

**CABINET: THURSDAY, 5 JULY 2018 at 2.00 PM**

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A Cabinet Meeting will be held in Committee Room 3 on Thursday 5 July 2018 County Hall on at 2.00 pm

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**A G E N D A**

- 1 Minutes of the Cabinet Meeting held on 14 June 2018 (*Pages 3 - 6*)

**Scrutiny Matters**

- 2 To receive the report of the Policy Review & Performance Scrutiny Committee entitled 'Customer Leadership' (*Pages 7 - 58*)
- 3 To received the report of the Children & Young People's Scrutiny Committee entitled 'Out of County Placements' (*Pages 59 - 114*)

**Education, Employment & Skills**

- 4 School Organisation Proposals: Improving specialist provision for children and young people with additional learning needs 2018-19 (*Pages 115 - 370*)

**Finance, Performance & Modernisation**

- 5 Workforce Strategy 2018-2021 (*Pages 371 - 414*)
- 6 2017-18 Quarter 4 Performance Report (*Pages 415 - 464*)
- 7 Outturn 2017/18 (*Pages 465 - 538*)

**Investment & Development**

- 8 Corporate Transport Services (*Pages 539 - 556*)

**PAUL ORDERS**

Chief Executive

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**CARDIFF COUNCIL  
CYNGOR CAERDYDD**



**MINUTES**

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CABINET MEETING: 14 JUNE 2018

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Cabinet Members Present: Councillor Huw Thomas (Leader)  
Councillor Peter Bradbury  
Councillor Susan Elsmore  
Councillor Russell Goodway  
Councillor Graham Hinchey  
Councillor Sarah Merry  
Councillor Michael Michael  
Councillor Lynda Thorne  
Councillor Chris Weaver  
Councillor Caro Wild

Observers: Councillor Joe Boyle  
Councillor Keith Parry  
Councillor Adrian Robson

Officers: Paul Orders, Chief Executive  
Christine Salter, Section 151 Officer  
Davina Fiore, Monitoring Officer  
Joanne Watkins, Cabinet Office

Apologies:

**1. MINUTES OF THE CABINET MEETING HELD ON 17 MAY 2018**

**RESOLVED:** that the minutes of the meeting held on 17 May 2018 be approved

2.

**TO RECEIVE THE REPORT OF THE POLICY REVIEW & PERFORMANCE  
SCRUTINY COMMITTEE ENTITLED 'MANAGING THE ESTATE UNDER A  
CORPORATE LANDLORD MODEL'**

Councillor Boyle, Chair of the Task and Finish Group, presented the Policy Review & Performance Scrutiny Committee entitled 'Managing the Estate under a Corporate Landlord Model'. The report contained 11 key findings and 7 recommendations.

**RESOLVED:** that the report of the Policy Review & Performance Scrutiny Committee entitled 'Managing the Estate under a Corporate Landlord Model' be received and a response be provided by October 2018

### 3 **WELSH LANGUAGE STANDARDS: ANNUAL REPORT 2017-18**

The Cabinet considered the Welsh Language Standards Annual Report 2017-18 which detailed information relating to Complaints, Employees Welsh Language skills, Welsh Language & Welsh medium training and Posts Advertised – Welsh Language requirements. The report also included an update on the Bilingual Cardiff Strategy.

**RESOLVED:** that the Welsh Language Standards Annual Report 2017-18 (as attached as Appendix A to the report) be approved for consideration by Council prior to publication in accordance with the Welsh Language Standards (Welsh Language (Wales) Measure 2011).

### 4. **A BILINGUAL CARDIFF - A BILINGUAL COUNCIL: PROMOTING & USING WELSH WITHIN THE COUNCIL**

Cabinet considered the Bilingual Cardiff policy which set out the Council's vision to create a bilingual organisation that promoted the Welsh language and set an example to other employers in the city. The policy aimed to develop the formal and social use of Welsh amongst the Council's workforce through regular learning and social opportunities, and greater participation in a variety of formal and informal language networks and events.

**RESOLVED:** that the policy on promoting and using Welsh within the Council (attached as Appendix A to the report) be approved in accordance with the Welsh Language Standards (Welsh Language (Wales) Measure 2011).

### 5. **LAMBY WAY SOLAR FARM**

*The Appendices of this report are exempt from publication because they contain information of the kind described in paragraphs 14 and 21 of parts 4 and 5 of Schedule 12A of the Local Government Act 1972*

Cabinet received the detailed business case for a solar farm at Lamby Way, based in a capacity of 7.5mw. It was reported that an outline deal had been reached with an organisation to take 4.5mw of the capacity at the Solar Farm over a twenty year period and this assisted the viability of the project. It was proposed that the project progress to the next phase which would include the submission of a planning application and the commencement of a procurement process for a design and build contractor, and operation and maintenance contractor for the scheme. The final costings for the scheme, based on the outcome of the formal procurement process would be brought to Cabinet for final approval.

**RESOLVED:** that the Business Case and Invest to Save allocation for the scheme be approved and the delivery plan for implementation be commenced

### 6. **FLYTIPPING UPDATE**

A report outlining proposals to dealing with issues associated with fly-tipping through adopting new technologies and legislative powers was considered by Cabinet. It was proposed that legislative powers allowing Local Authorities to set a

fixed penalty for flytipping be used. Furthermore the report outlined details of CCTV initiatives to assist in the detection of flytippers and details of a planned education campaign.

**RESOLVED:** that

- 1 the expansion of the Council's powers to support the Amendment of the Environmental Protection Act 1990 and The Unauthorised Deposit of Waste (Fixed Penalties) (Wales) Regulations 2017 be endorsed.
- 2 the decision to set the amount of the small-scale flytipping FPN at £400 with no early payment scheme be endorsed

#### **7. RE-PROCUREMENT OF THE SOUTH EAST WALES, SCHOOLS AND PUBLIC BUILDINGS (SEWSCAP3) COLLABORATIVE CONSTRUCTION FRAMEWORK**

It was reported that the existing collaborative South East Wales, Schools and Public Buildings (SEWSCAP2) Construction Framework was due to end on the 31 March 2019 and therefore authority to re-procure the framework was requested in order to have a compliant procurement vehicle for Welsh Government's 21<sup>st</sup> Century Schools Programme (Band B) commencing from April 2019.

**RESOLVED:** that

- 1 the commencement of the re-procurement of the South East Wales Schools and Public Buildings Collaborative Construction Framework (as detailed in the report) be agreed and
- 2 authority be delegated to the Corporate Director Resources, in consultation with the Cabinet Member for Finance, Performance and Modernisation, to carry out all aspects of the procurement, (including setting the evaluation methodology, and award of successful contractors to the framework) and thereafter to host and deal with the operation of the framework arrangements, including any ancillary matters relating thereto.

#### **8. FRAUD, BRIBERY & CORRUPTION POLICY**

Cabinet considered the updated Fraud, Bribery & Corruption Policy which detailed how the Council would deal with its responsibilities in relation to fraud, bribery and corruption, whether it is attempted on the Council or from within it. The revised version of the policy simplified and clarified the process to be followed and provided officers with procedures to follow, to ensure a consistent approach is adhered to at all times.

**RESOLVED:** that the Fraud, Bribery & Corruption Policy be agreed

#### **9. CARDIFF AND VALE OF GLAMORGAN REGIONAL VIOLENCE AGAINST WOMEN, DOMESTIC ABUSE AND SEXUAL VIOLENCE STRATEGY 2018 - 2023**

Cabinet considered the Cardiff and Vale of Glamorgan Violence against Women, Domestic Abuse and Sexual Violence Strategy 2018-2023. The strategy recognised that anyone (women, men, children and young people) can

experience and be affected by violence against women, domestic abuse and sexual violence and sought to address violence and abuse directed towards women, men, girls and boys and violence and abuse perpetrated by men and women and acknowledged that it can happen in any relationship regardless of sex, age, ethnicity, gender, sexuality, disability, religion or belief, income, geography or lifestyle. However it also acknowledged that women and girls are disproportionately affected by domestic abuse, rape and sexual violence, sexual exploitation (including through the sex industry), modern day slavery, forced marriage, female genital mutilation, child sexual exploitation and abuse, stalking and sexual harassment. It was reported that a number of key partners took part in the development of the strategy and consultation had been wide ranging.

**RESOLVED:** that the Cardiff and Vale of Glamorgan Violence against Women, Domestic Abuse and Sexual Violence Strategy 2018-2023 (as set out at Appendix 1 to the report) be approved



An inquiry report of the:

## Policy Review & Performance Scrutiny Committee

# Customer Leadership

May 2018



Cardiff Council

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## CHAIR'S FOREWORD

This report into Customer Leadership within the Council follows previous scrutiny work involving C2C, and committee visits to its offices, where we were able to witness the Council's customer service interface at close quarters. It also springs from anecdotal feedback which might be summarised as:

*'There are pockets of customer service excellence within the authority but it is not a core value which permeates the whole organisation. There is a need to share this best practice so that all our customer interactions match that high standard.'*

We started with the widely recognised C2C customer experience. We were also pleased to recognise other services within the Council that had developed their customer leadership and changed, in fundamental ways, their working practices and attitudes at the customer interface.

The task group also felt it was important to evaluate the Council's customer service effectiveness against other organisations from the private and not-for-profit sectors.

In our meetings with Welsh Water, Admiral and British Gas it was reassuring for the task group to learn that some of our customer interfaces match those of highly regarded companies. We also learned a great deal about what it means and, importantly, what it takes to create an organisation-wide customer centric culture which is constantly reinforced from the top.

Our recommendations are not numerous, but if accepted they will be challenging. They will involve a culture shift, which will reverberate throughout the Council and demand new behaviours from our managers and staff.

However, the task group considers that the organisation is at a stage when such change will be welcomed and, indeed, will be essential as the Council moves into the digital age. The report coincides with the appointment of a Chief Digital Officer who we are recommending is tasked to drive the customer leadership agenda forward. We believe our recommendations dovetail closely with Cardiff's digital ambition.

I am grateful for the support of my task group colleagues Councillors Berman and Cunnah, and for the support of Nicola Newton, Principal Scrutiny Officer, whose essential contribution helped to keep everything on track.

Following the support of the Policy Review and Performance Scrutiny Committee for the report, I am pleased to recommend its findings and recommendations to the Cabinet.

A handwritten signature in black ink that reads "David Walker". The signature is written in a cursive, flowing style.

**Councillor David Walker**

**Chair, Policy Review & Performance Scrutiny Committee**



## TERMS OF REFERENCE

1. At its meeting on 20th September 2017 the Policy Review & Performance Scrutiny Committee agreed the Committee's 2017/18 work programme would include a task and finish inquiry into the Council's approach to customer leadership. The Terms of Reference for the inquiry were agreed as follows:

To explore opportunities for embedding customer culture and leadership across the Council by:

- Clearly defining the challenges, such as diverse services, multiple touch points, and a large number of staff.
- Reviewing existing best practice internally and externally
- Identifying mechanisms for improvement such as customer charter, customer "champions" across the Council, and corporate customer service training.

To examine Council policy (guidelines) for supporting the digitally disadvantaged (Digital inclusivity)

To make recommendations for improvement in Customer Leadership.

2. The outputs/outcomes from this investigation were to be:
  - To produce a report that uses the evidence gathered to make recommendations to the Cabinet for improving customer leadership across the Council.
  - To include a draft customer charter that promotes a customer centric culture internally.
3. The Committee agreed that the Membership of the task & finish group would comprise:
  - Councillor Rodney Berman
  - Councillor Stephen Cunnah
  - Councillor David Walker (Chair)

## **KEY FINDINGS**

### **Vision & Strategy**

KF1 Customer service is about continuous improvement that places the customer at the centre of an organisations culture and ethos. Customer focussed organisations such as Welsh Water, British Gas and Admiral have in place vision statements that place the customer at its heart.

KF2 The Council delivers multiple, diverse services on a large scale. It has pockets of frontline customer engagement excellence, however its internal customer management is not uniformly characterised by the same level of excellence.

KF3. Diverse service delivery requires a diversity of staff, and many roles are not traditionally customer centric. To develop a council-wide customer culture, the customer service expertise that exists within the Council's C2C service should be shared widely, both internally (back office) and frontline to improve customer focus and understanding.

KF4. The Council's strategic planning processes are well embedded and include the Corporate Plan, Directorate Delivery Plans, Team Plans, and Personal Reviews. There is a clear intention that all plans stem from or feed into the plan above or below respectively. However, for the Council to facilitate a culture of customer focus and leadership the combination of these plans must provide a framework and clear line of sight that has the customer at its centre.

KF5 The Council does not have a customer service charter, a customer vision or a customer strategy to which all services are committed.

### **Leadership**

KF6 Effective customer service starts with a customer service vision emanating from the top of the organisation.

KF7 A step change in the profile and understanding of customer service is required across all management roles in the Council.

KF8 Responsibility for the new vision and leadership in customer service should sit with the Chief Executive. However, the new Chief Digital Officer senior appointment should hold council wide authority for Customer Service excellence in all Directorates. The role should ensure consistent Council wide adherence to customer service standards and, where necessary, recommend how services should be structured to achieve excellence in this area.

KF9 The Council could make better use of the customer expertise held within its C2C frontline service. Members consider there is potential for a comprehensive programme of customer-focussed projects led by C2C and sponsored by the Chief Executive. Such a programme could take a lead, for example, in developing customer strategy and standards, customer service training, good customer practice, and social media. C2C's services, experience and expertise could be made available to enhance customer service effectiveness in all Directorates. If it becomes evident that a service would benefit from C2C's customer expertise, resources may need to be put in place to facilitate the sharing of expertise.

KF10 A network of customer champions, such as the Cardiff Ambassadors network, should become the central focus for launching the customer service vision, the sharing of expertise, and reinforcing customer leadership in each service area.

KF11 Where it becomes evident that there are customer service management needs or shortcomings in service areas, a cohort of middle managers should be identified, who with the right support, advice and training will be tasked to raise customer service standards and change the culture.

KF12 It is essential for customer leadership training to focus on all levels of the organisation.

KF13 All service areas should be required to actively and positively take part in leading culture change

## People

KF14 The inconsistency of customer service across the Council is an issue that would benefit from being addressed. Consequently, there are Council services that currently do not always handle customer enquiries in line with expected standards of customer service.

KF15 All service areas will have their own ethos and culture. Turning an organisation's culture into one of customer centricity results from multiple actions, not simply one initiative. It will require a change of culture involving all staff within each directorate.

KF16 Virtually all members of staff interact with customers, they may be internal to the organisation, external bodies, or residents in receipt of Council services.

KF17 The Council's values are brought to life through its people, who can be empowered to take on new challenges. The Cardiff Ambassadors programme, and Cardiff Managers training are good initiatives, which can be used for developing a customer service culture. There is an opportunity to refresh the Cardiff Ambassadors network and engage operational managers more closely in the Ambassadors programme.

KF18 The C2C service has a customer centric microclimate. There is an opportunity to expose other frontline Council services to this climate, share expertise, and secure on the job training. This can be done by inviting customer-facing staff into the C2C environment for a period of time.

KF19 All management teams should be accountable for good customer service. A hands on management approach by operational managers can ensure that customers have a good experience when using council services. Consistent monitoring of the quality of these interactions should be part of the process of continuous improvement.

KF20 Managers at all levels have an opportunity to focus on the expected behaviours of a council employee detailed in the Council's Employee Charter during Personal Review conversations. Such conversations should assist the member of staff to consolidate their understanding of whether their customers are internal, external or both. These conversations should be consistent across the organisation.

KF21 Some managers may avoid challenging conversations with staff. Senior managers may also avoid challenging conversations with operational managers. At all levels, it is important that interactions between manager and employee are based on respect. Such challenging conversations will be essential in creating a customer-focussed culture.

KF22 It is important that high standards are applied when recruiting staff to customer facing positions. To achieve this may require directorates adopting C2C's policy of only recruiting staff who match the expected competencies.

KF23 The Council's corporate induction training would benefit from a review and refresh to include a strong customer service element.

### **Customer Expectations**

KF24 Frontline customer service delivery lacks consistency in its application across directorates. Consistency of customer experience is important. Standardisation, alignment, and a consistent approach to customer service across teams and their leaders is essential.

KF25 Understanding who the customer is, and what they expect from the service the Council offers, whether internal or external customers, is critical to service design. All staff should understand who their customers are, their expectations, and whether their role delivers a back office function serving internal customers, or a frontline function serving external customers.

KF26 Silos can affect the consistency of customer service across the Council. Where this is the case, barriers can be broken down by senior management action, to

ensure customers are central to the service the team delivers and that staff become outwardly focussed.

KF27 Management training in customer care is transferable. The Council has been invited to experience Admiral's customer leadership approach first hand, by spending time with the company or inviting key Admiral people into the Council to provide advice and support.

KF28 Customer focussed organisations such as British Gas and Welsh Water use Net Promoter Score (NPS) to evidence the effectiveness of their customer service. The customer is invited to score 1-10 following an interaction with the company, and is then asked whether they would recommend the service. The Council does not operate such a feedback system and would benefit from exploring its potential benefits.

KF29 Welsh Water has a strategy to ensure the company's plans are increasingly customer-led whereby they actively involve the customer in the company's decision-making and business planning process. This approach requires an investment in customer research and customer engagement activity.

KF30 The Council would benefit from support and guidance in its customer leadership journey. The Institute of Customer Service (ICS) is the professional body that could support such a journey. ICS is nationally recognised for its work in helping organisations to move towards establishing a customer service ethos. It also helps by externally measuring and reporting on customer service performance standards.

KF31 To address customer service excellence the Council would benefit from

- Customer research and insight into how our customers perceive us.
- Benchmarking against other local authorities and against a wide range of customer focussed service providers.
- Accreditation such as that provided by ICS, including access to services to develop high performing individuals and teams.
- A major people development initiative to demonstrate commitment to and help make the vision a reality.
- Networking and Knowledge Sharing across sectors.

## Policy & Processes

KF32 There is a broad range of customer demand in terms of levels of service. Ninety five per cent of customers do not require personal interaction and will make full use of digitally based systems. It is however important that the Council offers a fallback position for those that would prefer a conversation or who lack digital hardware.

KF33 Digitalisation can lead to customer interface efficiencies but is not a panacea for achieving across the board high quality customer service. Senior managers are key to supporting service area interactions with the customer.

KF34 The Council can produce good performance information. This should improve as more robust customer service data is gathered through digitalisation, and agents have better information to hand. How the organisation uses data will be important. Digitalisation should enable greater insight, trend analysis and forward planning.

KF35 British Gas employs multi-skilled contact centre staff, trained to offer all services. The company aims to resolve 80% of requests for service first time. To achieve this the company holds customer data that enables 'data visioning', a mechanism that advises the agent on the best 'next step', to ensure the right information is provided to the customer, to avoid customer queries escalating into requests for service. A data visioning approach brings ICT and the customer together behind the frontline and has the potential to drive out poor performance with better performance information informed by better digital data.

## RECOMMENDATIONS

The task group has identified opportunities for placing the customer at the heart of Council service delivery. It will require raising the profile of customer service both politically and operationally. Members consider this step change is well within the organisations reach.

### **The Cabinet is recommended to:**

R1 Evaluate then strengthen the customer focus of the Council's suite of strategic planning documents, introducing a clear customer-centric line of sight by developing:

- A new Customer Vision statement; (KF1,4,5)
- A Customer Charter that embraces customer service values and behaviours, such as the draft attached at *Appendix 1*; (KF1,4,5)
- A Customer Service Strategy to deliver customer focussed service both internally and externally. (KF1,4,5)

R2 Improve the Council's understanding of customer needs and expectations by involving the customer in business planning through customer research, engagement activity and use of customer insight data. Undertake a new Customer Service survey that provides a baseline as to the present consistency of the customer experience, service delivery and staff behaviours.  
(KF29,31,32,34)

R3. Embrace the requirement for clear leadership of the customer service vision by facilitating a step change in customer service awareness and understanding across all management roles, but specifically:

- Giving the Chief Digital Officer a mandate and full authority to ensure council-wide consistency of customer service standards.  
(KF6,7,8,11,12,19,20,21)



R4 Develop the culture, management accountability and customer training at all levels that will encourage consistency of service excellence by:

- Putting in place customer focussed training and development for all Council staff, frontline, back office, team leaders and managers to ensure staff behaviours reflect the Councils customer vision;(KF11, 12, 13, 14, 24, 25)
- Introducing a new senior management focus on customer service council-wide, in-line with the customer service charter, recognising that it is senior managers who hold the key to service improvement by breaking down silos;(KF2, 13, 15, 19, 26, 33)
- Encouraging individual employee commitment to customer service by introducing a customer focus to the Council's statement of employee values; (KF20)
- Ensuring each member of staff understands who their internal or external customers are. This can be re-enforced through the Personal Review conversation; (KF16, 20, 25)
- Introducing customer service as a standing item at team meetings (KF13)
- Refreshing the Ambassadors network to share the customer service vision of operational managers; (KF10, 17)
- Refreshing the corporate induction process to embrace a customer focus; (KF23, 25)
- Evaluating the Council's recruitment policies to ensure they re-inforce the emerging customer culture; (KF22)
- Making the customer expertise of the Council's C2C contact centre widely available to provide training for customer facing staff across the organisation; (KF3, 9, 18, 26)

R5 Explore the invitation to experience Admiral and Welsh Water's customer leadership approach first hand, by spending time with the companies or inviting the company representatives into the Council. Secure opportunities for senior managers to spend time with these organisations to experience their customer service focus and culture. (KF27)

R6 Secure membership of the Institute of Customer Service as the professional body that could support the customer service development journey. The task group recommend *Trusted Advisory Network* membership as the Council has some of the building blocks for effective customer service in place but is facing a major set of challenges if it is to embed customer service throughout its operations.(KF30,31)

R7 Facilitate central monitoring and direction of the customer service experience and other data by:

- Introducing the Net Promoter Score system to benchmark progress in customer satisfaction. (KF28)
- Driving out poor performance with better performance information informed by robust digital customer data. (KF34)
- Exploring and introducing data visioning to support customer service delivery and to improve consistency of service.(KF34, 35)
- Using the impartial ICS monitoring and rating system to evaluate the Council's customer service performance.(KF30, 31)

## CONTEXT

4. Cardiff Council has many external and internal customers, requiring a workforce with a wide variety of skills and expertise to deliver its multiple diverse services. Front facing city services such as Recycling and Waste; Parking, Roads and Travel; Schools and Learning; Council Tax; Leisure, Parks and Culture; Planning; Social Services; Libraries and Archives; and Housing; and back office support services, such as Finance; Legal and Governance Services; Human Resources, ICT, Strategic Estates; Strategic Planning, Performance and Partnerships support.
5. In July 2017 the Council's new Administration set out a policy programme and associated delivery commitments entitled 'Capital Ambition' establishing the Cabinet's key priorities for the five year municipal term, and outlining a programme of action to continue to drive the city economy forward, whilst ensuring that the benefits of success are felt by all residents. Capital Ambition focusses on four main areas: *Working for Cardiff – Making sure that all 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,* and *Working for Public Services – Making sure public services are delivered efficiently, effectively and sustainably in the face of rising demand and reducing budgets.*
6. The Cabinet has approved a four year Capital Ambition Delivery Programme with corresponding corporate governance and performance management arrangements to support the priorities outlined in Capital Ambition, taking into account that the Council faces severe financial pressures, service demand pressures, and the Welsh Government's emphasis on collaboration to deliver its programme of local government reform.
7. The Council's response is to identify more efficient ways of working, more extensive use of technology, and new partnerships with public, private and community organisations. The Cabinet has made it clear that the refresh of

priorities would require adjustments to the Council's budgetary and corporate planning frameworks. Going forward, the principles that will underpin how the Council develops in the coming years are: *getting the basics right; digital first; putting communities front and centre; joining-up of frontline services; purposeful partnerships; and a new deal with citizens.*

8. Cardiff Council's four Capital Ambition Priorities form the basis of its Corporate Plan 2018-21, and in turn the Corporate Plan links the Priorities to the Well-being Objectives of Cardiff's Public Services Board, setting out the steps and actions the Council will take to make progress in achieving these objectives. There are seven Well-Being Objectives, which are linked to the four Capital Ambition Priorities as follows:

**Priority 1: Working for Cardiff**

*Well-being Objectives:*

- Cardiff is a great place to grow up
- Cardiff is a great place to grow older
- Supporting people out of poverty
- Cardiff has Safe, Confident and Empowered Communities

**Priority 2: Working for Wales**

*Well-being Objective:*

- A Capital City that Works for Wales

**Priority 3: Working for the Future**

*Well-being Objective:*

- Cardiff's Population Growth is managed in a Resilient Way

**Priority 4: Working for Public Services**

*Well-being Objective:*

- Modernising and Integrating Our Public Services

9. The Corporate Plan is a clear statement of the strategic priorities of the organisation, and as such will be underpinned by a Delivery Plan produced by each Directorate, which will provide greater detail on how the well-being objectives contained in the Corporate Plan will be delivered.

10. In 2001 the Council set up Connect to Cardiff (C2C) as the first point of contact with the Council for the citizen of Cardiff. C2C currently deals with a range of enquiries through phone, email and webchat including benefits and council tax enquiries, parking and traffic enforcement, waste and highways enquiries and requests for Council housing repairs. Over the years, C2C has become an award winning centre of excellence for good customer service.
11. During the period this inquiry has been active the Council has implemented a senior management review. The C2C customer services function has moved from the Communities, Housing and Customer Services Directorate, and going forward will be the responsibility of the Chief Digital Officer within the Resources Directorate.
12. The task group's research and evidence gathering has highlighted the importance of an organisation's customer service strategy feeding into its corporate planning framework. The Institute of Customer Service highlights that customer service is about continuous improvement. It points to the importance of embedding people, process, strategy & culture within the Corporate Plan.
13. The ICS framework for a customer strategy is:
- Commitment - Looking at the strategic focus of the organisation and how strongly the vision, mission and values are lived and breathed
  - Capability - Are people recruited and developed against customer-focused competencies? Are people developed, supported and enabled to deliver your service proposition?
  - Consistency - Consistency encourages a 'right first time' attitude, with processes mapped to meet customer expectations
  - Credibility - Credibility is about meeting and exceeding customer expectations. How you deliver on promises and how your brand and integrity is upheld
  - Continuity - Managers and leaders should value their people and encourage a team approach. Do staff feel valued and engaged? Is customer service performance recognised and rewarded?

- Creativity - Is a culture of continuous improvement and innovation nurtured and encouraged? In addition, are staff actively involved in this process?

## KEY EVIDENCE

14. Members of the task group considered the views of internal and external customer service experts to identify best practice. The evidence gathered can be separated into five clear themes that merit consideration for the development of a customer service focus across the organisation. They are: the *Vision and Strategy* required to embed customer service; the *Leadership* required to steer a customer focus; how *People* are central to embedding and delivering customer focus; the importance of understanding *Customer Expectations*; and what *Policies and Processes* need to be put in place to support a customer leadership focus.

## Vision & Strategy

15. Throughout this inquiry all witnesses have clearly expressed the importance of a customer focussed vision statement, which places the customer at the centre of the organisations culture and ethos. The task and finish group heard evidence from all witnesses that supports this view: -

16. The Institute of Customer Services (ICS) states customer service is about continuous improvement and should feed into an organisations Corporate Plan. People, process, strategy & culture must all be embedded into the Corporate Plan.

17. The Customer Services team at C2C considers that corporate guidelines for good customer engagement are evident within some parts of the Council's front line service delivery, however, the Council's process for managing and improving interactions with internal customers is not characterised by the same level of excellence.

## ***How other organisations achieve customer focussed Vision and Strategy***

### **Welsh Water**

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18. Welsh Water is a monopoly, with 1.3 million customers. It is a “not for profit” company, where profit is used to keep costs down, and to invest in services and maintenance. The company places customers at the heart of its business. Its vision statement is ‘*We will earn the trust of our customers every day*’, developed following the Chief Executives fully inclusive engagement with staff.
19. Welsh Water is chasing customer-led success and recognises why it needs to change in a world of Amazon delivering in an hour, Apple reading fingerprints and Spotify creating bespoke playlists. Their customers have to understand the value and benefits of the water produced. Welsh Water has amongst the highest water industry charges, but considers it offers good value for money, compared with Severn Trent Water, a company with no coastline, whose annual charges are typically £100 cheaper per annum. Welsh Water acknowledges their biggest challenge, in all parts of the business, is the customer relationship.
20. The company’s key regulator is The Water Services Regulation Authority (OFWAT). It also answers in part to Welsh Government; water is a devolved responsibility whereas sewage is not. This may well change with the introduction of the Wales Act in 2020.
21. Welsh Water identifies its three main challenges to delivering a customer focus as:
- The scale of the operation,
  - The diversity of its staff, and
  - The need for customer focus to be companywide.
22. Welsh Water ‘hard wire’ the vision (*to earn the trust of our customers every day*) into services delivery through KPI’s. There are KPI’s for all parts of the business.



23. The Company's strategy is based on six customer promises, and all long-term plans for 2020 -25 fit under these six promises.

- Clean safe water for all;
- To safeguard the environment for future generations;
- A personal service that's right for you;
- To put things right if they go wrong;
- Fair bills for everyone;
- A more sustainable and prosperous future for our communities.

24. Business Plan enablers include four external, *People & Culture; Process and Policy; Systems; Insight and Reporting* and two internal, *Customer Involvement and Profile Raising*,

25. At a corporate level Welsh Water is breaking down silos, making it safe for staff to speak up. The business has 100 employee engagement champions providing feedback to managers, though the company acknowledges that recruitment of such champions is sometimes difficult.

26. An example of the company's customer focus in action occurred on Boxing Day 2017, when 8,500 properties in Llanrumney, Cardiff had no water. Welsh Water's managing director was filmed onsite making a public apology. There were 14,000 views of social media video updates. Because of such proactive communications, 90% of comments on social media were positive, and the company received just one complaint.

## **Admiral**

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27. Admiral's vision is to be '*The market leading claims service*', and as such its strategic priorities are:

- Customer, Customer, Customer;
- Great place to work;
- Business performance;
- Technology & Data.

28. The company considers the vision ambitious but very achievable. Key messages are:

- A compelling positive vision and clear goals;

- Customer, customer, customer – a comprehensive understanding of the customer's needs and future expectations;
- Communicating the right information at the right time;
- A great place to work - an environment where people enjoy coming to work and can achieve their full potential. Hiring the right handlers and managers;
- Loyalty;
- Teamwork;
- Recognising and rewarding the highest achievers;
- Business performance – minimising claims costs and maximising efficiency;
- Technology and data – investing in technology to drive service excellence and provide real-time business insight.

29. The company has a four-pillar framework for Customer service, to which all the company's objectives are aligned:

- Communication;
- Equality;
- Reward;
- Fun.

30. The Directors of Admiral aim to create a company culture that makes it a great place to work. The company offers a career, encouraging entrepreneurship amongst its employees. This approach is supported by a strong communications strategy, regular training videos featuring senior management, and by giving its employees shares in the company.

## **British Gas**

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31. British Gas has a UK strategy built around the customer. Its ultimate objective is to be a market leading low cost customer experience. The company claims to be in the top quartile of the industry for cost per serve.

32. British Gas has contingency plans in place to address a fast changing market and increasing numbers of competitors. The company has launched Hive, the system with which the customer can control heating and observe pets remotely whilst not at home.

33. The British Gas Plan for UK customer operations includes cultural transformation. This will be achieved by creating and embedding a culture of continuous improvement, breathing life into its values on a daily basis, and empowering its leaders with the capabilities to have quality conversations driven on performance and behaviour.
34. The British Gas mantra is improvement, which is achieved through people; therefore, going forward the company recognises that unions will need to be involved in the customer service agenda.

## Leadership

35. An Institute of Customer Service report '*The Customer Service Dividend*' published in December 2017 identified eight key enablers for customer focus facilitating improved performance. These are leadership, employee engagement, insight, customer experience design, consistency, relentless focus on problems and complaints, effective measurement, innovation and continuous improvement. At the top of the list is Leadership. The report concludes that organisations need to maintain consistent focus, benchmark performance and continuously develop in these eight key enablers of effective investment in customer experience, and there are a number of key actions that can facilitate this:
- Ensuring that there is appropriate customer experience, expertise and accountability at senior management level;
  - Setting customer experience measures which reflect the organisation's purpose;
  - Signalling a strategic commitment to customer service by including customer experience strategy and results in annual reports and accounts.
36. For Cardiff Council, leadership in customer service is both political and operational. Strategic direction and political goals are delivered by the Leader and Cabinet, supported by the operational senior management team, led by the Chief Executive. Having heard a broad range of evidence the task group

considers effective customer service starts with the clear enunciation of a customer service vision, starting at Leader and Chief Executive level.

37. Members consider a step change may be required to raise the profile of customer service across all management roles. The Council's new senior management structure bringing together all visible services is considered by the Chief Executive to be a step in the right direction.
38. There is a need for a broader customer service role at senior management level to ensure consistent adherence to customer service standards. The current role of Assistant Director Customer Services and Communities includes C2C, the Council's Website, CCTV, the Alarm Receiving Centre, and Rent Smart Wales. It does not have a council-wide customer service role, enforcement powers or responsibility.
39. The task group considers that silos can exist in large organisations, and this is the case at Cardiff Council. To break them down requires an authority that currently the Customer Services team at C2C does not have. The Chief Executive has a major role in making this happen.
40. Members consider there is potential for a comprehensive programme of customer-focussed projects led by the Chief Digital Officer and sponsored by the Chief Executive. Such a programme could look at, for example, departments developing customer strategy and standards, customer service training, measuring good customer practice, and social media. However this would require C2C holding a customer service governance mandate, and there are structural and leadership implications that would need to be addressed for this to happen.
41. Members consider that where it becomes evident that a service would benefit from C2C's customer expertise, a service area review of customer service effectiveness could be undertaken. This would clearly require resources.
42. There are pockets of good customer service that could share their expertise across the organisation. This could be achieved via a network of customer champions. Members note that a network already exists in the Cardiff

Ambassadors network which might be developed to embrace the customer service vision.

43. To achieve a change in customer service culture there may be change management issues in some service areas where there is room for improvement. Senior managers are key to supporting service area interactions with the customer and where there are change management issues, there are individuals and a cohort of middle managers capable of taking on the customer agenda.
44. The Assistant Director Customer Services and Communities advised Members it would be advantageous for customer leadership training to focus on all levels of the organisation, starting with directorate and team leaders.

## People

45. Members have heard from all witnesses that the right **culture** and excellent staff engagement is central to delivering effective customer service, whatever service the organisation is delivering. The right culture will be characterised by managers who understand they are **accountable** for customer service, and by **training** staff at all levels in skills required to deliver the organisations vision for its customers.

## Culture

46. The Customer Services team at C2C considers it important to offer an innovative service, and are trying to inject their values across the organisation. C2C is a member of the Welsh Contact Centre Forum, and last year was nominated call centre of the year having previously won a major staff engagement award the year before. .
47. This level of focus on customer service is not shared consistently across the Council; however, there are pockets of excellence in customer leadership. The Customer Service team acknowledges that there are Council services that do not always handle customer enquiries with the same level of customer service expected at C2C.

48. Members endorse the customer service ethos at C2C, and recognise that it is not endemic across the organisation. They consider it important that a customer service ethos permeates from the Operational Manager level.
49. Whilst there are good examples of teams turning customer culture around, such as Highways, which is a good case study, there is an issue of consistency of customer service within the Council. Members report that some service area written responses to a Member enquiry on behalf of a constituent could not be sent to the constituent directly.
50. All service areas have their own ethos and culture. Therefore, in reviewing customer expertise across the organisation the Customer Services team consider it will be important to separate customer service from other issues.
51. There is an opportunity to share expertise, culture and training by inviting customer-facing staff from other service areas into the C2C environment for a period of secondment and training.
52. The Customer Services Team believe front line staff must be empowered to resolve customer service issues. The Cardiff Ambassadors programme and Cardiff Managers training, are initiatives that could be used in developing a customer culture.
53. The Cardiff Ambassadors network needs a refresh and the Customer Services Team feel there is an opportunity to engage more closely at the Operational Manager level to ensure they become involved in the programme.

***How other organisations achieve customer focussed culture:***

**British Gas**

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54. In June 2017, British Gas invited all staff to take up a development opportunity to become energetic, engaging and passionate people. Their aim was to bring the

company's values to life through its people. Three hundred volunteer Values Ambassadors were trained in the organisation's values, and asked to share their experiences with over a thousand colleagues.

55. To embed its customer service culture across the organisation British Gas has introduced the MAGIC (*make a good idea count*) staff engagement programme. It encompasses customer strategy, campaigns, and stakeholder commitment to develop ideas. Ideas from employee interactions with customers are posted on the MAGIC group site, supported and developed in collaboration with colleagues, and tracked by the MAGIC team, who work with stakeholders to make the idea a reality. If the idea is successful, a senior manager presents the employee with a framed certificate and a gift voucher. MAGIC applies equally to field engineers. The scheme means customer interactions are improved and employees feel empowered. MAGIC has a strong recognisable brand identity, continuity across all communication platforms, focuses on collaboration and connecting people with a modern look and feel, and is used visually on digital signage and posters across sites to embed culture. It is important to demonstrate that senior leaders endorse the MAGIC scheme

## **Admiral**

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56. Admiral Group, one of the UK's largest private car and household insurers, is Wales only FTSE 100 company, based in Cardiff. It has a £5bn turnover and the company was happy to share its expertise for embedding customer culture and leadership with the Council. Admiral Group was launched in 1993. Its customer base has increased from 1.49 million in 2007 to 5.15 million in 2016. The last 2 years has seen an increase of 66%. Key to its success is a customer focussed culture achieved via:

57. Good communication - all messages to staff are consistent and clear. Admiral considers that it offers a good product, focussed on the customer and its business performance. Offices are all open plan. There are no barriers between

levels of seniority. The company breaks down silos with monthly workshops bringing customer services, renewals, sales and claims departments together.

58. Reward and recognition – central to Admiral's culture is the reward and recognition of staff. "Please" and "thank you" are important. There are internal incentive plans, the Chief Executive's awards, and free fruit is available to employees throughout the day.
59. Admiral has a culture of "no blame" and openness. The company is considered a developmental environment. Fun half-day team afternoons take place four times a year.
60. Employees are encouraged to feel empowered and a change programme is in place. Admiral management encourage staff to raise issues. The company believes a customer culture results from multiple actions not one thing. Admiral considers that its approach is transferable to any business.

