

### **Reading Well – Mental Health Books on Prescription**

Central Library Hub hosted the launch of *Reading Well Mental Health Books on Prescription* on 26 June. The scheme was launched in Wales, following its success in England which has seen 931,000 people borrow over 2 million Reading Well books from public libraries. Given that one in four of us will face a mental health issue at some point in our lives, and there is scientific evidence that reading has proven power to help people manage their own mental health and wellbeing, *Reading Well Mental Health* will make available a life-changing programme in Wales; with many of the books available in Welsh for the first time thus enabling the scheme to reach even more people.

Free copies of the books will be available to members of the public to borrow from all 22 public library authorities in Wales, and free to access in all of Cardiff Hubs and Libraries. The books can be recommended by a health professional and borrowed free of charge, or customers can self-refer and borrow the titles as they would any other library book.

There are 37 books on the mental health list which have been selected by Health experts and people with lived experience of mental health issues. I am delighted that Cardiff citizens will have the opportunity to access bibliotherapy through the use of these self-help books written by expert clinicians.

### **Learning Disability Strategy – Promoting Independence and Improving Lives 2019-2024**

I was pleased to attend the launch of the inaugural Learning Disability Strategy – Promoting Independence and Improving Lives 2019-2024, where Cardiff Council proudly joined with partner agencies, the Vale of Glamorgan Council and Cardiff and Vale University Health Board. The strategy outlines the commitment of all partners to work together alongside people with Learning Disabilities and their carers to co-produce solutions to their needs in a co-operative, combined and cohesive way. The event was well attended with a good mix of service providers, Third Sector organisations, people with Learning Disabilities and their families making up the 200-strong audience.

The event was opened by the outgoing Chair of Cardiff and Vale University Health Board, Maria Battle, who described the strategy as a ‘celebration of positive work’, emphasising a true commitment to a multi-agency approach that would ‘continue to do the brilliant work and improve upon it’. She also reiterated the shared belief of everyone in the room that ‘people are the most valuable resource’. Sitting at the heart of the strategy are 8 key principles that have all been developed, designed and described by people with Learning Disabilities themselves. As the event progressed, individuals with Learning Disabilities and their families took to the stage to relay their own highly individual experiences of service provision and use.

A number of service users and their families attended to speak to the group about their experiences working with a number of disciplines to achieve as much independence and fulfilment as possible. The value in the freedom to do the ordinary was emphasised by representatives from the Cardiff and Vale Day Opportunities and Support Planning team. They described their role as ‘supporting people to do have a good day by doing ordinary things in ordinary places’.

I joined with Councillor Ben Gray, Cabinet Member for Social Care and Health for the Vale of Glamorgan Council to close the event. We noted each partner’s commitment to providing services that ‘wrap around individuals’, and, more importantly, invited service users and their families to continue to bring forward ideas to keep providers ‘honest and on track’.



## **Care Inspectorate Wales Annual Letter 2018/19**

Care Inspectorate Wales (CIW) in their *annual performance review letter* noted the senior management changes in Social Services over the last 12 months, and commented that the Council had used these changes as an opportunity to build on good practice and review areas for development across the directorate. CIW acknowledged the good level of corporate support for Social Services in Cardiff, and that the directorate has achieved a good understanding of its own strengths and areas of challenge in Adult Services.

In terms of strengths, CIW recognised the shift in the balance of care to early intervention within Adult Services that is enabling an early focus on well-being outcomes, and the involvement of people in the design and delivery of their care – an example being engagement with people with learning disabilities, and their families and carers, in service consultation and evaluation.

Areas of challenge include issues in relation to levels of assurance in terms of Deprivation of Liberty Safeguards, and difficulties facing the local authority in recruiting and retaining approved mental health practitioners.

CIW also acknowledged the positive impact of the “Get Me Home” scheme being piloted jointly with Cardiff & Vale University Health Board at University Hospital Wales (UHW), where local authority contact officers are working on hospital wards to help facilitate more timely discharge back into the community for people who do not require ongoing care and support.

**Councillor Susan Elsmore**  
**Cabinet Member for Social Care, Health & Well-being**  
**12 July 2019**

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## **STRATEGIC PLANNING & TRANSPORT STATEMENT**

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### **Air Quality**

Following Cabinet approval last month of the Clean Air Final Plan to deliver compliance with the legal limit for NO<sub>2</sub> in the shortest possible time, I can confirm that our Final Plan was formally submitted to the Welsh Government on 28<sup>th</sup> June 2019, thereby complying with the requirements of the Legal Direction issued to the Council. We are awaiting formal feedback on the Final Plan from the Welsh Government who have indicated that a Ministerial decision will be made at the end of July/start of August. This decision will also provide confirmation on the level of funding that will be awarded to the Council to implement the proposed measures contained in the Final Plan. As stated previously, these measures will not only achieve legal compliance, but will significantly reduce the level of NO<sub>2</sub> and other key pollutants in the city centre, which will significantly improve air quality and the public health of our citizens. I will of course keep Members fully informed of matters as we work with the Welsh Government on this project going forward.

### **Nextbike Update**

Work to roll out additional bikes for the city's Nextbike fleet is continuing alongside important mitigation measures to reduce vandalism to existing bikes. At present, 100 bikes are being prepared for on-street deployment, with a further 100 bikes anticipated by the end of July and the fleet is being upgraded and made more vandal resistant. Ride levels continue to be strong with 6,000-7,000 rides per week.

The programme for installing new docking sites in the city is also being reassessed to ensure that the likelihood of additional vandalism is reduced. A communications programme is in place to encourage better compliance with returning bikes to the docking stations, as bikes that are left away from stations are more vulnerable. Members of the public are also being encouraged to be vigilant and to report issues to Nextbike, who are working closely with South Wales Police.

### **Active Travel Conference**

I was pleased to join with the Leader of the Council in attending the Welsh Government's Active Travel Conference on 4<sup>th</sup> July 2019, which was attended by representatives from the Council's Transport Policy, Highways and Education teams, as well as transport professionals from local authorities, advocacy groups and the private sector in Wales. It was pleasing to hear the Deputy Minister for Economy and Transport, Lee Waters AM, reiterate the Welsh Government's support for our ambitious cycling infrastructure plans. I also welcome his commitment to bring forward plans to tackle the problem of pavement parking in Wales.

## **Transport Vision**

At the Active Travel Conference, the Leader previewed the Council's 'big ideas' for the future development of the transport network in Cardiff that will feature in the Council's Transport White Paper, which is due to be published in the autumn. His presentation set out some of the bold and radical solutions for transforming the city's transport infrastructure in order to accommodate the city's future growth and to support increased active travel and use of public transport. Some of the key proposals include:

- Cardiff Cross Rail – a new light rail/tram line from east to west connecting major population centres and new suburbs in the west of the city with Cardiff Central Train Station.
- Cardiff Circle Line – a complete orbital light rail/tram line connecting the existing Coryton and Taff Vale lines and linking large residential areas to the transport network;
- a new park and ride at junction 32 of the M4 connected to the Circle Line;
- a new Rapid Bus Transport Network using green and electric vehicles;
- new, safe cycleways and walking routes linked to bus, rail and tram networks;
- working with Welsh Government and Transport for Wales to provide an integrated ticketing system that would allow transport users to move seamlessly from one transport mode to another; and
- making Cardiff a 20mph city.

The proposals outlined by the Leader were covered extensively in the local media and have generated a very positive response. I look forward to publishing further details of this exciting agenda later this year in our Transport White Paper and will seek to engage with members across the chamber as we seek to turn this vision into reality.

## **WOW Badge Design Competition**

WOW is a pupil led initiative run by Living Streets where children self-report how they get to school every day using an interactive tracker. If they travel to school using sustainable methods (walk, cycle or scoot) once a week for a month, they get a badge. Each year, the 11 WOW badges follow a new WOW theme, all of which are designed by pupils in the annual badge competition.

I was pleased to attend Lakeside Primary School to congratulate pupil, Zara Alyas, on her winning badge design as part of this year's national competition, which will now be used in schools throughout the UK. I would also like to thank the Living Streets charity for their work to challenge and change school-run behaviours and to improve safety for children. This project is one of many successful programmes being undertaken with and by our schools as we work to support every school in Cardiff to have an Active Travel Plan.

**Councillor Caro Wild**  
**Cabinet Member for Strategic Planning & Transport**  
**12 July 2019**

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## **INVESTMENT & DEVELOPMENT STATEMENT**

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### **Jobs Growth**

The Council will be aware that the commitment to job creation and retention remains a major component of the Administration's economic development strategy and councillors will be pleased to learn the city continues to attract new jobs in growing and competitive sectors. Latest figures from *StatsWales* indicate that there are now over 255,000 people working in Cardiff, which is an all-time high for the city and demonstrates that new private sector investment continues to be a major driver behind the economic performance of Wales' main economic dynamo.

### **Metro Bank**

Councillors will welcome the decision by Metro Bank to open their second outlet in the city on Newport Road. I can inform the council that the Bank completed the legal formalities relating to that investment last month. This new investment, building as it does on the recent expansion of Monzo in the city, means that Cardiff is positioning itself as one of the leading destinations for "challenger" banks as well as being seriously attractive to fintech star-up businesses.

### **Counting Up**

The Council will also wish to welcome the announcement by CountingUp, the UK's number one small business banking and accounting app, to locate its new base on Cathedral Road in Cardiff. This is yet another addition to the city's thriving fin-tech cluster.

### **International Sports Village**

I can confirm that negotiations with the developer of Cardiff Pointe regarding the acquisition of council owned land to facilitate the next stage of the residential component of the sports village development are now progressing well. I anticipate that the Council will agree draft Heads of Terms with the developer by the end of this month, which will enable me to report to Cabinet in September regarding this matter and proposals for the development of the remainder of the site.

## **Heritage Buildings**

I know that the Council will welcome the recent official opening of “The Platform”, the start-up office development operating at the former Bute Street railway station. This is an iconic building in the heart of what is now Cardiff Bay, which has been neglected over a long period. Councillors will welcome the development and the fact the building has returned to being of beneficial use to the local economy.

In addition, the economic development team continues to work with Naissance Capital, the owners of the former James Howell store in the city centre. Working with the owners and city planners it is hoped to bring forward exciting new proposals for this site with a focus on the more iconic elements of the complex with a view to creating a new aspect to the public realm in this part of the city centre.

The team also continues to work with the owners of Cory’s Buildings on Bute Street and the adjacent former Post Office building on James Street with a view to developing proposals for a complete renovation of both buildings with a mixture of office and hotel/leisure uses. My officials have met recently with a potential occupier of the office space. My officials also continue to work closely with Signature Living, the company behind the on-going transformation of the Coal Exchange building at Mount Stuart Square.

I can also confirm that the Leader of the County Council and I recently met with Rightacres Properties Ltd, the developer behind the proposed hotel development at the former Post Office/Inland Revenue building on Westgate Street, which will deliver a new 5 star hotel to the city centre as well as revitalising this listed building.

Councillors will be aware that the renovation of the city’s heritage buildings was an important element of the Investment & Development component of Capital Ambition and I am sure that members will agree that this is clear evidence that the Administration is delivering on this commitment.

## **The Creative Sector**

The economic development team continues to promote and support the creative industries sector across the city, in line with our ambition of creating more and better jobs. The team is working closely with colleagues in Bristol to maximise the impact of Channel 4’s Nations and Regions programme through the development of a wider ‘super-hub concept’ for the production sector that covers both cities, and which brought together businesses across the sector.

## **Investment & Development and the Climate Emergency**

Councillors will be aware that the Council recently declared a climate emergency. I believe strongly that announcements of this magnitude require a plan of action if they are to have any real meaning. I am conscious that over several centuries economic development has contributed significantly to the current global climate emergency. I believe that is important to ensure that economic development must now provide a major contribution to the delivery of climate solutions. This does not mean that we curtail our economic agenda but instead ensure that future developments make a tangible contribution to the council’s climate agenda. For that reason, I have asked my officials to explore how we can require potential investors/developers to evidentially demonstrate the tangible contribution their developments will make to that agenda. I will report to Cabinet on this.

## **UK Trade Post-MIPIM Investment Event**

The Secretary of State for Wales hosted a post-MIPIM Investment Event in London on 11 July 2019 attended by a number of local authorities from Wales including Swansea and Cardiff. Cardiff was invited to present on both the Central Quay and Atlantic Wharf development proposals. At the event, the Cardiff delegation was joined by George Hollingbery, MP, Minister of State, International Trade along with representatives from Qatari Diar Development Company UK, a senior representative from Siemens and senior officials from the Wales Office and DIT. In addition, we had the opportunity to meet with representatives of the Qatari Investment Authority; Gatehouse Bank Kuwait; Aviva; YTL Malaysia, and Meridian. Presentations were made by Cardiff, Swansea and Vale of Glamorgan Councils on Central Quay, Atlantic Wharf, Swansea Central 2, and Nells Point Barry Island. In addition, representatives of the Milford Haven Port Authority and the Anglesey Morlais Project presented on their projects. This was an impressive range of shovel ready projects that would benefit from international investment and I am grateful to the Secretary of State for lining up a powerful group of international investors to hear details of Wales based opportunities. Representatives of Chinese investment and construction companies have already agreed to visit Cardiff to explore involvement in projects here.

## **Promoting the City**

The economic development team continues to promote the city at every available opportunity. In recent weeks, the team hosted a number of potential investors who have signalled an interest in establish a base in the city and who have expressed a view that they see Cardiff as a competitive location for their business.

The Council has recently agreed to attend MIPIM 2020 in association with the Cardiff Capital Region. I believe that the South Wales presence in MIPIM would benefit from the involvement of Swansea and I have asked my officials to liaise with their counterparts in Swansea to explore this potential.

**Councillor Russell Goodway**  
**Cabinet Member for Investment & Development**  
**12 July 2019**

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## **CULTURE & LEISURE STATEMENT**

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### **BMX Track**

The newly refurbished BMX Track at the Maindy Centre is already proving to be a very popular facility with users following its opening at the end of June. The refurbishment works were funded via a Welsh Government capital grant through Sport Wales and in partnership with GLL and Cardiff BMX Racing Club. Works have been taking place to install a new drainage system, lay a tarmac surface and make reprofiling adjustments to the runs. The track is open alongside Maindy Centre opening hours and is free to use.

Facilities like the BMX Track at Maindy provide important first steps to introducing young people to the sport of BMX, providing them with essential bike handling skills that are invaluable in any form of cycling they wish to pursue. Cardiff BMX Racing Club will be holding sessions to enable riders to progress their cycling in a fun and safe environment.

### **Pontprennau Gymnastics Club**

I was delighted to learn that Pontprennau Gymnastics Club has been awarded a Disability Sport Wales insport ribbon, with support from Sport Cardiff, for their commitment to including disabled people in physical activity. As a new club, they have embraced inclusion and have also achieved Sport Cardiff 'Super Club' status for ensuring high standards in community sport.

### **Cardiff International White Water**

Cardiff International White Water Centre is now an official drinking water refill station as part of the Refill scheme within Cardiff that is designed to help reduce the use of single use plastics and plastic pollution. The café venue within the centre is now also plastic free.

### **National Exercise Referral Scheme**

The National Exercise Referral Scheme (NERS) team has been building on its existing successful partnership with the Stroke Rehabilitation Unit at University Hospital Llandough (UHL). The NERS team recently held an inter-centre competition at Channel View Centre on 3<sup>rd</sup> July 2019 to help raise money for the Stroke Rehabilitation Unit to improve the health and fitness equipment provided at UHL. Over 30 players took part and helped to raise a total of £1,000 on the day through sponsorship.

With increasing referrals for stroke patients into the NERS in Cardiff, the NERS team has also introduced two new walking football teams playing from Channel View Centre and Fairwater Leisure Centre. There are currently between 15-20

players registered at both facilities. This form of physical activity improves all-round health and fitness, as well as supporting significant improvements in motor skills, strength and balance. It is also a fantastic way to meet new people and interact socially.

### **Summer Events Programme**

Our summer events programme is in full swing, with the annual Cardiff Food & Drink Festival having been held earlier this month. A new look event site proved to be a great success and I want to thank the combined efforts of the food producers, the Council's events team and Production 78 who all worked tirelessly to deliver this year's event and ensure that the event remains free to enter.

The event site is now being cleared in preparation for the return of the Cardiff Bay Beach to its home at Roald Dahl Plass after its relocation last year due to the National Eisteddfod. It will be open from 20<sup>th</sup> July to 1<sup>st</sup> September 2019 and I am sure that Sayers Amusement Ltd will ensure that visitors and residents alike will enjoy another successful event this year.

I am sure that those Members who attended will also wish to join me in congratulating Ukrainian baritone, Andrei Kymach, in winning the BBC Cardiff Singer of the World 2019 title on 22 June 2019. My thanks and congratulations go to everyone at the BBC and St David's Hall for their hard work in delivering another successful and hugely enjoyable competition.