### ***Accountability within Cardiff Council***

61. The Customer Services team (C2C) has observed a lack of responsibility for customer service excellence in some areas of the Council, and highlights a need to be clear that all management teams are accountable. The team consider that Operational Managers must acknowledge the importance of a positive experience to the customer when using council services, and that achieving a positive experience requires a hands on management approach.
62. Managers have the power and the opportunity during performance development reviews to say that they have concerns about individual behaviours. It is important that such conversations are consistent across the organisation and that focus is given to the expected behaviours detailed in the Employee Charter, including customer service behaviours.
63. The Customer Services team (C2C) consider it is important that Operational Manager are accessible and engaged with their staff. When staff are actively



disengaged, senior management must ask how it is being addressed. Customer service in Libraries has been turned around with a management focus on customer service. When an agent or a frontline member of staff is overheard dealing with a customer in a less than customer focussed manner, the manager has a conversation with that individual. A staff focus group has been introduced to re-enforce good customer behaviour.

### ***How other organisations deliver customer focussed accountability:***

#### **Admiral**

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64. Henry Englehart's Seven Principles of People Management are key to being a manager in the Admiral Group. They are:
- Put yourself in the place of the people you manage.
  - Remember your targets, but keep in mind that very few of them will be met without the effort of those you are managing.
  - Get out of your chair
  - Never forget how important you are to the people you manage
  - Pitch in and help. Do not do everything, but do not automatically delegate.
  - Communicate, communicate, communicate. Feedback, feedback, feedback.
  - Leave your ego at the door when you come in each morning

#### ***Training***

65. Members heard that across the Council there is often a management fear of having challenging conversations when they are necessary. The Senior Management Team recognises that managers need to practice difficult conversations. If a team member needs to be spoken to on an issue, such as improving his or her customer service approach, the conversation may require a change of tone. It is important that interactions between manager and employee are based on respect. If they are not then managers may need to be challenged to establish how they are speaking to staff.

66. The Customer Services team at C2C consider that recruitment is important. C2C are creative within the Council's recruitment policy. Candidates attending C2C for interview experience an enthusiastic introduction to the contact centre from the point of arrival for interview. Temporary posts are often difficult to fill. Cardiff Works candidates are often considered unsuitable for C2C work, and whilst the contact centre is a part of Cardiff Council, a more suitable calibre of customer service staff can often be sourced externally. C2C considers the policy of taking Cardiff Works personnel might need to be reconsidered. In respect of recruiting Welsh Language agents, C2C engage with fifth & sixth forms across the City.

67. The task group considered that the Council's Corporate Induction training needs reviewing and refreshing with the customer in mind. The onus is currently on service areas to send new starters on induction training. It is not automatic. Members consider the Corporate Induction needs to include a customer service element, and it is important that all new starters attend this training.

68. C2C staff training - on commencing work with C2C new starters benefit from a 3 week, bespoke corporate induction and training package. Time keeping is critical. The C2C induction highlights the benefits of working for the Council, where they fit in, who the service area partners are, and starts building bridges early.

69. Staff at C2C are considered as good as their last customer call. Managers hold monthly one to ones with agents, have weekly team meetings, and focus on development in Personal Development Review conversations. C2C would be content with PDR's quarterly for all grades.

### ***How other organisations deliver customer focussed training:***

#### **Admiral**

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70. The company works hard to get recruitment right first time. It is important to have the right senior management and the right call handlers. Admiral has dedicated

managers who are expert at recruitment. New employees receive 12 months of training within a supportive environment. Occasionally new recruits underperform. Where this is the case individuals receive support.

71. Additionally Admiral supports its Managers in pursuit of customer service excellence. Training material containing clear messages recorded by senior managers is uploaded monthly to the company i-learn system.
72. The company has an equal opportunities manager who carries out a corporate health check, and assesses individual employees understanding and commitment to equal opportunities.

## **British Gas**

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73. A new Personal Performance and Development Review system aims to embed continuous improvement as "*the way we do things around here*". There is performance related pay and a quarterly bonus system.
74. British Gas uses two key measures to assess agents' skills levels – utilisation and handling time. The company has discovered agents 'over serve', reducing their own capacity but also annoying the customer and leading to longer queues. The customer wants the fastest service.
75. Team leaders listen in to assess and develop staff abilities. The company uses a three-improvement outcome model framework that focusses on customer outcomes. 1. Achieved the required standards, 2. Some improvement/development required, 3. Customer outcome not met, action required.
76. Apprentice engineers receive a training at the company's academy in Treorchy, placing emphasis on British Gas values. A typical employee's training will include a lot of e-learning, including understanding the customer ethos of the company.

## Customer Expectations

77. How the customer chooses to interact with suppliers and demand services is changing, and organisations need to adapt their customer service approach to sustain and improve performance. Consistency of customer experience is key. Similarly, understanding who your customer is and what they expect from the organisation, whether internal or external customers, is critical to successful outcomes. Evidence to support the importance of understanding customer expectations is as follows:
78. Cardiff Council's Chief Executive considers the consistency of the customer experience is important. There is an opportunity to improve the organisation's effectiveness at dealing with service lead officers to address service consistency. Standardisation of customer service, alignment, and a consistent approach to customer service across teams and their leaders is important.
79. It is important that all staff understand who their customers are, whether they deliver a back office function and serve internal customers (eg Members Services; HR, Finance) or external customers (eg adult services, waste management, highways).
80. Silos can affect the consistency of customer service and where this is the case require senior management action. For example if C2C experience issues when dealing with a highways request for service they refer to the senior manager (Operational Manager Infrastructure and Operations), who will break down silos within his service area to ensure that customer need is the key focus.
81. Members heard from the Operational Manager Infrastructure and Operations that customers are central to the service his team delivers, and has been achieved by:
- leading the customer service approach by example,
  - breaking down barriers and silos across the Council.

- introducing Balanced Scorecards, with customer focussed objectives in team plans.
- ensuring staff understand the customer is always right even when they may not be.
- monitoring staff performance to improve customer service.

82. The highways service considers it is important to merge technical skill with a customer focus in staff behaviours. Staff behaviours that are encouraged include:

- no raised voices in an open plan office.
- “thinking about how we do things” - looking at the customer rather than the service first.
- employing competent team leaders.
- wanting staff to come to work happy.
- acknowledging that the 5-minute conversations are important.

83. Considerable effort goes into dealing with the 0.01% of customers that generate corporate complaints.

***How other organisations develop a culture of addressing customer expectations:***

**Admiral**

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84. The customer is front and centre of everything Admiral does. The DNA code for Admiral is a customer centric model addressing customer culture based on the following framework; Communication; Right People; Empowerment; Our Customer; Reward and Recognition.

85. Management training in customer care is transferable. Cardiff council officers have been invited to experience Admirals customer leadership approach first hand, by spending time with the company (eg a week at a time). Alternatively, the company has offered to come to the Council to support and advise on customer service training.

## British Gas

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86. British Gas aims to give customers a reason to choose them. They routinely use NPS (Net Promotor Score) to measure their “first fix rate”, against which the customer is invited to rate them. For clarity, first fix is when a customer query is resolved at the first point of request. British Gas is aware the online customer journey is not always as slick as it should be. Whilst all calls are automatically surveyed by NPS, just 10% of customers will complete the survey. However this level of response is still worthwhile.

## Welsh Water

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87. In October 2017, Welsh Water’s Board approved a strategy to actively involve the customer in the company’s decision-making and business planning process. This ensures that the company’s plans are increasingly customer-led. This approach requires customer research and customer engagement activity.

88. The company aims to raise its profile with customers to build trust through increased familiarity. Components of this enabler are:

- Campaigns & education(eg media, TV, food fayres/events)
- Customer communication
- Digital customer interactions

89. Welsh Water monitors customer ‘*painpoints*’, analysing what causes customers the greatest pain.

90. Similarly to British Gas, Welsh Water uses NPS to evidence the effectiveness of customer service. The customer is invited to score 1-10 following an interaction with the company, and then is asked whether they would recommend the service. Welsh Water’s NPS score has increased over time and it has set targets it is aiming to reach. Importantly, through this approach Welsh Water knows it compares favourably with all other water companies.

91. Welsh Water has 'Trusted Advisory Network' Membership of the Institute of Customer Services (ICS), at an annual cost of approximately £10,000 pa. The business set itself the challenge of achieving excellence/distinction within 3 years, by 2020. Having made a conscious decision to join the scheme 18 months ago, it took six months to complete the initial assessment. It will require commitment. To be competitive the whole organisation has to be a part of the ICS challenge.
92. ICS has assigned a client manager to Welsh Water, requested contact details of staff at all levels, and a sample of customers to contact. Welsh Water would be happy for the Council to view their ICS process map.
93. Welsh Water has found membership of the ICS particularly useful over the last 12 months for benchmarking against other water companies, but also for benchmarking outside of its sector. Within the company, there is respect for the ICS inspectors, who understandably keep their cards very close to their chest in assessing progress to retain impartiality.
94. Having identified that the Council would benefit from support and guidance in its customer leadership journey, the ICS was identified as the professional body that could support such a journey. The task group invited the professional institution to give evidence to assess whether its framework of support could be useful as the Council considers where next on its customer journey. A conference call presentation provided the following profile of the institution, its services and the benefits of membership:
- The Institute of Customer Services (ICS) is a not-for-profit membership body whose KPI is to raise the levels of customer satisfaction in the UK. It has over 450 members, 80% from the private sector, 20% from public and third sectors, including Councils and more than 4,000 individual members. Additionally the ICS provides secretariat for the All Party Parliamentary Group for Customer Services. ICS membership is growing nationally every day.

- In January 2018 the UK Customer Satisfaction Index (UKCSI) measured customer priorities (based on 10,000 customers, 13 sectors, and 253 organisations), and listed the top 20 priorities as follows:
  1. Competence of staff (in person)
  2. Staff doing what they say they will do
  3. Competence of staff (over the phone)
  4. Helpfulness of staff (in person)
  5. Handling of the complaint
  6. Product reliability
  7. Outcome of the complaint
  8. Attitude of staff
  9. Staff understanding the issue
  10. Helpfulness of staff (over the phone)
  11. Speed of resolving complaint
  12. Product/service quality
  13. Value for money
  14. Friendliness of staff
  15. Ease of doing business
  16. Speed of service
  17. The ease of getting through
  18. Condition of delivered goods
  19. Ease of finding what you want
  20. Price/cost
- This index is published twice a year, and in January 2018, top performers were Amazon, First Direct, Yorkshire Bank, Superdrug and John Lewis. Whilst no Councils appear in the top 20, membership of the ICS provides the potential to benchmark against the best, and several Councils are members including Birmingham and Nottinghamshire.
- The UK customer satisfaction index re-enforces that excellence in customer service starts with employee engagement. Research in 2016 indicated that a one-point increase in employee engagement leads directly to a 0.41 increase



in customer satisfaction. ICS believe that improved service levels start with employee engagement.

- As reported in the *Vision and Strategy* section, and the *Context* section of this report, ICS highlight that customer service is about continuous improvement, and as such strongly believe customer strategy should feed into the organisations corporate planning. People, process, strategy & culture must all be embedded in the Corporate Plan.
- In the view of ICS, when an organisation addresses its customer strategy it is important to consider the following:
  - Commitment - Looking at the strategic focus of the organisation and how strongly the vision, mission and values are lived and breathed
  - Capability - Are people recruited and developed against customer-focused competencies? Are people developed, supported and enabled to deliver your service proposition?
  - Consistency - Consistency encourages a 'right first time' attitude, with processes mapped to meet customer expectations
  - Credibility - Credibility is about meeting and exceeding customer expectations. How you deliver on promises and how your brand and integrity is upheld
  - Continuity - Managers and leaders should value their people and encourage a team approach. Do staff feel valued and engaged? Is customer service performance recognised and rewarded?
  - Creativity - Is a culture of continuous improvement and innovation nurtured and encouraged? In addition, are staff actively involved in this process?
- The ICS can assist the Council by allocating a Client Relationship Director (CRD). The CRD will organise the following support:
  - Thought leadership – how to lead by example from the top
  - UKCSI: Barometer of Customer Satisfaction
  - Bespoke research and insight sponsoring opportunities

- Benchmarking & Servcheck
  - ServiceMark accreditation to sustain operational excellence
  - People Development – professional, management and coaching qualifications
  - Critical friend to challenge and advise
  - Networking events and best practice knowledge sharing
  - Measurement tools, plans and support to continuously improve business performance.
- Servicemark accreditation is nationally recognised. It is the UK national standard, which demonstrates an organisations commitment to, and achievement in customer service. An organisation has 6 months to achieve it from point of application. If successful, a 3-year accreditation is reviewed after 18 months. The institute is very supportive of its members throughout the process. Each year they undertake a **Servcheck**, - an assessment tool, which measures employees' engagement with the organisations customer service strategy and measures employee engagement, providing the results. Secondly, they undertake a **Business Benchmark** survey of customer contacts the organisation provides, assessing how customers rate the organisation, priority measures to improve the customer experience. Thirdly, the CRD undertakes an independent assessment and delivers a report with recommendations for action planning. Servcheck plus Business Benchmarking plus **Assessment** will provide a clear, honest reflection and establish gaps that need to be filled. The Client Relationship Director will advise when the organisation is ready to be assessed. The organisation can set a 5-year plan; there is no pressure to achieve ServiceMark.
  - Training people – ICS recommend developing people through its bespoke customer service training. There are short courses and professional qualifications on offer. For the organisation this improves performance, quality and consistency of service, develops a coaching culture and utilises the skills of the trained coaches in other areas of the business, it also rewards and recognises employees.

- With ICS membership comes the training of coaches to deliver ‘ServiceFocus’ in-house training in year one. This training helps embed a consistent approach to customer service excellence across the organisation; focusses on key skills, behaviours, and competencies; motivates and engages employees; is quality assured to Institute standards and includes 1-year individual membership of the Institute for delegates.
- The ICS offers four professional qualifications in customer service that typically take 6-12 months to complete.
- The ICS offers a management qualification, a professional grounding in customer service management 12-month programme for customer service leaders and managers. These are online courses supported by face-to-face days.
- Membership of the ICS can be either ‘Trusted Advisory Network’ or ‘Discovery Roadmap’.
  - A *Trusted Advisory Network* Membership is advised for an organisation that has some of the building blocks for effective customer service in place but is facing a particular set of challenges if it is to embed customer service throughout its operations. For such an organisation, the business and customer environment is constantly evolving and there is a continuous need to manage the impact of change. This may be dealing with reputational issues that can break quickly in the media and social media, through to simply trying to maintain consistent customer service standards across a complex organisational structure. The Institute can help work across organisational boundaries to create a seamless experience that brings all the pieces together and aligns activity with the strategic priorities. Work will be at a strategic and operational level to ensure that customer service plays a genuine part in creating an advantage for the Council and helps to achieve its strategic goals. The cost of Trusted Advisory membership is £10,000 a year over 5 years. With this membership comes

significant people development, specifically two sessions on coaching skills for up to 15 coaches, and two assessor training programme places.

- A *Discovery Roadmap* membership is advised where the organisation understands the importance of offering consistently excellent engagement across the customer journey. In order to sustain service improvement, a clear direction, measurement and accountability are required. It is critical that the Council can demonstrate to its stakeholders the ways in which enhanced customer service positively impacts on its performance and results. With this membership, the Institute will help the Council to develop a comprehensive customer service roadmap and engagement plan that will meet the on-going needs of its customers, create sustained improvements in service and improve results. By understanding the Council's strategy and priorities, it will recommend a relevant blend of insight and knowledge, tools, training and practical solutions that will raise customer service performance levels to meet customers' needs. The cost of Discovery Roadmap membership is £30,000 for 5 years.

- Membership entitles the organisation to attend the Institute's events programme, including an annual conference and customer satisfaction awards to network, and share best practice.
- Importantly the ICS points to key enablers of effective investment in customer experience. They are:
  - Leadership
  - Employee Engagement
  - Consistency
  - Relentless focus on problems, complaints, getting the basics right
  - Insight
  - Effective measurement
  - Customer experience design and processes
  - Innovation and business improvement

- In summary to address customer service excellence the Council requires and ICS offers:
  - Research and Insight - a dedicated Client Relationship Director to work with us to offer guidance, support and challenge to the organisation.
  - Benchmarking - access to a wide range of products and services to benchmark and improve business performance.
  - Accreditation – access to services to develop high performing individuals and teams.
  - People Development - standards, which demonstrate commitment to and achievement in customer service.
  - Networking and Knowledge Sharing (across sectors)
- Members consider the Council is happy to learn from the private sector as well as the public sector, and therefore consider Trusted Advisory Network level Membership of the ICS is the right approach for the Council's needs.

## **Policy & Processes**

95. The customer service experience is supported and enhanced by the policy and processes introduced across an organisation that enable consistency of delivery and sharing of customer insight data. Throughout this inquiry, the task group has heard that change in the form of the digitalisation of processes is the framework on which the Council's customer service can be improved. Evidence supporting this is as follows:

96. Whilst all customers are different, 95% do not require personal interaction with an agent, they simply need reassurance that their query is being dealt with. It is thought that most Cardiff Council customers will be comfortable with and even prefer to access services digitally, particularly out of hours. However, it is important that there is a fall-back position for those that prefer a conversation with an agent.

97. There is a sense that formality in customer exchange creates work. It is therefore important the Council secures an end-to-end digital approach to service delivery, has better information to hand, and works with partners to join relevant information in one place.
98. It is considered important to deal with the low value requests for service digitally and refer more difficult requests to service areas.
99. The Council already has many front facing digital services, however the back office processing the request for service is manual. For example, almost 70% of parking permits are applied for online, and processed manually. City Operations are currently rolling out improvements to parking machines - smart parking, where the customer can log in and out of an app on their phone and is then billed for actual usage.
100. The digital interface is a key growth area; however, the Chief Executive is clear that digitalisation is not a panacea for achieving excellent customer services across the board. The wide range of council services will make digitalisation a challenge, for there are services such as cleansing, highways and neighbourhood services that cannot be delivered digitally.
101. The Chief Executive considers the performance information published by the Council is good, and will improve further as more robust data customer service information is gathered through digitalisation.
102. The Chief Executive and Assistant Director Customer and Communities consider it is important that ICT and the customer are brought together behind the frontline. How the organisation uses data is important. Different capabilities are required, more trend analysis, forward planning and better statistics.
103. Customer service and digital expertise will need to be developed rather than imposed upon staff.

104. Work is underway to develop the Cardiff App, which will give the Council more control of large customer volumes. The Council is also about to re-launch its web site, which will mirror the App. Some simple transactions will be available online.

***How other organisations deliver customer focussed policy and processes.***

**Admiral**

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105. Admiral has a technology and data project group. Every month a technical partner spends an hour with managers. The agenda is simply how systems and processes can be improved. The company recognises there is a natural fear of automation, change and digitalisation amongst its employees. However, digitalisation will go ahead, and will provide the company with useful information. The company tackles employee concerns about transformation/digitalisation through designated 'change champions'.

**British Gas**

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106. British Gas point to recent technological advances that have changed the way the company deals with requests for service. The introduction of automated voice has resulted in just 20-30 calls out of 100 being transferred to an operator. This means 70% of customer requests now receive an automated response, which has significant implications for the cost of delivering customer services.

107. The British Gas strategy is that contact centre staff are multi-skilled and can offer all services. The company aims for an 80% resolution of first requests for service. To achieve this the company holds customer data, and through data visioning can advise the agent on the 'next step'. This practice of data visioning to suggest the best next action aims to avoid customers escalating queries.

108. British Gas aims to increase self-service with the introduction of Smartmeters. It currently has 4million customers on Smartmeter.

109. The company's STAR approach to embedding continuous improvement is built on operational improvement and leadership theory. It has four phases –

Study (analyse and understand current performance from the customers perspective), Test (design and pilot new ways of working to act on the system and meet the customer purpose), Act (embed and roll others into the new way of working), Review (review and continuously improve again and again). This approach also applies to the back office.



## INQUIRY METHODOLOGY

The Policy Review and Performance Scrutiny Committee Customer Leadership task group was charged by the full committee with delivering a report for its consideration. This report uses the evidence gathered by the task group to make key findings and recommendations to the Cabinet of the Council in respect of Customer Service Leadership. To achieve this the Committee's Principal Scrutiny Officer has worked closely with the Council's Customer Services Team to identify appropriate witnesses, and taken a steer from all members of the task group. The task group received evidence from the following witnesses:

### **Internal Witnesses**

Paul Orders Chief Executive;  
Isabelle Bignall; Assistant Director Customer Services;  
Matt Wakelam, Head of Infrastructure and Operations;  
Rachel Bishop, Operational Manager, Customer Services;  
Lowri Morris, Assistant Contact Centre Manager, C2C;  
Mike Pope, Customer Service Trainer, Cardiff Council.

### **External Witnesses**

Mike King, Head of Claims, Admiral Group;  
Mike Mullins, British Gas;  
Alun Shurmer, Director of Customer Strategy & Communications, Welsh Water;  
Frances Ball, Business Development Manager, Institute of Customer Services.

The primary evidence from witnesses was supplemented by secondary desk-based internet research. Key messages from the research have been drawn to Members attention, and informed questioning during evidence gathering. The key findings and recommendations are the unanimous view of the task group.

Details of all evidence considered by the task group and used in the preparation of this report are contained within a record of evidence that is available for inspection upon request.

## **LEGAL IMPLICATIONS**

The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. Any report with recommendations for decision that goes to Executive/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers of behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

## **FINANCIAL IMPLICATIONS**

There are no direct financial implications arising from this report. However, financial implications may arise if and when the matters under review are implemented with or without any modifications.

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## POLICY REVIEW & PERFORMANCE SCRUTINY COMMITTEE



Councillor David Walker  
**Chair**



Councillor Rodney Berman



Councillor Bernie Bowen Thomson



Councillor Joe Boyle



Councillor Stephen Cunnah



Councillor Owen Jones



Councillor Norma Mackie



Councillor Rod McKerllch



Councillor Jim Murphy

## 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, including:

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-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.

**DO RIGHT BY YOU**

We promise to:

- ✓ Be polite, helpful and considerate and take time to listen to you / treat you with respect
- ✓ Offer a straightforward, personal and quick customer service experience
- ✓ Consult and engage with community and customer groups to identify customer needs
- ✓ Communicate with you in plain language and avoid using jargon
- ✓ Protect your personal information
- ✓ Treat you as an individual and according to your needs

**GIVE YOU A CHOICE WITH HOW TO GET IN TOUCH**

We will:

- ✓ Clearly advertise all the ways you can access our services (including face to face)
- ✓ Design services that reflect the diverse make up of Cardiff
- ✓ Ensure social inclusion by giving you a choice in how you contact us
- ✓ Give you a voice on social media or improve / increase how we engage with you on social media
- ✓ Make more of our services available online to use at a time that suits you

**GET IT RIGHT**

We will:

- ✓ Do what we say we will do
- ✓ Say sorry and put things right if we make a mistake
- ✓ Tell you what to do next if you are not happy with how you've been treated
- ✓ Use your feedback to shape our services
- ✓ Train our staff to the highest standards

**HOW YOU CAN HELP**

We ask you to:

- ✓ Treat our staff with respect
- ✓ Tell us when something changes and give us the correct information at the right time
- ✓ Give us the opportunity to put things right first
- ✓ Provide us with honest feedback
- ✓ Like us on Facebook, follow us on Twitter, join our citizen panel and participate in surveys and consultations

## **APPENDIX 2: Institute of Customer Services Membership**

The link below will take you to the Institute of Customer Services website, where details of the *Trusted Advisory Network* membership can be found

<https://www.instituteofcustomerservice.com/membership>

Scrutiny Services, Cardiff County Council  
County Hall, Atlantic Wharf, Cardiff CF10 4UW  
Tel: 029 2087 2296 Fax: 029 2087 2579  
Email: [scrutinyviewpoints@cardiff.gov.uk](mailto:scrutinyviewpoints@cardiff.gov.uk)

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**An Inquiry Report of the:  
Children & Young People Scrutiny Committee**

# **Out of County Placements**

**May 2018**



**Cardiff Council**

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**Appendix 2** - 4C’s 360 degree feedback on staying close to home from Children & Young People.

**Appendix 3** – Placement Finding Process via the all Wales Frameworks

**Appendix 4** - the Local authority Regional/National Commissioning Arrangements via Children’s Commissioning Support Resource (CCRS).

**Appendix 5** – Blaenau Gwent’s Strategy to safely reduce the number of children being looked after

## CHAIR'S FOREWORD

I would like to thank the members of the committee who took part in the task and finish inquiry into out of county placements. I would also like to thank all the witnesses who gave evidence in front of the committee during the process. Last, but not least, Martyn Hutching's support and professionalism during this sometimes difficult and challenging inquiry has been immense and I am truly grateful for this.

This was always going to be a challenging, interesting, thought provoking Task and Finish inquiry. The fact is that this is an issue that is not just affecting our city, it is affecting local authorities across the whole nation. During the process, the committee had the privilege of interviewing young people who had been affected by being placed out of county, so it was not just from an adults or agencies perspective that the outcomes and recommendations are based on. This report's outcomes and recommendations are based on what is best for the young people and what as a committee we feel is the way forward for the local authority; we believe that, in time, the recommendations will have a hugely positive effect on young people and their families. The report will also help Children's Services to continue their improvement in the coming years.

Thanks again to everyone who took part



**Councillor Lee Bridgeman  
(Chairperson)**

## INTRODUCTION

1. The Children & Young People Scrutiny Committee during its consideration of items for the 2017/18 work programme agreed to undertake a Task & Finish inquiry into “Out of County Placements” later in the year, to be chaired by Councillor Lee Bridgeman.
2. The inquiry was requested by three Cabinet Members, the Committee Chairman and supported by all Committee Members at the work programme forum meeting.
3. This area of activity and expenditure is a very challenging and often volatile one in all local authorities. It is difficult to anticipate a number of key factors including:
  - how many and which children will enter the looked after system each year;
  - what type of placements they will need; and
  - how many children will cease to be looked after;
  - the impact of case law and changes in government regulations.
4. In common with other local authorities, Cardiff has experienced an increase in the number of children with especially complex needs and the rising costs associated with meeting these needs within appropriate placements continues to place pressure on budgets. This cohort of children relates both to those with challenging and complex behaviour and to those with disabilities.
5. Children and young people with challenging and complex behaviours often cannot be maintained within foster placements and require admission to residential care. In certain circumstances these placements will be specialist (for example, where a child is displaying sexually abusive behaviour) and/or require the provision of additional staffing to manage risks associated with the child’s behaviour. Placements of this type can cost over £200k a year.
6. There is evidence of increasing demand for support for older disabled children and young people. Families often manage to cope when children are younger but some of them find it increasingly difficult to do so as the children grow and may become more

challenging or aggressive. Some disabled young people require 24 hour care and support which can be met only in a residential school setting, usually until they reach the age of 19.

7. Cardiff Council, over the past 6 years, has implemented a number of strategies, plans and initiatives to help address the challenges that Children's Services has been facing, these included the implementation of the Corporate Parenting Strategy, Corporate Parenting Advisory Committee, the Enhanced Fostering Scheme, Signs of Safety, early intervention and prevention initiatives, Social Worker recruitment and retention initiative and the Cardiff Fostering campaign "Count Yourself in".
8. The Association of Directors of Social Services Cymru's (ADSS Cymru) evidence to the National Assembly for Wales Public Accounts Committee, published on the 29 January 2018 stated that "The majority of children who are looked after are cared for by foster carers where children receive positive and nurturing care in stable placements. Residential care also provides many children with positive care and across local authority and agency providers for both foster care and residential care there are committed, enthusiastic and positive carers."
9. However, the evidence also stated that "the increasing complexity of cases and the growing numbers of children are negatively impacting on both the availability of appropriate placements and the cost of placements. An ageing foster carer population and the increasing costs of providing residential care are draining the sector. Despite the initiatives of the National Fostering Framework, the work of the Welsh Government Residential Task and Finish group, the commitment of local authority placement teams and the work of the Children's Commissioning Consortium Cymru (4Cs) the lack of appropriate placements for looked after children is approaching a crisis position. Despite local authorities' strong commitment to ensuring placement choice and stability most have struggled to recruit foster carers in sufficient numbers to provide the range and choice of placements needed, particularly for those young people with challenging behaviour and with additional needs. Local authorities report similar shortages in the independent sector. This apparent deficit in the foster carer market raises complex challenges across Wales. A similar deficit is increasingly apparent in residential provision and particularly in the availability of placements for children presenting with the most complex needs".

## KEY FINDINGS

10. The Inquiry Members reviewed the evidence gathered from discussions with Children's Services Senior Staff, Social Workers, Voices from Care, the Chairman of the Welsh Government Advisory Committee, advice to the Welsh Government from the ADSS Cymru, Fostering Network, the Children's Commissioning Consortium Cymru, and Pembrokeshire County Council. The Members also reviewed a number of publications and reports. As a result of the analysis and assessment of the evidence gathered throughout the Inquiry the following key findings have been identified:

### **Impact on Children being looked after**

- KF1** The lack of placement provision in Cardiff needs to be addressed;
- KF2** Former Looked After Children often have told us that they value consistency in their relationships with professionals and relatives;

### **Strategic operations**

- KF3** As Corporate Parent, the Cardiff Council has a responsibility to ensure that all looked after children are safeguarded and that their outcomes are improved.;
- KF4** The overwhelming increase in cases coming forward are concerned with neglect with significant increases in domestic violence, issues which are increasingly highlighted as a result of the support that is provided as part of early intervention services;
- KF5** The Ministerial Advisory Group (MAG) is focusing on improving outcomes for children by working to three key work-streams 1. Improving Practice, 2. Edge of Care and Risk Assessments, 3. Promoting Permanence. Cardiff Council should continue to work closely with the MAG whilst accelerating its own development agenda.

- KF6** Particularly as Cardiff is the fast growing City and is promoting itself as the a great place to grow up;
- KF7** to review the Corporate Parenting Strategy to reduce the number of Looked After Children is key to help safely reduce the number of looked after children, it should be supported by a clear strategic approach to commissioning and an updated placement strategy, and include more residential specialist provision in Cardiff, , in particular settings for over 14 year olds.
- KF8** There needs to be more collaborative working across Children's Services, and the wider Council;
- KF9** That effective prevention and intervention strategies and improved outcomes are key to reducing numbers of children being looked after. Prevention and intervention work is considered more effective under the full control of children's services;
- KF10** Parents of children who have complex needs children, require specific support services to build their resilience and enable them to look after their children at home.
- KF11** Placement commissioning arrangements should to be reviewed to ensure that the Councils has a fit for purpose system.;
- KF12** In September 2017 the Council had approximately 796 looked after children this has increased from 557 cases in 2012-13; and Members projected that this could reach 920 by March 2019.
- KF13** There is an overspend year on year and is likely to continue for some time, we need to build this into the budget;
- KF14** Savings accrued from invest to save schemes such as moving residential children back to Cardiff can be reinvested into preventative and early help initiatives;

## **Social Worker Workforce**

- KF15** A stable and fully established social worker workforce is key for the well-being of children being looked after as well as the well-being of social workers themselves;
- KF16** The Council must do everything possible, to help recruit and retain children's services social workers;
- KF17** The "signs of safety" model provides the Council with the ideal opportunity to both improve the outcomes for children, well-being of social workers and reduce the number of looked after children and placements.

## **Placements**

- KF18** Cardiff needs to have considerably more placements than it currently has, and where possible should utilise its own housing stock;
- KF19** Monthly reviews of out of county residential placements is undertaken to assess whether the needs and well-being of each Child could be fully met in Cardiff;
- KF20** As Greenhill is the only special school and only takes Boys, Girls have to be placed out of county.
- KF21** To encourage more people to become Foster carers, it has been suggested that the Council should invest in its Foster Carers and identify ways of making working for Cardiff in-house Fostering Service more attractive such as seasonal allowances, pay additional fees and retainers;
- KF22** That where safe to do so, Cardiff should maximise the use of all in house foster carers whenever possible;
- KF23** The key issue that children have to be safeguarded in the setting which best meets their needs and well-being.



- KF24** The increasing complexity of cases and the growing numbers of children are impacting on both the availability of appropriate placements as a result the pre-matching and planning of placements is becoming crucial to the effective placement of Children particularly in emergency situations;
- KF25** There is a high volume of inappropriate referrals to the Council's Multi Agency Safeguarding Hub from stakeholders, stakeholders need to be supported to understand when to make a referral to the MASH and when to provide effective early help services;
- KF26** Cardiff is the one of a few authorities in Wales to place 0 – 5 year olds out of county and in independent placements;
- KF27** If you want to reduce out of county placements then you have to change the approach as well as changing provision through an invest to save initiatives;

## RECOMMENDATIONS

The Members of the Inquiry Group were tasked 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 placements. The Task and Finish Group reviewed the evidence gathered from Children's Services, team managers, staff, Children who are looked after, Welsh Government's advisory Panel and other stakeholder groups. Members have identified from the evidence received and key findings, and agreed 20 recommendations for the Cabinet to consider:

### **The Committee recommends to Cabinet that:**

- R1** All Placements must be made in the interests of the Child, minimising the impact on them, their education and well-being. **(KF1 & 2)**
- R2** As Cardiff is the fast growing city and is promoting itself as a great place to grow up, placements should be made, wherever possible in Cardiff. **(KF6)**
- R3** Social Service Directorate should undertake a well-being assessment of all it's Children's Services social workers over the next 12 months. **(KF 15)**
- R4** Social Services Directorate must develop and fully implement a social worker recruitment and retention strategy to encourage new applicants and support to retain staff by 31 March 2019. **(KF 16)**
- R5** As corporate parents, all staff and Councillors, must work in collaboration with all partners to ensure that the safeguarding of all children. **(KF4, 8 & 10)**
- R6** The new management team for People and Communities, to work with the Corporate Parenting Advisory Committee to, review the structure and operation of the service to ensure that it is works with all parts of the Council in undertaking their corporate parenting duties, by 31 March 2019. **(KF 3, 10 & 23)**

- R7** it must task officers to review the early help service and reorganise the management and control of all early intervention and prevention initiatives to enable them to be under the control of children's services, within the next 12 months. **(KF 9)**
- R8** A strategic approach to commission placements, to improve outcomes and safely reduce the number of children being looked after, must be developed and implemented as soon as possible. **(KF 7 & 27)**
- R9** It tasks officers in the Social Service Directorate to review the Placement Commissioning arrangements by 31 March 2019. **(KF 11)**
- R10** it continues to implement the Signs of Safety framework, within the next 12 months and provide evidence of its impact.. **(KF 17)**
- R11** It tasks Officers to review, current demand, in to the Multi Agency Safeguarding Hub to ensure the consistent use of criteria by partners. **(KF 25)**
- R12** Officers must ensure that the placement of 0 – 5 year old, out of county, is only undertaken when it is in the best interests of the Child. **(KF 26)**
- R13** To develop and implement a Placement strategy which should include, to recruit and retain Foster Carers, including, continuous advertisement programme, additional support, allowances, and retainers, to be in place within the next 12 months. **(KF 21)**
- R14** It ensures that a review of all vacant fostering placements, Agency, Council and kingship options, is undertaken to verify that there is appropriate matching and stable placements for all Children being Looked After. **(KF 24)**
- R15** Officers are to develop and implement a building programme of homes for children in Cardiff, utilising every possible agency, as an Invest to save project, within the next 12 months. **(KF18)**
- R16** it ensures that future annual placement budgets must reflect anticipated number of Looked After Children at future year mid-point, to help ensure that Social Services do not overspend. **(KF 12 & 13)**

**R17** Savings accrued from returning children back to Cardiff are reinvested into preventative and early help initiatives. **(KF14, 19)**

**R18** Officer investigate whether Greenhill School could admit Girls to minimise out of county placements. **(KF 20)**

**R19 Action Plan** - The Cabinet Member ensures that an action plan is developed to ensure the implementation of these recommendations within an agreed timescale as part of the response to this report. **(KF 5)**

The Inquiry team also wishes to commend the work of Children's Service management and staff who have developed and implemented many changes over the recent past, which has in some way started to address some of the issues identified in this report.

## EVIDENCE

### Scope of Task & Finish Group Inquiry

11. The Committee reviewed a draft scope for the Inquiry at its first meeting and agreed to the terms of reference of the Inquiry to be:
  - 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.
12. Members agreed to hold a number of meetings and to receive the following information:
  - Overview and background – to set the context of the Inquiry and gain an understanding of the policies, plans, proposals and challenges around the placement of Children who are looked after by Cardiff Council.
  - The members also received evidence from The Cabinet Member for Children and Families, Children's Services Senior and Social Workers. The inquiry also heard from the following external witnesses, Voices from Care, Fostering Network the Children's Commissioning Consortium Cymru (4C's), the Chairman of the Welsh Government "Outcome for Children Ministerial Advisory Group".
  - Members also reviewed a number of documents which had been identified as relevant to the work of this Inquiry.

## **POLICY AND PROCESS FOR THE OUT OF COUNTY PLACEMENT OF CHILDREN WHO ARE LOOKED AFTER**

13. The City of Cardiff Council is committed to providing the highest possible quality service to ensure the safeguarding and protection of children. The Council has a highly professional and dedicated team of social workers and support workers to ensure that all vulnerable children and young people are safeguarded and can grow up in a safe environment,

### **Legislative Framework**

14. The Social Services and Wellbeing Act 2014, The Children Act 1989, Adoption and Children Act 2002, Children Act 2004 provides the legislative and regulatory framework. Children (leaving care) Act 2000.

### **Different types of care**

15. Long term and permanent fostering. - Sometimes children will not be able to return to live with their own families. A parent's health may have become worse, or perhaps a child's family has been unable to change in a way that will protect the child from harm. In these situations long-term or permanent fostering will allow a child to grow up in a safe and supported family environment while retaining the important connection with their birth family.
16. Short term fostering. - This can last from an overnight stay to as long as two years. There may be an illness or other problems in the child's family, or a child may have been harmed in some way. The goal is to get the child back to his or her own family care, as soon as possible, or once it is decided they cannot return to their birth family, to help them move on to a permanent substitute family.
17. Parent and Baby - Some parents may need foster carers who can support them and help them care for their babies. They need carers who can teach and encourage them

without taking over their responsibilities as parents. There are also some parent and baby residential care settings (Family Assessment Centres).

18. Respite Fostering - Respite fostering aims to relieve pressure on families who have difficulty caring for their children. By planning ahead and giving their children regular short breaks with the same foster carer, the families are more able to care for their own children long term. Some short breaks are just for the day, while others include overnight breaks. Some occur weekly, others monthly, and some just in the school holidays. This form of foster care can suit people who are not in a position to offer full-time but do not want to make a regular commitment to a child (or children).

19. Residential Care – Residential care for children are provided to ensure the needs of children are met when they cannot live with their own family or in Foster Care.