### **Play Service**

The Children's Play Service has organised a fun-filled play programme for children in Cardiff, aged 5 years to 15 years, for the 6-week school summer holiday period. The highlight of the holidays will be the National Play Day event on 7<sup>th</sup> August 2019 at Pontcanna Fields. The service will be delivering a range of play schemes that include 'Pop-Up Play' in parks, community hubs and church halls. The Children's Play team have collaborated with a number of organisations to deliver these schemes across Cardiff, including YMCA Young Carers, SHEP (School Holiday Enrichment Programme) and local schools. The service also bid successfully for 'Holiday Hunger' grant funding to provide free food through the holiday to children who would normally receive Free School Meals.

**Councillor Peter Bradbury**  
**Cabinet Member for Culture & Leisure**  
**12 July 2019**

**COUNCIL: 18 JULY 2019**

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## **EDUCATION, EMPLOYMENT & SKILLS STATEMENT**

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### **Education Buildings Wales Conference and Awards 2019**

The Council's School Organisation, Access and Planning team attended this year's Education Buildings Wales Conference on 19<sup>th</sup>-20<sup>th</sup> June 2019, which held at Cardiff University. The conference saw the launch of Band B of the 21<sup>st</sup> Century Schools programme by the Welsh Government and provided an opportunity to reflect back on the success of Band A projects across Wales.

As part of this year's Education Buildings Wales Awards, Cardiff Council was nominated for the Client of the Year Award for both the new Cardiff West Community High School, along with contractors Willmot Dixon, as well as the three new primary schools (Howardian Primary, Ysgol Glan Morfa, and Ysgol Hamadryad), along with contractors Morgan Sindall.

I am very pleased to say that Cardiff won the Client of the Year Award for the new Cardiff West Community High School project. The judges noted, in particular, the commitment by Cardiff Council to not only deliver new school buildings, but also to consider the wider impact of the school on the community. I want to congratulate all those involved in the management of all the projects that were nominated, which highlights the talented, committed and professional people that we have in Cardiff.

### **Ysgol Hamadryad**

I was delighted to attend the official opening of Ysgol Hamadryad on 24<sup>th</sup> June 2019, which was also attended by the Welsh Government Minister for Education, Kirsty Williams AM. The Welsh medium primary school opened in September 2016 in a temporary home within the grounds of Ninian Park Primary School. The Council secured a permanent site for Ysgol Hamadryad in Butetown and the school moved into the new building in January 2019. The new build school was designed and built by Morgan Sindall and offers a 21<sup>st</sup> Century learning environment for a capacity of 420 primary age children and 96 nursery children. Ysgol Hamadryad is a truly active travel school and has set up a walking bus for pupils to access the school. As a result, the vast majority of children either walk or cycle to school.

Along with primary education, the school also offers a range of community uses. Ysgol Hamadryad looks forward to welcoming Cylch Meithrin Grangetown a'r Bae to use the community room facilities from September 2019 and will mean that Welsh Medium education from ages 2 to 11 will be offered on site. The school is also looking forward to being a base for a local community football team, which will be able to access the community changing rooms provided within the school.

## **Oakfield Primary School**

On 10<sup>th</sup> July 2019, I joined again with the Welsh Government Minister for Education, Kirsty Williams AM, at the official opening the new-build extension at Oakfield Primary School in St Mellons.

Along with two other primary schools in Cardiff (St Fagan's Church in Wales Primary School and St Francis Primary School in Ely), Oakfield Primary School received a Welsh Government grant of £1m to build new classrooms in order to reduce infant class sizes. The new extension provides four new classrooms and additional group rooms for teaching and learning, which enables every class to have their own dedicated space within the school. It also includes an area to provide 30 hour childcare provision for nursery children, which is likely to start next year, that will be of significant value to the local community. In addition, the Welsh Government grant helped fund the furniture and IT infrastructure for the new building, as well as making good the external play areas.

The new-build extension was constructed by the Wernick Group using modular build classrooms, which enabled it to be constructed off-site and, therefore, drastically reduced the disruption to the pupils and staff at the school.

## **Cardiff West Community High School**

I am pleased to announce that the new Cardiff West Community High School in Caerau will be officially opened on Monday 15<sup>th</sup> July 2019. The new school building was funded jointly by the Council and Welsh Government as part of our £164m Band A investment as part of the 21<sup>st</sup> Century Schools programme.

The newly established school opened in September 2017 on the site of the former Michaelston Community College site in Ely. The successful contractor, Willmott Dixon, also commenced work on the £36m project at the new site at the beginning of September 2017, which was completed at the end of February this year. The school then transitioned to the new building at the end of March 2019 before opening to pupils on 2<sup>nd</sup> April 2019.

The new school building is split into three separate blocks and provide facilities for up to 1200 pupils with 8 Form Entry at the school (with expansion to 10 Form Entry), as well as up to 320 pupils in post-16 education. New sporting facilities, including two additional pitches, internal sports hall and activity studio and a refurbished mixed use games area (MUGA) have also been provided.

## **Cardiff 2030**

Work is continuing to refresh the vision for education and learning in Cardiff to set out our shared ambitions for Cardiff in 2030. Extensive stakeholder engagement has taken place over the last six months to capture the voices of children and young people, schools, governors and many partners in the city. We are aiming to launch the new Cardiff 2030 vision in November 2019.

### **Diverse Dance Mix**

On 29<sup>th</sup> June 2019, Strictly Come Dancing judge and accomplished ballerina, Dame Darcey Bussell DBE, visited Cardiff West Community High School to judge the Diverse Dance Mix competition, which is a UK-wide initiative that aims to engage children in creativity, culture, fitness and dance. Pupils aged between 7 and 12 from 13 Cardiff schools (Ysgol Gynradd Creigiau, Meadowbank Special School, Ysgol Bro Eirwg, Christ the King Primary, Howardian Primary, Trelai Primary, Coed Glas Primary, Grangetown Primary, Bryn Hafod Primary, Meadowlane Primary, Holy Family RC Primary, Cardiff High School and Cardiff West Community High School) were chosen to take part in the regional final and performed in front of Dame Darcey Bussell, the Lord Mayor of Cardiff and a live audience.

After the performances, the pupils from Holy Family RC Primary School were announced as the winners. Four of the 24 pupils from Holy Family RC Primary School were then chosen to dance a routine with Dame Darcey Bussell, which was an amazing opportunity for them. The children were presented with a trophy and given t-shirts to commemorate the event.

### **International School Linking**

The Erasmus+ project focused on Challenging Extremism in schools for Key Stage 2 pupils has been a huge success. Thanks to the efforts of the participating schools in Cardiff (Kitchener Primary, Roath Park Primary and Severn Primary), Barrie Phillips from The GOT (Getting On Together) Project and the Council's International School Linking team, schools across Wales have participated in training on the six lessons that have been developed and are using these educational materials in Years 5 & 6.

### **Llanover Hall – Celebrating 50 Years as a Community Arts Centre**

This year marks 50 years since Llanover Hall Arts Centre in Cardiff was established as an arts activities centre for young people and it continues to provide an important gateway to the arts, offering a wide range of classes and courses to people of all ages and abilities. A family Fun Day was held at Llanover Hall on 15<sup>th</sup> June 2019 and attracted over 250 visitors. The event included activities and events for all the family, including pottery, circus skills, willow weaving, origami, jewellery making, yoga, 'Drop In and Draw' and musical entertainment. An exhibition marking 50 years of community arts provision at Llanover Hall was also opened by the Leader of the Council.

### **Adult Learning Cardiff Annual Fun Day**

On 22<sup>nd</sup> June 2019, Adult Learning Cardiff hosted its annual Fun Day at Severn Road Adult Learning Centre. The event focused on learning with others and sharing skills within the community and was funded by the Learning and Work Institute as part of 'Adult Learners Week'. The Fun Day was a great success with over 200 students attending and taking part in a wide range of activities from African Hand Drumming, MineCraft battles, Microbit Robotics and Lego Mindstorms.

**Councillor Sarah Merry**  
**Cabinet Member for Education, Employment & Skills**  
**12 July 2019**

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**FINANCE, MODERNISATION & PERFORMANCE STATEMENT**

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**Cardiff.gov Mobile App**

Last month marked the 1<sup>st</sup> Anniversary of the launch of the Cardiff.gov mobile app platform. The growth in user numbers and downloads over the last 12 months has been a good indicator of our success. In June 2019, there were a further 849 downloads, taking the total to 14,778 and the app continues to achieve 4-star customer rating in the app stores. The app also achieved “Highly Commended” status in the App of the Year category of the Wales Online Digital Awards 2019, which were held last month.

Adopting new approaches to application development by using multi-disciplined teams has proven that Cardiff is developing digital services that support the ambitions laid out in the Council’s Digital Strategy. Our app users are taking time to provide positive feedback to us and request further services to be added to the app, which we are reviewing and including in our roadmap for future releases.

If Members have any services they would like to request are added, please email me and we will review them. Not all services may be able to be provided in this way, but I’m keen to hear your ideas for those that would best serve the public.

In terms of channel shift/customer trends, we are now seeing a real shift in the “share” of contacts, with 57% of all fly-tipping reports being made via the website or the app and 47% of customer reports related to roads and pavements made online or through the app.

**UNISON Cymru ‘Respect Your Youth’ Charter**

On 26<sup>th</sup> June 2019, I was pleased to join the Leader of the Council, the First Minister, and many others at the Senedd to mark Cardiff Council and Careers Wales signing up to UNISON Cymru’s ‘Respect Your Youth’ Charter campaign. The Charter calls for fair employment for young people, covering areas like paying the Real Living Wage and promoting apprenticeships. UNISON Cymru young members were present at the event and met with the First Minister who also encouraged employers to sign up to the Charter.

## **Carers Network**

At the most recent Works Council meeting, we heard an update from the Chair of the Carers' Network – the Council's Employee Network for staff who are carers. We heard that the network has increased activity and membership over the last year or so and forms a valuable resource for staff, along with our other Employee Networks and Trade Union colleagues.

Last year, Cardiff Council joined Employers for Carers, and we also recently amended our Carers Policy to introduce a 'Carers Passport' for staff. The 'Carers Passport' has been developed to help and support employees who have specific caring responsibilities. Where adjustments to working arrangements have been agreed, the passport will provide a record which can be reviewed if the employee changes roles or their caring circumstances change. The purpose is to enable a carer and their manager to hold a supportive conversation and document the flexibilities needed to support the carer in combining caring responsibilities and work commitments. The Carers' Network has welcomed its introduction.

The Carers' Network provides a supportive forum for employees who are carers and network members make a positive contribution to the Policies, Procedures and Culture of Cardiff Council. We invite each Employee Network in rotation to Works Council meetings.

## **Website Development**

Key information to note in terms of website development and activity in June 2019 included:

- 189,110 people visited the website in June 2019, with 63% of visitors accessing the site on a mobile device.
- 36,000 waste collection checks were made online (via the app and website), with the highest volume of checks in the Cathays and Plasnewydd wards.
- 82% of requests for more recycling bags and caddies were made online.
- The Council Tax portal had 7,454 visits, up 12% on the previous month.
- 411 users translated Cardiff.gov.uk into their preferred language with Polish and Czech being the most requested.
- A new website was launched for Central Transport Services (CTS): [www.cardifftransportservices.co.uk](http://www.cardifftransportservices.co.uk)

## **C2C – Social Media**

8,656 inbound messages were received via social media platforms in June 2019. The number of Facebook followers increased by 4.25% compared to the previous month and by 33.57% when compared to June 2018. Twitter followers increased in June 2019 by 0.45% compared to the previous month and by 6.31% compared to the same month last year. The most popular message subject was, again, bulky collections, which continues to be a very popular service on the Council's social media channels and is a great example of channel shift.



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## **HOUSING & COMMUNITIES STATEMENT**

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### **New Build Housing Update**

I am pleased to confirm that the shipping containers have been delivered to the Bute Street site as work progresses on our innovative housing scheme for homeless families in Cardiff. 13 flats are being constructed using shipping containers to create safe, warm and comfortable homes that will be available to homeless residents in the short term whilst a long term housing solution is found. The scheme has been awarded Welsh Government Innovative Housing Programme funding and is our first scheme using innovative construction methods.

Work has also started on our first PassivHaus scheme at the Highfields site in Heath. The scheme is being delivered through the Cardiff Living programme and will deliver 32 homes for market sale and 10 for council rental. The enabling works include the diversion of services running through the site to enable the main contract works to take place.

I am pleased to announce that the Cardiff Living programme won the Integration & Collaborative Working Award at the annual Constructing Excellence Wales (CEW) Awards that were held on 7<sup>th</sup> June 2019. The award was for Cardiff Living's Willowbrook scheme in St Mellons and recognised the approach taken to collaborate in developing difficult sites and delivering quality, sustainable affordable homes.

### **Homeless Multi-Disciplinary Outreach Team**

A multi-disciplinary team is working as part of the Council's Outreach Service to assertively target service users who are caught in the 'revolving door' of homelessness and prolonged periods of rough sleeping. The team includes a dedicated substance misuse worker, which is a necessity as 80% of rough sleepers in 2018-19 displayed a lead need of substance misuse. The team also includes a dedicated Mental Health Social Worker and additional Social Services representation; an additional Homeless Nurse from Primary Health; a Counsellor and Therapeutic Outreach Worker from Pobl; the Council's Outreach team and manager, as well as a diversionary activities project officer, Peer mentors and coordinator from Wallich. The Salvation Army also provides a Homeless Advocacy Programme, and Dyfodol provides fast track prescribing and support to help those not involved in the criminal justice system, which is available evenings and weekends. The team meet weekly and work from a number of locations, including street based working, the breakfast run, the weekly Wallich Welfare Vehicle, as well as the Huggard and Ty Tresillian, Litchfield Court and Emergency Overnight Stay spaces.

## **Community Inclusion Officers**

Four Community Inclusion Officers are now settled into their new posts and are based within the Community Hubs. They have all been working with community groups on garden projects within each district highlighting educational awareness in understanding wildlife, various plants and the benefits of growing produce, along with encouraging communities to become socially active.

STAR Hub community garden has an environmental partnership with the local bowls club where the club donates their grass cuttings, which then go into the Hub's compost bin to assist with growing produce. The opening of the community garden is planned for 18<sup>th</sup> July 2019 and will be supported by the RSPB, with the aim of the garden becoming an Urban Buzz Zone. In addition, work is currently underway to design and create a Dementia Friendly garden at Llanrumney Hub.

Community Inclusion Officers across the city are planning summer events to engage local communities, including fun days, encouraging and setting up more Knit n Knatter groups building on the success of the inter-generational group in Radyr. Goldies sessions are also being rolled out to more Hubs, as well as local history sessions, Dementia cafes and music sessions.

The Community Inclusion Officer in the north of the city has been busy setting up community litter pick groups and this has already been successful in Radyr with over 45 volunteers joining. Llanishen had their first community litter pick in the first week of July, which attracted over 30 volunteers.

The Community Inclusion Officer in the west of the city has been busy organising events to celebrate the Ely & Caerau Hub's 5<sup>th</sup> Birthday and arranging a range of activities for all ages to try throughout July, including a Health & Wellbeing Day on 26<sup>th</sup> July 2019 with over 21 partners in attendance.

**Councillor Lynda Thorne**  
**Cabinet Member for Housing & Communities**  
**12 July 2019**

**COUNCIL: 18 JULY 2019**

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**CLEAN STREETS, RECYCLING & ENVIRONMENT STATEMENT**

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**Low Emission Transport Strategy**

As part of our Low Emissions Transport Strategy, which was approved in April 2018, we committed to increasing the number of publicly accessible Electric Vehicle charging points in the city. I am pleased to confirm that the first phase of these have now been installed and will be made live this month. They have been paid for through a successful bid for grant funding from the UK Government Office for Low Emission Vehicles (OLEV) and have been placed in residential areas where residents do not have access to private off-street parking. The first phase of work has delivered 19 charging points in 10 different locations in Cathays, Penylan, Canton and Riverside. We are currently working on a second phase of installations and will be applying for additional grant funding to support these over the summer.

**Shared Regulatory Services**

I am pleased to announce that Shared Regulatory Services have achieved national recognition for their work to ensure trade compliance with the Hallmarking Act. Last month, the British Hallmarking Council presented officers with the annual Touchstone Award in recognition of their outstanding hallmarking enforcement activity, with a number of cases having concluded (or about to conclude) in court recently. This year's award follows Shared Regulatory Services being highly commended for their retail survey work on hallmarking during 2017/18.

The Touchstone Award is one of the most prestigious awards available to Trading Standards services. The UK has one of the most rigorous and long-established hallmarking regimes in the world, which delivers clear benefits to UK consumers and legitimate businesses alike. The hallmark is the oldest form of consumer protection and is essential in preventing fraud in relation to gold, silver and other precious metal.

**Chapel Refurbishment at Thornhill Crematorium**

The Council is investing over £300,000 in the upgrade and refurbishment of its two chapels at Thornhill Crematorium. The improvements will include a complete redecoration of both chapels; new flooring and seating; improved new lighting features and curtains, as well as refurbishment of the waiting rooms and the replacement and extension of covered areas outside of the chapels.