## Child Protection Process

20. The All Wales Child Protection Procedures 2008 sets out the six stages of the child protection process, which are:

- **Referral:** The person taking the referral within social services will record comprehensive details on the appropriate form and seek further information. The police should be notified as soon as possible if it is suspected that a criminal offence has been committed against a child.
- **Initial Assessment:** Social services undertake an initial assessment to establish if the child is in need and requires protection. This should be completed within 7 working days. A strategy discussion may be required following this assessment. The person making the assessment must see the child and speak to or communicate with the child, to an extent where they are satisfied that the child is and feels safe. The initial assessment may be very brief and lead directly to a strategy discussion/meeting, and/or core assessment.
- **Strategy Discussion:** Following the completion of the initial assessment, it may be decided that a strategy discussion is required. Police and social services should share and discuss all information received/gathered and with other

professionals/agencies as appropriate, and decide on the next course of action within 24 hours or without delay if there is immediate concern for the child.

- **Strategy Meeting:** A strategy discussion may agree that a strategy meeting should be held. Those attending a strategy meeting should include police and social services staff, the staff member or professional making the referral, together with other staff members and professionals who can assist in the planning process for the child protection enquiries, if they are to take place. This meeting should be held as soon as possible but no later than a maximum of 8 working days from the receipt of the referral.
- **Child Protection Section 47 Enquiries by Social Services and/or the Police:** At the strategy discussion/meeting, a decision must be made on whether the child protection section 47 enquiries will be undertaken as a single agency or jointly, depending on the seriousness and type of abuse. Information gathered during this formal stage of enquiries should be recorded in the core assessment that can begin before a child protection conference but is unlikely to be concluded by the time the conference meets.
- **Child Protection Conference:** a child protection conference and the preparation and implementation of a child protection plan may follow the child protection section 47 enquiries. The child protection plan will be informed and updated by the core assessment of the child's needs, which runs in parallel with the section 47 enquiries.

## Placement process

21. Children and young people can be put into looked after placements for lots of different reasons. Sometimes it can be because their parents can't look after them properly and it is decided that it's better for them to live somewhere else. This can also happen if a child's parent isn't well, has to go into hospital, or dies. Other children and young people in Looked After placements have birth parents who just couldn't cope, while some have parents who neglect or abuse them.
22. Local authority fostering services, and voluntary agencies placing children and young people in their own right, are responsible for ensuring that each child or young person



placed in foster care is carefully matched with a carer capable of meeting her/his assessed needs.

23. For agencies providing foster carers to local authorities, those agencies are responsible for ensuring that they offer carers only if they represent appropriate matches for a child for whom a local authority is seeking a carer.
24. In matching children and young people with carers, responsible authorities are expected to take into account their cultural, racial, ethnic, linguistic and religious needs. Matches are intended to be achieved by means of information sharing and consideration involving all relevant professionals, the child and her/his family and potential carers, their families and other children and young people in placement.
25. Written foster placement agreements are intended to contain specific reference to elements of matching which were taken into consideration in agreeing the placement and identify areas where foster carers need additional support to compensate for any gaps in the match between the child and carer.
26. Responsible authorities are expected to provide the foster family with any additional training, support and information required for the particular needs of a child.
27. The introduction of The Placement of Children (Wales) Regulations 2007 and guidance 'Towards a Stable Life and a Brighter Future' requires local authorities to take into consideration the placements arrangements for children looked-after. The legislation pays particular attention to any placements that are proposed to be out side the local authority's geographical boundary.
28. Where this is to be the case the local authority must convene a panel where representatives from Education, Health and Children's Services attend, discuss and agree the proposed arrangements. Where members do not agree, and negotiations have reached an impasse the case can be referred to the Chief Executive of the Local Authority, and the Local Health Board for resolution.

29. The purpose of the panel is:

- To determine that there is no placement in the area capable of meeting the Child's needs or that an out of area placement is more consistent with the child's welfare.
- To satisfy themselves that the child's education and health needs will be met within the placement.
- To agree arrangements for meeting the Child's education and health needs and
- To agree funding for the placement.

30. Panel Membership - The core membership of panel should be consistent, where members would include senior officers from Children's Services (Chair), Local Health Board and Education, who have responsibility for budgets and commissioning services.

Members of the panel:

- Operational Manager, Looked After Children Service
  - Operational Manager, Children in Need Service
  - Senior Achievement Leader or Senior Educational Psychologist, Education Service
- Panel will be supported by - Professional Advisor, Placements Officer, Panel Administration Officer.

31. The Panel Remit is:

- The principle underpinning the panel process is that all arrangements including funding need to be resolved prior to a child being placed, ensuring that all health and education provision is confirmed and available before a child is moved.
- Where the plan is to move a child to an out of area placement the case should be referred to the Out of Area Placements Panel prior to confirmation of arrangements, and prior to the placement being made.
- In the event of a child being placed in an emergency, the requirement is for a referral to be made to panel as soon as practical after the placement yet no later than 25 working days after the date of placement.
- With regard to retrospective cases, any decision to move a child, or for not referring the case to a panel prior to the placement move will need to be evidenced in writing, (including any pertinent reasons) and endorsed by the Assistant Director (for out of area residential placements) or the Operational Manager, Looked After Children Service (for out of area foster placements). A copy of the report will be placed on the child's file.

### 32. The Panel Process

- a) The administrator will be the contact point for all requests for authorisation of Out of Area Placements.
- b) Requests for authorisation of Out of Area Placements should be made using the Request for Out of Area Placement exemplar. Each request must be completed by the Operational Manager, Looked After Children Service.
- c) Case managing services must forward requests for authorisation of Out of Area Placements to the Panel Administrator as soon as it becomes apparent that an out of area placement is likely to be needed for a child.
- d) The Panel Administrator will process requests that are received up to 7 working days prior to panel so that, in consultation with the Panel Advisor, the information can be circulated to the panel members.
- e) The panel will inevitably also need to consider some requests for authorisation that cannot be made within the timescale referred to above. It is essential that such requests reflect circumstances in which it has become necessary for the case management service to forward the request to the Administrator within 7 working days of the panel meeting.
- f) The relevant Operational Manager will feedback decisions to case responsible teams following the panel and prior to minutes being circulated.
- g) Minutes will be distributed after they have been approved by the Panel Chair and recorded on CareFirst.
- h) Children's Services Operational Managers are responsible for ensuring that, in respect of children's placements, planning and appropriate inter-agency consultation and negotiation, is undertaken prior to the panel and the placement being made.

### **Children's Commissioning Support Resource (CCSR)**

33. The Children's Commissioning Support Resource (CCSR) is an e-sourcing tool. Its purpose is to support local authorities to find appropriate placements / care settings for looked after children in Wales. It is a joined-up government initiative, with partners including the Welsh Assembly Government, the Welsh Local Government Association and the Association of Directors of Social Services in Wales. The service is hosted by

the Local Government Data Unit; funded originally by the Welsh Government now funded through a Consortium partnership of Local Authorities and Providers.

34. CCSR is centred on a real-time, online database. The database holds details on a large number of accommodation providers - including independent foster agencies, independent children's homes, charitable service providers and residential special schools. In addition to information on the business, the database includes considerable details on their individual care settings. These details – including whether there are vacancies - are updated by providers ensuring local authorities have the most up-to-date information possible.
35. The database also facilitates electronic tendering. Local authorities can securely post information about a child's placement requirements inviting providers to respond with potential placement matches in accordance with a defined timescale. Invitations can be restricted in some way (e.g. only framework placements (see further below) or only foster placements) or left open.
36. Launched in 2006, CCSR increased the speed and efficiency of placement searching whilst at the same time giving local authorities knowledge and access to a much wider market. Prior to its introduction each local authority managed its own list of approved providers. Consecutive searches were conducted by making a series of phone calls to the providers on the list to determine whether they had any potential placements. Electronic tendering effectively allows local authorities to simultaneously search a much large number of providers. This has reduced duplication of effort and generated cost savings, but more importantly, it has meant local authorities benefit from a wider selection of possible placements when considering what represents the best match for a child.
37. Moreover, CCSR has facilitated the sharing of best practice in the development of standardised processes and forms for local authorities to follow when completing searches. These forms enable providers to have a much clearer understanding of the needs of the child when they are considering whether to propose a placement and package of support.

38. CCSR was a critical tool in the development of a common contract to govern the placements of looked after children. The All Wales Pre-Placement Agreement was signed by the 22 Welsh local authorities in 2008. All providers registered on CCSR have been required to agree to sign the Agreement and thereby comply with the conditions contained therein. These included the following expectations:-

- All details of individual care settings are accurate and up to date, including the information on available services and facilities.
- Services and facilities are realistic (e.g. it is inappropriate to say that speech therapy is available through the provision if it is actually provided in the usual way by a local NHS facility)
- Vacancies in provision are updated on at least a weekly basis.
- Only actual vacancies are to be recorded; these will be either those available immediately or those available from a specified date.

39. There are in excess of 200 independent providers registered on CCSR and thousands of individual placements.

40. The fifteen local authorities in South and Mid Wales collaborated further by establishing the Children's Commissioning Consortium Cymru (the 4Cs) in 2012, Pembrokeshire County Council will be joining in April 2018. The 4Cs is a regional commissioning team. It has developed, and now manages, framework agreements for commissioning the following types of placements: i) fostering; ii) residential care; iii) parent and baby foster placements. Following a full procurement exercise in 2012, a total of 30 organisations were successfully validated and entered onto one of the framework agreements. Validation was based on the optimum combination of quality, local capacity and price. North Wales joined the Fostering Framework in 2014 and have the option to use the Residential Framework if need exists. This makes the Frameworks a genuine Welsh Collaboration to improving placement commissioning and contracting.

41. A further procurement exercise was completed in 2016 and the current framework agreements have the option to extend to 2022. Providers have won their place on the framework through rigorous service quality and business scrutiny. Annual quality checks

are completed and all providers are committed to developing their service provision in Wales in response to clear needs analysis presented by local authorities.

42. As signatories to the framework, the local authorities contractually agree to search (via CCSR) for placements with providers on the framework in the first instance. If there are no suitable placements proposed following a framework search then the local authority can open the search to all providers on CCSR. Searches 'off framework' are open to the 200+ providers on CCSR.
43. 4C's links with CIW so that all providers registered have up to date Inspection Reports available and are informed of any care standards concerns. If a provider has care standard or safeguarding issues CCSR can temporarily conceal a provider from tendering for placements until standards have improved.
44. The improved commissioning practices which followed the introduction of CCSR are a key component in local authorities strategies to secure improved placement matches for our looked after children. The Framework is outcomes focussed and participation through a Young Commissioner's programme is at the core of the Framework. Of course identifying a successful match is far more difficult when searches are completed in an emergency. Wherever possible, local authorities try to search for placements in a planned way, while recognising the nature of safeguarding work will always have some same day emergencies, the vast majority of placements can and should be planned to support the best outcomes possible for the child. Guidance on using CCSR recommends running searches for a minimum of 2 -3 days where possible, based on provider feedback of how long it takes to review a tender, complete a thorough matching exercise, discuss matches with potential carers and then tender a child specific rather than generic response.
45. Capacity challenges in the current fostering market extend across local authority, charitable and independent provision. Consortium partners have made a commitment to work together to tackle this issue by working together in Wales. Welsh Government has also recognised these capacity issues through the funding of a National Fostering Framework exercise. Lack of capacity in the fostering market is inevitably having a knock on effect to capacity in the residential market. While the capacity issue is tackled

it is important that all commissioners optimise use of existing capacity and follow best practice guidance in the commissioning process to maximise the potential for good matching despite scarcity of resource. A key element of best practice is optimising the use of CCSR.

46. A substantial investment by 4C's in the upgrade of CCSR commenced in September 2016. There is a 5 Phase Programme which is due to be completed by April 2018. The upgrade includes review and amendment to functionality with user level input plus background systems modernisation.

47. A record of Children's Commissioning Support Resource (CCSR) use will also be required to evidence the attempts by the Placements Unit to identify placements.

## Number of Out of County Placements

### Children's Services

#### Out of County Placements 31/07/17

Placement Type	Total
Children's home outside LA boundary	38
Foster placement with relative / friend outside LA	14
Independent living	4
NHS / Health Trust / medical or nursing care establishment	1
Placed with foster carer provided by LA outside LA	12
Placed with parents / person with parental resp.	10
Placement with agency foster carer outside LA	155
Residential accommodation not subject to Children's Home regulations	1
Residential School	2
Secure unit outside LA boundary (within Wales)	1
YOI or Prison	6
<b>Grand Total</b>	<b>244</b>

Number of Cardiff Council fostering places	181
Number of foster care places occupied	92 (as at 30 Sept 2017)

## **Cardiff Council Residential Home**

48. Crossland's Children's Home - Crosslands children's home is currently the only children's home directly provided by The City of Cardiff Council. All children's homes must be registered with the Care Inspectorate Wales (CIW). Crosslands is registered with CIW to accommodate up to 6 young people aged 11 to 17 years.
49. The registered manager is Siobhan Teague, the responsible individual is Debbie Martin Jones and the registered provider is the County Council of the City and County of Cardiff.
50. A CIW unannounced inspection and took place on the 8th of June 2017 between 2:30 pm and 7:00 pm. The inspection employed the following methodology:
- Viewing the premises and gardens and selected records and documentation.
  - Consultation with young people, residential support staff and managers.
  - Observation of the engagement between young people and staff.
51. The report was published on the 17th July 2017. The findings are summarised in the report as follows:
- "Overall we found that overall the young people are safe, confident and engaged in constructive lifestyles and activities. They are encouraged to express themselves and to develop self-responsibility and the three young people we spoke with, said they like the staff and feel assured by the support they provide them. They enjoy placement stability; staff continuity and consistency and are encouraged to develop relationships and attachments with their carers. 'Normalisation' is promoted along with the rights of the young people to thrive and feel valued. The premises provide well for their purpose; there are a sufficient number of skilled and experienced staff and the arrangements for the management and leadership of the home are robust".



## CIW INSPECTION REPORTS

52. Cardiff Council has been inspected twice in the last 4 years, the first inspection report dated August 2014 was Cardiff Council's element of a National Inspection Safeguarding and Care Planning of Looked After Children and Care leavers, who exhibit vulnerable or risky behaviours. This was followed in March 2016 by an Inspection of Children's Services.

53. The National Inspection - Safeguarding and Care Planning of Looked After Children and Care leavers, who exhibit vulnerable or risky behaviours, report for Cardiff Council, identified a number of positives but also highlighted a number of areas for improvement these included:

- There had been a placement strategy in place since 2011 from which a delivery plan had been developed. The progress of the delivery plan was tracked quarterly but the strategy had not been updated to reflect the current profile of the looked after population. The authority could improve the effectiveness of service planning and identifying gaps in provision if vulnerability and risk was included in the profile of the looked after population. Apart from the monitoring of the stability of placements there did not appear to be any arrangements in place which would provide an overview of permanency particularly for those 11 years and older.
- Despite good working arrangements, the resilience of the authority's relationship with health services remain overly dependent on children's social services providing funding and resources to assess and meet the therapeutic needs of looked after children and care leavers. Given the size of the looked after population the authority should consider the development of a participation strategy which is more systematic and which outlines the outcomes that could be achieved from such engagement.
- The quality of assessments seen was inconsistent, they were not routinely updated and so did not reflect the current needs of looked after young people.
- The recording of care planning was limited and there was little evidence of how young people were engaged in the process. The format of the plans did not

facilitate easy access to information or engagement and did not have a specific section to record the views of children and young people.

- There was a lack of primary mental health services available for those young people whose wellbeing was compromised but did not meet the threshold for the Children and Young People's Mental Health Service (CAMHS).
- The format for recording risk assessment did not facilitate good organisation of information or analysis. There was little evidence of how risk assessments were shared between partner agencies working on the case or how young people had been engaged in the process. There was an over reliance on the expertise and experience of the operational manager which could be mitigated by the adoption of a more formalised protocol in relation to clarity and consistency around the mechanisms used for risk management. Relevant risk assessment training which was specific to adolescents would improve consistency in this area.
- Good progress had been made in improving arrangements to manage missing children and young people; however there was little resilience in the service which was essentially co-coordinated by a single post. There did not appear to be any contingency to cover staff absence for a service which is essential and deals with a high volume of referrals.
- Workers raised concerns about their uncertainty around the timing of the planned restructure of field work teams to establish a specialist service looked after children. Although staff had been consulted in December 2013 there had been no definite confirmation of when arrangements would be implemented. Social workers were optimistic about the planned changes which they believed would improve continuity for children and young people and improve capacity to carry out direct work.
- I.R.Os felt confident to challenge arrangements for young people and social workers and managers confirmed this was the case. However this was difficult to evidence and inspectors saw examples around of situations which had not been resolved despite the issues being raised appropriately. Consideration should be given to how challenges brought by I.R.O.s could be evidenced and of how outcomes are influenced.
- The authority has plans to include pathway plans in the formal reviewing process but there was no timescale agreed for implementation at the time the inspection took place.

- There were quality assurance arrangements in place but a lack of capacity had impacted on the effectiveness of the system to influence improvement. A particular concern was raised about the quality assurance of 'out of county' placements of which of necessity the authority had a high number. This had identified this issue and that there was a need to strengthen the approach to monitoring commissioning arrangements.
- There had been a lack of stability of placement and continuity of workers for young people in the recent past. These issues were being addressed by the authority but the high demand on the service continued to present a challenge.
- Young people reported that although they had experienced good support from schools, there were some barriers to further education. They were also unhappy about the range of supported accommodation available to them although there were a number of joint initiatives with housing working to improve the options.

54. The Inspection of Children's Services which was published in March 2016 included a number of recommendation for the Council to implement, these included:

#### Providing Direction

- Strong political and corporate support for children's services should be continued in order to achieve the council's vision for children and young people in Cardiff, while continuing to manage the consistent high volume of demand on statutory services.
- The council must strengthen the operational plans to support the effective co-ordination of the remodelling of children's services and its interface with the Early Help Strategy.
- The council should assure itself that arrangements for accommodation and 'agile working' which it was planning to implement will support effective social work.

#### Delivering Social Services

- The workforce strategy should be fully implemented to maximise retention of staff and action taken to promote more timely recruitment of staff.
- The council should consider how it can increase the opportunities for staff to be engaged in the development and transformation of services; and for the voices of children and their families to be included in service planning.
- Staff must have the capacity to complete the training which has been identified to support their professional development.

- The quality assurance framework should be systematically implemented across children's services. This should include management oversight of the quality and frequency of supervision.

#### Shaping Services

- The council must review its arrangements to ensure services can meet the needs of children and young people, particularly for those being subjected to domestic violence.
- A timely review of the effectiveness and the impact on outcomes for people of the remodelling of children's services and its interface with the Early Help Strategy should be included in the planning arrangements.

#### Access Arrangements

- A range of user-friendly information should be developed and made easily accessible for families, children and young people not only with respect to signposting to preventative services but also how children's services carries out its work.
- The council must develop more effective arrangements to ensure that the needs of children and young people are assessed if contacts and referrals about their well-being are repeated.
- The council must work with partners to agree a shared understanding of the threshold for statutory services.
- Careful consideration should be given to how the current effective interface between 'children's access point and the intake and assessment teams' is maintained when the remodelling of the service is implemented.
- Arrangements for children's services staff to access information held on parents who are users of adult services should be reviewed.
- The 'out of hours' arrangements for the completion of 'welfare checks' on children and young people should be agreed with partner agencies.

#### Assessment Care Management

- The quality of plans should be improved to be more outcome-focused and reflect the needs identified in the assessments.
- Work to agree a model of risk assessment should be completed with a strong focus on consistency in risk management.

- More emphasis should be given to recording the views of children, young people and their families.
- The council should review the use of written agreements with families which should only be used within safeguarding or public law outline arrangements. Guidance for social workers and managers for their use should be developed.

55. The actions identified by the Directorate to address all these recommendations were built into the Directorate's Business Plan to enable them to be effectively implemented.

## EVIDENCE GATHERING SESSIONS

56. The Inquiry Members agreed a scope for the inquiry, which included receiving evidence from a number of internal and external stakeholders. The Inquiry also reviewed the content of a number of key reference documents. This information was utilised by the Inquiry members to identify key areas which if reviewed would positively impact on the wellbeing of children who are being looked after out of county.

### Internal Witnesses

57. The inquiry initially invited the Cabinet Member for Children & Families, together with the senior management team responsible for Children's Services and out of county placements, to provide a briefing on the processes, challenges and plans for the future in respect of Out of County Placements of Children who are looked after. This was followed by a visit to a social worker team at Hafan Gobaith, who deal with out of county looked after children to fulfil the council's obligations as a corporate parent, discuss the reasons, in general, for their placement out of county, the challenges of dealing with children who are placed out of county and suggestions to minimise the impact of the extra work. Finally the members wish to understand the work being undertaken to help move children back to Cardiff, where appropriate.

### External Witnesses

58. The Inquiry wished to receive as wide a range of evidence as possible in the short time that this inquiry was planning to work. To this end the Members agreed to invite

- The Chairman of the "Outcome for Children Ministerial Advisory Group" – Mr David Melding AM;
- Fostering Network in Wales – Colin Turner;
- Voices from Care - Christopher Dunn and Aden Richards;
- Children's Commissioning Consortium Cymru (4C's) – Karen Benjamin
- Pembrokeshire County Council - Nichola Jones and Tracy Merritt.

59. The Inquiry Members also reviewed a number of documents which they had been specifically directed to consider by witnesses or Officers.

- Evidence from ADSS Cymru, WLGA and National Adoption Service to the National Assembly for Wales Public Accounts Committee's inquiry into care experienced children and young people (**Appendix 1**);
- 4C's 360 Degree Feedback – staying close to home (**Appendix 2**);
- 4C's Placement Finding Process and Fostering data for Cardiff (**Appendix 3 & 4**);
- Blaenau Gwent's Strategy to safely reduce the number of Looked After Children (**Appendix 5**);
- National Fostering Framework;
- The Councils Marketing Strategy for Fostering;
- Briefing on the management of the market for foster carers;
- Vale of Glamorgan Annual Placement Review;
- Coventry City Council's Redesign of Internal Children's Residential Care Provision.

60. David Melding AM Chairman of the "Outcome for Children Ministerial Advisory Group" was invited to the third evidence gather meeting of the Task Group to explain the work of the Advisory Group, comment on the evidence it has received and reports that the advisory group has produced and in particular the Group was keen to hear about the work on Permanency Planning and Building Stable placements work stream and answer any questions that the Group asked to help better inform the Inquiry.

61. Colin Turner - Director, The Fostering Network in Wales was also invited to the third evidence gathering meeting to explain about the work of the Fostering Network, and in particular the Network work and advice around:

- Recruitment & Retention of Foster Carers
- Your projects and programmes
- The Fostering Framework reports
- Your work with the Ministerial Advisory Group
- Your views on the benefits and challenges of out of county foster care placements

- The challenges facing Local authorities in providing an in-house fostering service, and possible actions to improve provision.
- Any views on the provision of children's homes in Wales.

Together with any Information on the new Fostering Wellbeing programme in partnership with Cwm Taf Social Services and Wellbeing Partnership Board, any areas of concern or barriers to improvement that you feel that the inquiry could help to address, and answer any questions that the Group asked to help better inform the Inquiry

62. Voices from Care were invited to the fourth evidence gathering meeting to present the views on the impact on those in care of being placed out of Cardiff. Two representatives attended where Members asked them to provide the inquiry with any comments around their perception from children who are being looked after of the impact on them of being placed out of county.
63. The Children's Commissioning Consortium Cymru (4 C's) was also invited to the fourth evidence gathering meeting. This organisation was originally formed by the 10 South East Wales Improvement Consortium (SEWIC) authorities, 4Cs was renamed and expanded in 2012 to include five Mid and West Wales authorities. A Board which includes Heads of Children's Services and three Directors govern the 4Cs work programme. In 2012, 4Cs launched the first collaborative social care Frameworks in Wales for Fostering and Residential LAC placement services. These were renewed in May 2016, with the option to run until 2022.
64. Significant progress has been made by the Children's Commissioning Consortium Cymru (4Cs) to improve the way local authorities commission looked after children (LAC) placement services. As well as significant cost savings, benefits include improved management information, consistent and secure collaborative tools and processes across authorities to facilitate individual placement matching, contract award and contract monitoring, collaborative risk management, and quality assurance of providers; sustained reduction in prices; and an environment of partnership with the independent sector to commission new sustainable care models.



65. Regional Manager, Karen Benjamin, was invited to this meeting to explain:
- How the Children's Commissioning Consortium Cymru operates
  - The strategic commissioning process for looked after children
  - Market analysis, shaping and market sounding exercises
  - Social care placements
  - The all wales framework contract
  - any areas of concern or barriers to improvement that you feel that the inquiry could help to address

The Members also asked a number of questions to help better inform the Inquiry, particularly around the management of placements and commissioning of residential homes.

66. The Members were also briefed on the Children's Commissioning Support Resource (CCSR) is an e-sourcing tool. Its purpose is to support local authorities to find appropriate placements / care settings for looked after children in Wales. It is a joined-up government initiative, with partners including the Welsh Assembly Government, the Welsh Local Government Association and the Association of Directors of Social Services in Wales. The service is hosted by the Local Government Data Unit; funded originally by the Welsh Government now funded through a Consortium partnership of 4C's and Providers.

67. Nichola Jones and Tracy Merritt from Pembrokeshire County Council were invited to the fifth evidence gathering meeting to share the work that they had been undertaking, as they had been identified as a Council that had developed a number of actions to help reduce the level of out of county placements and help reduce the overall number of children being looked after. They were asked to explain to the Inquiry the key actions that had been implemented in Pembrokeshire County Council that had brought about change and how they can be utilised in Cardiff to improve the outcomes for our children who are being looked after.

## REVIEW OF EVIDENCE

68. The Task & Finish Group undertook a review of all the evidence received and information presented to them and identified a number of key issues which they considered important enough to highlight for the Council to consider to help improve the well-being and outcomes for Children who are looked after and ensure that they are safeguarded and protected. The key areas that the Members identified from the evidence are:

- Impact on the well-being and safeguarding of children and young people who are looked after;
- Strategic operation of the service
- Social Worker workforce issues
- Management of the placement process.

69. They considered each element to identify the key issues arising from the evidence received, following this the Inquiry Members identified the key findings which would be highlighted in the report. A further discussion was had around each of the key findings to identify the necessary recommendation to address each of the key findings from the evidence received. This ensured that the resultant recommendations are clearly based on the evidence received by the Members during the inquiry.

## THE IMPACT OF BEING PLACED OUT OF COUNTY ON CHILDREN AND YOUNG PEOPLE

70. The members of the Task Group were quite quickly altered to the impact that being placed Out of County has on Children who are looked after. This issue was first raised by the Assistant Director of Social Service (Children's Services) who directed the Members to the evidence provided by the ADSS Cymru, WLGA and National Adoption Service to the National Assembly for Wales, Public Accounts Committee Inquiry into care experienced children and young people (**Appendix 1**). This evidence includes comments that, "The pressure of the cost of placements is exacerbated by the difficulties in placing children within or near to their home local authority and the lack of consistency in outcomes for children" and "The structural challenges of placements and the resultant failures to adequately meet children's needs is far from achieving desirable outcomes".
71. The Members also heard from Social Workers that they had difficulty accessing and liaising with local services such as Education, Health and other public sector services, when they had Children who had been placed out of county. The social workers explained that often Children had to be placed out of county for safeguarding reasons, such as Child Exploitation, however many others were placed out of county due to the lack of available placements in Cardiff.
72. The Members also commented that as the Welsh Education Curriculum becomes different from the English Education Curriculum, placing Children in England will mean that their Education would be set back considerably should they return.
73. The Task Group specifically invited Voices from Care to provide some views from Children who are looked after. They explained that their experience was that the impact was massive on those children. The Children commented that they lost all contact with friends, and family members. In particular Children often felt that their school was the most stable element of their lives and moving away from their school caused the most distress.

74. Finally the members received from the 4C's comments they had received as part of a 360 degree feedback on Staying close to home. Children had commented quite vehemently about their feelings about being placed out off county and the negative impact it was having on their well-being (**Appendix 2**).

- **KF1** The lack of provision in Cardiff needs to be addressed;
- **KF2** Former Looked After Children often have told us that they value consistency in their relationships with professionals and relatives;

## CONCERN AROUND THE STRATEGIC OPERATION OF OUT OF COUNTY PLACEMENTS

75. The Members acknowledged that it was their duty as Corporate Parents to ensure that Children who are looked after are safeguarded, their well-being supported and provided with the best opportunity in life. The Members reflected on the evidence provided identified a number of areas where the strategic operation of out of county placements could be enhanced to ensure that they have the best outcomes.
76. The Members noted, from the evidence provided by Social Services (Children's services), that there had been an unceasing increase in the number of looked after children over the past 5 years and considered that there was an overwhelming increase in cases of children who needed to be looked after.
77. The Members heard from the Chairman of the Welsh Government Advisory Panel that they were gaining evidence to help them to working towards identifying what the key issues are and how the Welsh Government could improve outcomes. However the Members were informed that this could take up to five years and therefore Cardiff's inquiry should go ahead and would be received as key evidence to help shape the Welsh Government plans.
78. **KF3** As Corporate Parent, the Cardiff Council has a responsibility to ensure that all looked after children are safeguarded and that their outcomes are improved;
79. **KF4** The overwhelming increase in cases coming forward are concerned with neglect with significant increases in domestic violence, issues which are increasingly highlighted as a result of the support that is provided as part of earlier intervention services;
80. **KF5** The Ministerial Advisory Group (MAG) is focussing on improving outcomes for children by working to three key work-streams 1. Improving Practice 2. Edge of Care and Risk Assessments, 3 Promoting Permanence. Cardiff Council should

continue to work closely with the MAG whilst accelerating its own development agenda;

81. The Task group was reminded by the Officers from Pembrokeshire County Council that Cardiff is the fastest growing City and is promoting itself as a great place to live. It was also noted that the Council's Corporate Plan "Delivering Capital Ambition" 2018-21, that Cardiff's priority "working for Cardiff" is

- Cardiff is a great place to grow up
- Cardiff has a safe, confident and empowered communities.

It was therefore surprising that Cardiff did not place more children within the County and did not have more residential homes.

82. **KF6** Particularly as Cardiff is the fast growing city and is promoting itself as the a great place to grow up;

83. The Task Group was informed by the Chairman of the Advisory Plan, 4C's, the Fostering Network and Pembrokeshire County Council that Cardiff needed to review its Strategy for placing looked after children, to address the continued increase in cases and to ensure that those Children that need safeguarding are protected. The Members read with interest, Blaenau Gwent's strategy to safely reduce the number of children being looked after (**Appendix 5**). The Members commended the list of management responsibilities included in the strategy and felt that Cardiff should develop and implement a similar strategy.

84. The Members also heard from 4C's that Cardiff should develop and implement an up to date Business Plan and have a comprehensive register of foster carers which identifies all foster carers who have vacancies. The plan should also aim to address the differences in payments and allowances between the private and local authority foster carers, help develop pre-planned placements and improve the support and services to the Cardiff Council Foster Carers.

85. The representatives from The Fostering Network, 4C's and Pembrokeshire County Council also reinforces the need to work collaboratively, wherever possible, with other

Council and to ensure that Foster Carers in each locality are supported and paid the same.

86. **KF7** To review the Corporate parenting Strategy to reduce the number of Looked After Children is key to helping safely reduce the number of looked after children, it should be supported a clear strategic approach to commissioning and an updated placement strategy, and include more residential specialist provision in Cardiff, in particular settings for over 14 year olds;
87. **KF8** There needs to be more collaborative working across Children's Services, and the wider Council;
88. The Members were interested to hear from nearly all the witnesses that prevention and intervention was key to helping reduce the number of children being looked after. It was also highlighted that Councils were finding it difficult to invest in intervention and preventative initiatives with families, due to the increasing number being taken into care.
89. Members also read in the Association of Directors of Social Services Cymru (ADSS Cymru) evidence (**Appendix 1**) that there was an overwhelming increase in cases coming forward are concerned with neglect with significant increases in domestic violence, issues which are increasingly highlighted as a result of the support that is provided as part of earlier intervention services.
90. Pembrokeshire County Council highlighted the need to focus more support for parents of children with high needs to enable them to keep their children at home. Pembrokeshire County Council also stated they considered many of the initiatives as "invest to save" and quite quickly provided savings from the initiative.
91. Members were also advised by the 4C's that control over intervention and prevention initiatives should be under the strategic control of Children's Services to ensure that the Child is the focus of the work, and it is targeted effectively.
92. **KF9** That effective prevention and intervention strategies and improved outcomes are key to reducing numbers of children being looked after. Prevention and

intervention work is considered more effective under the full control of children's services;

93. **KF10** Parents of children who have complex needs, require specific support services to build their resilience and enable them to look after their children at home.
94. The Task group was briefed by 4C's on their current projects relating to the Placement Commissioning & Service Development and Placement Referral Social Worker Training. Members were also briefed on the Placement Finding Process via the All Wales Frameworks (**Appendix 3**), and the Local authority Regional/National Commissioning Arrangements via Children's Commissioning Support Resource (CCRS) (**Appendix 4**).
95. The CCSR is centred on a real-time, online database. The database holds details on a large number of accommodation providers - including independent foster agencies, independent children's homes, charitable service providers and residential special schools. In addition to information on the business, the database includes considerable details on their individual care settings. These details – including whether there are vacancies - are updated by providers ensuring local authorities have the most up-to-date information possible.
96. The database also facilitates electronic tendering. Local Authorities can securely post information about a child's placement requirements inviting providers to respond with potential placement matches in accordance with a defined timescale. Invitations can be restricted in some way (e.g. only framework placements (see further below) or only foster placements) or left open.
97. The members were surprised to be informed by 4C's that Cardiff does not enter its data into the CCSR system correctly which prevents analysis of needs data to inform effective commissioning. If the system is used effectively it will allow identification of needs that cannot be currently met and gaps in provision. This in turn allows targeted market shaping which could encourage increased local services and reduce out of area dependency. The method currently used does not maximise finding appropriate placements / care settings for looked after children.



98. **KF11** Placement commissioning arrangements should be reviewed to ensure that the Council has a fit for purpose system;
99. The Members were informed by the Senior Managers of Children's Services that the number of looked after children had increase consistently over the past 5 years. In 2012-13 there was only 557 cases, however by September 2017 there was 780 cases. The Members felt that with this level of increase there could be 920 by March 2019. Members also reflected on the cost of these placements, the Inquiry group noted from the evidence provided by ADSS Cymru that the cost of a local authority foster averaged at £23,000, whilst an independent agency placement averaged at £43,000.
100. **KF12** In September 2017 The Council had approximately 796 looked after children this has increased from 557 cases in 2012-13; and Members projected that this could reach 920 by March 2019.
101. The Cabinet Member for Children's and Families informed the Committee that the growth in the numbers of looked after children has to be built into the budget, and it is having a big impact on children and the Council overall, there is therefore a need to hold our nerve and invest to save to help get numbers down. This was reiterated by Senior Managers from Children's Services.
102. Evidence from ADSS Cymru states that the increase in spend is evidence of the commitment that has been made by Council's to meet the demand being placed on services by the rising numbers of looked after children, however it is becoming unsustainable, with most authorities now anticipating significant overspends.
103. The cost of residential placements is similarly stretched with significant variations. The current lack of placements is contributing to a position where a provider's market is able to charge opaque rates with placements being currently purchased by Welsh local authorities ranging from £2,500 - £16,000 per week (non-regulated placement) regulated placements cannot exceed £11,500.
104. **KF13** There is an overspend year on year and is likely to continue for some time, we need to build this into the budget;

105. **KF14** Savings accrued from invest to save schemes such as moving residential children back to Cardiff can be reinvested into preventative and early help initiatives;

## **SOCIAL WORKER – WORKFORCE CONCERNS**

106. The Inquiry Group found the Social Worker work force to be to be highly professional and hard working. Meeting them at their work place enabled the Members to understand the work, pressures and responsibilities that they faced every day. It was clear that the Social Workers always put the needs of the child first.
107. The Members were informed by all witnesses of the importance of the Council having a full and stable establishment of social workers. Not just to help minimise the case load of each social workers but to improve their well-being. Members also noted that young people had indicated that the continuity of contact with one specific social worker was crucial.
108. The Task Group was also informed that the social worker establishment had been increased frequently over the past few years to help match the demand increases in caseloads, however vacancy rates have remained steady at around 20% for many years.
109. The Task Group asked all the witnesses what could be done to help improve the recruitment and retention of social workers, a number of ideas were put forward, including:
- Designated parking places for social workers in the County Hall car park to enable office visits to be made
  - Golden handshakes to encourage recruitment
  - Bursaries for students to study and then stay in Cardiff Council
  - Reduce case loads
  - Focus on the child not the system
  - Continuous advertising
110. The Members were also aware of the development and implementation of the Swansea model of “Signs of Safety” which Cardiff had started in early 2016. The Members considered that the speedy implementation of “signs of safety” would have

a significant impact on the number of children in care and the demand for placements.

- 111. **KF15** A stable and fully established social worker workforce is key for the well-being of children being looked after as well as the well-being of social workers themselves;
- 112. **KF16** The Council must do everything possible, to help recruit and retain children's services social workers
- 113. **KF17** The "signs of safety" model provides the Council with the ideal opportunity to both improve the outcomes for children, well-being of social workers and reduce the number of looked after children and placements.

## PLACEMENT PROCESS – ISSUES

114. The main concern identified at the start of the inquiry process was an overspend on out of county placements. This concern was also highlighted by three Cabinet Members, together with the Chairman of the Children & Young People Scrutiny Committee and supported by the whole Committee.
115. The focus of all the evidence gathering was to enable the Inquiry 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 and to identify the barriers to providing additional support in Cardiff and the impact on looked after children in being placed outside Cardiff.
116. The Committee considered the placement of children who are looked after in Residential settings, Special School, Foster Carers, and Foster Placements.

### Residential

117. Most of the witnesses invited to comment on residential placements of children who are looked after, stated that Cardiff did not sufficient accommodation for its young people. Senior Management from Children's service explained that Cardiff has only one residential home, although plans are being made to develop another home for three young people in partnership with a third party.
118. 4C's and Social Workers commented that Cardiff could use its own housing stock to quickly develop residential settings for a number of Children so that they can live near their families, friends and schools.
119. The Members were informed by Social Workers, 4C's, and in feedback from looked after children that children need stability in their placements (**Appendix 2**) they need to be near their original home, where appropriate, and there was a clear need for

more residential settings in Cardiff, in fact it was commented that if Cardiff Council considered Cardiff to be a great place to live and grow up, why do not have more residential settings.