In order for this work to be undertaken, it will unfortunately involve the two current chapels being closed for a 6-week period from 29<sup>th</sup> July to 8<sup>th</sup> September 2019.

Whilst the upgrade works are taking place, we will create a professional temporary chapel in the grounds of the crematorium to host funeral services. It will be located on a grassed area adjacent to the overflow carpark at Thornhill Crematorium.

The marquee structure will have solid floors and walls; be carpeted throughout; have glazed double doors at the entrance and exit; include feature lighting and be laid out appropriately for funeral services. It will have a dedicated audio system to enable digital music to be provided. Temporary toilet facilities, including disabled provision, will also be provided and located in the main car park. In order to meet capacity needs, Saturday services in the temporary chapel will be available at no additional cost to minimise waiting times for funerals.

In addition to the temporary chapel at Thornhill Crematorium, we will also be offering our Cathays Cemetery chapel for funeral services. Once the upgrade works are completed, we will be able to provide much more modern and improved chapels and facilities for the bereaved.

### **Western Cemetery**

On 27<sup>th</sup> June 2019, I attended the official opening of the new meeting shelter for the Muslim community at Western Cemetery. The £20,000 shelter, which will provide protection from bad weather for visitors to the cemetery wanting to pray or waiting for burial services to commence, has been funded by generous donations from local mosques, business and community leaders and delivered in partnership with the Council.

### **'Everyone in Cardiff is Doing It!'**

A social media campaign began last month to complement the operational work of the Council's Waste Education team to improve how residents manage their household waste. Under a new 'Everyone in Cardiff is Doing It!' brand, the campaign's main objectives are to maximise recycling and to reduce the contamination of recycled materials. As at 10<sup>th</sup> July 2019, the campaign had generated 992 clicks through the A-Z of Recycling page on the Council's webpage. The campaign will continue to run over the summer, phased in monthly themes. Members can help share the campaign messages on Twitter by searching for #CardiffRecycles and re-tweeting the Cardiff Council tweets.

Cardiff is the best recycling city in the UK and recycling is improvement every year. However, this year's recycling target requires everyone in Cardiff to be doing their bit to recycle wherever possible, be it in the home or at recycling centres. To help us achieve this, we have already introduced Education Stations at our Household Waste Recycling Centres and will be monitoring properties across the city to ensure that everybody is maximising what they recycle.

Our monitoring teams will set out early in the morning on collection days to monitor participation and also the quality of the recycling presented. Residents will then receive notices that are coloured either Green (Thank you for recycling); Amber (You could do more; here's how) or a Red (You need to start recycling; here's how we can help). Those households that remain in the Red category may be subject to enforcement action.

This work follows on from a similar regional campaign that was undertaken

earlier this year. Following that exercise, we saw an increase in the number of households shifting from the Red and Amber categories up to either Amber or Green. It will also support improved street scene across the city as food contamination within household waste is the prime reason why birds and vermin rip bags apart, which then blights our streets with litter until cleansing teams clean the street. Residents need to ensure that they undertake food recycling and clean or wash out their recycling waste to support the processing of quality recycled materials.

**Councillor Michael Michael**  
**Cabinet Member for Clean Streets, Recycling & Environment**  
**12 July 2019**

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**CYNGOR CAERDYDD  
CARDIFF COUNCIL**



**COUNCIL:**

**18 JULY 2019**

**REPORT OF THE CHIEF EXECUTIVE**

**MEMBERS' SCHEDULE OF REMUNERATION 2019 – 2020**

**Reason for this Report**

1. To approve the Members' Schedule of Remuneration 2019 – 2020, in accordance with the Independent Remuneration Panel for Wales Regulations, for publication by 31 July 2019.

**Background**

2. The Independent Remuneration Panel for Wales (IRPW) (*'the Panel'*) is a statutory body established initially by the Welsh Government in January 2008 to recommend the levels of salaries, allowances and expenses payable to Councillors and Co-opted Members. The Local Government (Wales) Measure 2011 gave the Panel additional powers to prescribe the levels of Member remuneration and allowances. The Panel also received further powers following the introduction of the Local Government (Democracy) (Wales) Act 2013.

3. The Panel's Annual Report was published in February 2019, and detailed its determinations on the payment of remuneration and allowances in 2019 – 2020 to Elected Members and Co-opted Members by principal councils from the date of their Annual Meeting.

The report is available on the IRPW website via the following link:

English: [https://gov.wales/sites/default/files/publications/2019-03/irp-annual-report-2019-2020\\_0.pdf](https://gov.wales/sites/default/files/publications/2019-03/irp-annual-report-2019-2020_0.pdf)

Cymraeg: <https://llyw.cymru/sites/default/files/publications/2019-03/pacgaadroddiad-blynyddol-2019-2020.pdf>

4. The Council at its Annual Meeting on 23 May 2019 approved the recommendations of the Panel on:

- the Basic Salary payable to Elected Members;
- the Senior Salary payable to Cabinet Members;
- the Senior Salary payable to Committee Chairs;
- the allocation of the maximum 19 Senior Salary positions payable by the Council;
- the Civic Salary payable; and
- the cap on the maximum payment of Co-opted Members fees.

5. The IRPW Regulations and guidance set out in the Panel’s Annual Report in February 2019, require the Council to produce and maintain an annual Schedule of Remuneration (*‘the Schedule’*) that details the payments approved to Elected Members and Co-opted Members in accordance with the levels of remuneration and allowances determined by the Panel in its Annual or Supplementary Reports.

Basic Salary

6. The Panel determined that the annual Basic Salary payable to Elected Members of all principal councils in Wales for 2019 – 2020 is **£13,868**.

Senior Salaries

7. In Cardiff (Population Group A), the maximum number of Senior Salary positions is 19, excluding Civic Salary positions.
8. The Council on 23 May 2019 agreed the allocation of the maximum 19 Senior Salaries for 2019 – 2020 as follows:

<b>Bands of Responsibility</b>	<b>Role(s)</b>	<b>No. of Senior Salary Positions</b>
Band 1	Leader	1
	Deputy Leader	1
Band 2	Other Cabinet Members	8
Band 3	Scrutiny Committee Chairs	5
	Planning Committee Chair	1
	Licensing / Public Protection Committees Chair	1
Band 4	Leader of largest opposition group	1
Band 5	Leader(s) of other political group(s) comprising at least 10% membership of the Authority (if remunerated)	1
<b>Total</b>		<b>19</b>

9. The Council on 23 May 2019 agreed the annual Senior Salaries (*inclusive of Basic Salary*) payable in 2019 – 2020 as prescribed by the Panel and applicable to the Council as follows:

<b>Bands of Responsibility</b>	<b>Role(s)</b>	<b>Senior Salaries determined by the Panel for 2019/20 (inclusive of Basic Salary)</b>
Band 1	Leader	£54,100
	Deputy Leader	£38,100
Band 2	Cabinet Members	£33,100
Band 3	Committee Chairs (if remunerated)	£22,568
Band 4	Leader of largest Opposition Group	£22,568



Bands of Responsibility	Role(s)	Senior Salaries determined by the Panel for 2019/20 (inclusive of Basic Salary)
Band 5	Leader(s) of other political group(s) ' <i>a political group other than controlling/ largest opposition group (if any) which comprises not less than ten per cent of the members of the Council</i> ' (if remunerated)	£17,568

### Members' Schedule of Remuneration 2019-2020

10. The IRPW has developed and issued a proforma Schedule of Remuneration for recommended use by all local authorities in order to promote best practice and assist with consistency in the production of such schedules within Wales. Specific sections within the document are to be amended in order to suit each Authority's own particular circumstances; however, it should be noted that use of the proforma is not mandatory.
11. The Council in May 2016 adopted this proforma for use as the basis for the Members' Schedule of Remuneration for future years and the 2019-2020 Schedule is set out in **Appendix A** to this report.
12. Any amendments to the Schedule made during the municipal year must be conveyed to the Panel as soon as practicable after the amendments are made. It is proposed that authority should be delegated to the Monitoring Officer to make any necessary amendments to the Schedule in order to reflect any changes in membership of the Council, Cabinet or Committees or as a result of any Supplementary Reports issued by the Panel.
13. In accordance with the IRPW Regulations, the Council must make arrangements for the publication of the Schedule within the authority area and the Schedule must be sent to the IRPW as soon as practicable after determination and not later than 31 July in the year to which it applies.

### **Legal Implications**

14. The legal framework is set by Part 8 of the Local Government (Wales) Measure 2011 ("the Measure"), under which the Independent Remuneration Panel for Wales ("the Panel") is given functions relating to payments to Councillors and Councillors' pensions (s.142 of the Measure). The Panel is required to publish an annual report on the exercise of its functions with respect to each financial year (s.143 of the Measure); and the Council must comply with the requirements imposed on it by the Panel's Annual Report (s.153 of the Measure).

15. As set out in the body of the report, the Council is required to produce and maintain an annual Schedule of Remuneration (*the Schedule*), which must be published and sent to the IRPW as soon as practicable after determination and not later than 31 July in the year to which it applies.
16. All Members entitled to receive payment have a personal interest in this report which should be declared. However, paragraph 12.2 (b)(iv) of the Code of Conduct states that you will not be regarded as having a prejudicial interest in any business of the Council relating to remuneration or an allowance or payment or pension made in accordance with the Local Government (Wales) Measure 2011 or the Local Government and Housing Act 1989. This means all Members may debate and vote on the recommendations in this report.

### **Financial Implications**

17. The overall financial allocation for Members' Remuneration in 2019/20 is £1.578 million, the costs are to be contained within the budget allocated.

### **RECOMMENDATIONS**

The Council is recommended to:

1. approve the Members' Schedule of Remuneration 2019- 2020, as set out in Appendix A to this report for publication by 31 July 2019; and
2. delegate authority to the Monitoring Officer to update the Members' Schedule of Remuneration and to make any necessary amendments to the 2019-2020 Schedule (published within the Constitution) from time to time during the municipal year in order to reflect any changes in membership of the Council, Cabinet or Committees or as a result of any Supplementary Reports issued by the Independent Remuneration Panel for Wales.

**PAUL ORDERS**  
**Chief Executive**  
**10 July 2019**

The following Appendix is attached to this report:

**APPENDIX A:** Members' Schedule of Remuneration 2019 – 2020

#### **Background Papers**

Council Report, 23 May 2019 – Members' Schedule of Remuneration 2019 – 2020

Independent Remuneration Panel for Wales Annual Report (February 2019)

English: [https://gov.wales/sites/default/files/publications/2019-03/irp-annual-report-2019-2020\\_0.pdf](https://gov.wales/sites/default/files/publications/2019-03/irp-annual-report-2019-2020_0.pdf)

Cymraeg: <https://llyw.cymru/sites/default/files/publications/2019-03/pacgaadroddiad-blynyddol-2019-2020.pdf>

**COUNTY COUNCIL OF THE CITY AND COUNTY OF CARDIFF**

**MEMBERS' SCHEDULE OF REMUNERATION 2019 - 2020**

This Scheme is made under the Local Government (Wales) Measure 2011 (“the Measure”) with regard to Independent Remuneration Panel for Wales (IRPW) Regulations which apply to payments made to members and co-opted members of local authorities.

**1. Basic Salary**

- 1.1 A Basic Salary shall be paid to each elected Member of the Authority.
- 1.2 In accordance with the Regulations, the rate of the Basic Salary shall be reviewed annually as determined by the Independent Remuneration Panel for Wales.
- 1.3 Where the term of office of a Member begins or ends other than at the beginning or end of a year, his/her entitlement to the Basic Salary will be pro-rata.
- 1.4 No more than one Basic Salary is payable to a Member of the Authority.

**2. Senior Salaries & Civic Salaries**

- 2.1 Members occupying specific posts shall be paid a Senior Salary as set out in **Schedule 1**.
- 2.2 In accordance with the Regulations, the rates of Senior Salaries and Civic Salaries shall be reviewed annually as determined by the Annual or Supplementary Report of the Independent Remuneration Panel for Wales.
- 2.3 Only one Senior Salary or Civic Salary is payable to a Member of the Authority.
- 2.4 A Member of the Authority cannot be paid a Senior Salary and a Civic Salary.
- 2.5 All Senior and Civic Salaries are paid inclusive of Basic Salary.
- 2.6 A Senior Salary may not be paid to more than the number of members specified by the Independent Remuneration Panel for Wales in its Annual Report and cannot exceed fifty percent of the total membership of the authority, except to include a temporary Senior Salary office holder providing temporary cover for the family absence of the appointed office holder.
- 2.7 A Member of the Authority in receipt of a Band 1 or 2 Senior Salary (i.e. Leader, Deputy Leader and Cabinet Members) **cannot** receive a salary from any National Park Authority (NPA) or Fire and Rescue Authority (FRA) for which he/she has been nominated.
- 2.8 Where the term of Senior Salary or Civic Salary of a Member begins or ends other than at the beginning or end of a year, his/her entitlement to the Salary will be pro-rata.

**3. Election to Forgo Entitlement to salaries, allowances or fees**

- 3.1 A Member may, by notice in writing delivered to the Monitoring Officer, personally elect to forgo any part of his/her entitlement to any salary, allowance or fee payable under this Scheme from the date set out in the notice.

**4. Suspension of a Member**

- 4.1 Where a Member of the Authority is suspended or partially suspended from his or her responsibilities or duties as a Member of the Authority in accordance with Part III of the

Local Government Act 2000 (Conduct of Members), or regulations made under the Act, the part of the Basic Salary payable to him/her in respect of that period for which he or she is suspended will be withheld by the Authority (Section 155 (1) of the Measure).

- 4.2 Where a Member in receipt of a Senior Salary is suspended or partially suspended from being a Member of the Authority in accordance with Part III of the Local Government Act 2000 (Conduct of Members), or regulations made under the Act, the Authority must not make payments of the Member's Senior Salary for the duration of the suspension (Section 155 (1) of the Measure). If the partial suspension relates only to the specific responsibility element of the payment, the member may retain the Basic Salary.

### **5. Repayment of salaries, allowances or fees**

- 5.1 Where payment of any salary, allowance or fee has been made to a Member of the Authority or Co-opted Member in respect of any period during which the Member concerned:

- (a) is suspended or partially suspended from that Member's/Co-opted Member's duties or responsibilities in accordance with Part 3 of the 2000 Act or regulations made under that Act;
- (b) ceases to be a Member of the Authority or Co-opted Member; or
- (c) is in any other way not entitled to receive a salary, allowance or fee in respect of that period,

The Authority will require that such part of the salary, allowance or fee as relates to any such period be repaid.

### **6. Payments**

- 6.1 Payments of all salaries, allowances or fees will be made by the Council's Payroll team by BACS transfer in instalments of one-twelfth of the Member's annual entitlement usually on the 15<sup>th</sup> of each month.
- 6.2 Where payment has resulted in a Member receiving more than his/her entitlement to salaries, allowances or fees the Authority will require that such part that is overpayment be repaid.
- 6.3 All payments are subject to the appropriate tax and National Insurance deductions.

### **7. Reimbursement of Costs of Care**

- 7.1 Care Allowance shall be paid to a Member or Co-opted Member for the reimbursement of necessary costs for the care of dependent children and adults, and for personal assistance needs, provided the Member incurs expenses in the provision of such care whilst undertaking 'approved' council duties.
- 7.2 Care Allowance applies in respect of children who are aged 15 or under and other persons for whom the Member or Co-opted Member can show that care is required. If a Member or Co-opted Member has more than one dependent the Member may claim more than one allowance, provided the Member can demonstrate a need to make separate arrangements for care.
- 7.3 Eligible Members may claim Care Allowance for actual and receipted costs up to a maximum amount not exceeding that determined by the Independent Remuneration Panel as set out in **Schedule 1**. All claims for Care Allowance should be made in writing to Democratic Services detailing times, dates and reasons for claim. Receipts are required for both informal and formal care arrangements.

### **8. Family Absence**

- 8.1 Members are entitled under the provisions of the Family Absence for Members of Local Authorities (Wales) Regulations 2013 to a period of family absence, during which if they satisfy the prescribed conditions they are entitled to be absent from authority meetings.
- 8.2 When taking family absence Members are entitled to retain a basic salary irrespective of their attendance record immediately preceding the commencement of the family absence.
- 8.3 Should a senior salary holder be eligible for family absence they will be able to continue to receive their senior salary for the duration of the absence.
- 8.4 If the authority agrees that it is necessary to make a substitute appointment to cover the family absence of a senior salary holder the Member substituting will be eligible if the authority so decides to be paid a senior salary.
- 8.5 If the paid substitution results in the authority exceeding its maximum number of senior salaries, an addition to the maximum will be allowed for the duration of the substitution.