120. Social workers stated that they had great difficulty in placing over 14 year old and specific homes for these would make their work much easier and provide better outcomes for Looked After Children and improve their well-being.
121. The representative from 4C's explained that recently a number of private providers had been invited to Cardiff's Children's Service to identify opportunities to build residential settings in Cardiff, however staff were unable to provide them with details of what they required to progress their plans.
122. Children Service staff informed the Task Group that a monthly review of all out of county residential placements is undertaken to assess whether any placements either residential or fostering has become available in Cardiff which can meet the needs and well-being of a Child. This ensures that the needs and well-being of all residentially placed children is maximised.
123. **KF18** Cardiff needs to have considerably more placements than it currently has, and where possible should utilise its own housing stock;
124. **KF19** Monthly reviews of out of county residential placements is undertaken to assess whether the needs and well-being of each Child could be fully met in Cardiff;

## **Special School**

125. The inquiry was informed that Greenhill School is a day Special School for 56 secondary aged pupils. All pupils who attend Greenhill have Statements of Special Needs in relation to complex Behavioural, Emotional and Social Difficulties. Greenhill also admits pupils with ADHD and other special needs including dyspraxia, mental health or medical needs. The local authority decides which pupils are able to come to Greenhill. Parents are consulted as part of the statementing procedure and the Local Authority also consults with the Head teacher and the

Governors. Currently all the pupils on roll are boys which results in all Girls who have Statements of Special Needs in relation to complex Behavioural, Emotional and Social Difficulties are placed out of county.

126. **KF20** As Greenhill is only special schools and only takes Boys, Girls have to be placed out of county.

## **Foster Carers**

127. The Task group also focussed on the availability of Foster Carers in Cardiff. The Members were informed that as at September 2017 the Council had 181 in-house foster carers, Cardiff also had access to at least 10 local independent providers.
128. The Inquiry was informed by the Fostering Network that Fostering was a market and it needed to be managed so that the Council would get the best out of what is available. Members were informed that Independent Agencies, pay their Foster Carers retainers, when not fostering, additional seasonal allowances and make additional payments.
129. Members also noted in the evidence from ADSS Cymru (**Appendix 1**) that despite local authorities' strong commitment to ensuring placement choice and stability most have struggled to recruit foster carers in sufficient numbers to provide the range and choice of placements needed, particularly for those young people with challenging behaviour and with additional needs
130. The Members were also informed of all the efforts being made by Children's Services to attract more Foster Carers, this included high profile internet search, a communication & media recruitment campaign supported by a "Make the Difference and Foster" project plan. The Members noted the success of the campaign but felt that the campaign needed to be ongoing to build on the previous success.
131. The Members heard from a number of witnesses that the recruitment of Foster Carers could also be enhanced, particular by using Foster Ambassadors, raise profiles in Ward Surgeries, and finders' fees.

132. The Task Group was however surprised and concerned to be informed, by the 4C's, that as at September 2017, Cardiff self-reported only using 92 of the 181 in-house fostering places, it was a concern that Cardiff was placing children Out of County when there was a 50% vacancy rate within Cardiff.
133. **KF21** To encourage more people to become Foster carers, it has been suggested that the Council should invest in its Foster Carers and identify ways of making working for Cardiff in-house Fostering service more attractive such as seasonal allowances, pay additional fees and retainers;
134. **KF22** That where safe to do so, Cardiff should maximise the use of all in-house foster carers whenever possible;

## Placements

135. The Task Group noted from the ADSS Cymru advice to the Welsh Government that there was an increasing complexity of cases. Children who are looked after will have experienced forms of loss, abuse and neglect prior to entering the care of the local authority. The increasing number of children being presented with behaviours which families struggle to manage. Together with the wider understanding of the imperative to act to protect children and young people at risk of sexual exploitation.
136. Evidence from Children Services staff, Voices from Care and the Fostering Network highlighted to Members that a child taken into care has to be the right child in the right place at the right time. Most could be placed within the locality to where they presently live, however if there are safeguarding issues, such as sexual exploitation the child has to be placed in a safe place often far away from Cardiff. Ultimately placements have to be made in the best interest of the Child.
137. **KF23** The key issue that children have to be safeguarded in the setting which best meets their needs and well-being.
138. The Members received evidence from the Fostering Network, Voices from Care that placement planning is key to ensuring the best outcomes for Children who are



looked after. In addition advice from the ADSS Cymru to the Welsh Government also stated that the continuous and effective assessment and planning of all available residential and foster placements would not only ensure the best outcomes for Children who are looked after but would also enable better matching when emergency situations occurred.

139. The increase in complexity and number of cases being referred to Children's Services is negatively impacting on the Council's ability to find appropriate placements. The Members also heard from the 4C's that the Council's Multi Agency Safeguarding Hub (MASH), needs to ensure that it is always consistent with the use of thresholds and needs to be effective in signposting cases to the appropriate agencies.
140. The Task Group was also very concerned to be informed that Cardiff is not using a database, which allows users to match children with provision based on a profile of their requirements correctly. This collaborative initiative from the Children's Commissioning Consortium Cymru, help support all Local Authorities to seek and match children with appropriate Foster Carers (CCSR). The representative from 4C's explained that the data entered by all Authorities must be a set format however Cardiff does not enter the data correctly.
141. **KF24** the increasing complexity of cases and the growing numbers of children are negatively impacting on both the availability of appropriate placements as a result the pre-matching and planning of placements is becoming crucial to the effective placement of Children particularly in emergency situations;
142. **KF25** There is a high volume of inappropriate referrals to the Council's Multi Agency Safeguarding Hub from stakeholders, stakeholders need to be supported to understand when to make referrals to the MASH and when to provide effective early help services;
143. The Members were surprised to hear from 4C's, that Cardiff places children aged 0 to 5 Out of County and in independent provision. Members were informed that this practice was very rare in any other authority and was not considered good practice.

144. **KF26** Cardiff is the one of a few authorities in Wales to place 0 – 5 year olds out of county and in independent placements
145. The Task Group also wished to seek from all the witnesses, who had provided advice, comments and suggestions to this inquiry to provide some overview of how Cardiff could change it's provision to enable Children who are being looked after top have improved outcomes and improved well-being from their time in the Cardiff of Cardiff Council.
146. The key themes that the Members identified from these comments was that at present most specialist care was Out of County. The Council should therefore put in place plans and strategies to change its profile of care to provide more specialist care, as an "invest to save" scheme, which should also be part of a comprehensive Placement Commissioning Strategy. This will require a change in approach from the senior managers within the Council as a whole to focus, where safeguarding allows, on providing children who are looked after, with a safe and secure placement within Cardiff that meets their needs, provides the best outcomes, and improved well-being.
147. **KF27** If you want to reduce out of county placements then you have to change the approach as well as changing provision through an invest to save initiatives;

## INQUIRY METHODOLOGY

148. It was agreed by the Committee that the Inquiry would hold a number of evidence gathering meetings with the Officer and key stakeholders.

149. The following Scrutiny Members took part in the evidence gathering during the Inquiry:

Councillor Bridgeman(Chair)	Councillor De'Ath
Councillor Joyce	Councillor Williams
Carol Cobert	

150. The Inquiry team was grateful to the staff and managers in Children's Services for the open and honest advice, comments and suggestions they made.

### **External contributions**

151. The Inquiry also appreciated the advice, comments and openness of the Chairman of the Welsh Government Advisory Group, representatives from the Fostering Network, Voices from Care, the Children's Commissioning Consortium Cymru and Pembrokeshire Council who attended. The Group also considered papers from the ADSS Cymru and Blaenau Gwent Council.

## **LEGAL IMPLICATIONS**

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

## **FINANCIAL IMPLICATIONS**

153. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications.

## **CHILDREN & YOUNG PEOPLE SCRUTINY COMMITTEE TERMS OF REFERENCE**

### **CHILDREN & YOUNG PEOPLE 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 children and young people, including the following:

- School Improvement
- Schools Organisation
- School Support Services
- Education, Welfare and Inclusion
- Early Years Development
- Special Educational Needs
- Governor Services
- Children's Social Services
- Children and Young Peoples Partnership
- Youth Services and Justice
- Play Services

To assess the impact of partnerships with and resources and services provided by external organisations including the Welsh Government, Welsh Government, Sponsored Public Bodies and quasi-departmental non-governmental bodies on the effectiveness of the Council's service delivery.

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

**CHILDREN & YOUNG PEOPLE  
SCRUTINY COMMITTEE MEMBERSHIP**



Councillor Lee Bridgeman  
(Chairperson)



Councillor Dan De'Ath



Councillor Philippa Hill-John



Councillor Heather Joyce



Councillor Linda Morgan



Councillor Jim Murphy



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

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**CARDIFF COUNCIL  
CYNGOR CAERDYDD**



**CABINET MEETING: 5 JULY 2018**

**SCHOOL ORGANISATION PROPOSALS: IMPROVING  
PROVISION FOR CHILDREN AND YOUNG PEOPLE WITH  
ADDITIONAL LEARNING NEEDS (ALN) 2018-22 (POST-  
STATUTORY NOTICE)**

**EDUCATION, EMPLOYMENT & SKILLS (COUNCILLOR SARAH  
MERRY)**

**AGENDA ITEM: 4**

**Reason for this Report**

1. This report is to inform the Cabinet of any objections received to the statutory notices to increase specialist provision for children and young people with additional learning needs 2018-19.

**Background**

2. At its meeting on 19<sup>th</sup> April 2018 the Cabinet, in accordance with the terms of the School Standards and Organisation (Wales) Act, approved a recommendation for the publication of the statutory notices to:
  - a) Increase the capacity of Ty Gwyn to allow for up to 198 places
  - b) Extend the age range of Greenhill from 11-16 to 11-19 and increase the capacity of the school to allow for up to 64 places.
  - c) Change the type of special educational need Meadowbank School provides for from: 'speech language and communication needs', to: 'speech language and communication needs and complex learning disabilities'
  - d) Phase out the Specialist Resource Base at Allensbank School, closing the class in July 2020, or when all current pupils have completed their primary placement, if earlier.
  - e) Open an eight-place early intervention class for children with speech and language needs at Allensbank School, admitting the first cohort in September 2019.
  - f) Subject to a decision by the Governing Body of St Mary the Virgin Church in Wales (CiW) Primary School, to proceed to statutory notice:

approve the inclusion of SRB accommodation in the Band B scheme for a new build St Mary the Virgin School.

g) Open a specialist resource base at Ysgol Pwll Coch, providing up to 10 places initially, but with scope to extend to 20 places in future, as demand grows.

h) Extend the place number of the SRB at Ysgol Glantaf to 30 places. Adapt and improve accommodation to cater for increased numbers.

3. Copies of the consultation document and the statutory notices can be found at Appendix 1.
4. The notices were published on the Council website and displayed in the local areas on 2<sup>nd</sup> May 2018. Additional stakeholders identified in the Welsh Government School Organisation Code as needing to receive either a hard copy of the notice or be emailed a link to the Council website were notified of publication of the notices.
5. Following the approval of the St Mary the Virgin CiW Primary School the relevant notice was published on the School website, the Council website and displayed at the school and the local area on 03<sup>rd</sup> May 2018. Additional stakeholders identified in the Welsh Government School Organisation Code as needing to receive either a hard copy of the notice or be emailed a link to the Council website were notified of publication of the notice.

## **Issues**

6. No objections to the statutory notices were received.
7. The School Organisation Code came into force in October 2013. Under the Code, the Council's Cabinet now has responsibility for the determination of school organisation proposals including those which receive objections (save for those that are required to be considered by the Welsh Government).
8. In accordance with the requirement of the Code the proposal to extend the age range of Greenhill from 11-16 to 11-19 requires determination by Welsh Ministers.
9. The proposal to establish SRB provision at St Mary the Virgin CiW Primary School requires determination by the Governing Body of the school.
10. The Cabinet must decide whether to approve, reject or approve with modifications, the proposal. As set out in the Code, the Local Authority must not approach the decision with a closed mind and any objections must be conscientiously considered.

## **Requirements of the School Organisation Code**

11. As set out in the School Organisation Code, the following factors should

be taken into account by relevant bodies when exercising their function of approving/determining proposals.

### **Quality and Standards**

12. The Council works closely with the governing bodies of schools to ensure that standards in schools are high, that teaching is good and that leadership and governance are strong.

### **Provision**

13. The proposals would help to address ALN sufficiency needs projected in 2018-21, ensuring children and young people can access high quality education in Cardiff special schools or specialist resource bases, in both English and Welsh medium sectors.

### **Leadership and Governance**

14. The Council would continue to work with the leadership of the schools subject to the proposals to continue to ensure a rigorous whole school approach to improvement planning and to secure good relationships with parents and other partners in order to ensure pupils receive a high quality education.

### **Educational Benefits of the eight proposed schemes**

15. The proposals would offer the following educational benefits:
  - Addressing ALN sufficiency needs projected in 2018-21, ensuring children and young people can access high quality education in Cardiff special schools or specialist resource bases, in both English and Welsh medium sectors.
  - Development of the Trelai Youth Centre will provide additional sports facilities for use across the Western Learning Campus Federation, access for community use, and opportunities to further develop multi-agency collaboration on site, including provision of outreach services, to the benefit of ALN learners aged 0-25.
  - A sustainable future for Meadowbank School, ensuring children with speech and language needs or complex learning disabilities can continue to benefit from the expertise and facilities offered by the school.
  - Improved post-16 opportunities for young people with severe emotional health and wellbeing needs.
  - Opening a new SRB in the South Central area of Cardiff will improve access to specialist provision for children in the area, and reduce the need for SEN transport.

- Increased capacity for early intervention to support children with speech and language needs.

### **Need for places and impact on accessibility of schools**

16. As set out in the report to Cabinet on 18 January 2018 Improving Provision for Children and Young People with Additional Learning Needs (ALN) 2018-22, Cardiff Council is committed to inclusion and recognises that increasing specialist places is not the only action needed to meet the needs of a grown ALN population.
17. It is equally important to ensure mainstream schools continue to develop as inclusive settings able to meet a wide range of complex needs. The Council has therefore adopted three strategic priorities for improving outcomes for children and young people with additional learning needs:

### **21<sup>st</sup> Century Schools Programme, 'Band B'**

18. In the medium to long term, Cardiff intends to meet the need for additional specialist places through the capital investment programme '21<sup>st</sup> Century Schools'.
19. The '21<sup>st</sup> Century Schools- Cardiff Council's Band B' priorities identify four capital schemes to re-shape Cardiff special school provision. The schemes would enable the Council:
  - to replace the 'D' rated accommodation at Riverbank, Woodlands, the Court and Greenhill Schools
  - to increase capacity to meet future projected need from 2022-27
  - address the gaps in provision such as places for girls and for post-16 pupils with emotional health and wellbeing needs
  - to enhance opportunities for multi-agency support and provision;
  - to enhance the role of special schools as a source of support for families and for mainstream schools.

### **ALN Provision Development Plan 2018-22**

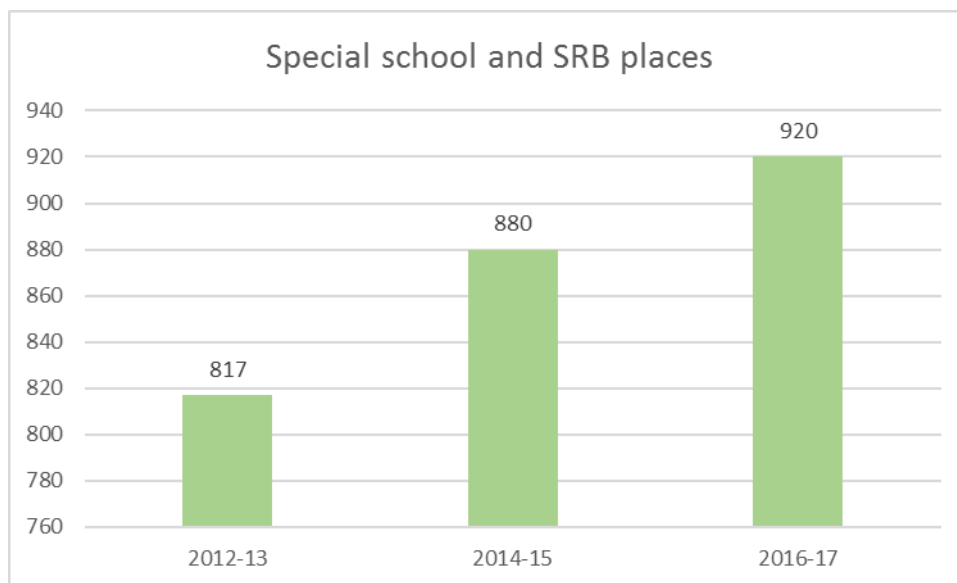
20. Band B schemes will not be completed until 2021 at the earliest. The Council will therefore need to take steps to extend the number of places to meet more immediate demands over the next three years.
21. The proposed schemes are separate and additional to the Band B schemes. They set out actions the Council is considering in order to meet demand for specialist places 2018-22.
22. Whilst the schemes proposed will not fully address sufficiency needs for the period 2018-22, the Council has taken, and will continue to take, a

range of steps to increase provision within existing accommodation and designated numbers wherever possible.

23. It is also anticipated that further schemes will need to be developed and proposed in 2019, to open additional specialist resource bases at both primary and secondary phase.

### **Increased demand for specialist places**

24. As illustrated in the graph below, the number of funded special school or specialist resource base places in Cardiff schools has increased by 103 places over a five year period.



25. Despite the growth in places, there is some evidence to suggest this has not been sufficient to meet existing need. For example, the cost of supporting mainstream statements has increased by 63% over the last 5 years, and there has been an increase in the number of pupils placed in independent schools ('out of county'). This suggests there are pupils in our mainstream schools and in 'out of county' settings who would benefit from access to a Cardiff special school or specialist resource base place.
26. Over the next 5-10 years, revenue and capital investment will be needed to ensure sufficient and suitable specialist support for the growing population of learners with additional learner needs, and to reduce reliance on the independent sector. Increased demand is anticipated for learners with:
- Emotional health and wellbeing needs
  - Complex learning disabilities
  - Autism spectrum conditions

## **Falling demand for speech and language specialist places**

27. In contrast, demand for specialist places designated for specific language impairment has fallen since 2010. Between 2010 and 2015, the collective pupil roll at Meadowbank Special School and Allensbank specialist resource base – both of which are designated for 'specific language impairments- fell from 58 to 34.
28. In 2015-16 the Council formally proposed closing both settings and re-allocating the resource to other areas of need where demand is growing. However, stakeholders raised a range of objections to this proposal and the Council decided not to proceed, but to engage further with stakeholders and to undertake a review of speech and language support.
29. A reference group was established to provide a forum for stakeholders, including parents, teaching staff, governors, the voluntary sector and the speech and language therapy service, to contribute to the evaluation of current services.
30. As a result of this work, the Council is taking a number of actions to further improve support for learners with speech and language needs, and is proposing to change, but not close, Meadowbank School and Allensbank Specialist Resources base, as set out in the proposals.
31. Actions being taken to improve support for speech and language needs include:
  - Further embedding the partnership and collaboration between Education and the NHS Speech and Language Therapy Service
  - Building on the success of Speech and Language Links in Foundation Phase (which is now used in 100% of Cardiff primary schools) by rolling out Junior Speech and Language Links to all schools.
  - Continuing to roll out training to both primary and secondary schools.
  - Introducing WellComm in early years settings, to screen for speech and language needs in nursery-aged pupils, and to provide early support.

## **Business case for an ALN Development Plan 2018-22**

32. As set out in the report to Cabinet on 18 January 2018 Improving Provision for Children and Young People with Additional Learning Needs (ALN) 2018-22 Cabinet report, failure to invest in Cardiff-maintained provision over the next 3-4 years will lead to the Council becoming increasingly reliant on independent special school providers in order to meet the Council's statutory responsibilities.
33. Over reliance on independent places would have the following implications and risks:
  - higher revenue costs to the Council
  - inability to offer places according to parental preference

34. The cost of independent special school places ranges from £39K to £77k per annum, compared to costs for Cardiff special schools of £14k to £25k per annum. It is rarely in a pupil's interest to transfer school mid-phase so once placed there is little prospect of pupils returning to maintained provision should places become available in future years. The costs would therefore continue over 7-8 years for placements beginning in Year 7, and potentially longer for primary placements.
35. The Council is therefore committed to the goal of developing sufficient high quality places in Cardiff-maintained schools for all pupils with additional learning needs. This represents a more efficient use of public resources than relying on Independent places, and also contributes to continued development of expertise within Cardiff's schools.
36. The majority of Cardiff parents express a preference for places in Cardiff special schools or specialist resource bases for their child. Offering places in independent schools could have negative reputational implications.
37. It should be noted that there is no guarantee the independent sector could offer sufficient special school places to meet Cardiff's sufficiency needs, especially for primary aged pupils. Over-reliance on the sector could therefore result in Cardiff being unable to fulfil statutory responsibilities.

#### **Local Member consultation**

38. Local Members were consulted as part of the consultation.

#### **Reason for Recommendations**

39. To improve outcomes for children and young people with additional learning needs, by extending the number of special school and SRB places available in the city.
40. The proposed schemes form a part of the wider ALN Strategy, to improve support and provision in all schools and settings, including a commitment to further developing the inclusive character of our mainstream schools.

#### **Financial Implications**

41. This report recommends that a number of proposals for new and increased SRB provision, and increased special school provision, are taken forward. It will be necessary for all costs arising from these proposals to be funded from within either existing budgets or any budget allocations approved as part of future Council budget setting processes.
42. In terms of capital expenditure, costs will arise in respect of adaptations to existing buildings and new accommodation where required. These costs will need to be met from within the Council's Capital Programme, as approved by Council on 22 February 2018, and any external grant funding that becomes available during the period within which these schemes will

be implemented. Further to the ALN Strategy paper approved by Cabinet in January 2018, the five-year Capital Programme included additional asset renewal and suitability allocations totalling £25 million. These allocations will provide the main source of funding for these proposals, however they will also fund an enhanced general asset renewal programme and, therefore, it will be necessary to ensure that planned use of resources adequately reflects both priorities.

43. In terms of revenue expenditure, costs will arise in respect of the operational running costs of each type of provision. These costs will be incurred by the schools hosting the provision and, therefore, funding will be provided as part of the overall school budget and distributed to the relevant schools on the basis of projected costs. The profile of funding will need to be reviewed on an ongoing basis and considered as part of the Council's annual budget setting process. Further consideration will need to be given in relation to additional transport costs arising and any costs associated with the closure of existing provision.

### **Legal Implications**

44. Under the Education Act 1996, the Council has a responsibility for education and must provide sufficient school places for pupils of compulsory school age and to consider parental preference which includes preference for Welsh medium education. The Council also currently has obligations under the Education Act 1996 to carry out statutory assessments, create, amend and maintain statements of Special Educational Needs and to provide for pupils with Special Educational Needs. From 2020, the Council will have to comply with the Additional Learning Needs and Educational Tribunal (Wales) Act 2018.
45. A local authority can make proposals to make regulated alterations to a community school which include enlargement of the premises to increase its capacity under section 42 and Schedule 2 of the Schools Standards and Organisation (Wales) Act 2013. The Council is required prior to publishing its proposals to undertake a consultation on those proposals in accordance with section 48 of that Act and the School Organisation Code. Any proposals must be the subject of full and fair consultation and due regard must be had by the Cabinet to the responses before a final decision is taken.
46. The Council 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. 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
47. As such the decision on whether to proceed to implement these proposals has to be made in the context of the Council's public sector equality duties.



48. The report identifies that the Equality Impact Assessment has been updated to take into account the consultation and is included as an Appendix. The purpose of the Equality Impact Assessment is to ensure that the Council has understood the potential impacts of the proposal in terms of equality so that it can ensure that it is making proportionate and rational decisions having due regard to its public sector equality duty. The decision maker must have due regard to the Equality Impact Assessment in making its decision.
49. As such the decision on whether to proceed to publish intention to implement the proposal has to be made in the context of the Council's public sector equality duties.
50. In accordance with the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards included within the Council's Compliance Notice issued by the Welsh Language Commissioner, the Council must also consider the consultation must also consider (a) opportunities for persons to use the Welsh language, and (b) treating the Welsh language no less favourably than the English language.
51. The decision maker should also be mindful of the Council's obligations under the Wellbeing of Future Generations (Wales) Act 2015.

### **HR Implications**

52. The Council has a Human Resources Framework which was produced in consultation with key stakeholders, including headteachers, governors, representatives of the diocesan authorities and the trade unions. It provides the basis for managing the human resources issues associated with School Organisation Planning and its purpose is to support governing bodies and staff working in schools, through a variety of strategies and with the ultimate aim of minimising compulsory redundancies.
53. HR People services will work with the Education Directorate and school governing bodies to assess workforce requirements in light of each proposal to ensure that the human resources issues are properly planned for and managed during the period leading to the respective change.
54. A key aspiration for the Council is to achieve staff reductions (if required) as far as possible through redeployment rather than voluntary or compulsory means. Therefore the Council is committed to maximising opportunities for school staff to secure employment in other schools in Cardiff, and in particular, in new schools which are established as a result of the agreed proposals. The Staffing of Maintained Schools (Wales) Regulations 2006 delegate to school governing bodies all decisions in relation to the appointment and dismissal of staff, therefore, in order for redeployment to work effectively a partnership approach is required across all school governing bodies. In order to secure this a Redeployment and Redundancy Policy and Procedure has been commended to and adopted by around 97% of school governing bodies. This is an excellent indication of the commitment across Cardiff schools, both in the maintained and the

voluntary aided sectors to supporting each other through budget difficulties and school reorganisation.

55. Where proposals include a change in the nature of the provision in a school an assessment will be made of training and development needs for existing staff so that they are able, wherever possible, to fulfil the requirements of the new provision.
56. Dialogue with the trade unions will be required throughout the period of change for each of the proposals.

### **Traffic and Transport**

57. Transport Assessments have been completed on each proposal with the exception of St Mary the Virgin Church in Wales Primary School proposal which will be completed as part of the planning process of the 21st Century Schools Band B scheme to deliver a new school building.
58. A variety of recommendations have been made for each scheme as detailed by the individual Transport Assessments undertaken by Opus during the consultation period. Schools Organisation and Planning will look to work with Highways to consider the recommendations and implement where appropriate and necessary (transport assessments can be seen at Appendix 2).

### **Learner Travel Arrangements**

59. Under these proposals there are no plans to change the Council's policy on the transport of children to and from schools. Any pupils affected by this proposal would be offered the same support with transport as is provided throughout Cardiff and in accordance with the same criteria that apply across Cardiff. The Council's transport policy can be viewed on the Council's website ([www.cardiff.gov.uk](http://www.cardiff.gov.uk)).
60. There is a statutory legal obligation on the Council to provide free home to school transport to primary school pupils who live 2 miles or more from the nearest suitable school, as measured by the shortest available walking route.
61. When deciding which is the nearest suitable school, the local authority must consider any disability a child has and any special educational needs (SEN).

### **Equality Impact Assessment**

62. An Equality Impact Assessment on this proposal has been carried out (see Appendix 3). The assessment concluded that this proposal would not adversely affect a particular group in society. If the proposal were to proceed, further equality impact assessments would be undertaken including an assessment on any additional accommodation.

## **Sustainability Assessment**

63. A Strategic Environmental Assessment (SEA) of the proposal has been carried out in accordance with European Legislation. The proposals do not require development consent and will not have a significant positive or negative environmental effect.

## **Community Impact**

64. The following are taken into account when considering a proposal: Public Open Space, parkland, noise and traffic congestion. Officers will work with school and any community groups to ensure that any proposals brought forward would avoid negative impacts wherever possible.

## **RECOMMENDATIONS**

The Cabinet is recommended to:

1. Determine and approve the proposals as set out in paragraph 2 without modification.
2. Subject to approval by the Welsh Government, approve the proposal to extend the age range of Greenhill from 11-16 to 11-19. This change requires determination by Welsh Ministers.
3. Subject to approval by the Governing Body St Mary the Virgin CiW Primary School, approve the inclusion of SRB accommodation in the Band B scheme for a new build St Mary the Virgin CiW Primary School.
4. Authorise officers to take the appropriate actions to implement the proposals as set out in paragraph 2.
5. Authorise officers to publish the decision within 7 days of determination of the proposal.
6. Delegate the approval of any necessary contracts to the Director of Education and Lifelong Learning in consultation with the Corporate Director Resources & Section 151 Officer, Director of Legal Services and the Cabinet Members for Corporate Services & Performance and Education & Skills.

<b>SENIOR RESPONSIBLE OFFICER</b>	<b>NICK BATCHELAR</b>
	<b>29 June 2018</b>

*The following appendices are attached:*

Appendix 1 – Consultation Document and Statutory Notices  
Appendix 2 – Transport Assessments  
Appendix 3 – Equality Impact Assessment  
Appendix 4 - Statutory Screening Tool

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### INTRODUCTION

#### What is this booklet about?

Cardiff Council wishes to seek the views of our stakeholders on proposed changes to some of our special schools and specialist resource bases. This booklet is aimed at parents/ carers, school staff, governing bodies, health and children's services, and anyone who has an interest in education in Cardiff. The booklet sets out to describe and explain the proposals so that our partners are informed and can tell us what they think.

#### What is being proposed?

There are eight proposed schemes, listed below. You can read about each scheme in more detail on the page numbers indicated.

The aim of the proposed schemes is to respond to the growing number of children and young people with additional learning needs who need a place in a special school or specialist resource base in order to fulfil their educational potential, by:

- Increasing the number of special school places available in Cardiff;
- Establishing some new specialist resource bases in Cardiff schools;
- Changing the areas of specialism on offer in some of our special schools and specialist resource bases.

## GLOSSARY OF TERMS

**Foundation Phase:** The Foundation Phase is the statutory curriculum for all 3 to 7 year olds in Wales, in both maintained and non-maintained settings. The Foundation Phase has 7 areas of learning which are delivered through practical activities and active learning experiences both indoors and outdoors.

**Key Stages:** Following on from Foundation Phase the National Curriculum is divided into three Key Stages that children are taken through during their school life. Targets defined in the National Curriculum are assessed at the end of each Key Stage.

**Additional learning needs (ALN):** a child or young person is considered to have an additional learning needs (also known as special educational needs) if they have a learning difficulty or a medical condition or a disability, and they need additional support or special arrangements to be made for them to ensure they can access education and achieve their potential.

**Statement of special educational needs (SEN):** A small number of children and young people with significant additional learning needs (also called special educational needs) have a statement. This is an important document that describes their needs in detail and specifies the provision being made to support them. Every child in a special school or a specialist resource base has a statement.

**ALNET or the Additional Learning Needs and Educational Tribunal (Wales) Act:** This is a new piece of legislation that will transform the way Education and other services work together to support learners with additional learning needs. Under the Act, the term special educational needs (SEN) will be replaced by additional learning needs (ALN). Statements will be replaced by Individual Development Plans or IDPs. The new arrangements will be rolled out over a three year period, probably beginning in September 2019.

**Special school:** Special schools provide a highly specialised education for children and young people with the most complex additional needs. Class sizes are small and the curriculum is highly differentiated to pupils' needs. Staff are qualified and experienced to teach children and young people with complex needs. A range of specialist health services work with the special schools. Cardiff maintains 7 special schools, and funds up to 40 places for Cardiff pupils at Ysgol Y Deri which is maintained by The Vale of Glamorgan Council.

**Specialist resource base (SRB):** A specialist resource base is a small class in a mainstream school, taught by specialist staff. Although the SRBs are hosted by local mainstream schools, they admit pupils from across the authority, not just from their own local area. Pupils in a specialist resource base benefit from being taught in small classes with favourable pupil-staff ratios, but also benefit from being in a mainstream school and being included in many learning opportunities with their mainstream peers. A range of specialist health services support pupils in specialist resource bases. Cardiff funds 21 specialist resource bases, across primary and secondary, in Welsh and English medium schools.

**Wellbeing Classes:** Cardiff also funds several wellbeing classes which provide short term intensive support for children and young people displaying emotional health and wellbeing needs. The classes are very similar to specialist resource bases, but the pupils do not usually have a statement, the placement is temporary and the goal is to support the pupil to reintegrate successfully to a local school.

Proposed scheme:	Find out more on pages:
<p><b>Ty Gwyn Special School</b></p> <p>To meet demand for primary and secondary special school places for learners with complex learning disabilities or Autism Spectrum Conditions it is proposed to:</p> <ul style="list-style-type: none"> <li>to increase the capacity of Ty Gwyn to allow for up to 198 places</li> </ul> <p>In order to achieve this it is proposed to adapt part of the Trelai Youth Centre building, to provide three new classrooms for Ty Gwyn School and to connect the school and youth centre buildings.</p>	14-16
<p><b>The Hollies Special School</b></p> <p>To meet demand for primary and secondary special school places for learners with autism spectrum conditions it is proposed to:</p> <ul style="list-style-type: none"> <li>extend the age range of The Hollies School from 4-11 to 4-14</li> <li>increase the capacity of the school to allow for up to 138 places</li> </ul> <p>In order to achieve this it is proposed to provide additional accommodation for the school by refurbishing the school accommodation to be vacated by Ysgol Glan Morfa, Hinton Street, CF24 2EU</p>	17 - 21
<p><b>Greenhill Special School</b></p> <p>To meet the need for post-16 places for young people with emotional health and wellbeing needs it is proposed to:</p> <ul style="list-style-type: none"> <li>extend the age range of Greenhill from 11-16 to 11-19 and</li> <li>increase the capacity of the school to allow for up to 64 places.</li> </ul> <p>In order to achieve this it is proposed to adapt the unused caretaker house on the site.</p>	22 - 24
<p><b>Meadowbank Special School</b></p> <p>To meet demand for primary special school places for complex learning disabilities, it is proposed to:</p> <ul style="list-style-type: none"> <li>change the type of special educational need the school provides for <i>from</i>: 'speech language and communication needs', <i>to</i>: 'speech language and communication needs and complex learning disabilities'</li> </ul>	25- 28



<p><b>Allensbank Primary School</b></p> <p>To meet the need for early intervention places for speech and language needs, it is proposed to:</p> <ul style="list-style-type: none"> <li>• Phase out the Specialist Resource base at Allensbank School, closing the class in July 2020, or when all current pupils have completed their primary placement, if earlier.</li> <li>• Open an 8-place early intervention class for children with speech and language needs at Allensbank School, admitting the first cohort in September 2019.</li> </ul>	<p>29 - 33</p>
<p><b>St Mary the Virgin Church in Wales Primary School</b></p> <p>To meet the demand for primary specialist resource base places for complex learning disabilities, it is proposed to:</p> <ul style="list-style-type: none"> <li>• open a specialist resource base (SRB) at St Mary the Virgin CiW Primary School, for up to 20 places.</li> </ul>	<p>34 - 36</p>
<p><b>Ysgol Gymraeg Pwll Coch</b></p> <p>To meet the demand for primary SRB places for complex learning disabilities and autism spectrum conditions in the Welsh medium sector, it is proposed to</p> <ul style="list-style-type: none"> <li>• open a specialist resource base at Ysgol Pwll Coch, providing up to 10 places initially, but with scope to extend to 20 places in future, as demand grows.</li> </ul>	<p>37 - 39</p>
<p><b>Ysgol Gyfun Gymraeg Glantaf</b></p> <p>To meet the demand for secondary SRB places for complex learning disabilities and autism spectrum conditions in the Welsh medium sector it is proposed to:</p> <ul style="list-style-type: none"> <li>• extend the designated number at Ysgol Glantaf specialist resource base to up to 30 places</li> <li>• work with the school to extend and improve the current accommodation for the SRB</li> </ul>	<p>40 - 42</p>

## **Who will we consult with?**

Cardiff Council is seeking views from:

- Children and young people
- Parents/ carers
- School staff
- School Governing Bodies
- Local residents
- Local Members/ Assembly Members/ Regional Assembly Members/ Members of Parliament
- Diocesan Directors of Education
- Trade Unions
- Estyn
- Cardiff and Vale College
- St David's College
- All Cardiff schools
- Cardiff and the Vale University Health Board
- Voluntary Sector organisations
- Neighbouring Authorities
- Welsh Ministers
- Police and Crime Commissioner
- Children's Commissioner
- Future Generations Commissioner

## **What the consultation process will entail**

The feedback from this consultation will be collated and summarised, and a report presented to the Council's Cabinet. This consultation report will be available for all persons to view on the Council website and copies can be obtained on request by using the contact details in this document.

There are a number of further stages that the Council would have to go through before a final decision is made by the Council.

## **Consultation period**

The consultation period for these proposals starts on January 3<sup>1st</sup> 2018 and ends on March 13<sup>th</sup> 2018.

Within 13 weeks of 13 March 2018 a consultation report will be published on the Council website. Hard copies of the report will also be available on request. The report will summarise the issues raised by consultees during the consultation period and provide the Council's response to these issues. The report will also contain Estyn's view of the proposals.

The Council's Cabinet will consider the consultation report and decide whether or not to proceed with the proposals.

If the Cabinet decides to continue with the proposals, the Council must publish a statutory notice.

### **Statutory Notice**

The statutory notice would be published on the Council website and posted at or near the main entrance to the school/sites subject to the notice. Copies of the notice would be made available to schools identified in the notice to distribute to pupils, parents, guardians and staff members (the school may also distribute the notice by email). The notice sets out the details of the proposals and invites anyone who wishes to object to do so in writing within the period specified.

### **Determination of proposals**

The Council Cabinet will determine the proposals with the exception of the St Mary the Virgin proposal which would be determined by the School Governing Body. Cabinet may decide to approve, reject or approve the proposals with modifications. In doing so, Cabinet will take into account any statutory objections that it has received.

### **Decision notification**

Following determination of proposals, all interested parties will be informed of the decision which will be published electronically on the Council's website.

### **How you can find out more and give your views**

Copies of the consultation document will be made available to stakeholders and will also be available to view at all Cardiff maintained schools and at Community Hubs and Libraries throughout Cardiff and on the Council website.

Council officers will meet with the governing bodies of each of the schools named in the proposals. On behalf of the Local Authority, the Governing Bodies of the schools directly affected by the proposals will arrange meetings for staff and parents/carers of pupils attending their schools and put the dates on their school websites should any other interested party wish to attend. These dates will also be published on the Council's social media. These will be arranged during the consultation period to discuss how the changes will affect the school. A formal record will be kept of these meetings. Meeting dates and times will be communicated directly by the schools.

Council officers will work with the schools to provide an opportunity for pupils to share their views and experiences.