### **9. Co-optees' payments**

- 9.1 A Co-optees' daily fee (with a provision for half day payments) shall be paid to Co-optees, provided they are statutory Co-optees with voting rights.
- 9.2 Co-optees' payments will be capped at a maximum of the equivalent of 10 full days a year for each committee to which an individual may be co-opted.
- 9.3 Payments will take into consideration travelling time to and from the place of the meeting, reasonable time for pre meeting preparation and length of meeting (up to the maximum of the daily rate).
- 9.4 The Monitoring Officer is designated as the "appropriate officer" and will determine preparation time, travelling time and length of meeting, the fee will be paid on the basis of this determination.
- 9.5 The Monitoring Officer can determine in advance whether a meeting is programmed for a full day and the fee will be paid on the basis of this determination even if the meeting finishes before four hours has elapsed.
- 9.6 A half day meeting is defined as up to 4 hours.
- 9.7 A full day meeting is defined as over 4 hours.
- 9.8 The daily and half day fee for the Chairpersons of the Standards Committee and Audit Committee, as determined by the Independent Remuneration Panel, is set out in **Schedule 1**.
- 9.9 The daily and half day fee for other statutory Co-optees with voting rights, as determined by the Independent Remuneration Panel, is set out in **Schedule 1**.

### **10. Travel and Subsistence Allowances**

#### **10.1 General Principles**

10.2 Members and Co-opted Members may claim travelling expenses when travelling on the Authority's business for 'approved duties' as set out in **Schedule 2**. Where Members travel on the Authority's business they are expected to travel by the most cost effective means. In assessing cost effectiveness regard will be given to journey time. A Member who does not travel by the most cost effective means may have his/her claim abated by an appropriate amount.

10.3 Where possible Members should share transport.

10.4 The distance claimed for mileage should be the shortest reasonable journey by road from the point of departure to the point at which the duty is performed, and similarly from the duty point to the place of return.

10.5 The rates of Members' travel and subsistence allowances are set out in **Schedule 3** and are subject to annual review by the Independent Remuneration Panel for Wales.

10.6 Where a Member is suspended or partially suspended from his or her responsibilities or duties as a Member of the Authority in accordance with Part III of the Local Government Act 2000 (Conduct of Members), or regulations made under the Act, any travel and subsistence allowances payable to him/her in respect of that period for which he or she is suspended or partially suspended must be withheld by the Authority.

### **11. Travel by Private Vehicle**

11.1 The Independent Remuneration Panel for Wales has determined that the maximum travel rates payable should be the rates set out by Her Majesty's Revenue & Customs for the use of private cars, motor cycles and pedal cycles plus any passenger supplement.

11.2 The mileage rates for private vehicles as determined by the Independent Remuneration Panel for Wales are set out in **Schedule 3**.

11.3 Where a Member makes use of his/her private vehicle for approved duty purposes, the vehicle must be insured for business use. Proof of appropriate insurance must be provided to the Authority on request.

### **12. Travel by Public Transport**

#### **12.1 Rail/Coach Travel**

Unless otherwise authorised rail tickets will be second-class.

Democratic Services or Cabinet Support Office, as applicable, will usually purchase requisite rail and coach tickets for Members in advance of journeys. In the unlikely event that a Member needs to purchase a ticket directly, payment will be reimbursed upon production of the used ticket and/or a receipt.

#### **12.2 Taxi Fares**

Taxi fares will only be reimbursed where their use has been authorised for cases of urgency, where no public transport is reasonably available, or a Member has a particular personal need. Re-imbusement will be upon receipt only.

### 12.3 Air Fares

Unless otherwise authorised flight tickets will be budget or economy class. Discounted flight tickets will be purchased well in advance wherever possible in order to reduce costs.

Travel by air is permissible if it is the most cost effective means of transport. Authorisation of the Monitoring Officer is required and tickets will usually be purchased by Democratic Services or Cabinet Support Office, as applicable.

### 12.4 Travel Abroad

Travel abroad on the Authority's business will only be permitted where authorised by the Monitoring Officer. Democratic Services or Cabinet Support Office, as applicable, will usually arrange travel and accommodation.

### 12.5 Other Travel Expenses

Members will be entitled to reimbursement of toll fees, parking fees, overnight garaging and other necessary travel associated expenses. Re-imbusement will be upon receipt only.

## 13. Overnight Accommodation

13.1 Overnight stays will only be permitted where the Authority's business extends to two days or more, or the venue is at such a distance that early morning or late night travel would be unreasonable. All overnight stays must receive prior authorisation from the Monitoring Officer.

13.2 Overnight accommodation will usually be booked by Democratic Services or Cabinet Support Office, as applicable. Wherever possible the overnight accommodation will be pre-paid or invoiced.

13.3 Direct booking of overnight accommodation by a Member will only be permitted in the event of an emergency. Reimbursement will only be made upon the production of a receipt and will be at a level deemed reasonable and not in excess of the rates set out in **Schedule 3**.

## 14. Subsistence Allowance

14.1 The day subsistence rate to meet the costs of meals and refreshments in connection with approved duties (including breakfast when not provided as part of overnight accommodation) is set out in **Schedule 3**. The maximum daily rate covers a 24 hour period and can be claimed for any meal that is relevant, providing such a claim is supported by receipt(s).

14.2 No provision is made for subsistence claims within the Council's administrative boundaries.

## 15. Claims and Payments

15.1 A claim for travel and subsistence allowances must be made **in writing by the 1<sup>st</sup> day of each month** or the previous working day if falling on a Saturday or Sunday or Bank Holiday and **must be accompanied by the relevant receipts**. Claims **must be made within 3 months** of the event and within the relevant accounting year (i.e. by 4 April every year).

15.3 Allowances will be paid by the Council's Payroll team by BACS transfer.

## 16. Pensions

16.1 The Authority shall enable its Members who are eligible to join the Local Government Pension Scheme.

**17. Compliance**

- 17.1 In accordance with the Regulations, the Authority must comply with the requirements of the Panel in respect of the monitoring and publication of payments made to members and co-opted members as set out in **Schedule 4**.

**Members are reminded that expense claims are subject to both internal and external audit.**



**SCHEDULE 1**

**SCHEDULE OF REMUNERATION 2019 – 2020**

<b>MEMBERS ENTITLED TO BASIC SALARY</b>			<b>ANNUAL AMOUNT OF BASIC SALARY</b>
The following named Elected Members of the Authority receive the Basic Salary:			<b>£13,868</b>
Cllr Ali Ahmed	Cllr Jane Henshaw	Cllr Daniel Naughton	
Cllr Ashgar Ali	Cllr Gavin Hill-John	Cllr Oliver Owen	
Cllr Dilwar Ali	Cllr Philippa Hill-John	Cllr Thomas Parkhill	
Cllr Phil Bale	Cllr Lyn Hudson	Cllr Keith Parry	
Cllr Rodney Berman	Cllr Frank Jacobsen	Cllr Mike Phillips	
Cllr Fenella Bowden	Cllr Owen Jones	Cllr Dianne Rees	
Cllr Bernie Bowen-Thomson	Cllr Michael Jones-Pritchard	Cllr Emma Sandrey	
Cllr Jennifer Burke-Davies	Cllr Heather Joyce	Cllr Abdul Sattar	
Cllr Joe Carter	Cllr Kathryn Kelloway	Cllr Elaine Simmons	
Cllr Jayne Cowan	Cllr John Lancaster	Cllr Kanaya Singh	
Cllr Stephen Cunnah	Cllr Christopher Lay	Cllr Ed Stubbs	
Cllr Bob Derbyshire	Cllr Susan Lent	Cllr Rhys Taylor	
Cllr Sean Driscoll	Cllr Ashley Lister	Cllr Graham Thomas	
Cllr Saeed Ebrahim	Cllr Neil McEvoy	Cllr Joel Williams	
Cllr Lisa Ford	Cllr Mary McGarry	Cllr Peter Wong	
Cllr Andrea Gibson	Cllr Rod McKerlich	Cllr Ashley Wood	
Cllr Susan Goddard	Cllr Bablin Molik		
Cllr Iona Gordon	Cllr Linda Morgan		

	<b>SENIOR SALARY ENTITLEMENTS (includes Basic Salary)</b>		<b>ANNUAL AMOUNT OF SENIOR SALARY</b>
	<b>ROLE</b>	<b>MEMBER</b>	
1.	Leader	Cllr Huw Thomas	£54,100
2.	Deputy Leader & Cabinet Member for Education, Employment and Skills	Cllr Sarah Merry	£38,100
3.	Cabinet Member for Children and Families	Cllr Graham Hinchey	£33,100
4.	Cabinet Member for Clean Streets, Recycling and Environment	Cllr Michael Michael	£33,100
5.	Cabinet Member for Culture and Leisure	Cllr Peter Bradbury	£33,100
6.	Cabinet Member for Finance, Modernisation and Performance	Cllr Christopher Weaver	£33,100
7.	Cabinet Member for Housing and Communities	Cllr Lynda Thorne	£33,100
8.	Cabinet Member for Investment and Development	Cllr Russell Goodway	£33,100

## APPENDIX A

9.	Cabinet Member for Social Care, Health and Well-being	Cllr Susan Elsmore	£33,100
10.	Cabinet Member for Strategic Planning and Transport	Cllr Caro Wild	£33,100
11.	Chairperson of Children and Young People Scrutiny Committee	Cllr Lee Bridgeman	£22,568
12.	Chairperson of Community and Adult Services Scrutiny Committee	Cllr Shaun Jenkins	£22,568
13.	Chairperson of Economy and Culture Scrutiny Committee	Cllr Nigel Howells	£22,568
14.	Chairperson of Environmental Scrutiny Committee	Cllr Ramesh Patel	£22,568
15.	Chairperson of Policy Review and Performance Scrutiny Committee	Cllr David Walker	£22,568
16.	Chairperson of Planning Committee	Cllr Keith Jones	£22,568
17.	Chairperson of Licensing & Public Protection Committees	Cllr Norma Mackie	£22,568
18.	Leader of the Largest Opposition Group (Conservative Group)	Cllr Adrian Robson	£22,568
19.	Leader of the Liberal Democrat Group	Cllr Joe Boyle	£17,568
<i>A maximum of 19 senior salaries for Cardiff Council may be paid and this has not been exceeded.</i>			

<b>ENTITLEMENT TO CIVIC SALARIES (includes Basic Salary)</b>		<b>ANNUAL AMOUNT OF CIVIC SALARY</b>
<b>ROLE</b>	<b>MEMBER</b>	
Civic Head (Mayor / Chair)	Cllr Daniel De'Ath	£22,568
Deputy Civic Head (Deputy Mayor / Chair)	Cllr Jacqueline Parry	£17,568

## **APPENDIX A**

<b>ENTITLEMENT AS STATUTORY CO-OPTTEES</b>		<b>AMOUNT OF CO-OPTTEES ALLOWANCES</b>
<b>ROLE</b>	<b>MEMBER</b>	
Chairperson of Standards & Ethics Committee	Richard Tebboth	£256 Daily Fee £128 ½ Day Fee
Chairperson of Audit Committee	Ian Arundale	£256 Daily Fee £128 ½ Day Fee
Statutory Co-optees – ordinary members:		£198 Daily Fee £99 ½ Day Fee
Audit Committee	<ul style="list-style-type: none"> <li>• Gavin MacArthur</li> <li>• David Price</li> <li>• David Hugh Thomas</li> </ul>	
Children & Young People Scrutiny Committee	<ul style="list-style-type: none"> <li>• Patricia Arlotte</li> <li>• Carol Cobert</li> <li>• Karen Dell'Armi</li> <li>• Rebecca Crump</li> </ul>	
Standards & Ethics Committee	<ul style="list-style-type: none"> <li>• Dr James Downe</li> <li>• Hollie Edwards-Davies</li> <li>• David Hugh Thomas</li> <li>• Community Councillor Stuart Thomas</li> </ul> (+ 1 vacancy)	

<b>MEMBERS ELIGIBLE TO RECEIVE CARE ALLOWANCE</b>	
All Members	Up to a maximum of £403 per month

**SCHEDULE 2****Approved duties:**

- attendance at a meeting of the Authority or of any committee of the Authority or of any body to which the Authority makes appointments or nominations or of any committee of such a body;
- attendance at a meeting of any association of authorities of which the Authority is a member;
- attendance at any other meeting the holding of which is authorised by the Authority or by a committee of the Authority or by a joint committee of the Authority and one or more other Authorities;
- a duty undertaken for the purpose of or in connection with the discharge of the functions of Cabinet;
- a duty undertaken in pursuance of a standing order which requires a Member or Members to be present when tender documents are opened;
- a duty undertaken in connection with the discharge of any function of the Authority which empowers or requires the Authority to inspect or authorise the inspection of premises;
- attendance at any training or developmental event approved by the Authority or its Cabinet.

**SCHEDULE 3****Mileage Rates**

All sizes of private motor vehicle Up to 10,000 miles Over 10,000 miles	45 pence per mile 25 pence per mile
Private Motor Cycles Pedal Cycles	24 pence per mile 20 pence per mile
Passenger supplement	5 pence per passenger per mile

**Subsistence Allowance**

The day subsistence rate is up to a maximum of £28 and covers a 24 hour period and can be claimed for any meal if relevant provided such a claim is supported by receipts.

Re-imbursment of alcoholic drinks is not permitted.

**Overnight Stay**

The maximum allowances for an overnight stay are £200 for London and £95 for elsewhere.

A maximum of £30 is available for an overnight stay with friends or relatives whilst on approved duty.

**SCHEDULE 4**

**Compliance**

- The authority will arrange for the publication on the council's website the total sum paid by it to each member and co-opted member in respect of salary, allowances, fees and reimbursements not later than 30 September following the close of the year to which it relates. In the interests of transparency this will include remuneration from all public service appointments held by elected members.
- The authority will publish on the council's website a statement of the basic responsibility of a councillor and role descriptors for senior salary office holders, which clearly identify the duties expected.
- The authority will publish on the council's website the annual schedule of Member Remuneration not later than 31 July of the year to which the schedule refers.
- The authority will send a copy of the schedule to the Independent Remuneration Panel not later than 31 July of the year to which the schedule refers.
- The authority will maintain records of member/co-opted members' attendance at meetings of council, cabinet and committees for which a member/co-opted member may submit a claim for travel allowance and/or co-optees' fee.
- The authority will arrange for the publication on the council's website of annual reports prepared by members.
- When the authority agrees a paid substitution for family absence it will notify the Independent Remuneration Panel within 14 days of the date of the decision of the details including the particular post and the duration of the substitution.

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**COUNCIL:**

**18 JULY 2019**

**REPORT OF THE DIRECTOR OF GOVERNANCE & LEGAL SERVICES**

**COMMITTEE APPOINTMENTS**

**Reason for Report**

1. To receive nominations and make appointments to current committee vacancies as set out in the report and in accordance with the approved allocation of seats and political group wishes.

**Background**

2. The Annual Council 23 May 2019 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 Annual Council 23 May 2019 received nominations to committee seats. Not all seats were filled and the vacancies that remain are as follows:

<b>Committee</b>	<b>Vacancy</b>	<b>Group</b>
Audit Committee	1 vacancy	1 x Conservative
Corporate Parenting Advisory Committee	2 vacancies	1 x Conservative 1 x Liberal Democrats
Employment Conditions Committee	1 vacancy	1 x Conservative
Works Council ( <i>*from the membership of the Employment Conditions Committee</i> )	1 vacancy	1 x Conservative
Planning Committee	2 vacancies	1 x Labour 1 x Liberal Democrats

<b>Committee</b>	<b>Vacancy</b>	<b>Group</b>
Public Protection	1 vacancy	1 x Plaid Cymru
Children & Young People Scrutiny Committee	1 vacancy	1 x Conservative
Policy Review & Performance Scrutiny	2 vacancies	1 x Labour 1 x Plaid Cymru

5. Further nominations to fill existing vacancies received from political groups prior to Full Council on 18 July 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).

### **Financial Implications**

7. 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 the approved allocation of seats and Party Group wishes, as set out on the Amendment Sheet.

### **DAVINA FIORE**

#### **Director Governance and Legal Services**

11 July 2019

### **Background Papers**

Annual Council Reports and Minutes 23 May 2019

Report and Minutes of Council 20 June 2019



**CYNGOR CAERDYDD  
CARDIFF COUNCIL**



**COUNCIL:**

**18 JULY 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 23 May 2019 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 nominations to following bodies: -

<b>Body</b>	<b>Vacancy Information</b>
Cardiff and Vale Community Council	One vacancy to replace Councillor Iona Gordon. The appointment is to be made for a period up to Annual Council in May 2022.
Cardiff University Court	One vacancy as Councillor De'Ath appointed as Rt.Hon Lord Mayor of City & County of Cardiff representative creating an ordinary member vacancy.
Willie Seager Memorial Homes Trust.	One vacancy to replace Councillor Lister.

6. The Party Group Whips were advised of these vacancies on 8 July 2019 and nominations received will be detailed on the Amendment Sheet to be circulated at the Council meeting.

### **Legal Implications**

7. 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**

8. 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;
- (b) Cardiff University Court;
- (c) Willie Seager Memorial Homes Trust.

### **DAVINA FIORE**

**Director of Governance & Legal Services and Monitoring Officer**

10 July 2019

### **Background Papers**

Register of Appointments to Outside Bodies

Annual Council 23 May 2019 - Appointment of Representatives to Outside Bodies