Public drop-in sessions have been arranged at Community Hubs as listed overleaf. These sessions provide an opportunity for members of the public and any other party interested in the content of the consultation document to ask questions and find out more about what is proposed and how this would change the current pattern of ALN provision in Cardiff. Senior Officers from the Inclusion Team will be present to outline the proposals and listen to any views or concerns you may have. Information provided at these sessions will be consistent with the document, but you can ask questions to

ensure you understand what it means for you and /or your child. Officers can also assist in filling out a response form should you wish to do so at the same time.

<b>Dates of meetings and drop in sessions</b>		
<b>Nature of consultation</b>	<b>Date/ time</b>	<b>Venue</b>
Governing Body, The Hollies School	Wednesday 7 <sup>th</sup> February, 5pm	The Hollies School
Governing Body, Ty Gwyn School	To be confirmed	Ty Gwyn School
Governing Body, Greenhill School	Thursday 08 <sup>th</sup> February 3:30pm	Greenhill School
Governing Body, Meadowbank School	Monday 5 <sup>th</sup> February 6pm	Meadowbank School
Governing Body, Allensbank School	Monday 12 <sup>th</sup> February 5:30pm	Allensbank Primary School
Governing Body, Ysgol Glantaf	Tuesday 13 <sup>th</sup> February 6:30pm	Ysgol Glantaf
Governing Body, St Mary the Virgin, Church in Wales School	To be confirmed	St Mary the Virgin Church in Wales Primary School
Governing Body, Ysgol Pwll Coch	Monday 05 <sup>th</sup> March 4:30pm	Ysgol Pwll Coch
Open drop-in session	Weds 7 <sup>th</sup> February 10am -12 noon	Llandaff North and Gabalfa Hub
Open drop-in session	Mon 12 <sup>th</sup> February 12 noon -2pm	STAR Hub
Open drop-in session	Fri 9 <sup>th</sup> February 10am-12 noon	Fairwater Hub
Open drop-in session	Thurs 15 <sup>th</sup> February 5pm-7pm	Central Library
Open drop-in session	Mon 19 <sup>th</sup> February 10am-12 noon	St Mellons Hub
Open drop-in session	Tues 20 <sup>th</sup> February 3pm-5pm	Penylan Library
Open drop-in session	Tues 27 <sup>th</sup> February 10am-12noon	Grangetown Hub
Open drop-in session	Mon 05 <sup>th</sup> March 10am – 12 noon	Ely and Caerau Hub
Open drop-in session	Wed 07 <sup>th</sup> March 10am – 12 noon	Llanishen Hub
Open drop-in session	Thurs 08 <sup>th</sup> March 2pm – 4pm	Llanedeyrn Hub at The Powerhouse

## **Your Views Matter**

Your views matter and we want you to tell us what you think about the proposals. At the end of the booklet is a questionnaire: this is your chance to let the Council know what you think about the proposals. You can give a response to all of the questions, or just respond to some of them, as you prefer.

You can send us your views in one of the following ways:

- Complete the form online at [www.cardiff.gov.uk/21stcenturySchools](http://www.cardiff.gov.uk/21stcenturySchools)
- Email your views to [schoolresponses@cardiff.gov.uk](mailto:schoolresponses@cardiff.gov.uk)
- Write to us at the following address: Room 422, County Hall, Atlantic Wharf, Cardiff, CF10 4UW.

The Council will consider everyone's views before deciding whether to go ahead with the proposed changes.

The closing date for responses to this proposal is 13<sup>th</sup> March 2018.

## **BACKGROUND TO THE PROPOSED SCHEMES**

### **Cardiff Strategic priorities for improving outcomes for children and young people with additional learning needs**

Cardiff Council is committed to inclusion and recognises that increasing specialist places is not the only action needed to meet the needs of a growing ALN population.

It is equally important to ensure mainstream schools continue to develop as inclusive settings able to meet a wide range of complex needs. The Council has therefore adopted three strategic priorities for improving outcomes for children and young people with additional learning needs:

#### **Priority One: To successfully implement the Additional Learning Needs and Educational Tribunal Act**

Under this priority the Council will undertake a range of actions to introduce a more unified approach to planning, with the views of children and young people at the heart of planning process. Effective collaboration with health and social services will be vital to achieve this goal.

#### **Priority Two: To strengthen our collective capacity to meet all needs**

The Council will work with schools, parents and other partners to further improve the quality of support for additional learning needs in all our schools and education settings. This will include developing opportunities for schools to develop and share best practice; improving the quality of information about additional learning needs support and provision; further improving the effectiveness of resources and support available to mainstream schools.

#### **Priority Three: To ensure sufficient, high quality additional learning provision**

This consultation paper is mainly concerned with Priority Three, to develop additional special school and specialist resource base places, but you can read more about all three strategic priorities by following the link:

<http://cardiff.moderngov.co.uk/documents/s19397/Cabinet%2018%20Jan%202018%20SOP%20Add%20Learning%20Needs%20App%201.pdf>

#### **21<sup>st</sup> Century Schools Programme, 'Band B'**

In the medium to long term, Cardiff intends to meet the need for additional specialist places through the capital investment programme '21<sup>st</sup> Century Schools'.

The '21<sup>st</sup> Century Schools- Cardiff Council's Band B' priorities identifies four capital schemes to re-shape Cardiff special school provision. The schemes would enable the Council:

- to replace the 'D' rated accommodation at Riverbank, Woodlands, the Court and Greenhill Schools
- to increase capacity to meet future projected need from 2022-27

- address the gaps in provision such as places for girls and for post-16 pupils with emotional health and wellbeing needs
- to enhance opportunities for multi-agency support and provision;
- to enhance the role of special schools as a source of support for families and for mainstream schools.

### **ALN Provision Development Plan 2018-22**

Band B schemes will not be completed until 2021 at the earliest. The Council will therefore need to take steps to extend the number of places to meet more immediate demands over the next three years.

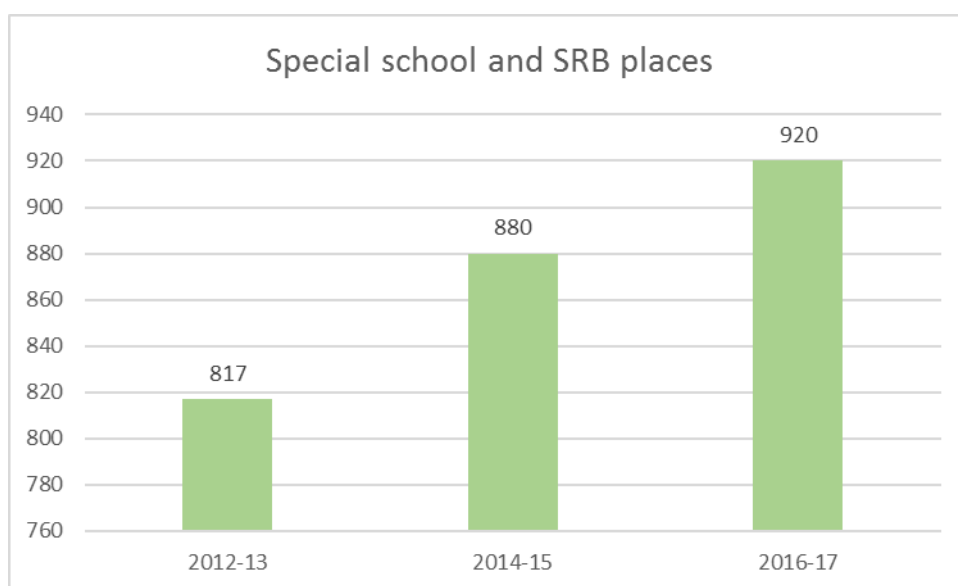
The proposed schemes in this booklet are separate and additional to the Band B schemes. They set out actions the Council is considering in order to meet demand for specialist places 2018-22.

The schemes proposed in this booklet will not fully address sufficiency needs for the period 2018-22. The Council has taken, and will continue to take, a range of steps to increase provision within existing accommodation and designated numbers wherever possible.

It is also anticipated that further schemes will need to be developed and proposed in 2019, to open additional specialist resource bases at both primary and secondary phase.

### **Increased demand for specialist places**

As illustrated in the graph below, the number of funded special school or specialist resource base places in Cardiff schools has increased by 103 places over a five year period.



Despite the growth in places, there is some evidence to suggest this has not been sufficient to meet existing need. For example, the cost of supporting mainstream statements has increased by 63% over the last 5 years, and there has been an

increase in the number of pupils placed in independent schools ('out of county'). This suggests there are pupils in our mainstream schools and in 'out of county' settings who would benefit from access to a Cardiff special school or specialist resource base place.

Over the next 5-10 years, revenue and capital investment will be needed to ensure sufficient and suitable specialist support for the growing population of learners with additional learner needs, and to reduce reliance on the independent sector. Increased demand is anticipated for learners with:

- Emotional health and wellbeing needs
- Complex learning disabilities
- Autism spectrum conditions

### **Falling demand for speech and language specialist places**

In contrast, demand for specialist places designated for specific language impairment has fallen since 2010. Between 2010 and 2015, the collective pupil roll at Meadowbank Special School and Allensbank specialist resource base – both of which are designated for 'specific language impairments- fell from 58 to 34.

In 2015-16 the Council formally proposed closing both settings and re-allocating the resource to other areas of need where demand is growing. However, stakeholders raised a range of objections to this proposal and the Council decided not to proceed, but to engage further with stakeholders and to undertake a review of speech and language support.

A reference group was established to provide a forum for stakeholders, including parents, teaching staff, governors, the voluntary sector and the speech and language therapy service, to contribute to the evaluation of current services.

As a result of this work, the Council is taking a number of actions to further improve support for learners with speech and language needs, and is proposing to change, but not close, Meadowbank School and Allensbank Specialist Resources base, as set out in the proposals.

Actions being taken to improve support for speech and language needs include:

- Further embedding the partnership and collaboration between Education and the NHS Speech and Language Therapy Service
- Building on the success of Speech and Language Links in Foundation Phase (which is now used in 100% of Cardiff primary schools) by rolling out Junior Speech and Language Links to all schools.
- Continuing to roll out training to both primary and secondary schools.
- Introducing WellComm in early years settings, to screen for speech and language needs in nursery-aged pupils, and to provide early support.



## **Business case for an ALN Development Plan 2018-22**

Failure to invest in Cardiff-maintained provision over the next 3-4 years will lead to the Council becoming increasingly reliant on independent special school providers in order to meet the Council's statutory responsibilities.

Over reliance on independent places would have the following implications and risks:

- higher revenue costs to the Council
- inability to offer places according to parental preference

The cost of independent special school places ranges from £39K to £77k per annum, compared to costs for Cardiff special schools of £14k to £25k per annum. It is rarely in a pupil's interest to transfer school mid-phase so once placed there is little prospect of pupils returning to maintained provision should places become available in future years. The costs would therefore continue over 7-8 years for placements beginning in Year 7, and potentially longer for primary placements.

The Council is therefore committed to the goal of developing sufficient high quality places in Cardiff-maintained schools for all pupils with additional learning needs. This represents a more efficient use of public resources than relying on Independent places, and also contributes to continued development of expertise within Cardiff's schools.

The majority of Cardiff parents express a preference for places in Cardiff special schools or specialist resource bases for their child. Offering places in independent schools could have negative reputational implications.

It should be noted that there is no guarantee the independent sector could offer sufficient special school places to meet Cardiff's sufficiency needs, especially for primary aged pupils. Over-reliance on the sector could therefore result in Cardiff being unable to fulfil statutory responsibilities.

## THE PROPOSED SCHEMES

### Ty Gwyn Special School

#### About the school

Ty Gwyn is a special school providing special school places for learners aged 3-19 with complex learning disabilities and autism spectrum conditions (ASC). There are 174 pupils currently on roll.

The school is located in Ely/ Caerau and from 8th January 2018 the school has been federated with Riverbank and Woodlands Special Schools, as the Western Learning Campus Federation.

The school was last inspected by ESTYN in 2012. The school's performance and the prospects for improvement were judged to be Excellent.

In 2017 the Welsh Government classified the school's support category as Green (a highly effective school which is well run, has a strong leadership and is clear about its priorities for improvement).

Capacity, condition and suitability of Ty Gwyn School			
Age Range	Language medium/ Category of school	Condition as identified by 21 <sup>st</sup> Century Schools Survey	Current Published Capacity (age 3-11)
3-19	English Medium Special School	B	150

Recent and projected numbers on roll at TY Gwyn Special School										
School	January 2014 (NOR)	January 2015 (NOR)	January 2016 (NOR)	January 2017 (NOR)	January 2018 (NOR)	2018/19 Projection	2019/2020 Projection	2020/2021 Projection	2021/2022 Projection	2022/2023 Projection
Ty Gywn Special School	137	147	170	172	173	180	186	192	198	198

#### Proposed changes

To meet demand for primary and secondary special school places for learners with complex learning disabilities or Autism Spectrum Conditions it is proposed to

- to increase the capacity of Ty Gwyn to allow for up to 198 places

In order to achieve this it is proposed to adapt part of the Trelai Youth Centre building to provide three new classrooms for Ty Gwyn School and to connect the school and youth centre buildings via an enclosed corridor or covered walkway.

The scheme would form part of a multiagency project which has been established under the Disability Futures Programme, to redevelop the Trelai Youth Centre building as a multi-agency resource attached to the Western Learning Federation Campus. The project is exploring the potential to develop one side of the building as a hub for regional multi-agency services, and to increase the use of the existing sports and play facilities for children and young people with complex needs, in school hours, for holiday and after school provision.

### **Rationale for the proposed changes**

More places will be needed at the school over the next 3 years, for children with significant additional learning needs.

Since the new Ty Gwyn building opened in 2010, the number admitted to the school each year has exceeded the number of leavers by between 4 and 10 places. There are now 173 pupils on roll. The Council expects that more places will be needed over the next three years, until the last of the smaller cohorts have left the school. From 2021, the cohorts leaving the school will be larger in size, and more consistent with the annual admission number.

### **Alternative options considered**

A review of the current school accommodation established there is insufficient space for three extra classes.

### **How would the changes affect the school?**

The school would be bigger, with more accommodation, and with additional opportunities to develop multi -agency collaboration on the site.

### **How would the changes affect other schools in Cardiff?**

Ty Gwyn School is part of the Western Learning Federation, with Riverbank and Woodlands Special Schools, which are located nearby. They are separate schools but they are led by one governing body, enabling the schools to work in much closer partnership to the benefit of pupils in all three schools. It is anticipated that the multi-agency development of the Trelai Youth Centre would benefit the pupils at all three schools.

21<sup>st</sup> Century Schools Band B priorities sets out two schemes to build new special schools. If they proceed, the schemes will enable the Council to address the accommodation issues at Riverbank and Woodlands Schools and to increase the number of special school places in Cardiff, but these schemes would not be completed before 2021-22. This proposal is separate to the proposed Band B schemes.

## **What are the educational benefits of these proposals?**

The proposal would offer the following educational benefits:

- sufficient places at Ty Gwyn for children and young people with significant additional learning needs
- enlarging the accommodation for Ty Gwyn School
- additional sports, community and multi-agency facilities in Trelai Youth Centre would benefit the three schools in Western Learning Federation: Ty Gwyn, Woodlands and Riverbank

## **Potential disadvantages of the proposals**

The Council recognises that the proposal has implications for health services provided in partnership with the school. The Council will work with Cardiff and the Vale University Health Board, to continue to ensure children's assessed needs are met, and to further develop collaborative approaches to promote wellbeing and positive outcomes for pupils at the school.

## **Highways and transport implications**

An initial appraisal of highways and transport implications has been completed, however all options will be subject to a full transport assessment. The initial assessment indicates that staff parking adjacent to Trelai Park could be utilised for school staff in order to create a larger drop off/pick up and turning circle on the existing staff carpark for minibuses. Staggered start and finish times for Riverbank, Woodlands and Ty Gwyn would reduce site congestion. Active Travel/Sustainable Travel would be encouraged for all staff and visitors to the school.

## **Making your views known**

Your views matter and we want you to tell us what you think about the proposals. At the end of the booklet is a questionnaire: this is your chance to let the Council know what you think about the proposals. You can give a response to all of the questions, or just respond to some of them, as you prefer.

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The Council will consider everyone's views before deciding whether to go ahead with the proposed changes.

The closing date for responses to this proposal is 13<sup>th</sup> March 2018.

## The Hollies Special School

### About the school

The Hollies is a special providing places for learners aged 4-11 with autism spectrum conditions and physical and medical needs. The school is located in Pentwyn.

The school was last inspected in 2013. The school's performance and prospects for improvement were judged to be Good.

In 2017 the Welsh Government classified the school's support category as Yellow (an effective school which is already doing well and knows the areas it needs to improve).

<b>Capacity, condition and suitability of The Hollies School</b>			
Age Range	Language medium/ Category of school	Condition as identified by 21 <sup>st</sup> Century Schools Survey	Current Published Capacity (age 4-11)
4-11	English medium Special School	C	90

<b>Recent and projected numbers on roll at The Hollies Special School</b>										
School	January 2014 (NOR)	January 2015 (NOR)	January 2016 (NOR)	January 2017 (NOR)	January 2018 (NOR)	2018/19 Projection	2019/2020 Projection	2020/2021 Projection	2021/2022 Projection	2022/2023 Projection
The Hollies Special School	85	89	83	90	90	102	110	118	126	134

### Proposed changes

To meet demand for primary and secondary special school places for learners with autism spectrum conditions it is proposed to:

- extend the age range of The Hollies School from 4-11 to 4-14
- increase the capacity of the school to allow for up to 138 places

In order to achieve this, it is proposed to provide additional accommodation for the school by refurbishing the school accommodation to be vacated by Ysgol Glan Morfa, Hinton Street, CF24 2EU

Three options are under consideration, for how the school could operate over two sites:

Option	Pentwyn Site	Hinton Street Site	Benefits	Challenges
Option 1 (preferred)	Extend and adapt accommodation to provide 12 additional places for primary aged pupils and improved facilities for current pupils.	Adapt accommodation to provide up to 36 Key Stage 3 places.	12 additional primary places. 36 additional KS3 places.  Improved accommodation on both sites.  No change of location for current pupils.	Managing adaptations at Pentwyn site.  Capital investment required on both sites.  Adapting a primary building for KS3 use.
Option 2	Extend and improve accommodation to provide up to 102 KS2 and KS3 places.	Adapt accommodation to provide up to 36 Foundation Phase places.	12 additional primary places. 36 additional KS3 places.  Improved accommodation on both sites.  Fewer adaptations required to Hinton Street site.	Managing adaptations at Pentwyn site.  Capital investment required on both sites.  Some current classes would be required to relocate.
Option 3	No change to current use: 90 places for primary aged pupils.	Adapt accommodation to provide 48 places: 12 upper KS2 and 36 KS3.	12 additional primary places. 36 additional KS3 places.  No disruption on current site.	No capital investment in Pentwyn site.  Primary provision split over two sites.

### Rationale for the proposed changes

The demand for places at the school for children with physical and medical needs has fallen over several years, while the autism section has grown. All pupils at the school are now pupils with autism spectrum conditions (ASC).

Over next few years, additional primary and secondary places for learners with autism spectrum conditions will be needed. Expanding the capacity and extending the age range of the school would provide the extra places needed at both primary and secondary phase.

The Hollies is a good school, highly regarded by parents/ carers. The staff and leadership team has significant experience of providing high quality education for primary-aged children with autism spectrum conditions, which would be a strong foundation on which to develop Key Stage 3 provision for children with ASC.

Ysgol Glan Morfa is due to transfer to new build premises in August 2018 (to accommodate the increased size of the school, from one-form entry to two-form entry). It is proposed that the vacated school accommodation on Hinton Street, Splott be converted to provide additional accommodation for The Hollies School.

The Ysgol Glan Morfa building is in generally good condition but would require refurbishment and adaptation for special school use.

### **Alternative options considered**

A review of the current school accommodation established there is some scope to develop additional classrooms on site, but insufficient space to develop a Key Stage 3 department.

The potential for adapting the upper floor was considered, but the cost of adding a fire escape is likely to be prohibitive and would compromise the ground floor accommodation. Any plan to create additional classrooms by displacing staff accommodation to the upper floor would be logistically complicated and involve building work in several phases over a number of years, with disruption to teaching and learning for existing pupils. In addition, the council do not consider that the site as a whole could provide sufficient outside space, catering and dining, therapeutic play areas, parking/ traffic access for 48 additional pupils, and the associated increase in staffing levels.

An initial appraisal of highways and transport implications was completed, which suggested that there would be significant implications from adding 48 places on the current site.

The option of establishing a new Key Stage 3 special school on the Hinton Street site was considered and dismissed. The Council wishes to work with an experienced and well-established special school with proven expertise in the field of ASC provision, to develop a setting which will initially be very small, but likely to grow rapidly over 3-5 years.

### **How would the changes affect the school?**

The school would be significantly bigger in size and would be operating across more than one site, with implications for the management structure of the school, the curriculum and facilities. If the proposal is taken forward, the local authority would support the Governing Body to determine a management and staffing structure to support the development of the school.

The development of a second site and a Key Stage 3 department, would provide professional development opportunities for existing staff and enable the governing body to appoint new staff, bringing new experience and expertise into the school.

### **How will the changes affect other schools in Cardiff?**

Currently the secondary options for pupils leaving The Hollies in Year 6, include:

- Specialist Resource Bases at Llanishen, Cathays or Cantonian High School;
- The Marion Centre, Bishop of Llandaff School
- Ty Gwyn Special School
- Ysgol y Deri Special School, Vale of Glamorgan

These options would continue to be available to Hollies Year 6 pupils, in addition to the option of continuing at The Hollies for KS3. Pupils who take up a KS3 place at The Hollies would have the opportunity transfer to one of the above listed schools for their Key Stage 4 placement.

The Key Stage 3 places would also be open to other pupils in Cardiff, who may need to transfer to a special school place from specialist resource bases or mainstream provision.

The local authority is anticipating that additional Key Stage 4 and post-16 special school and SRB places will be required within 2-3 years in order to provide for the larger cohorts now transferring from Primary to Secondary places. These places could be provided through the 21<sup>st</sup> Century Schools Band B schemes, or through the ALN Development Plan 2018-22

### **What are the educational benefits of these proposals?**

The proposal would offer the following educational benefits:

- Increasing the number of primary special school places for pupils with ASC
- Improved accommodation for The Hollies
- A new ASC Key Stage 3 department, developed by a well-established and experienced special school
- An increased range KS3 options for pupils with ASC

### **Potential disadvantages of the proposals**

The Council recognises that the proposal has implications for health services provided in partnership with the school. The Council will work with Cardiff and the Vale University Health Board, to continue to ensure children's assessed needs are met, and to further develop collaborative approaches to promote wellbeing and positive outcomes for pupils at the school.

### **Highways and transport implications**

An initial appraisal of highways and transport implications has been completed, however all options would be subject to a full transport assessment. The initial assessment indicates that additional staff parking, a turning circle for additional traffic would be required in order to reduce congestion and manage any additional traffic



better. Ensuring that start and finish times varied from those of Moorland Primary School, on Singleton Road, would be required to reduce congestion. Active Travel/Sustainable Travel would be encouraged for all staff and visitors to the school.

### **Making your views known**

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The Council will consider everyone's views before deciding whether to go ahead with the proposed changes.

The closing date for responses to this proposal is 13<sup>th</sup> March 2018.

## Greenhill Special School

### About the school

Greenhill School is a special school for pupils with emotional health and wellbeing needs aged 11-16. The school is located in Rhiwbina.

One of the prioritised schemes identified in the report '21st Century Schools- Cardiff Council's Band B priorities', is to build a new secondary special school for pupils with emotional health and wellbeing needs. The Band B scheme would enable the Council to replace the current 'D' rated accommodation occupied by Greenhill School.

The proposal set out in this booklet would be independent of the Band B scheme, although it would pave the way to deliver on one of the goals of the Band B scheme- to include provision for post-16 in a future new school.

The School was last inspected by ESTYN in 2013. The school's performance and prospects for improvement were judged to be Good.

In 2017 the Welsh Government has classified the school's support category as Green (a highly effective school which is well run, has a strong leadership and is clear about its priorities for improvement).

<b>Capacity, condition and suitability of Greenhill School</b>			
Age Range	Language medium/ Category of school	Condition Category as identified by 21 <sup>st</sup> Century Schools Survey	Current Published Capacity (age 4-11)
11-16	English medium Special School	D	56

<b>Recent and projected numbers on roll at Greenhill Special School</b>										
School	January 2014 (NOR)	January 2015 (NOR)	January 2016 (NOR)	January 2017 (NOR)	January 2018 (NOR)	2018/19 Projection	2019/2020 Projection	2020/2021 Projection	2021/2022 Projection	2022/2023 Projection
Greenhill Special School	50	54	47	56	55	64	64	64	64	64

## **Proposed changes**

To meet the need for post-16 places for emotional health and wellbeing needs it is proposed to:

- Extend the age range of Greenhill from 11-16 to 11-19
- Increase the capacity of the school to allow for up to 64 places

In order to achieve this it is proposed to adapt the unused caretaker house on the site. Post-16 pupils would attend some classes on site, but would also be supported to access appropriate educational opportunities off-site, as part of a supported transition to college or employment.

## **Rationale for the proposed changes**

Data for Cardiff shows that many Greenhill pupils struggle to make a successful transition to education, employment or training at the end of Year 11, despite significant support for transition.

2015-17 data shows that 50% or more of Greenhill leavers were not in education employment or training on 31<sup>st</sup> October.

<b>Cohort</b>	<b>Cohort Size</b>	<b>NEET</b>	<b>%</b>
2015	18	10	56
2016	6	3	50
2017	10	5	50

A post-16 class would provide a 'bridging year' for Greenhill pupils not yet ready for transition to college or employment at the end of Year 11. Pupils would be supported to make a successful transition to college, training or employment by the end of Year 12.

This proposal would require determination by Welsh Ministers to extend the age range of Greenhill School to include post-16 education.

## **Alternative options considered**

The option of waiting for the Band B scheme before making changes to the age range of Greenhill was considered, but this would not meet the needs of pupils leaving the school in the next few years.

## **How would the changes affect the school?**

The school has relevant expertise and experience to support pupils post-16 but there would be a need to develop a suitable post-16 curriculum focussed on supporting successful transition to college or employment by the end of Year 12.

## **How will the changes affect other schools in Cardiff?**

It is not anticipated that there would be any impact on other Cardiff Schools as result of this proposal. The post-16 pupils would be pupils admitted to the school in Keys Stage 3 or 4 however there would not be any capacity to offer places to pupils transferring from other schools.

## **What are the educational benefits of these proposals?**

The proposal would offer the following educational benefits:

- Improved provision for post-16 pupils with emotional health and wellbeing needs
- Professional development opportunities for existing Greenhill staff

## **Potential disadvantages of the proposals**

The Council recognises that the proposal has implications for health services provided in partnership with the school. The Council will work with Cardiff and the Vale University Health Board, to continue to ensure children's assessed needs are met, and to further develop collaborative approaches to promote wellbeing and positive outcomes for pupils at the school.

## **Highways and transport implications**

An initial appraisal of highways and transport implications has been completed, however all options would be subject to a full transport assessment. The initial assessment indicates that the existing arrangements are suitable for the site. Travel Training should be encouraged for all pupils to promote public transport where possible. Active Travel/Sustainable Travel would be encouraged for all staff and visitors to the school.

## **Making your views known**

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The Council will consider everyone's views before deciding whether to go ahead with the proposed changes.

The closing date for responses to this proposal is 13<sup>th</sup> March 2018.

## Meadowbank Special School

### About the school

Meadowbank is a special school for up to 40 pupils aged 4-11 with specific language impairments. The school is located in Gabalfa and admits pupils from across the authority. The number on roll at the school has fallen over several years and currently stands at 15.

The School was last inspected in 2013. The school's performance was judged to be Good, and the prospects for improvement were judged to be Adequate. The school was placed in ESTYN monitoring. A follow up visit in 2014 found the school to have made good progress in respect of key actions, and the school was removed from ESTYN monitoring.

In 2017 the Welsh Government classified the school's support category as Green (a highly effective school which is well run, has a strong leadership and is clear about its priorities for improvement).

<b>Capacity, condition and suitability of Meadowbank School</b>			
Age Range	Language medium/ Category of school	Condition Category as identified by 21 <sup>st</sup> Century Schools Survey	Current Published Capacity (age 4-11)
4-11	English medium Special School	B	40

<b>Recent and projected numbers on roll at Meadowbank Special School</b>										
School	January 2014 (NOR)	January 2015 (NOR)	January 2016 (NOR)	January 2017 (NOR)	January 2018 (NOR)	2018/19 Projection	2019/2020 Projection	2020/2021 Projection	2021/2022 Projection	2022/2023 Projection
Meadowbank Special School	30	29	22	17	15	25	35	40	40	40

## **Proposed changes**

To meet demand for primary special school places for complex learning disabilities, it is proposed to:

- change the type of special educational need the school provides for *from*: 'specific language impairments', *to*: 'speech language and communication needs and complex learning disabilities'

Whilst current accommodation at Meadowbank is in good condition, some adaptations to the building would be needed, including provision of a changing space and improvements to the accessibility of the building.

## **Rationale for the proposed changes**

The diagnosis of 'specific language impairment' is no longer used. It is therefore proposed to replace it in the school's designation with the commonly used term: 'speech language and communication needs'.

Under the current designation, the school admits pupils whose speech and language needs are specific, long term and severe. If the designation were changed as proposed, the school would continue to admit pupils whose speech and language needs are specific, long term and severe, but would also admit pupils with complex learning disabilities.

Changing the designation of the school is in line with one of the recommendations put forward by the speech and language reference group and would ensure:

- continued special school places for learners with the most severe and long term speech language and communication needs;
- additional places for complex learning disabilities;
- continued financial viability of Meadowbank School.

Children with complex learning disabilities frequently have associated speech language and communication difficulties, and would benefit from the specialist knowledge and experience of Meadowbank staff.

## **Alternative options considered**

Changing the designation to include either autism spectrum conditions or emotional health and wellbeing needs was considered. This was ruled out as the accommodation at the school is not considered appropriate for these groups.

The speech and language reference group recommended the Council give consideration to opening 'early intervention' classes. Classes of this type would offer time-limited placements to learners whose speech and language needs are not expected to be long term, but who are not making enough progress with mainstream support alone.

The group suggested an early intervention class could be hosted at either Meadowbank or Allensbank School.

The Council is not proposing to open early intervention classes at Meadowbank School for the following reasons:

- The majority of pupils with speech and language needs make more rapid progress when exposed to frequent, informal opportunities to interact, play and learn with peers who do not have speech or language difficulties. These mainstream opportunities are more easily and naturally available to pupils in a specialist resource base.
- Special schools can strive to offer similar opportunities through reintegration programmes and day placements, but these opportunities entail the extra costs of sending support assistants with the child, and making different travel arrangements on different days.
- Many parents of children with specific speech and language needs prefer their child to remain in mainstream. The local authority believes that early intervention classes should be based in a mainstream school, to take account of parental views, and to better facilitate early reintegration to a local school.

### **How will the changes affect the school?**

The proposed changes would ensure the school roll would rise over the next 3-4 years and that there would be a continued role for the school as part of the range of specialist provision in Cardiff. The Governing Body would need to work with the local authority to develop additional areas of expertise and facilities at the school.

There are other special schools in Cardiff that meet more than one type of additional learning need. The school would determine the best approach to supporting a range of needs. This could involve mixed classes, if the learning needs are similar, or separate classes to meet different needs.

The local authority commissions the school to provide an outreach service to support children with speech language and communication needs in early years settings. It is proposed to maintain this outreach service and, in partnership with the school, to consider scope to further develop their role in building capacity to support speech and language needs.

Training and professional development opportunities would be offered to staff, to further develop their skills and specialist knowledge to support complex learning disabilities.

### **How will the changes affect other schools in Cardiff?**

If taken forward, the changes would reduce pressure on places at Riverbank Special School, and the specialist resource bases at Bryn Hafod, Marlborough, Llanedeyrn and Llanishen Fach Primary Schools. If the proposal is not taken forward these settings will be under pressure to go over number to respond to demand for places.

## **What are the educational benefits of these proposals?**

The proposal would offer the following educational benefits:

- Additional places to meet the growing need for special school places for children with complex learning disabilities
- Continued special school places for children with severe, complex and long term speech language and communication needs
- Professional development opportunities for existing Meadowbank staff
- Opportunities for Meadowbank governing body to appoint new staff, as pupil numbers rise, and bring new expertise into the school

## **Potential disadvantages of the proposals**

The Council recognises that the proposal has implications for health services provided in partnership with the school. The Council will work with Cardiff and the Vale University Health Board, to continue to ensure children's assessed needs are met, and to further develop collaborative approaches to promote wellbeing and positive outcomes for pupils at the school.

## **Highways and transport implications**

An initial appraisal of highways and transport implications has been completed, however all options will be subject to a full transport assessment. The initial assessment indicates that the school has a turning circle which is suitable for the pupils who will be accessing the premises. A variety of highways improvements are already planned as part of the Ysgol Glan Ceubal and Gabalfa Primary new build. Active Travel/Sustainable Travel would be encouraged for all staff and visitors to the school.

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The Council will consider everyone's views before deciding whether to go ahead with the proposed changes.

The closing date for responses to this proposal is 13<sup>th</sup> March 2018.



## Allensbank Primary School

### About the school

Allensbank is a community primary school located in Cathays. The school hosts a 16-20 place specialist resource base (SRB) designated for pupils with speech language and communication needs.

A specialist resource base (SRB) is a small class in a mainstream school, taught by specialist staff. Although the SRBs are located in community schools, they admit pupils from across the authority, not just from their own local area. Pupils in a specialist resource base benefit from being taught in small classes with favourable pupil-staff ratios, taught by specialist staff. Pupils also benefit from opportunities to learn and play with their mainstream peers.

The school was last inspected in 2013. The school's performance and prospects for improvement were judged to be Adequate, and the school was considered to need significant improvement. A follow up visit in 2015 found the school to have made progress on the recommended actions, was no longer in need of significant improvement, and was therefore removed from ESTYN monitoring category.

In 2017 the Welsh Government has classified the school's support category as Amber (a School in need of improvement which needs help to identify the steps to improve or to make change happen more quickly).

<b>Capacity, condition and suitability of Allensbank School</b>					
Age Range	Language medium/ Category of school	Condition Category as identified by 21 <sup>st</sup> Century Schools Survey	Current Published Capacity (age 4-11)	Published Capacity (nursery part-time places)	Specialist resource base, designation
3-11	English medium Community School	C+	300	64	16-20 places for speech language and communication needs

<b>Recent and projected numbers on roll at Allensbank Primary School</b>										
<b>School</b>	January 2014 (NOR)	January 2015 (NOR)	January 2016 (NOR)	January 2017 (NOR)	January 2018 (NOR)	2018/19 Projection	2019/2020 Projection	2020/2021 Projection	2021/2022 Projection	2022/2023 Projection
Allensbank Primary School	242	252	246	233	210	230	217	198	192	192
Allensbank Primary School SRB	14	11	10	8	6	4	12	10	8	8

### **Proposed changes**

To meet the need for early intervention places for speech and language needs it is proposed to:

- Phase out the SRB at Allensbank Primary School, closing the class in July 2020, or when all current pupils have completed their primary placement, if earlier.
- Open an 8-place early intervention class for children with speech and language needs at Allensbank Primary School, admitting the first cohort in September 2019.

### **Rationale for the proposed changes**

Demand for places at the SRB have fallen over several years. There are now 6 pupils, all in Key Stage 2. The reason for this fall is believed to be linked to changes in how the education service and the therapy service work with mainstream schools to identify and meet needs early. Fewer statements are now issued for children with specific speech and language needs, and most are issued relatively late, when children are already in Key Stage 2. Issuing fewer statement is a measure of effective early intervention, but it is also having the unintended effect of delaying access to specialist provision for those children who may need it most.

The proposed solution is to open an early intervention class. Intensive support in a special class is most effective if provided as early as possible. Placements at the early intervention class would therefore be identified by the specialist speech and language panel and would not be dependent on a statement.

The early intervention class would open in September 2019. The criteria for admission, staffing, the curriculum and mode of operation would first be fully considered and agreed in partnership with the governing body and the therapy service, and in consultation with other schools.

Based on preliminary work to define the approach, it is anticipated that the class would admit up to 8 Foundation Phase children who were not making sufficient progress, but

who have good prospects for returning to their local mainstream school. Placements would last 1-3 years, depending on progress. Pupils would be dual registered at their local school, and supported to return at the end of the placement. Pupils would continue to attend their local school for at least one day a week, to maintain links with local friends and to prepare for a successful early reintegration to their local school.

Closure of the SRB would be phased, to allow for current pupils to complete their education in the base. No further pupils with statements would be admitted: pupils with severe and specific needs would either have mainstream statements or have the opportunity to attend Meadowbank Special School.

The Council has reviewed the caseloads for pupils known to the Joint Speech and Language Service in 2017 in order to predict the level of need for an early intervention class. Eight places in an English medium setting would be appropriate to meet current need. This will be monitored, and consideration given to opening a second class in future, as required.

There is insufficient demand for a Welsh medium class at present. This will be monitored, and consideration given to opening a class in future, as required. In the meantime, an intensive support package in mainstream can be developed if there are individual pupils in Welsh schools who are not making sufficient progress with school support.

The Speech and Language Therapy Service has indicated a willingness to work with the local authority on this development, and to provide ongoing support and input in line with children's assessed needs.

### **Alternative options considered**

The speech and language reference group recommended the Council give consideration to opening 'early intervention' classes at either Meadowbank Special or Allensbank Primary School.

The Council decided this sort of provision would be better hosted at a mainstream primary school for the following reasons:

- The majority of pupils with speech and language needs make more rapid progress when exposed to frequent, informal opportunities to interact, play and learn with peers who do not have speech or language difficulties. These mainstream opportunities are more easily and naturally available to pupils in a specialist resource base.
- Special schools can strive to offer similar opportunities through reintegration programmes and day placements, but these opportunities entail the extra costs of sending support assistants with the child, and making different travel arrangements on different days.
- Many parents of children with specific speech and language needs prefer their child to remain in mainstream. The local authority believes that early intervention

classes should be based in a mainstream school, to take account of parental views, and to better facilitate early reintegration to a local school.

### **How will the changes affect the school?**

The school has experience of hosting a specialist resource base for children with specific speech and language needs; hosting an early intervention class would have similar impact on the school. The age range of pupils would no longer be 4-11, but would be 4-7. Pupils would be dual registered, with a plan to return to their own schools. This would require close partnership working with the local school of each child, and support for the reintegration process.

The local authority would work with the Governing Body to support the development of new skills and ways of working, including provision of training and awareness raising.

### **How will the changes affect other schools in Cardiff?**

Other schools would benefit from the opportunity to work in partnership with the early intervention class to support pupils who are not making sufficient progress with support in their own school.

When children transfer to a specialist resource base (SRB) this is usually a permanent move, and the responsibility for the child's learning and wellbeing transfer to the SRB school. The proposal for an early intervention class is different because it would be a time limited placement and the child would be dual registered in their local school and Allensbank. The local school would remain involved, providing opportunities for the child to attend one day per week, maintaining local friendships and be well supported to return to their local school when sufficient progress has been made.

### **What are the educational benefits of these proposals?**

The proposal would offer the following educational benefits:

- Ensure that children with severe speech and language needs, who are not making enough progress through mainstream support alone, can continue to access specialist provision and are supported to achieve their potential
- Ensure that the focus of specialist provision is on early intervention, supporting children while they are in Foundation Phase
- Children in specialist provision will be able to maintain their links with a local school and return there with support, when they have made enough progress
- Allensbank Primary School will have opportunities to further develop the specialist skills and expertise they offer to children with speech and language needs

### **Highways and transport implications**

There would be no new implications for transport and highways.

## **Making your views known**

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The Council will consider everyone's views before deciding whether to go ahead with the proposed changes.

The closing date for responses to this proposal is 13<sup>th</sup> March 2018.

## St Mary the Virgin Church in Wales Primary School

### About the school

St Mary the Virgin CiW is a Voluntary Aided school located in Butetown. There is no specialist provision at the school currently.

The school was last inspected in 2012. The school's performance and prospects for improvement were judged to be excellent.

In 2017 the Welsh Government has classified the school's support category as Amber (a School in need of improvement which needs help to identify the steps to improve or to make change happen more quickly).

<b>Capacity, condition and suitability of St Mary the Virgin CiW School</b>				
Age Range	Language medium/ Category of school	Condition Category as identified by 21 <sup>st</sup> Century Schools Survey	Current Published Capacity (age 4-11)	Published Capacity (nursery part-time places)
3 -11	English Medium Voluntary Aided School	C	*210	52

\* A proposal to expand the school to 420 places has been approved for implementation.

<b>Recent and projected numbers on roll at St Mary the Virgin CiW Primary School</b>										
School	January 2014 (NOR)	January 2015 (NOR)	January 2016 (NOR)	January 2017 (NOR)	January 2018 (NOR)	2018/19 Projection	2019/2020 Projection	2020/2021 Projection	2021/2022 Projection	2022/2023 Projection
St Mary the Virgin CiW Primary School	162	172	189	176	186	181	180	176	180	180

### Proposed changes

To meet the demand for primary specialist resource base places for complex learning disabilities, it is proposed to:

- open a specialist resource base (SRB) at St Mary the Virgin CiW Primary School, for up to 20 places.

Accommodation for the SRB would be provided as part of the 21st Century Schools Band B scheme to rebuild St Mary the Virgin School. The SRB would not open until the new build accommodation has been provided.

### **Rationale for the proposed change**

In 2015 the council consulted on proposals to build new school accommodation for St Mary the Virgin School. In their formal response the Governing Body requested the local authority to consider opening a specialist resource base at the school. Given the growing demand for SRB places, the local authority agreed in principle to consider this development, subject to a further statutory consultation.

As a voluntary aided school, the determination of the proposal would be made by the governing body of the school.

### **How will the changes affect the school?**

A specialist resource base (SRB) is a small class in a mainstream school, taught by specialist staff. The SRBs admit pupils from across the authority, not just from their own local area. Pupils in a specialist resource base benefit from being taught in small classes with favourable pupil-staff ratios, taught by specialist staff. Pupils also benefit from opportunities to learn and play with their mainstream peers.

Admissions to the SRB would be managed by the local authority, subject to a statement of special educational needs and would be open to pupils from across the authority.

The opportunity to employ specialist staff and to work more closely with specialist services in Cardiff will enhance the school's capacity for inclusion and benefit all pupils in the school.

### **How will the changes affect other schools in Cardiff?**

There are four Cardiff primary schools currently hosting SRBs for complex learning disabilities: Bryn Hafod; Llanedeyrn; Llanishen Fach and Marlborough Primary Schools. All SRBs are open to admission from across the authority, although as far as possible, pupils are offered places in the SRB closest to their home. Provision of an SRB at St Mary the Virgin would increase the number of places available to meet demand, and ensure that pupils living in the south central area of the city travel shorter distances to access specialist provision.

### **What are the educational benefits of these proposals?**

The proposal would offer the following educational benefits:

- additional places to meet the needs of children with significant additional learning needs
- children living in the south central area of Cardiff would be able to attend an SRB closer to where they live
- St Mary the Virgin School would benefit from the additional expertise of staff employed in the SRB

### **Highways and transport implications**

Transport and highways implications will be considered as part of the planning for the new build school.

### **Making your views known**

Your views matter and we want you to tell us what you think about the proposals. At the end of the booklet is a questionnaire: this is your chance to let the Council know what you think about the proposals. You can give a response to all of the questions, or just respond to some of them, as you prefer.

You can send us your views in one of the following ways:

- Complete the form online at [www.cardiff.gov.uk/21stcenturySchools](http://www.cardiff.gov.uk/21stcenturySchools) (Check)
- Email your views to [schoolresponses@cardiff.gov.uk](mailto:schoolresponses@cardiff.gov.uk)
- Write to us at the following address: Room 422, County Hall, Atlantic Wharf, Cardiff, CF10 4UW.

The Council will consider everyone's views before deciding whether to go ahead with the proposed changes.

The closing date for responses to this proposal is 13th March 2018.



## Ysgol Gymraeg Pwll Coch

### About the school

Ysgol Gymraeg Pwll Coch is a community primary school located in Canton. There is no specialist provision at the school currently. The school was last inspected in 2011. The school's performance and prospects for improvement were judged to be Good .

In 2017 the Welsh Government has classified the school's support category as Yellow (an effective school which is already doing well and knows the areas it needs to improve).

<b>Capacity, condition and suitability of Ysgol Gymraeg Pwll Coch</b>				
Age Range	Language medium/ Category of school	Condition Category as identified by 21 <sup>st</sup> Century Schools Survey	Current Published Capacity (age 4-11)	Published Capacity (nursery part-time places)
3 -11	Welsh Medium Community School	A	420	64

<b>Recent and projected numbers on roll at Ysgol Pwll Coch</b>										
School	January 2014 (NOR)	January 2015 (NOR)	January 2016 (NOR)	January 2017 (NOR)	January 2018 (NOR)	2018/19 Projection	2019/2020 Projection	2020/2021 Projection	2021/2022 Projection	2022/2023 Projection
Ysgol Pwll Coch	441	449	441	442	422	430	406	409	405	405

### Proposed changes

To meet the demand for primary SRB places for with complex learning disabilities and autism spectrum conditions in the Welsh medium sector, it is proposed to:

- open a specialist resource base at Ysgol Pwll Coch, providing up to 10 places initially, but with scope to extend to 20 places in future, as demand grows.

Accommodation for the SRB would be established within current facilities however some refurbishment would be required.

## **Rationale for the proposed changes**

Demand for Welsh medium education is growing in Cardiff. One impact of this is the increased number of children and young people with additional learning needs in the sector, including a growing number who require specialist provision.

There is a long-established specialist resource base at Ysgol Coed y Gof, offering up to 10 places for all areas of additional learning need. This is not sufficient to meet current and future demand.

The Council has identified between 5 and 10 pupils in Welsh medium schools who might currently benefit from a place in an SRB, and it is anticipated this number will increase over the next 3-5 years.

The school is in the 'transition cluster' for Ysgol Glantaf, which hosts a secondary specialist resource base. The proposal would ensure pupils can maintain friendships when they transfer from the primary SRB to the secondary SRB.

## **Alternative options considered**

The option of opening a second SRB class at Ysgol Coed y Gof was considered, but dismissed due to lack of space in the school.

## **How will the changes affect the school?**

A specialist resource base (SRB) is a small class in a mainstream school, taught by specialist staff. Although the SRBs are located in community schools, they admit pupils from across the authority, not just from their own local area. Pupils in a specialist resource base benefit from being taught in small classes with favorable pupil-staff ratios, taught by specialist staff. Pupils also benefit from opportunities to learn and play with their mainstream peers.

Admissions to the SRB would be managed by the local authority, subject to a statement of special educational needs and would be open to pupils from across the authority.

The opportunity to employ specialist staff and to work more closely with specialist services in Cardiff will enhance the school's capacity for inclusion and benefit all pupils in the school.

## **How will the changes affect other schools in Cardiff?**

Schools in the Welsh medium sector will benefit from the availability of additional expertise and specialist places in the sector.

## **What are the educational benefits of these proposals?**

The proposal would offer the following educational benefits:

- additional SRB places to meet the needs of pupils in the Welsh medium sector
- Ysgol Pwll Coch would benefit from the expertise and experience of the SRB staff

- The Welsh medium sector would benefit from additional specialist staff and provision in the sector

## **Highways and transport implications**

An initial appraisal of highways and transport implications has been completed, however all options would be subject to a full transport assessment. The initial assessment indicates that a staggered start time and finish time for the SRB would need to be implemented to alleviate traffic and to reduce congestion at the beginning and end of the day on Lawrenny Avenue. Active Travel/Sustainable Travel would be encouraged for all staff and visitors to the school.

## **Making your views known**

Your views matter and we want you to tell us what you think about the proposals. At the end of the booklet is a questionnaire: this is your chance to let the Council know what you think about the proposals. You can give a response to all of the questions, or just respond to some of them, as you prefer.

You can send us your views in one of the following ways:

- Complete the form online at [www.cardiff.gov.uk/21stcenturySchools](http://www.cardiff.gov.uk/21stcenturySchools)
- Email your views to [schoolresponses@cardiff.gov.uk](mailto:schoolresponses@cardiff.gov.uk)
- Write to us at the following address: Room 422, County Hall, Atlantic Wharf, Cardiff, CF10 4UW.

The Council will consider everyone's views before deciding whether to go ahead with the proposed changes.

The closing date for responses to this proposal is 13th March 2018.

## Ysgol Gyfun Gymraeg Glantaf

### About the school

Ysgol Gyfun Gymraeg Glantaf is a community high school located in Llandaff. The school hosts a specialist resource base for complex learning disabilities and autism spectrum conditions. There are currently 14 pupils on roll at the SRB.

The school was last inspected in 2017. The school's performance and prospects for improvement were judged to be Good.

In 2017 the Welsh Government has classified the school's support category as Amber (a school in need of improvement which needs help to identify the steps to improve or to make change happen more quickly).

<b>Capacity, condition and suitability of Ysgol Gymraeg Glantaf</b>			
Age Range	Language medium/ Category of school	Condition Category as identified by 21 <sup>st</sup> Century Schools Survey	Current Published Capacity
11-19	Welsh Medium Community School	C	1500

<b>Recent and projected numbers on roll at</b>										
School	January 2014 (NOR)	January 2015 (NOR)	January 2016 (NOR)	January 2017 (NOR)	January 2018 (NOR)	2018/19 Projection	2019/2020 Projection	2020/2021 Projection	2021/2022 Projection	2022/2023 Projection
Ysgol Glantaf	1276	1251	1165	1132	1178	1186	1269	1332	1395	1395
Ysgol Glantaf SRB	9	11	11	11	14	19	21	23	25	27

### Proposed changes

To meet the demand for secondary SRB places for complex learning disabilities and autism spectrum conditions in the Welsh medium sector it is proposed to:

- extend the designated number at Ysgol Glantaf specialist resource base to up to 30 places

The current SRB accommodation would be extended and improved to facilitate the additional numbers.

### **Rationale for the proposed changes**

Demand for places in the base has been increasing steadily for the last 5 years and there are currently 14 pupils on roll. Projections suggest the number will grow to 30 places over the next 3-5 years.

The local authority will continue to monitor and regularly audit the level of demand in the sector and bring forward further proposals to further extend provision in future as required.

### **How will the changes affect the school?**

A specialist resource base (SRB) is a small class in a mainstream school, taught by specialist staff. Although the SRBs are located in community schools, they admit pupils from across the authority, not just from their own local area. Pupils in a specialist resource base benefit from being taught in small classes with favorable pupil-staff ratios, taught by specialist staff. Pupils also benefit from opportunities to learn and play with their mainstream peers.

Admissions to the SRB are managed by the local authority, subject to a statement of special educational needs. The SRB offers places to pupils from across the city.

### **How will the changes affect other schools in Cardiff?**

Schools in the Welsh medium sector will continue to benefit from the availability of additional expertise and specialist places in the sector.

### **What are the educational benefits of these proposals?**

The proposal would offer the following educational benefits:

- additional SRB places to meet the needs of pupils in the Welsh medium sector
- Ysgol Glantaf would benefit from the opportunity to employ additional specialist staff at the SRB
- The Welsh medium sector would benefit from additional specialist staff and provision in the sector

### **Highways and transport implications**

There would be no new implications for transport and highways.

### **Making your views known**

Your views matter and we want you to tell us what you think about the proposals.

At the end of the booklet is a questionnaire: this is your chance to let the Council know what you think about the proposals. You can give a response to all of the questions, or just respond to some of them, as you prefer.

You can send us your views in one of the following ways:

- Complete the form online at [www.cardiff.gov.uk/21stcenturySchools](http://www.cardiff.gov.uk/21stcenturySchools)
- Email your views to [schoolresponses@cardiff.gov.uk](mailto:schoolresponses@cardiff.gov.uk)
- Write to us at the following address: Room 422, County Hall, Atlantic Wharf, Cardiff, CF10 4UW.

The Council will consider everyone's views before deciding whether to go ahead with the proposed changes.

The closing date for responses to this proposal is 13th March 2018.

## **IMPLICATIONS OF THE EIGHT PROPOSED SCHEMES**

### **Quality and Standards**

The Council works closely with the governing bodies of schools to ensure that standards in schools are high, that teaching is good and that leadership and governance is strong.

### **Standards**

The Council has in place policies to support school improvement is working to respond to the key principles of the 'School Effectiveness Framework' to secure better learning outcomes and well-being for all children.

It is not anticipated that there will be any impact on the quality of standards of education or the delivery of the Foundation Phase and each Key Stage of education at any of the schools as a result of the proposed changes.

### **Provision**

The proposals would address ALN sufficiency needs projected in 2018-21, ensuring children and young people can access high quality education in Cardiff special schools or specialist resource bases, in both English and Welsh medium sectors.

### **Leadership and Governance**

The Council would continue to work with the leadership of the schools subject to the proposals to continue to ensure a rigorous whole school approach to improvement planning and secure good relationships with parents and other partners in order to ensure pupils receive a high quality education.

### **Educational Benefits of the eight proposed schemes**

The proposals would offer the following educational benefits:

- Addressing ALN sufficiency needs projected in 2018-21, ensuring children and young people can access high quality education in Cardiff special schools or specialist resource bases, in both English and Welsh medium sectors.
- Development of the Trelai Youth Centre will provide additional sports facilities for use across the Western Learning Campus Federation, access for community use, and opportunities to further develop multi-agency collaboration on site, including provision of outreach services, to the benefit of ALN learners aged 0-25.
- A sustainable future for Meadowbank School, ensuring children with speech and language needs or complex learning disabilities can continue to benefit from the expertise and facilities offered by the school.
- Improved post-16 opportunities for young people with severe emotional health and wellbeing needs.

- Opening a new SRB in the South Central area of Cardiff will improve access to specialist provision for children in the area, and reduce the need for SEN transport.
- Increased capacity for early intervention to support children with speech and language needs.

### **Potential disadvantages of the proposals**

The following potential disadvantages have been identified:

- Extending numbers at Ty Gwyn, Hollies, Meadowbank and Greenhill Special Schools could impact on health provision at these schools however the Council will work with Cardiff and the Vale Health Board, to continue to ensure children's assessed needs are met, and to further develop collaborative approaches to promote wellbeing and positive outcomes for pupils at the schools.

### **Alternatives considered**

The alternative to extending special school and SRB places in Cardiff-maintained schools would be to seek places in the independent sector. The option has been dismissed as the revenue costs of this would be greater than the combined capital and revenue investment required by the proposed schemes.

### **Impact of proposals on the Welsh Language**

- The proposed schemes include extending and improving specialist provision for learners with autism spectrum conditions and complex learning disabilities, at Ysgol Gymraeg Pwll Coch and Ysgol Gyfun Gymraeg Glantaf.
- Additional work is underway to further develop the range of provision, including:
  - A review of the specialist resource base at Ysgol Coed y Gof
  - In 2017-18 the local authority is funding a pilot approach to supporting emotional health and wellbeing needs in the secondary phase.
  - An audit of speech and language needs to inform the development of early intervention for children in the Welsh sector.
- In partnership with Bridgend, RCT, Merthyr and the Vale of Glamorgan local authorities, a regional audit of ALN provision is being carried out, to identify opportunities for regional solutions and sharing of best practice. Across all five authorities, the number of ALN pupils is significantly lower than in English medium. The audit will consider the reasons for this and seek parental and school views. The audit will be completed by March 2018.
- It is anticipated that further schemes to develop provision in Welsh medium will be developed under the ALN Development Plan, and brought forward for Cabinet consideration.



## **Financial Implications**

In the case of the revenue costs, the delegated school budget, and any growth in that budget provided as part of future Council budgets, will need to provide the funding required.

In relation to capital costs, the existing allocations for School Suitability Works, as approved in the Council's Capital Programme for the five year period commencing 2017/18, will need to provide the funding required for works to buildings and other asset expenditure. However, this particular allocation is also used for non-ALN expenditure and, therefore, the scope for this allocation to meet all of the costs arising is potentially limited.

Should the current levels of funding be insufficient to fund the costs of all schemes, and additional funding not be provided as part of future Council budgets, it will be necessary for a re-prioritisation of schemes to be undertaken to ensure that only schemes that are affordable are delivered.

## **HR Implications**

Each individual proposal will broadly be about supporting schools with growth, which will include workforce planning and training. Trade union consultation will be required as part of that process.

## **Equality Impact Assessment**

An initial Equality Impact Assessment has been carried out. The assessment concluded that this proposal would not adversely affect a particular group in society. The assessment will be reviewed following consultation.

## **Learner travel arrangements**

Under these proposals there are no plans to change the Council's policy on the transport of children to and from schools. Any pupils affected by this proposal would be offered the same support with transport as is provided throughout Cardiff and in accordance with the same criteria that apply across Cardiff. The Council's transport policy can be viewed on the Council's website ([www.cardiff.gov.uk](http://www.cardiff.gov.uk)).

There is a statutory legal obligation on the Council to provide free home to school transport to primary school pupils who live 2 miles or more from the nearest suitable school, as measured by the shortest available walking route.

When deciding which is the nearest suitable school, the local authority must consider any disability a child has and any special educational needs (SEN).

## CONSULTATION RESPONSE FORM

Consultation on improving specialist provision for children and young people with additional learning needs 2018-19

Your views matter, please tell us what you think about the proposal by:

- Completing and returning the accompanying questionnaire to the address given at the bottom of the form.
- Completing the on line response form [www.cardiff.gov.uk/21stcenturyschools](http://www.cardiff.gov.uk/21stcenturyschools)
- Or if you prefer you can e-mail your views to: [schoolresponses@cardiff.gov.uk](mailto:schoolresponses@cardiff.gov.uk)

**Please note that all comments sent in writing or by e-mail must contain the full name and full postal address of the person making the comments.**

**The closing date for responses to this consultation is 13 March 2018. Unfortunately no responses received after this date can be considered by the Council.**

Consultation responses will **not** be counted as objections to the proposals. Objections could only be registered following publication of a **statutory notice**.

Any responses received can be requested under the Freedom of Information Act and may have to be made public, however any information that would identify an individual such as name and address would be removed.

Please see consultation response form below/over.

**1. Which of the following are you responding as?**

- Parent
- Teacher – Please specify your school.....
- School Governor - Please specify your school.....
- Other – Please specify.....

**2. Do you have a child/children enrolled at the following schools (tick all that apply):**

- Allensbank Primary School
- Greenhill School
- The Hollies Special School
- Meadowbank Special School
- St. Mary the Virgin Church in Wales Primary School
- Ty Gwyn Special School
- Ysgol Glantaf
- Ysgol Pwll Coch
- Other please specify.....

**3. What year are they in? (tick all that apply)**

- |     |     |           |
|-----|-----|-----------|
| • 1 | • 5 | • 9       |
| • 2 | • 6 | • 10      |
| • 3 | • 7 | • 11      |
| • 4 | • 8 | • Post 11 |

**4. Overall are you supportive of the plans put forward to improve the provision for Children and Young People with additional learning needs?**

- |              |                          |
|--------------|--------------------------|
| • Yes        | <input type="checkbox"/> |
| • No         | <input type="checkbox"/> |
| • Don't know | <input type="checkbox"/> |

**5. Do you support the plan proposed for each of the school sites? (full details of the proposals can be viewed here)**

<b>School and proposal in brief</b>	<b>Yes</b>	<b>No</b>	<b>Don't know</b>
<b>Allensbank Primary School</b> - Proposal to phase out the specialist resource base designated for pupils with specific language impairments and open an 8 place early intervention class (1 <sup>st</sup> cohort Sept 2019)			
<b>Greenhill School</b> - Currently age 11-16, proposal to extend age range to 19 to better aid transition into employment, college or training			
<b>The Hollies Special School</b> - increase in pupil number to 138. Move to a split site approach utilising the vacated Glan Morfa Site and introducing an option for pupils to remain at Hollies age 11-14			
<b>Meadowbank Special School</b> - Proposal to change the designation of the school from specific language difficulties to include complex learning disabilities			
<b>St. Mary the Virgin Church in Wales Primary School</b> - No specialist provision at present. Proposal to open a resource base for up to 20 pupils. (as part of a future new building)			
<b>Ty Gwyn Special School</b> – Proposal to increase the number of places to 198 by installation of 3 new classrooms including the redevelopment of Trelai youth centre.			
<b>Ysgol Glantaf</b> – The school hosts a specialist resource base. Proposal to increase the number of places to 30.			
<b>Ysgol Pwll Coch</b> - No specialist provision at present. Proposal to open a resource base (10 places initially with possibility of growing to 20) pupils in a Welsh medium setting.			

**6a. Do you have any specific concerns regarding the proposals?**

Yes ☐

No ☐

**6b. If yes please provide details and indicate which of the proposals you are referring to:**

- Allensbank Primary School
- Greenhill School
- The Hollies Special School
- Meadowbank Special School
- St. Mary the Virgin Church in Wales Primary School
- Ty Gwyn Special School
- Ysgol Glantaf
- Ysgol Pwll Coch
- General

**6c. Is there anything that could be done to help alleviate this concern?**

**7. Any further comments**

**If you would like to be contacted by a member of the ALN team to discuss this issue in more detail please provide contact details.**

**Name**

**Tel.**

**Email**

Please return this form to the School Organisation Planning Team, Room 422,  
County Hall, CF10 4UW by 13 March 2018

Thank you for your comments

Please tick the box below if you wish to be notified of publication of the consultation report ☐

## CARDIFF COUNCIL

### SCHOOLS STANDARDS AND ORGANISATION (WALES) ACT 2013

#### ENGLISH MEDIUM PRIMARY SCHOOL PROVISION

**NOTICE IS HEREBY GIVEN** in accordance with Section 42 of the School Standards and Organisation (Wales) Act 2013 and the School Organisation Code, that Cardiff Council (herein after “the Authority”), having consulted such persons as appeared to them to be appropriate, propose to:

- Phase out the Specialist Resource Base (SRB) at Allensbank Primary School, Llanishen Street, Heath, Cardiff CF14 3QE closing the class in July 2022, or when all current pupils have completed their primary placement, if earlier.

The school is currently maintained by Cardiff Council.

The Authority undertook a period of consultation before deciding to publish this proposal. A consultation report containing a summary of the issues raised by consultees and the Authority's responses and the views of Estyn is available to view at:

[www.cardiff.gov.uk/21stCenturySchools](http://www.cardiff.gov.uk/21stCenturySchools)

There are currently six pupils all in Key Stage 2.

There are no plans to change the Council's policy on the admission of children to schools as a result of this proposal.

There are no implications for school transport.

Within a period of 28 days after the date of publication of these proposals, that is to say by 29 May 2018 any person may object to these proposals.

Objections should be sent to the Director of Education and Lifelong Learning, Cardiff Council, County Hall, Atlantic Wharf, Cardiff CF10 4UW.

Objections may also be sent to the Director of Education and Lifelong Learning, Cardiff Council using the following e-mail address: [SchoolResponses@cardiff.gov.uk](mailto:SchoolResponses@cardiff.gov.uk)

Please note that any such objection sent by e-mail must contain the full name and postal address of the objector.

The Authority will publish a summary of any such objections made (and not withdrawn in writing) within the objection period, together with their observations thereon, before the end of 7 days beginning with the day the proposal is determined.

Dated this 02 day of May 2018

Signed: Davina Fiore  
Director of Legal, Governance and Monitoring Officer  
For the Council of the City and County of Cardiff

## EXPLANATORY NOTE

Allensbank is a community primary school located in Cathays. The school hosts a 16-20 place specialist resource base (SRB) designated for pupils with speech language and communication needs.

Demand for places at the SRB have fallen over several years. There are now 6 pupils, all in Key Stage 2. The reason for this fall is believed to be linked to changes in how the education service and the therapy service work with mainstream schools to identify and meet needs early. Fewer statements are now issued for children with specific speech and language needs, and most are issued relatively late, when children are already in Key Stage 2. Issuing fewer statement is a measure of effective early intervention, but it is also having the unintended effect of delaying access to specialist provision for those children who may need it most.

The proposed solution is to open an early intervention class at the school. Intensive support in a special class is most effective if provided as early as possible. Placements at the early intervention class would therefore be identified by the specialist speech and language panel and would not be dependent on a statement.

The early intervention class would open in September 2019. The criteria for admission, staffing, the curriculum and mode of operation would first be fully considered and agreed in partnership with the governing body and the therapy service, and in consultation with other schools.

Based on preliminary work to define the approach, it is anticipated that the class would admit up to 8 Foundation Phase children who were not making sufficient progress, but who have good prospects for returning to their local mainstream school. Placements would last 1-3 years, depending on progress. Pupils would be dual registered at their local school, and supported to return at the end of the placement. Pupils would continue to attend their local school for at least one day a week, to maintain links with local friends and to prepare for a successful early reintegration to their local school.

Closure of the SRB would be phased, to allow for current pupils to complete their education in the base. No further pupils with statements would be admitted: pupils with severe and specific needs would either have mainstream statements or have the opportunity to attend Meadowbank Special School.



## CARDIFF COUNCIL

### SCHOOLS STANDARDS AND ORGANISATION (WALES) ACT 2013

#### ENGLISH MEDIUM PRIMARY SCHOOL PROVISION

**NOTICE IS HEREBY GIVEN** in accordance with Section 44 of the School Standards and Organisation (Wales) Act 2013 and the School Organisation Code, that Cardiff Council (herein after “the Authority”), having consulted such persons as appeared to them to be appropriate, propose to:

- Extend the age range of Greenhill Special School, Heol Brynglas, Rhiwbina, Cardiff CF14 6UJ from 11-16 to 11-19
- Increase the capacity of the school from 56 places to 64 places

It is proposed to implement the proposal in September 2018.

The school is currently maintained by Cardiff Council.

The Authority undertook a period of consultation before deciding to publish this proposal. A consultation report containing a summary of the issues raised by consultees and the Authority’s responses and the views of Estyn is available to view at:

[www.cardiff.gov.uk/21stCenturySchools](http://www.cardiff.gov.uk/21stCenturySchools)

The current number of pupils at Greenhill Special School is 56 (11-16), the pupil capacity of the school is 56 and the proposed capacity once the proposal is implemented will be 64.

Admissions to the school are managed by the local authority. Placements are subject to a statement of Special Education Need in accordance with the Special Education Code of Practice for Wales 2002 and the new Additional Learning Needs and Education Tribunal (Wales) Act 2018.

The school will continue to provide places for learners with emotional health and wellbeing needs.

There are no plans to change the Council’s policy on the admission of children to schools as a result of these proposals.

Any arrangements for the transport of pupils will be made in accordance with the Authority’s existing policies on school transport.

Within a period of 28 days after the date of publication of these proposals, that is to say by 29 May 2018 any person may object to these proposals.

Objections should be sent to the Director of Education and Lifelong Learning, Cardiff Council, County Hall, Atlantic Wharf, Cardiff CF10 4UW.

Objections may also be sent to the Director of Education and Lifelong Learning, Cardiff Council using the following e-mail address: [SchoolResponses@cardiff.gov.uk](mailto:SchoolResponses@cardiff.gov.uk)

Please note that any such objection sent by e-mail must contain the full name and postal address of the objector.

The Authority will publish a summary of any such objections made (and not withdrawn in writing) within the objection period, together with their observations thereon, before the end of 7 days beginning with the day the proposal is determined.

Dated this 02 day of May 2018

Signed: Davina Fiore  
Director of Legal, Governance and Monitoring Officer  
For the Council of the City and County of Cardiff

## **EXPLANATORY NOTE**

(This does not form part of the Notice but is intended to explain its general meanings)

Greenhill is a special school providing special school places for pupils with emotional health and wellbeing needs aged 11-16.

The school is located in Rhiwbina and admits pupils from across the authority.

Post 16 pupils would attend some classes on site, but would also be supported to access appropriate educational opportunities off site, as part of a supported transition to college or employment.

The school has relevant expertise and experience to support pupils post16 but there would be a need to develop a suitable post-16 curriculum focussed on supporting successful transition to college or employment by the end of Year 12.

## CARDIFF COUNCIL

### SCHOOLS STANDARDS AND ORGANISATION (WALES) ACT 2013

#### ENGLISH MEDIUM PRIMARY SCHOOL PROVISION

**NOTICE IS HEREBY GIVEN** in accordance with Section 44 of the School Standards and Organisation (Wales) Act 2013 and the School Organisation Code, that Cardiff Council (herein after “the Authority”), having consulted such persons as appeared to them to be appropriate, propose to:

- change the type of special education need Meadowbank Special School, Colwill Road, Gabalfa, Cardiff, CF14 2QQ provides for from ‘speech language and communication needs’ to ‘speech language and communication needs and complex learning disabilities’.

It is proposed to implement the proposal in September 2018.

The school is currently maintained by Cardiff Council.

The Authority undertook a period of consultation before deciding to publish this proposal. A consultation report containing a summary of the issues raised by consultees and the Authority’s responses and the views of Estyn is available to view at:

[www.cardiff.gov.uk/21stCenturySchools](http://www.cardiff.gov.uk/21stCenturySchools)

The current number of pupils at Meadowbank Special School is 15 (4-11), the pupil capacity of the school is 40 and the proposed capacity once the proposal is implemented will be 40.

Children are taught in mixed classes and the number per age group may vary however the overall number would not exceed 40.

The school will continue to provide places for pupils with speech language and communication needs in addition to pupils with complex learning disabilities.

Admissions to the school are managed by the local authority. Placements are subject to a statement of Special Education Need in accordance with the Special Education Code of Practice for Wales 2002 and the new Additional Learning Needs and Education Tribunal (Wales) Act 2018.

There are no plans to change the Council’s policy on the admission of children to schools as a result of these proposals.

Any arrangements for the transport of pupils will be made in accordance with the Authority’s existing policies on school transport.

Within a period of 28 days after the date of publication of these proposals, that is to say by 29 May 2018 any person may object to these proposals.

Objections should be sent to the Director of Education and Lifelong Learning, Cardiff Council, County Hall, Atlantic Wharf, Cardiff CF10 4UW.

Objections may also be sent to the Director of Education and Lifelong Learning, Cardiff Council using the following e-mail address: [SchoolResponses@cardiff.gov.uk](mailto:SchoolResponses@cardiff.gov.uk)

Please note that any such objection sent by e-mail must contain the full name and postal address of the objector.

The Authority will publish a summary of any such objections made (and not withdrawn in writing) within the objection period, together with their observations thereon, before the end of 7 days beginning with the day the proposal is determined.

Dated this 02 day of May 2018

Signed: Davina Fiore  
Director of Legal, Governance and Monitoring Officer  
For the Council of the City and County of Cardiff

### EXPLANATORY NOTE

(This does not form part of the Notice but is intended to explain its general meanings)

Meadowbank is special school providing school places for pupils with specific language impairments. The school is located in Gabalfa and admits pupils from across the authority.

The current accommodation at Meadowbank is in good condition however some adaptations to the building would be needed, including provision of a changing space and improvements to the accessibility of the building.

Additional Learning Needs provision has a city-wide catchment and therefore pupils may not live in the immediate vicinity of the site. Therefore, walking, cycle routes, bus services or rail services may not be suitable due to either distance or pupil needs. Furthermore, whilst some pupils are able to travel independently with support it is acknowledged that others are not and therefore Schools Transport will work with pupils, schools and parents/carers to look at the most appropriate form of transport for the pupil and their needs.

## CARDIFF COUNCIL

### SCHOOLS STANDARDS AND ORGANISATION (WALES) ACT 2013

#### ENGLISH MEDIUM PRIMARY SCHOOL PROVISION

**NOTICE IS HEREBY GIVEN** in accordance with Section 44 of the School Standards and Organisation (Wales) Act 2013 and the School Organisation Code, that Cardiff Council (herein after “the Authority”), having consulted such persons as appeared to them to be appropriate, propose to:

- Increase the capacity of Ty Gwyn Special School, Vincent Road, Caerau, Cardiff, CF5 5AQ from 150 places to 198 places

It is proposed to implement the proposal in September 2018.

The school is currently maintained by Cardiff Council.

The Authority undertook a period of consultation before deciding to publish this proposal. A consultation report containing a summary of the issues raised by consultees and the Authority’s responses and the views of Estyn is available to view at:

[www.cardiff.gov.uk/21stCenturySchools](http://www.cardiff.gov.uk/21stCenturySchools)

The current number of pupils at Ty Gwyn Special School is 174 (3-19), the pupil capacity of the school is 150 and the proposed capacity once the proposal is implemented will be 198.

Children are taught in mixed classes and the numbers per age group may vary however the overall number would not exceed 198.

The school will continue to provide places for learners with complex learning disabilities and autism spectrum conditions (ASC).

Admissions to the school are managed by the local authority. Placements are subject to a statement of Special Education Need in accordance with the Special Education Code of Practice for Wales 2002 and the new Additional Learning Needs and Education Tribunal (Wales) Act 2018.

There are no plans to change the Council’s policy on the admission of children to schools as a result of these proposals.

Any arrangements for the transport of pupils will be made in accordance with the Authority’s existing policies on school transport.

Within a period of 28 days after the date of publication of these proposals, that is to say by 29 May 2018 any person may object to these proposals.

Objections should be sent to the Director of Education and Lifelong Learning, Cardiff Council, County Hall, Atlantic Wharf, Cardiff CF10 4UW.

Objections may also be sent to the Director of Education and Lifelong Learning, Cardiff Council using the following e-mail address: [SchoolResponses@cardiff.gov.uk](mailto:SchoolResponses@cardiff.gov.uk)

Please note that any such objection sent by e-mail must contain the full name and postal address of the objector.

The Authority will publish a summary of any such objections made (and not withdrawn in writing) within the objection period, together with their observations thereon, before the end of 7 days beginning with the day the proposal is determined.

Dated this 02 day of May 2018

Signed: Davina Fiore  
Director of Legal, Governance and Monitoring Officer  
For the Council of the City and County of Cardiff

## EXPLANATORY NOTE

(This does not form part of the Notice but is intended to explain its general meanings)

Ty Gwyn is a special school providing special school places for learners aged 3-19 with complex learning disabilities and autism spectrum conditions (ASC).

The school is located in Caerau and admits pupils from across the authority.

From 08 January 2018 the school has been federated with Riverbank and Woodlands Special Schools, as the Western Learning Campus Federation.

It is proposed to adapt part of the Trelai Youth Centre building to provide three new classrooms for Ty Gwyn School and to connect the school and youth centre buildings via an enclosed corridor or covered walkway.

The scheme would form part of a multiagency project which has been established under the Disability Futures Programme, to redevelop the Trelai Youth Centre building as a multi-agency resource attached to the Western Learning Campus Federation. The project is exploring the potential to develop one side of the building as a hub for regional multi-agency services, and to increase the use of the existing sports and play facilities for children and young people with complex needs, in school hours, for holiday and after school provision.

Additional Learning Needs provision has a city-wide catchment and therefore pupils may not live in the immediate vicinity of the site. Therefore, walking, cycle routes, bus services or rail services may not be suitable due to either distance or pupil needs. Furthermore, whilst some pupils are able to travel independently with support it is acknowledged that others are not and therefore Schools Transport will work with pupils, schools and parents/carers to look at the most appropriate form of transport for the pupil and their needs.

## CARDIFF COUNCIL

### SCHOOLS STANDARDS AND ORGANISATION (WALES) ACT 2013

#### ENGLISH MEDIUM PRIMARY SCHOOL PROVISION

**NOTICE IS HEREBY GIVEN** in accordance with Section 42 of the School Standards and Organisation (Wales) Act 2013 and the School Organisation Code, that Cardiff Council (herein after “the Authority”), having consulted such persons as appeared to them to be appropriate, propose to:

- establish a Specialist Resource Base (SRB) at Ysgol Gyfun Gymraeg Glantaf, Bridge Road, Llandaff North, Cardiff, CF14 2JL providing up to 30 places for children aged 11 – 19 with complex learning disabilities and autism spectrum conditions in the Welsh-medium sector

It is proposed to implement the proposal from September 2018.

The school is currently maintained by Cardiff Council.

The Authority undertook a period of consultation before deciding to publish this proposal. A consultation report containing a summary of the issues raised by consultees and the Authority's responses and the views of Estyn is available to view at:

[www.cardiff.gov.uk/21stCenturySchools](http://www.cardiff.gov.uk/21stCenturySchools)

The school is currently resourced for 14 pupils aged 11 – 19 with statements of special educational need specific to complex learning disabilities and autism spectrum conditions.

Admissions to the SRB would be managed by the local authority. Placements would be subject to a statement of Special Education Need in accordance with the Special Education Code of Practice for Wales 2002 and the new Additional Learning Needs and Education Tribunal (Wales) Act 2018.

Admissions to the SRB would be separate to admissions to the main school and would be in addition to the school Published Admission Number (PAN).

There are no plans to change the Council's policy on the admission of children to schools as a result of this proposal.

Any arrangements for the transport of pupils will be made in accordance with the Authority's existing policies on school transport.

Within a period of 28 days after the date of publication of these proposals, that is to say by 29 May 2018 any person may object to these proposals.

Objections should be sent to the Director of Education and Lifelong Learning, Cardiff Council, County Hall, Atlantic Wharf, Cardiff CF10 4UW.

Objections may also be sent to the Director of Education and Lifelong Learning, Cardiff Council using the following e-mail address: [SchoolResponses@cardiff.gov.uk](mailto:SchoolResponses@cardiff.gov.uk)

Please note that any such objection sent by e-mail must contain the full name and postal address of the objector.

The Authority will publish a summary of any such objections made (and not withdrawn in writing) within the objection period, together with their observations thereon, before the end of 7 days beginning with the day the proposal is determined.

Dated this 02 day of May 2018

Signed: Davina Fiore  
Director of Legal, Governance and Monitoring Officer  
For the Council of the City and County of Cardiff

## **EXPLANATORY NOTE**

(This does not form part of the Notice but is intended to explain its general meanings)

Ysgol Gyfun Gymraeg Glantaf is a community high school located in Llandaff.

Existing accommodation would be extended and improved to facilitate the additional numbers.

Additional Learning Needs provision has a city-wide catchment and therefore pupils may not live in the immediate vicinity of the site. Therefore, walking, cycle routes, bus services or rail services may not be suitable due to either distance or pupil needs. Furthermore, whilst some pupils are able to travel independently with support it is acknowledged that others are not and therefore Schools Transport will work with pupils, schools and parents/carers to look at the most appropriate form of transport for the pupil and their needs.



## CARDIFF COUNCIL

### SCHOOLS STANDARDS AND ORGANISATION (WALES) ACT 2013

#### WELSH MEDIUM PRIMARY SCHOOL PROVISION

**NOTICE IS HEREBY GIVEN** in accordance with Section 42 of the School Standards and Organisation (Wales) Act 2013 and the School Organisation Code, that Cardiff Council (herein after “the Authority”), having consulted such persons as appeared to them to be appropriate, propose to:

- establish a Specialist Resource Base (SRB) at Ysgol Gymraeg Pwll Coch, Lawrenny Avenue, Leckwith, Cardiff, CF11 8BR providing up to 20 places for children aged 4 – 11 with complex learning disabilities and autism spectrum conditions in the Welsh-medium sector from September 2018

The school is currently maintained by Cardiff Council.

The base will provide up to 10 places initially with scope to extend to 20 places as demand grows.

The Authority undertook a period of consultation before deciding to publish this proposal. A consultation report containing a summary of the issues raised by consultees and the Authority's responses and the views of Estyn is available to view at:

[www.cardiff.gov.uk/21stCenturySchools](http://www.cardiff.gov.uk/21stCenturySchools)

Admissions to the SRB would be managed by the local authority. Placements would be subject to a statement of Special Education Need in accordance with the Special Education Code of Practice for Wales 2002 and the new Additional Learning Needs and Education Tribunal (Wales) Act 2018.

Admissions to the SRB would be separate to admissions to the main school and would be in addition to the school Published Admission Number (PAN).

There are no plans to change the Council's policy on the admission of children to schools as a result of this proposal.

Any arrangements for the transport of pupils will be made in accordance with the Authority's existing policies on school transport.

Within a period of 28 days after the date of publication of these proposals, that is to say by 29 May 2018 any person may object to these proposals.

Objections should be sent to the Director of Education and Lifelong Learning, Cardiff Council, County Hall, Atlantic Wharf, Cardiff CF10 4UW.

Objections may also be sent to the Director of Education and Lifelong Learning, Cardiff Council using the following e-mail address: [SchoolResponses@cardiff.gov.uk](mailto:SchoolResponses@cardiff.gov.uk)

Please note that any such objection sent by e-mail must contain the full name and postal address of the objector.

The Authority will publish a summary of any such objections made (and not withdrawn in writing) within the objection period, together with their observations thereon, before the end of 7 days beginning with the day the proposal is determined.

Dated this 02 day of May 2018

Signed: Davina Fiore  
Director of Legal, Governance and Monitoring Officer  
For the Council of the City and County of Cardiff

### EXPLANATORY NOTE

(This does not form part of the Notice but is intended to explain its general meanings)

Ysgol Gymraeg Pwll Coch is a community primary school located in Canton. There is no specialist provision at the school currently.

Accommodation for the SRB would be established within current facilities however some refurbishment would be required.

Additional Learning Needs provision has a city-wide catchment and therefore pupils may not live in the immediate vicinity of the site. Therefore, walking, cycle routes, bus services or rail services may not be suitable due to either distance or pupil needs. Furthermore, whilst some pupils are able to travel independently with support it is acknowledged that others are not and therefore Schools Transport will work with pupils, schools and parents/carers to look at the most appropriate form of transport for the pupil and their needs.



# Allensbank Primary School

Transport Assessment



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# 1. Introduction

## 1.1. Introduction

Opus International Consultants (UK) have been commissioned by Cardiff Council to produce a Transport Assessment (TA) for Allensbank Primary School, a community primary school located in Cathays, Cardiff. The school hosts a 16-20 place Specialist Resource Base (SRB) designated for pupils with speech and communication needs.

The proposal is to phase out the SRB and open an 8-place early intervention class for children with speech and language needs.

The TA has been prepared to take account of national planning policy including Planning Policy Wales, Edition 8 (2016). Local Planning Policy has also been taken into account, including the Cardiff Local Development Plan 2006-2026. The scope of the TA has been agreed with Cardiff Council through email correspondence and a meeting held at Cardiff County Hall on 7<sup>th</sup> February 2018.

The report has been prepared in response to a request by the client and the report will evaluate the impacts of the extension works on the surrounding highway network. The report has been based on Opus' understanding of Cardiff Council's requirements and our specialist experience of undertaking TAs for similar developments.

## 1.2. Report Structure

The TA investigates the highway and transportation issues associated with the proposed changes, the report will be structured in the following way:

- Chapter 2: will summarise the relevant national and local planning policy;
- Chapter 3: presents the existing site conditions;
- Chapter 4: focuses on the accessibility of the site by different travel modes;
- Chapter 5: presents the proposed changes to the school; and
- Chapter 6: summarises and concludes the report.

## 2. Planning and Policy Context

Relevant national and local planning policy documents have been reviewed and adopted within the Transport Assessment.

### 2.1. Legislation

#### 2.1.1. *Town and Country Planning Act, 1990*

The Town and Country Planning Act 1990 (TCPA 1990) and the Planning and Compulsory Purchase Act 2004 (PCPA 2004) establish the legislative basis for town planning in England and Wales. These Acts establish a plan-led system which requires Local Planning Authorities (LPAs) to determine planning applications in accordance with the development plan unless material considerations indicate otherwise.

### 2.2. National Planning Policy

#### 2.2.1. *Planning Policy Wales, Edition 8 (2016)*

Planning Policy Wales (PPW) sets out the land use planning policies of the Welsh Government, which is supplemented by a series of Technical Advice Notes (TANs). PPW sets out Wales' commitment to sustainable development, ensuring it plays an appropriate role in the planning system.

The Welsh Government aims to extend transportation choices in a way that supports sustainable development and helps tackle the causes of climate change. The Welsh Government is committed to enabling more people to undertake and enjoy the benefits of active travel.

It is stated that the proposed access to a development is likely to reflect the travel patterns that are involved. People should be able to reach the development by walking, cycling and public transport as well as by car. Walking and cycling should be promoted for shorter trips and as a substitute for shorter car journeys.

#### 2.2.2. *Planning Policy Wales Technical Advice Note 18: Transport (March 2007)*

Technical Advice Note 18 (TAN18) was published in March 2007 and is a supplement of Planning Policy Wales. TAN18 provides advice on transport related issues when planning for new development, such as the integration between land use planning and transport, parking and the design of the development.

The importance of new developments promoting walking is highlighted in TAN18. It is stated that new developments should be situated close to main footways, public transport stops and pedestrian desire lines. Cycling also has the potential to act as a substitute for shorter car journeys. Cycling can be encouraged through the provision of secure cycle parking that is easy to access for everyday use.

#### 2.2.3. *Active Travel (Wales) Act, 2013*

The Active Travel Act was adopted in 2013 and makes provision for maps of existing active travel routes and related facilities in a local authority's area. The Act requires Welsh Ministers and local authorities to take reasonable steps to enhance the provisions made for walking and cycling.

#### 2.2.4. *Wales National Transport Plan (March 2010)*

The Wales National Transport Plan was published in March 2010 and establishes a framework for the creation of an integrated transport system. By joining together proposals for road, rail and public transport, people will be able to move more efficiently and sustainably throughout the country.



## 2.3. Local Planning Policy

### 2.3.1. *Cardiff Local Development Plan (LDP) 2006-2026*

The adopted LDP provides the statutory framework for the development and use of land within Cardiff over the Plan period (2006-2026). This fulfils the requirements of The Planning and Compulsory Purchase Act 2004 which requires the Council to prepare a LDP. It replaces existing Structure Plans and Local Plans relating to Cardiff and will be used by the Council to guide and control development and provide the statutory local policy context for determining planning applications.

In terms of transport the LDP highlights the following key points and objectives:

- The overall approach seeks to minimise travel demand and provide a range of measures and opportunities which reduce reliance on the car.
- New development in Cardiff must be integrated with the provision of new transport infrastructure which can help contribute to this objective by putting in place sustainable transport solutions which also provide improved travel choices for the wider community.
- This approach is fully consistent with on-going work at a city-region scale which seeks to develop a more effective public transport network across the region as a whole, helping people travel from where they live to work and thereby helping to spread prosperity around the entire city-region.

The LDP also highlights the key transportation trends and issues, including the following:

- Traffic on Cardiff's roads grew by 9% between 2002 and 2012.
- 56% of Cardiff's residents travel to work by car.
- Nearly 77,900 people commute into Cardiff each day by all modes (37% of Cardiff's workforce). The 2001 Census indicates that approximately 80% of commuters travel to Cardiff by car.
- Travel on rail services has increased considerably - the use of Cardiff Central and Queen Street Stations has risen by 82% between 2001 and 2011.
- Cycle use has increased 10% between 2001 and 2011 but bus use has fallen slightly over the same period.



### 3. Existing Conditions

#### 3.1. Site Location

The site is located to the north of Llanishen Street, in the Cathays area of Cardiff. Llanishen Street and the other streets in the vicinity of the site are of residential nature. Whitchurch Road is located approximately 200m to the south of the site and provides access to a range of services and facilities. Cardiff City Centre is located approximately 2km to the south of the site and Cardiff Railway Station is approximately 3km to the south.

The location of the site is shown in Figure 1, and is also contained in **Appendix A**.

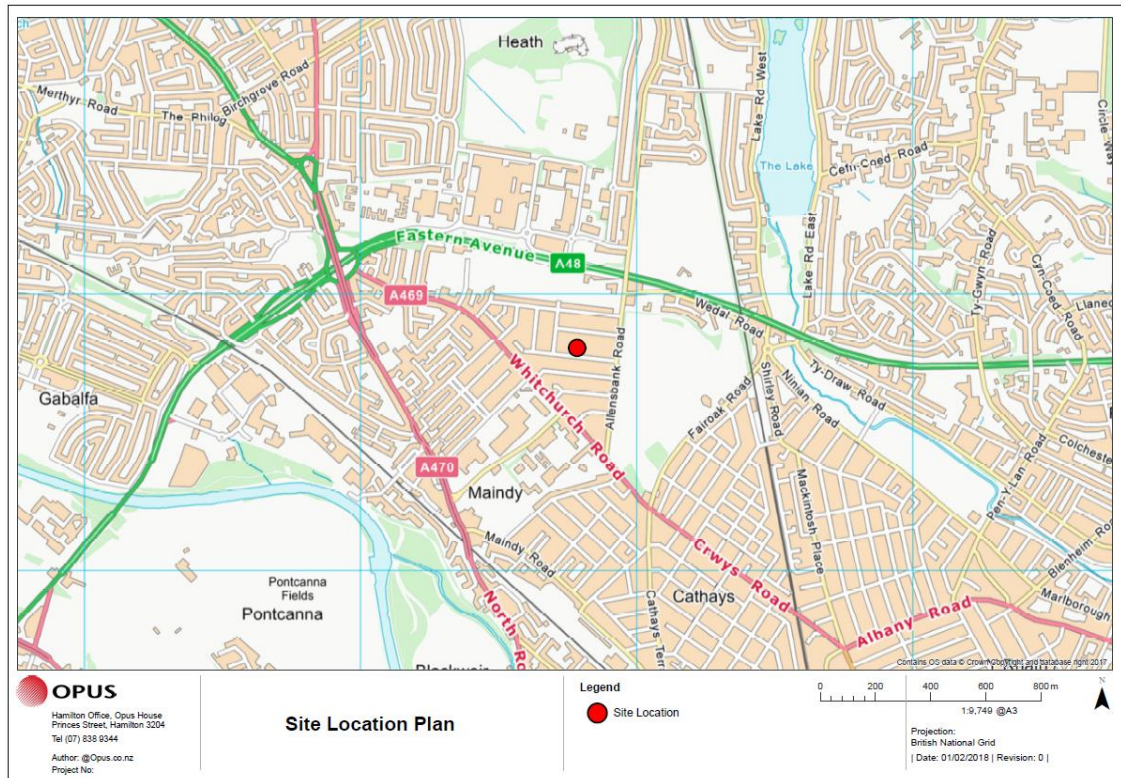


Figure 1 – Site Location Plan

#### 3.2. Existing Site

The existing school site covers an area of approximately 5,500m<sup>2</sup>. There are two separate school buildings, a single storey building to the west and a two-storey building to the east. There is a staff car park along the eastern border of the site which is accessed from Llanishen Street. The rear (north) of the site is allocated as an outdoor playing area for the pupils. There are currently 210 students enrolled at Allensbank Primary School.

Cardiff Council's planning application portal has been interrogated to determine the relevant planning history of the site, a summary of the relevant planning applications is found in Table 1 below.

Table 1 – Planning History

Application Reference	Proposal	Decision	Date
99/01404/W	Removal of existing brickwork chimney / installation of new flue	Granted	15/10/1999
A/13/00187/DCI	Installation of 2 no. flagpoles	Granted	16/12/2013

### 3.3. Local Highway Network

#### 3.3.1. *Llanishen Street*

Llanishen Street runs along the southern boundary of the site from east to west for approximately 350m, it connects to Allensbank Road to the east via a non-signalised priority junction. It is a single carriageway road with an approximate width of 8.5m, however there is residential parking on both sides of the highway which significantly reduces width. The majority of this on-street parking provision is for permit holders only, however there are some sections of unrestricted parking and there is an area directly outside the school gate that is to be kept clear for school buses etc.

There are footways provided along both sides of Llanishen Street, with an approximate width of 2m, however the width is impacted in areas due to street clutter such as signage and bins. Street lighting is provided along both sides of the highway, dropped kerbs and tactile paving are provided at crossing points, however, some of the tactile paving is in need of upgrading. Llanishen Street provides the sole pedestrian and vehicular access to the site, a speed limit of 20mph has recently been introduced on Llanishen Street. The highway surface is in good condition generally, however, there were some defects noted in places, road markings and signage are also in reasonable condition.

## 4. Accessibility

The sustainability of a site is inherently linked to its location and access to facilities for active travel and public transport.

### 4.1.1. Walking

The aim of land use and transport policy is to promote and encourage the choice of walking and cycling above all else where the need to travel exists. Therefore, it is reasonable to assume that walking is a viable and growing means of transport, and that new development should be designed to promote and encourage it.

In practice, the distance that an individual is likely to choose to walk depends on the individual circumstances, but it is reasonable to assume that over time, given current policies to encourage active travel, the propensity for individuals to walk, and to walk further, will increase.

The Institution of Highways and Transportation in their document 'Guidelines for Providing Journeys on Foot' state that "walking accounts for over a quarter of all journeys and four fifths of journeys less than one mile".

PPG13 'A Guide to Better Practice' (2001) stated that people are prepared to walk up to 2 kilometres (1.24 miles). Whilst PPG13 has been superseded, it is considered that this distance is still relevant and appropriate as a guide to what is acceptable and reasonable to many people.

The isochrone shown in Figure 2 displays a 2km walking area from the site, this is also contained in **Appendix B**.

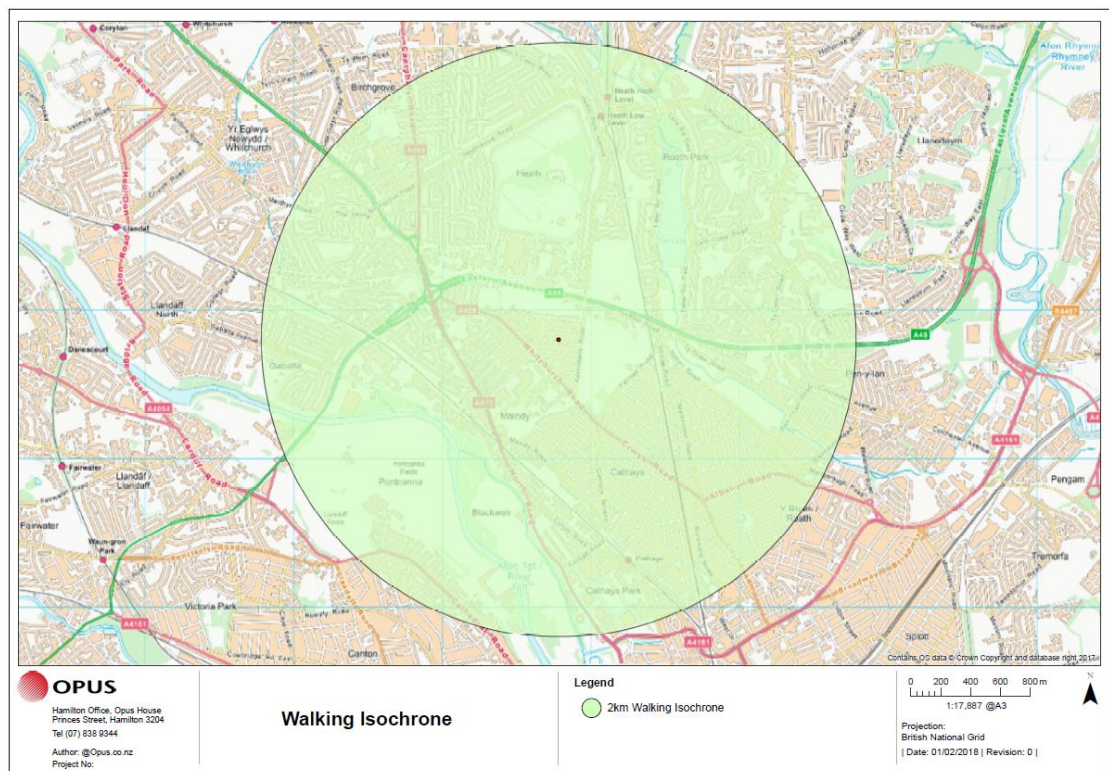


Figure 2 – Walking Isochrone

The isochrone shows that the site is within walking distance of nearby residential areas such as Maindy, Roath and Heath. Cardiff City Centre is also within walking distance and provides access to a range of services and facilities, Whitchurch Road to the south of the site also offers access to local services and facilities. Cardiff Railway Station is located just beyond the realistic walking distance; however, Cathays Railway Station is within the 2km distance.



In the vicinity of the site there are footways provided as well as pedestrian crossing facilities and street lighting, this along with factors such as the generally level gradient results in an environment which is conducive to walking.

A review has been undertaken of any Public Rights of Way (PROW) in the area surrounding the site, this revealed that there are no PROWs in the vicinity of the site.

#### 4.1.2. Cycling

The DfT in their 'Transport Statistics on Cycling in Great Britain' state that the average length of a cycle journey is 3.84km (2.4 miles). PPG13 'A Better Guide to Practice' (2001) identified that people were prepared to cycle up to 8km (5 miles); which, although the guidance has been superseded, is still considered appropriate. The DfT's LTN 2/08 'Cycle Infrastructure Design' (October 2008) states that "in common with other modes, many utility cycle journeys are over short distances under three miles (4.8km), although for commuter journeys, a trip distance of up to five miles (7.2km) is not uncommon".

It is therefore considered that a distance of 4km (2.5 miles) represents a reasonable cycling distance and that 8km (5 miles) is a maximum realistic range for cycle trips. The isochrones shown in Figure 3 display a 4km, 6km and 8km cycling area from the site, this is also contained in **Appendix C**.

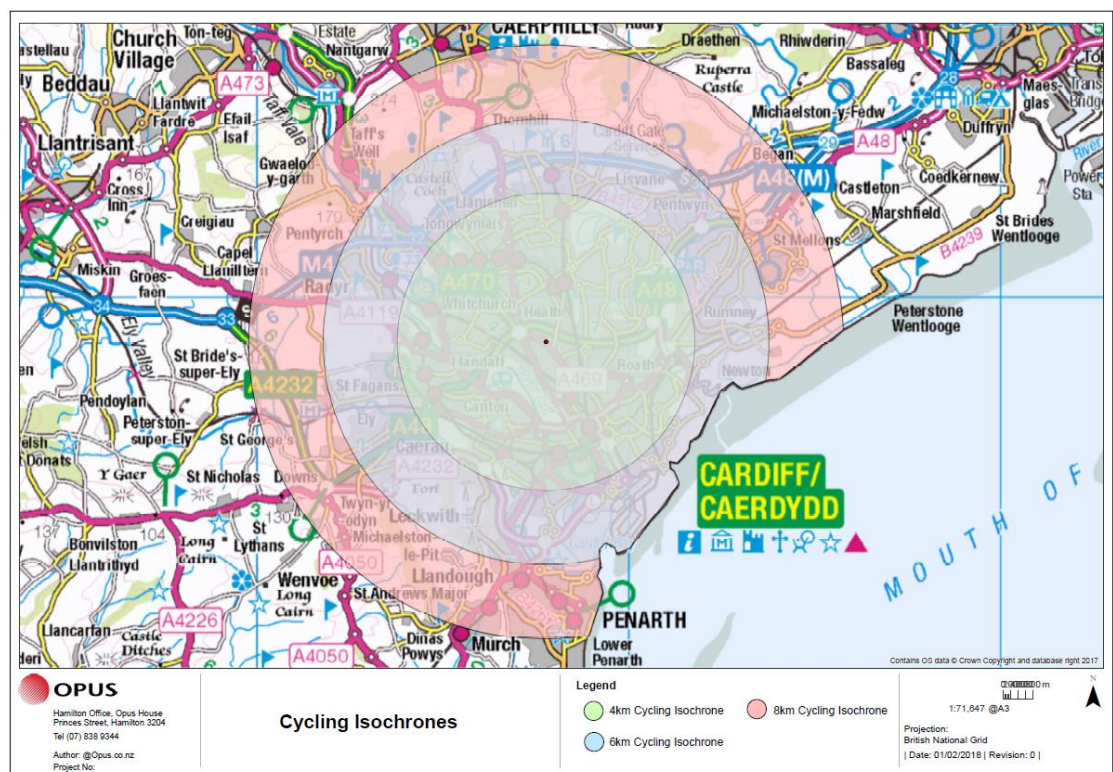


Figure 3 – Cycling Isochrones

The isochrones show that the entire city is accessible via bicycle, as well as commuter settlements located on the outskirts such as Caerphilly to the north, St Mellons to the east and Radyr to the west.

Due to the generally level gradient and factors such as the low traffic speeds associated with city streets and residential areas, the environment is deemed to be conducive to cycling.

National Cycle Network Route 8 is located approximately 1km to the south west of the site, the fully open and signed route connects Cardiff to Holyhead, via Brecon, Builth Wells, Machynlleth, Porthmadog and Bangor. The route is a combination of traffic-free and on-road sections.

#### 4.1.3. Public Transport – Bus Services

The closest bus stops to the site are located on Allensbank Road east of the site, near its junctions with Llanishen Street and Inglefield Avenue. The route to the southbound stop is

190m (2-minute walk) and the stop consists of a shelter, flagpole, timetable and easy access kerbing. The route to the northbound stop is 260m (3-minute walk) and the stop consists of a flagpole, timetable and easy access kerbing.

Table 2 provides a summary of the services that can be accessed from these stops.

*Table 2 – Summary of Bus Services*

Service Number	Operator	Starts	Destination	Frequency Mon - Fri
<b>1 Clockwise</b>	Cardiff Bus	City Centre Canal Street	City Centre Canal Street (Circular)	2 per hour
<b>2 Anti-Clockwise</b>	Cardiff Bus	City Centre Canal Street	City Centre Canal Street (Circular)	2 per hour
<b>51</b>	Capital Links	Churchill Way	Pentwyn	Less than 1 per hour
<b>53</b>	Capital Links	Greyfriars Road	Pentwyn	Less than 1 per hour
<b>86</b>	Capital Links	Greyfriars Road	Lisvane	Less than 1 per hour
<b>95</b>	Cardiff Bus	Winston Square	Heath Hospital	2 per hour
<b>M1</b>	Cardiff Bus	Cardiff MET Cyncoed Campus	Plas Gwyn	1 per hour

Table 2 shows that there are a variety of regular services available from these stops which provide access throughout the city.

#### 4.1.4. *Public Transport – Rail Services*

Cardiff Central Railway Station is located to the south of the site, the quickest route is approximately 4km (44-minute walk or 13-minute cycle). The station includes facilities such as a shop, café, toilets, waiting rooms and cycle parking. The station is managed by Arriva Trains Wales and provides regular services to popular destinations such as London to the east and Swansea to the west. There are 2 direct services per hour to London Paddington (calling at other popular destinations such as Bristol Parkway) and up to 3 direct services per hour to Swansea.

Cathays Railway Station is located closer to the site, the route is approximately 1.7km (21-minute walk or 6-minute cycle). This station provides regular services to Cardiff Central via Cardiff Queen Street, as well as residential areas such as Llandaff and Radyr. It is also managed by Arriva Trains Wales and includes facilities such as a shelter and cycle parking.

It is acknowledged that specialist Additional Learning Needs provision has a city-wide catchment and therefore pupils may not live in the immediate vicinity of the school. Therefore walking, cycle routes, bus services or rail services may not be suitable either due to distance or pupil needs. Furthermore, whilst some pupils are able to travel independently with support it is acknowledged that others are not and therefore Schools Transport will work with pupils, schools and parents/carers to look at the most appropriate form of transport for the pupil and their needs.

#### 4.1.5. *Conclusion*

Based on the above, it is evident that the public transport provision is adequate and provides a variety of regular services throughout Cardiff and beyond. The site is considered to be in a sustainable location as there are bus stops located nearby on Allensbank Road within comfortable walking distance, Cathays Railway Station is also within a comfortable walking distance and Cardiff Central Railway Station is within a comfortable cycling distance. There are no PROW in the vicinity of the site.

#### 4.2. Collision Data

A review of [www.crashmap.co.uk](http://www.crashmap.co.uk) has been undertaken to identify any collisions within the vicinity of the site within the last five years. No collisions have been reported on Llanishen Street or within the immediate vicinity of the site. A number of incidents have been reported along Whitchurch Road, however, these are all slight in severity. There were no obvious trends or clusters of incidents which suggests that there aren't any fundamental issues with the highway network. No serious or fatal incidents have been reported within the vicinity of the site.

## 5. Proposed Changes

This chapter aims to summarise the proposed changes to Allensbank Primary School, as well as its impact on the highway network.

### 5.1. Proposed Changes to Allensbank Primary School

To meet the need for early intervention places for speech and language needs it is proposed to:

- Phase out the Specialist Resource Base (SRB) at Allensbank Primary School, closing the class in July 2020, or when all current pupils have completed their primary placement, if earlier.
- Open an 8-place early intervention class for children with speech and language needs at Allensbank Primary School, admitting the first cohort in September 2019.

### 5.2. Impact on Highway Network

Due to the proposed reduction in pupil numbers, from a 16-20 place SRB to an 8-place early intervention class, it is considered that the proposals will not have a material impact on the operation of the local highway network.

### 5.3. Recommendations

This section aims to provide high-level recommendations that promote active travel and sustainable transport options. The recommendations are as follows:

- Promote active travel as a viable means of transport to the school, by implementing measures such as providing secure cycle parking and lockers to store walking / cycling equipment.
- If the school does not currently have an adopted Travel Plan, one should be produced with the aim of minimising single occupancy vehicle trips to the school.

## 6. Summary

Opus International Consultants (UK) have been commissioned by Cardiff Council to produce a Transport Assessment (TA) for the proposed changes to the provision at Allensbank Primary School, a community primary school located in Cathays, Cardiff.

The proposal is to phase out the SRB and open an 8-place early intervention class for children with speech and language needs.

A review of relevant local and national planning policy documents has been carried out, including PPW Edition 8 (2016), TAN 18: Transport (March 2007), the Active Travel (Wales) Act (2013) and the Wales National Transport Plan (March 2010), as well as Cardiff LDP (2006-2026).

The site location is described as well as an assessment of the existing site conditions and Llanishen Street. The planning history of the site is also summarised, only two planning applications have been made on the site, both were for minor works.

The accessibility of the site has been assessed by sustainable travel modes, including walking, cycling and public transport. It is evident that the public transport provision is adequate and provides a variety of regular services from the site to destinations throughout Cardiff and beyond. The site is considered to be in a sustainable location as there are bus stops and railway stations within comfortable walking and cycling distances, the environment is also conducive to walking and cycling.

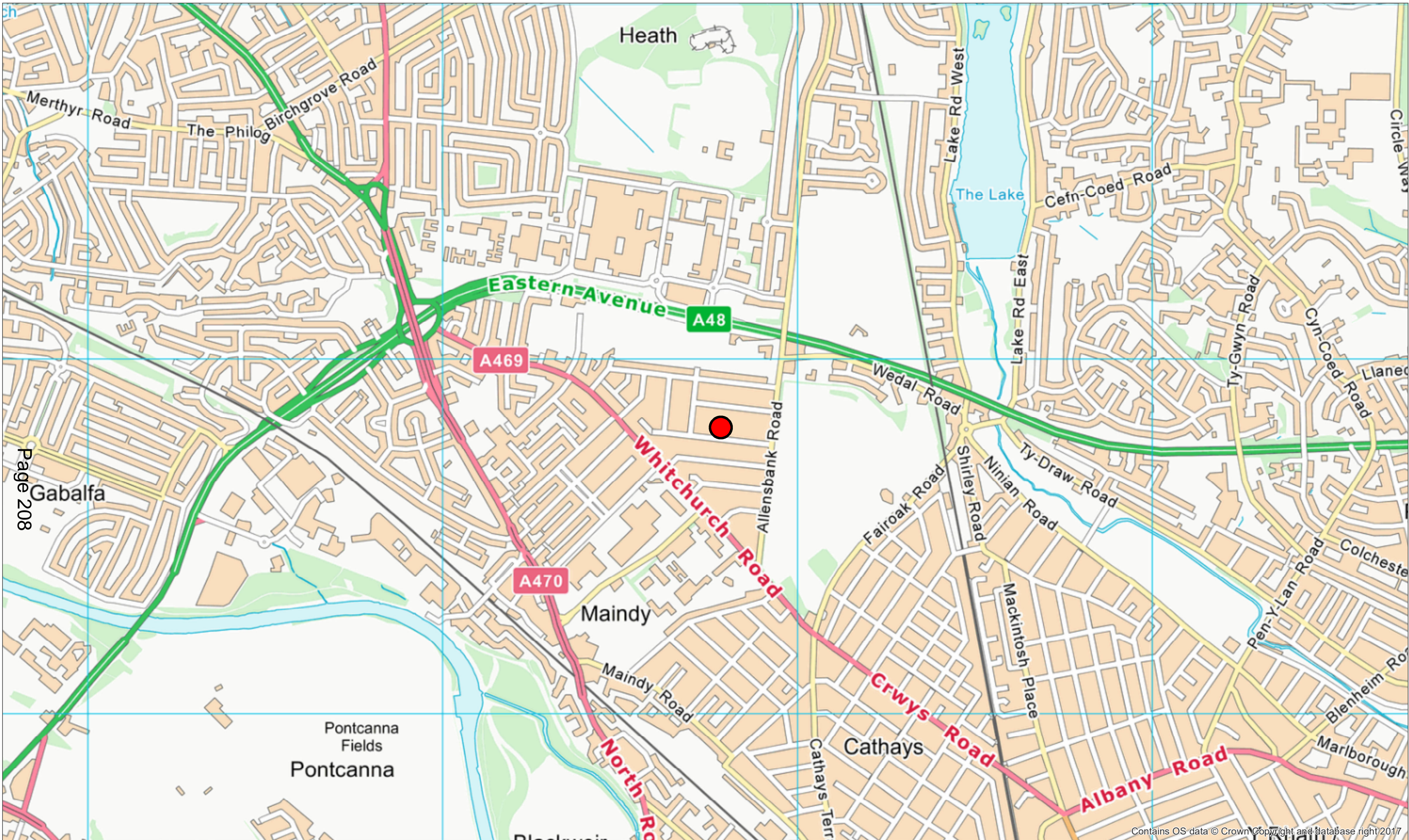
A review of [www.crashmap.co.uk](http://www.crashmap.co.uk) has been undertaken to identify any collisions within the vicinity of the site within the last five years. No collisions have been reported on Llanishen Street or within the immediate vicinity of the site. No obvious trends or clusters of incidents were observed.

It is the view of the TA that, in highway and transportation terms, the proposed changes to Allensbank Primary School will not impact on the surrounding highway network. The uptake of sustainable travel can be monitored and encouraged through the measures set out in Section 5.



## Appendix A – Site Location Plan





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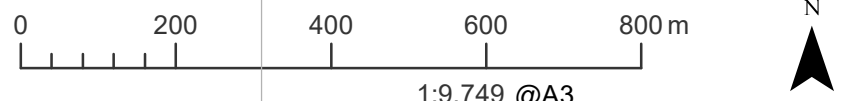


Hamilton Office, Opus House  
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Author: @Opus.co.nz  
Project No:

## Site Location Plan

### Legend

 Site Location

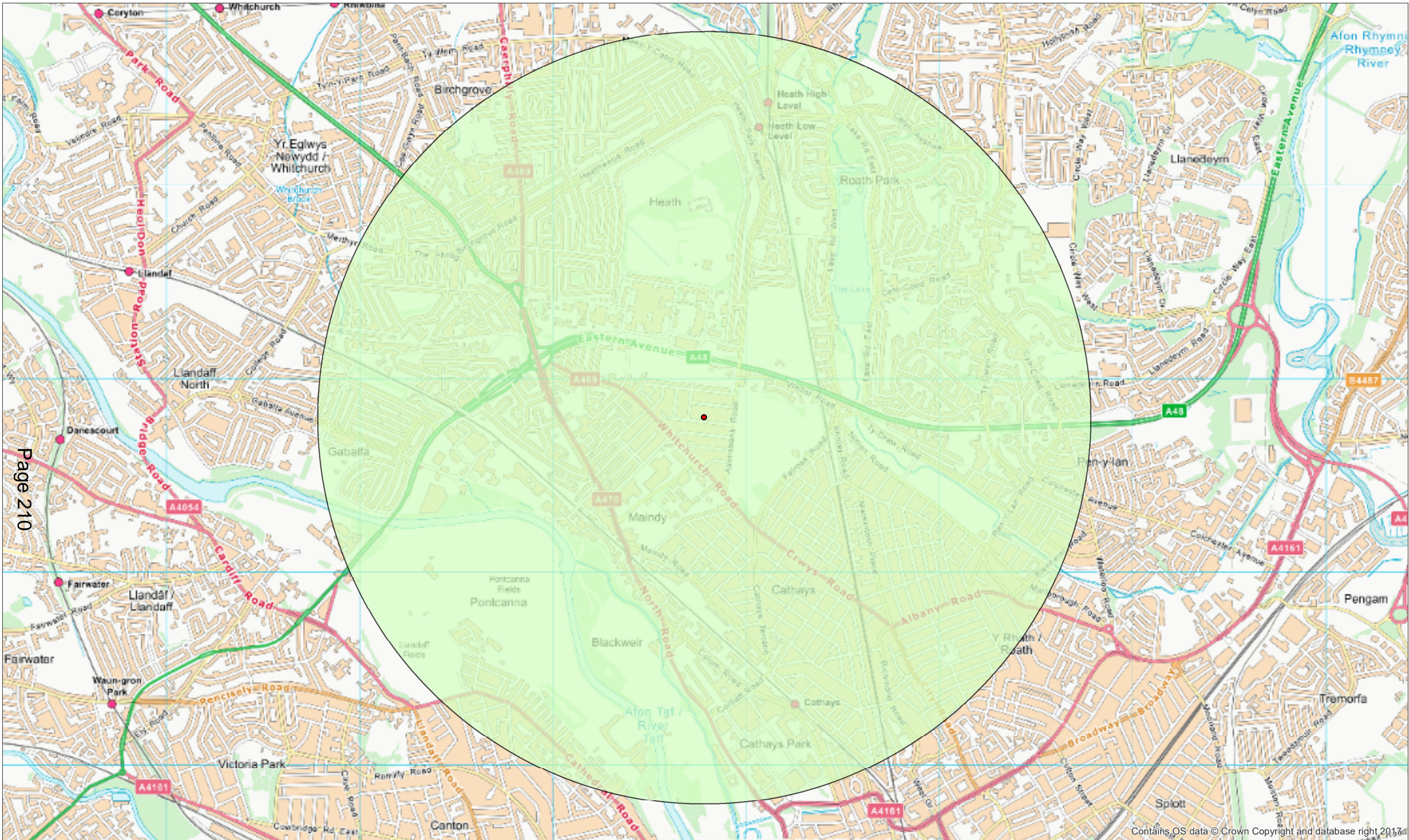


Projection:  
British National Grid  
| Date: 01/02/2018 | Revision: 0 |



## Appendix B – Walking Isochrone

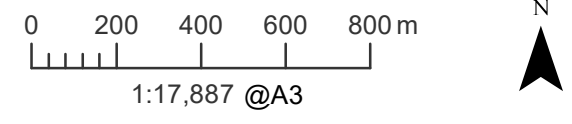




## Walking Isochrone

### Legend

-  2km Walking Isochrone

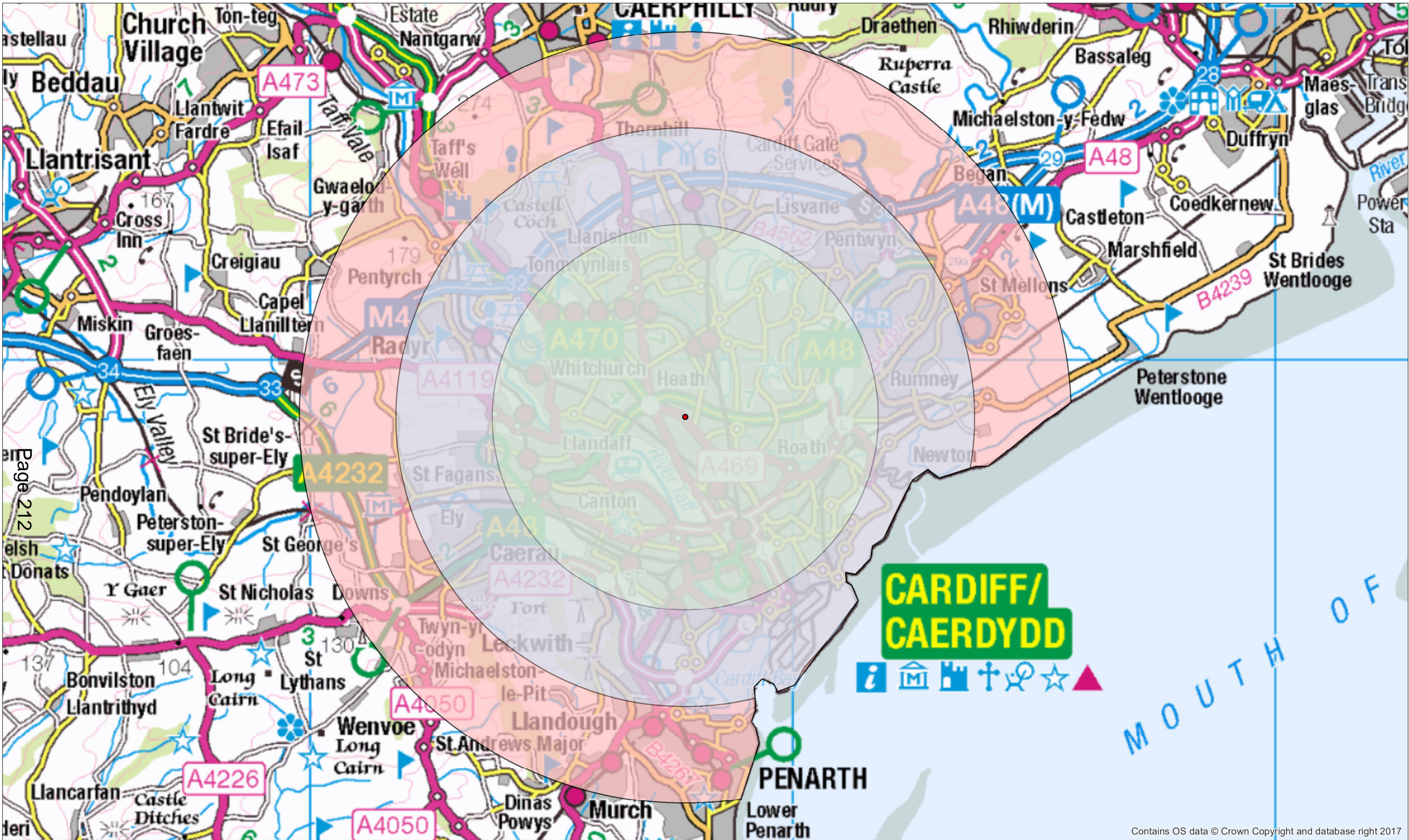


Projection:  
British National Grid  
| Date: 01/02/2018 | Revision: 0 |






## Appendix C – Cycling Isochrones





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### Cycling Isochrones

- Legend**
-  4km Cycling Isochrone
  -  6km Cycling Isochrone
  -  8km Cycling Isochrone





[www.opusinternational.co.uk](http://www.opusinternational.co.uk)



# Greenhill Special School

Transport Assessment





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Date: February 2018

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# 1. Introduction

## 1.1. Introduction

Opus International Consultants (UK) have been commissioned by Cardiff Council to produce a Transport Assessment (TA) for Greenhill Special School, located in Rhiwbina, Cardiff. It is a school for pupils with emotional, health and wellbeing needs aged 11-16.

The proposal is to extend the age range of the school from 11-16 to 11-19 and increase its capacity to allow for a maximum of 8 additional students.

The TA has been prepared to take account of national planning policy including Planning Policy Wales, Edition 8 (2016). Local Planning Policy has also been taken into account, including the Cardiff Local Development Plan 2006-2026. The scope of the TA has been agreed with Cardiff Council through email correspondence and a meeting held at Cardiff County Hall on 7<sup>th</sup> February 2018.

The report has been prepared in response to a request by the client and the report will evaluate the impacts of the extension works on the surrounding highway network. The report has been based on Opus' understanding of Cardiff Council's requirements and our specialist experience of undertaking TAs for similar developments.

## 1.2. Report Structure

The TA investigates the highway and transportation issues associated with the development proposals, the report will be structured in the following way:

- Chapter 2: will summarise the relevant national and local planning policy;
- Chapter 3: presents the existing site conditions;
- Chapter 4: focuses on the accessibility of the site by different travel modes;
- Chapter 5: presents the proposed changes to the school; and
- Chapter 6: summarises and concludes the report.

## 2. Planning and Policy Context

Relevant national and local planning policy documents have been reviewed and adopted within the Transport Assessment.

### 2.1. Legislation

#### 2.1.1. *Town and Country Planning Act, 1990*

The Town and Country Planning Act 1990 (TCPA 1990) and the Planning and Compulsory Purchase Act 2004 (PCPA 2004) establish the legislative basis for town planning in England and Wales. These Acts establish a plan-led system which requires Local Planning Authorities (LPAs) to determine planning applications in accordance with the development plan unless material considerations indicate otherwise.

### 2.2. National Planning Policy

#### 2.2.1. *Planning Policy Wales, Edition 8 (2016)*

Planning Policy Wales (PPW) sets out the land use planning policies of the Welsh Government, which is supplemented by a series of Technical Advice Notes (TANs). PPW sets out Wales' commitment to sustainable development, ensuring it plays an appropriate role in the planning system.

The Welsh Government aims to extend transportation choices in a way that supports sustainable development and helps tackle the causes of climate change. The Welsh Government is committed to enabling more people to undertake and enjoy the benefits of active travel.

It is stated that the proposed access to a development is likely to reflect the travel patterns that are involved. People should be able to reach the development by walking, cycling and public transport as well as by car. Walking and cycling should be promoted for shorter trips and as a substitute for shorter car journeys.

#### 2.2.2. *Planning Policy Wales Technical Advice Note 18: Transport (March 2007)*

Technical Advice Note 18 (TAN18) was published in March 2007 and is a supplement of Planning Policy Wales. TAN18 provides advice on transport related issues when planning for new development, such as the integration between land use planning and transport, parking and the design of the development.

The importance of new developments promoting walking is highlighted in TAN18. It is stated that new developments should be situated close to main footways, public transport stops and pedestrian desire lines. Cycling also has the potential to act as a substitute for shorter car journeys. Cycling can be encouraged through the provision of secure cycle parking that is easy to access for everyday use.

#### 2.2.3. *Active Travel (Wales) Act, 2013*

The Active Travel Act was adopted in 2013 and makes provision for maps of existing active travel routes and related facilities in a local authority's area. The Act requires Welsh Ministers and local authorities to take reasonable steps to enhance the provisions made for walking and cycling.

#### 2.2.4. *Wales National Transport Plan (March 2010)*

The Wales National Transport Plan was published in March 2010 and establishes a framework for the creation of an integrated transport system. By joining together proposals for road, rail and public transport, people will be able to move more efficiently and sustainably throughout the country.

## 2.3. Local Planning Policy

### 2.3.1. Cardiff Local Development Plan (LDP) 2006-2026

The adopted LDP provides the statutory framework for the development and use of land within Cardiff over the Plan period (2006-2026). This fulfils the requirements of The Planning and Compulsory Purchase Act 2004 which requires the Council to prepare a LDP. It replaces existing Structure Plans and Local Plans relating to Cardiff and will be used by the Council to guide and control development and provide the statutory local policy context for determining planning applications.

In terms of transport the LDP highlights the following key points and objectives:

- The overall approach seeks to minimise travel demand and provide a range of measures and opportunities which reduce reliance on the car.
- New development in Cardiff must be integrated with the provision of new transport infrastructure which can help contribute to this objective by putting in place sustainable transport solutions which also provide improved travel choices for the wider community.
- This approach is fully consistent with on-going work at a city-region scale which seeks to develop a more effective public transport network across the region as a whole, helping people travel from where they live to work and thereby helping to spread prosperity around the entire city-region.

The LDP also highlights the key transportation trends and issues, including the following:

- Traffic on Cardiff's roads grew by 9% between 2002 and 2012.
- 56% of Cardiff's residents travel to work by car.
- Nearly 77,900 people commute into Cardiff each day by all modes (37% of Cardiff's workforce). The 2001 Census indicates that approximately 80% of commuters travel to Cardiff by car.
- Travel on rail services has increased considerably - the use of Cardiff Central and Queen Street Stations has risen by 82% between 2001 and 2011.
- Cycle use has increased 10% between 2001 and 2011 but bus use has fallen slightly over the same period.

### 3. Existing Conditions

#### 3.1. Site Location

The site is located to the west of Rhiwbina Hill / Heol-y-Deri, in the Rhiwbina area of Cardiff. Rhiwbina Hill / Heol-y-Deri and the other streets in the vicinity of the site are of residential nature. There are a range of local services and facilities available on Heol-y-Deri approximately 800m to the south of the site. Cardiff City Centre is located approximately 5km to the south of the site and Cardiff Central Railway Station is approximately 6km to the south.

The location of the site is shown in Figure 1, and is also contained in **Appendix A**.

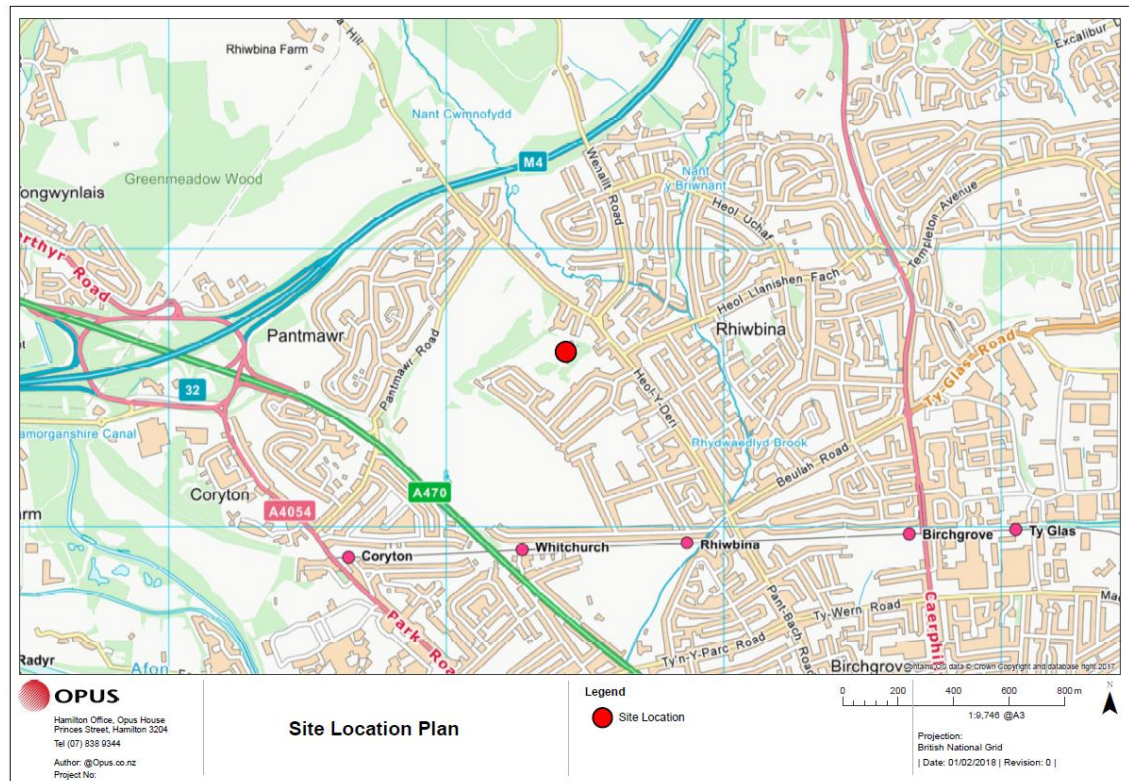


Figure 1 – Site Location Plan

#### 3.2. Existing Site

The existing school site covers an area of approximately 23,800m<sup>2</sup>. The school consists of one single storey building with two additional cabins located at the south and the caretaker's house at the north of the site. There is a small car park north of the main school building and a taxi pick up / drop off point to the south, immediately adjacent the main school building. The land west of the site is allocated as playing fields and there is also a concrete football and basketball court. There are currently 56 students enrolled at Greenhill Special School.

Cardiff Council's planning application portal has been interrogated to determine the relevant planning history of the site, a summary of the relevant planning applications is found in Table 1 below.

Table 1 – Planning History

Application Reference	Proposal	Decision	Date
96/00041/N	Change of use from residential to social work team base	Granted	13/02/1996
96/00575/N	Change of use from residential to mental health team base	Withdrawn	07/05/1996
08/01721/W	Replacement of existing metal framed windows with new UPVC units	Granted	29/08/2008

### 3.3. Local Highway Network

#### 3.3.1. Heol Brynglas

Heol Brynglas provides the sole vehicular and pedestrian entrance to the school, it runs north to south for approximately 90m and connects to Rhiwbina Hill / Heol-y-Deri to the north via a non-signalised priority junction. As well as providing access to the school, it provides access for four residential units. It is a narrow lane with a width of approximately 5m, some residential parking was also noted along the lane, further impacting its width in places. There are no parking restrictions in place along Heol Brynglas.

There are no footways along Heol Brynglas, and at the crossing point at its connection with Rhiwbina Hill / Heol-y-Deri there are dropped kerbs and tactile paving, however, the tactile paving is in need of upgrading. A speed limit of 30mph is in place and street lighting is also provided. The highway surface is in good condition generally, as are the road markings and signage. The gradient is steep in places which makes Heol Brynglas less suitable for some users with mobility issues.

#### 3.3.2. Rhiwbina Hill / Heol-y-Deri

Rhiwbina Hill becomes Heol-y-Deri at its junction with Heol Brynglas. It is a single carriageway road with an approximate width of 7m. There are footways provided along both sides of the highway, with an approximate width of 2m. Pedestrian refuse islands are located near to the junction with Heol Brynglas, these are complete with dropped kerbs and tactile paving, the tactile paving requires upgrading. Street lighting is provided along both sides of the highway and a speed limit of 30mph is in place. The highway surface is in good condition generally; however, there were some defects noted in places, road markings and signage are also in reasonable condition. The gradient is steep in places, particularly near Heol Brynglas, making it less suitable for some users with mobility issues.



## 4. Accessibility

The sustainability of a site is inherently linked to its location and access to facilities for active travel and public transport.

### 4.1.1. Walking

The aim of land use and transport policy is to promote and encourage the choice of walking and cycling above all else where the need to travel exists. Therefore, it is reasonable to assume that walking is a viable and growing means of transport, and that new development should be designed to promote and encourage it.

In practice, the distance that an individual is likely to choose to walk depends on the individual circumstances, but it is reasonable to assume that over time, given current policies to encourage active travel, the propensity for individuals to walk, and to walk further, will increase.

The Institution of Highways and Transportation in their document 'Guidelines for Providing Journeys on Foot' state that "walking accounts for over a quarter of all journeys and four fifths of journeys less than one mile".

PPG13 'A Guide to Better Practice' (2001) stated that people are prepared to walk up to 2 kilometres (1.24 miles). Whilst PPG13 has been superseded, it is considered that this distance is still relevant and appropriate as a guide to what is acceptable and reasonable to many people.

The isochrone shown in Figure 2 displays a 2km walking area from the site, this is also contained in **Appendix B**.

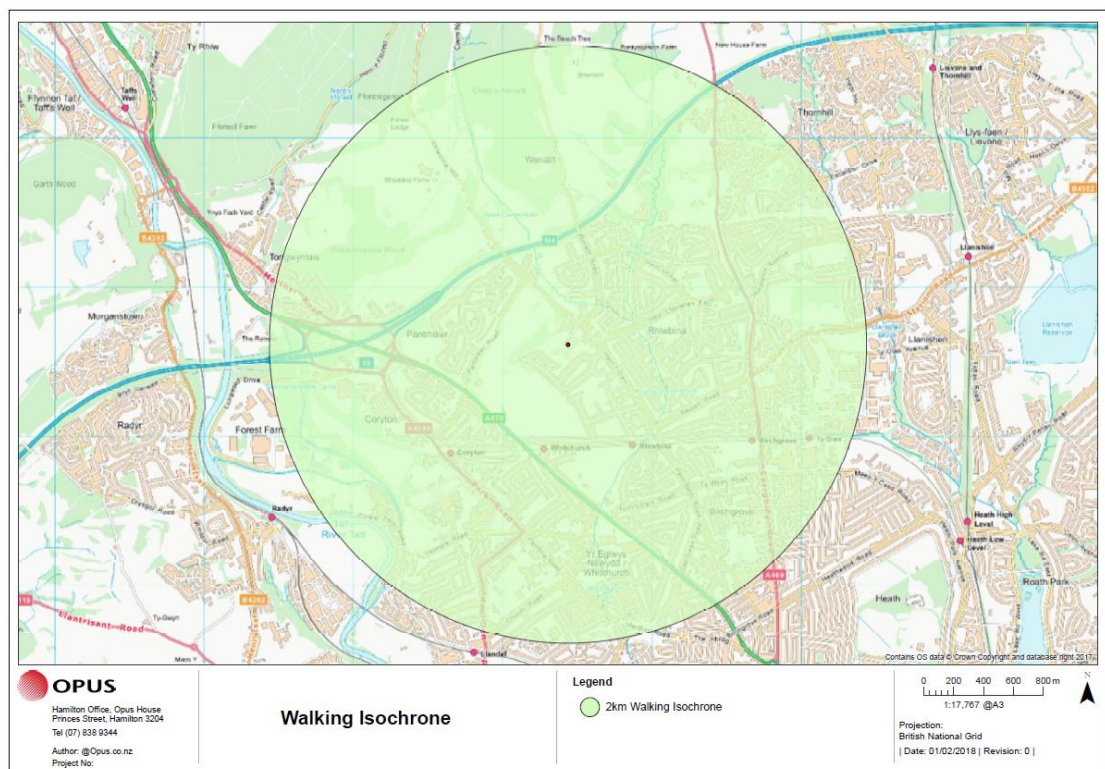


Figure 2 – Walking Isochrone

The isochrone shows that the site is within walking distance of residential areas such as Whitchurch and Coryton. Cardiff city centre is located beyond the recommended walking distance, as is Cardiff Central Railway Station. However, more local centres, in Rhiwbina and Whitchurch for example, are within comfortable walking distance and provide access to a range of services and facilities. A number of smaller, local railway stations are also within walking distance and can be used to provide access to Cardiff Central Railway Station.



In the vicinity of the site there are footways provided as well as pedestrian crossing facilities, this along with factors such as street lighting and an overlooked, residential environment, results in a network which is conducive to walking. There is, however, a steep gradient in places, making it less suitable for some users with mobility issues.

A review has been undertaken of any Public Rights of Way (PROW) in the area surrounding the site, this revealed that there is a footpath which runs near the northern boundary of the site and connects to Northern Avenue through Whitchurch Golf Club, which is allocated as a PROW.

#### 4.1.2. Cycling

The DfT in their 'Transport Statistics on Cycling in Great Britain' state that the average length of a cycle journey is 3.84km (2.4 miles). PPG13 'A Better Guide to Practice' (2001) identified that people were prepared to cycle up to 8km (5 miles); which, although the guidance has been superseded, is still considered appropriate. The DfT's LTN 2/08 'Cycle Infrastructure Design' (October 2008) states that "in common with other modes, many utility cycle journeys are over short distances under three miles (4.8km), although for commuter journeys, a trip distance of up to five miles (7.2km) is not uncommon".

It is therefore considered that a distance of 4km (2.5 miles) represents a reasonable cycling distance and that 8km (5 miles) is a maximum realistic range for cycle trips. The isochrones shown in Figure 3 display a 4km, 6km and 8km cycling area from the site, this is also contained in **Appendix C**.

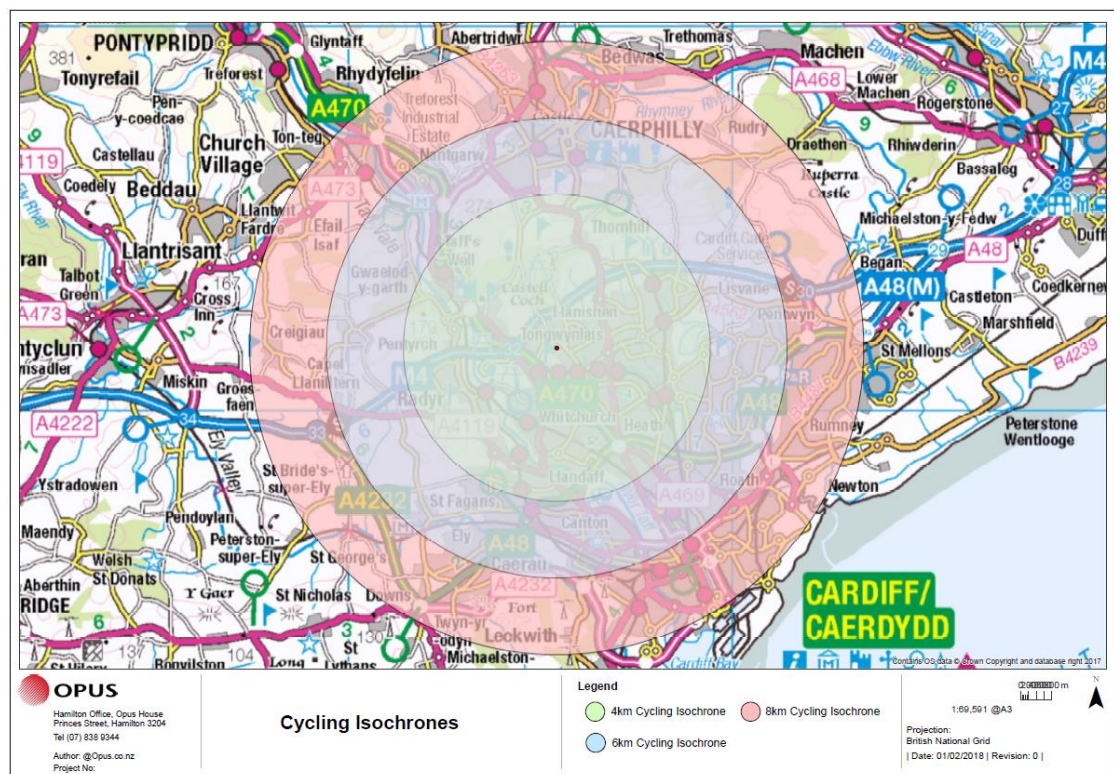


Figure 3 – Cycling Isochrones

The isochrones show that the entire city is accessible via bicycle, as well as commuter settlements located on the outskirts such as Caerphilly to the north, Rumney to the east and Radyr to the west.

Due to the generally level gradient and factors such as the low traffic speeds associated with city streets and residential areas, the environment is deemed to be conducive to cycling.

National Cycle Network Route 8 is located approximately 2km to the west of the site, the fully open and signed route connects Cardiff to Holyhead, via Brecon, Builth Wells, Machynlleth, Porthmadog and Bangor. The route is a combination of traffic-free and on-road sections.

#### 4.1.3. Public Transport – Bus Services

The closest bus stops to the site are located on Heol Llanishen Fach. The route to these stops is 300m (3-minute walk) via Heol-y-Deri. Both the eastbound and westbound stops consist of a flagpole, timetable and easy access kerbing.

Table 2 provides a summary of the services that can be accessed from these stops.

Table 2 – Summary of Bus Services

Service Number	Operator	Starts	Destination	Frequency Mon - Fri
21	Cardiff Bus	City Centre	Rhiwbina	3 per hour
23	Cardiff Bus	City Centre	Rhiwbina	3 per hour
801	NAT Group	Llanishen	Bishop of Llandaff School	1 per day
804	NAT Group	Gabalfa	Corpus Christi High School	1 per day
813	NAT Group	Llanishen	Ysgol Glantaf	1 per day

Table 2 shows that there are a variety of regular services available from these stops which provide access throughout the city.

#### 4.1.4. Public Transport – Rail Services

Cardiff Central Railway Station is located to the south of the site, the quickest route is approximately 7km (22-minute cycle). The station includes facilities such as a shop, café, toilets, waiting rooms and cycle parking. The station is managed by Arriva Trains Wales and provides regular services to popular destinations such as London to the east and Swansea to the west. There are 2 direct services per hour to London Paddington (calling at other popular destinations such as Bristol Parkway) and up to 3 direct services per hour to Swansea.

Rhiwbina Railway Station is located closer to the site, the route is approximately 1km (14-minute walk or 4-minute cycle), this station provides regular services to Cardiff Central via Cardiff Queen Street, as well as residential areas such as Coryton and Heath. It is also managed by Arriva Trains Wales and includes facilities such as a shelter.

It is acknowledged that specialist Additional Learning Needs provision has a city-wide catchment and therefore pupils may not live in the immediate vicinity of the school. Therefore walking, cycle routes, bus services or rail services may not be suitable either due to distance or pupil needs. Furthermore, whilst some pupils are able to travel independently with support it is acknowledged that others are not and therefore Schools Transport will work with pupils, schools and parents/carers to look at the most appropriate form of transport for the pupil and their needs.

#### 4.1.5. Conclusion

Based on the above, it is evident that the public transport provision is adequate and provides a variety of regular services throughout Cardiff and beyond. The site is considered to be in a sustainable location as there are bus stops located nearby on Heol Llanishen Fach within comfortable walking distance, Rhiwbina Railway Station is also within a comfortable walking distance and provides access to Cardiff Central Railway Station. There is a PROW footpath towards the northern boundary of the site which connects to Northern Avenue through Whitchurch Golf Club.

#### 4.2. Collision Data

A review of [www.crashmap.co.uk](http://www.crashmap.co.uk) has been undertaken to identify any collisions within the vicinity of the site within the last five years. No collisions have been reported on Heol Brynglas or within the immediate vicinity of the site. A number of incidents have been reported along Rhiwbina Hill / Heol-y-Deri, however, the majority are slight in severity. Table 3 summarises the three serious incidents which have been reported on Rhiwbina Hill / Heol-

y-Deri, none of the three occurred within a 750m radius of the school. No fatal injuries have occurred on Rhiwbina Hill / Heol-y-Deri in the past five years.

*Table 3 – Summary of Serious Incidents*

Date	Number of Vehicles	Number of Casualties
26/09/2016	2	1
14/10/2016	1	1
04/02/2017	2	1

## 5. Proposed Changes

This chapter aims to summarise the proposed changes to Greenhill Special School, as well as its impact on the highway network.

### 5.1. Proposed Changes to Greenhill Special School

To meet the need for post-16 places for emotional health and wellbeing needs it is proposed to:

- Extend the age range of the school from 11-16 to 11-19.
- Increase the capacity of the school to allow for up to 64 places.

In order to achieve this, it is proposed to adapt the unused caretaker house on the site. Post-16 pupils would attend some classes on-site, but would also be supported to access appropriate educational opportunities off-site, as part of a supported transition to college or employment. The increase in pupils could result in a worst-case scenario of 8 additional trips assuming all pupils travel individually by private vehicle.

The existing internal site layout and access arrangements, including the drop-off / pick-up space and turning area is expected to comfortably accommodate the additional pupils and the associated increase in vehicles accessing the site.

### 5.2. Impact on Highway Network

Due to the scale of the proposed increase in pupil numbers from 56 to 64, it is considered that the proposals will not have a material impact on the operation of the local highway network. In the context of existing operations at Greenhill Special School, the increase in vehicle movements is expected to have a negligible impact.

### 5.3. Limitations

This section will summarise the limitations of the school site in terms of transport and accessibility, and these are as follows:

- Access to public transport facilities on foot or by bicycle is poor, there are no footways alongside Heol Brynglas and there is a steep gradient in places along Heol Brynglas and Heol-y-Deri.
- Limited bus services available from the closest stops on Heol Llanishen Fach, in terms of their regularity.

### 5.4. Recommendations

This section aims to provide high-level recommendations to counteract some of the site's limitations and promote active travel and sustainable transport options. This will help mitigate the limited impact which is expected to arise as a result of the proposals. The recommendations are as follows:

- Promote the use of Rhiwbina Railway Station as a viable means of transport to the city centre and neighbouring residential areas. The station can be reached comfortably on foot and will allow pupils to develop their life skills.
- Investigate the possibility of implementing supported travel training with pupils arriving at a central meeting point before being transported to the school.
- Promote active travel as a viable means of transport to the school, by implementing measures such as providing secure cycle parking and lockers to store walking / cycling equipment.
- If the school does not currently have an adopted Travel Plan, one should be produced with the aim of minimising single occupancy vehicle trips to the school.

## 6. Summary

Opus International Consultants (UK) have been commissioned by Cardiff Council to produce a Transport Assessment (TA) for the proposed changes to the provision at Greenhill Special School, located in Rhiwbina, Cardiff.

The proposal is to extend the age range of the school and increase the capacity to allow for up to 64 pupils.

A review of relevant local and national planning policy documents has been carried out, including PPW Edition 8 (2016), TAN 18: Transport (March 2007), the Active Travel (Wales) Act (2013) and the Wales National Transport Plan (March 2010), as well as Cardiff LDP (2006-2026).

The site location is described as well as an assessment of the existing site conditions and Heol Brynglas and Rhiwbina Hill / Heol-y-Deri. The planning history of the site is also summarised, three planning applications have been made on the site, two for changes of use and one for upgrading windows.

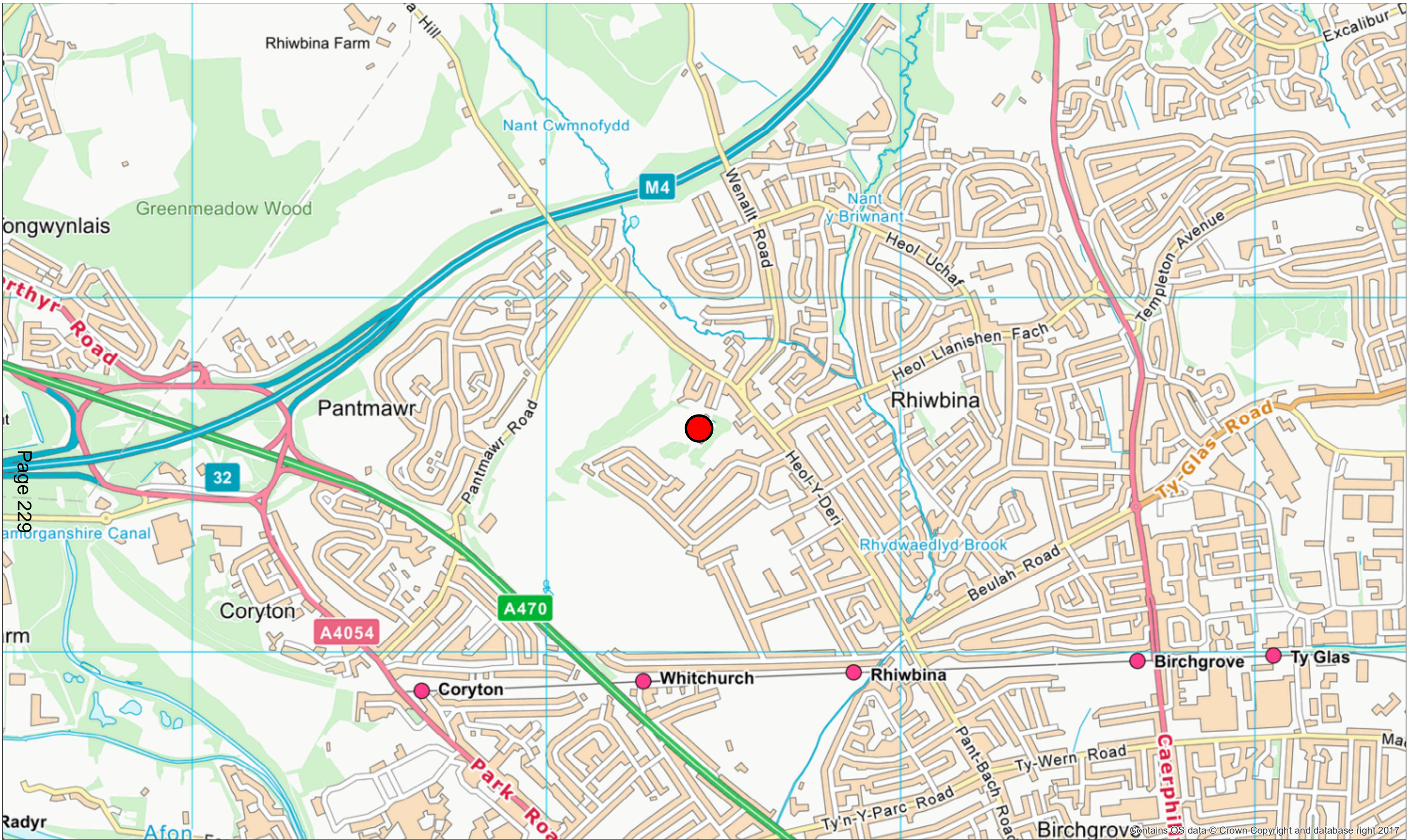
The accessibility of the site has been assessed by sustainable travel modes, including walking, cycling and public transport. It is evident that the public transport provision is adequate and provides a variety of regular services from the site to destinations throughout Cardiff and beyond. The site is considered to be in a sustainable location as there are bus stops and railway stations within comfortable walking and cycling distances.

A review of [www.crashmap.co.uk](http://www.crashmap.co.uk) has been undertaken to identify any collisions within the vicinity of the site within the last five years. No collisions have been reported on Heol Brynglas or within the immediate vicinity of the site. A number of incidents have been reported along Rhiwbina Hill / Heol-y-Deri, however, the majority are slight in severity. No obvious trends or clusters of incidents were observed.

It is the view of the TA that, in highway and transportation terms, the proposed changes at Greenhill Special School will not have a severe impact on the surrounding highway network. This is due mainly to the minimal increase in pupil numbers. The uptake of sustainable travel can be encouraged and monitored through the recommendations set out in Chapter 5.

## Appendix A – Site Location Plan





## Site Location Plan

**Legend**

 Site Location

0 200 400 600 800 m

1:9,746 @A3

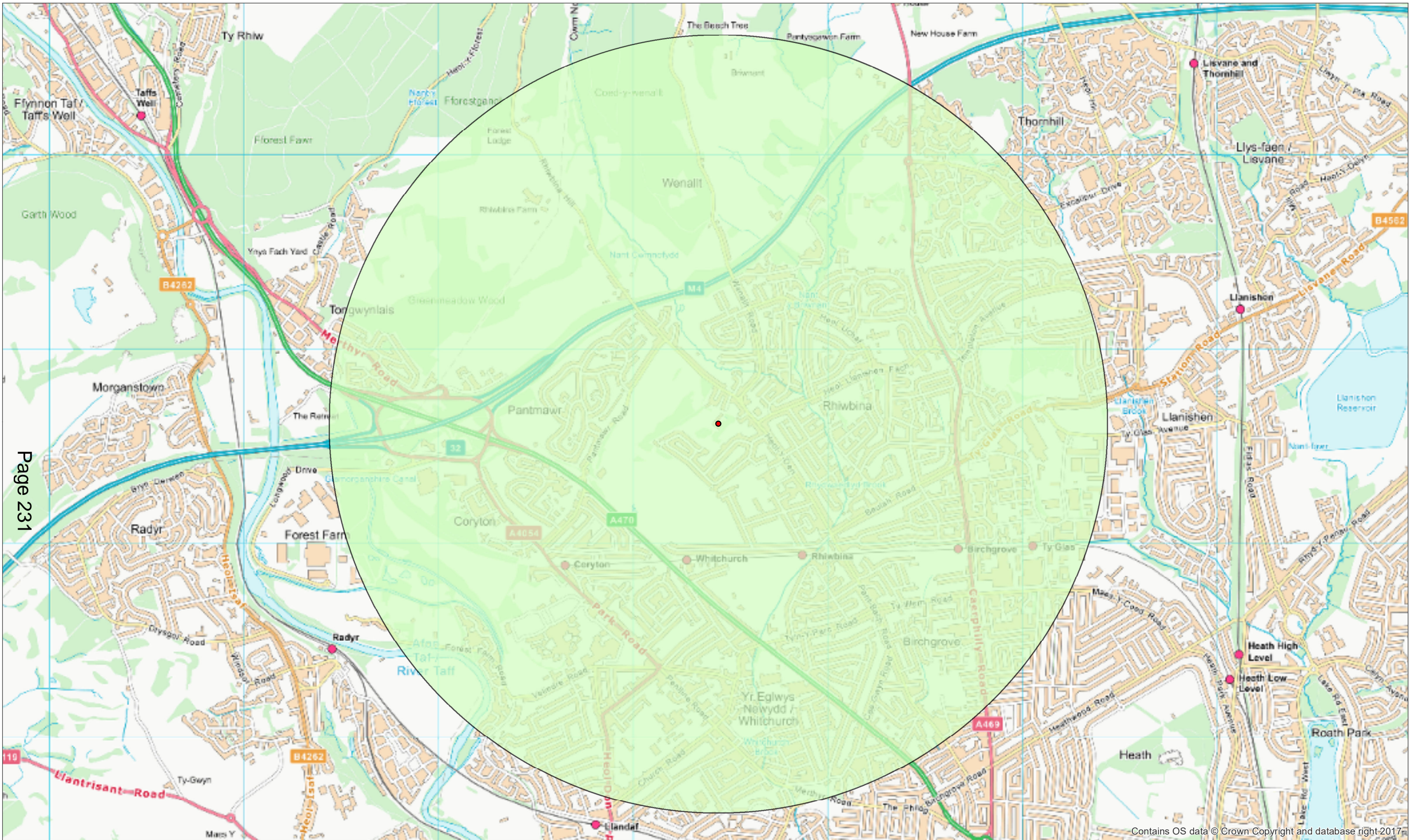
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## Appendix B – Walking Isochrone



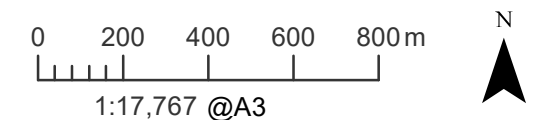


## Walking Isochrone

### Legend

 2km Walking Isochrone

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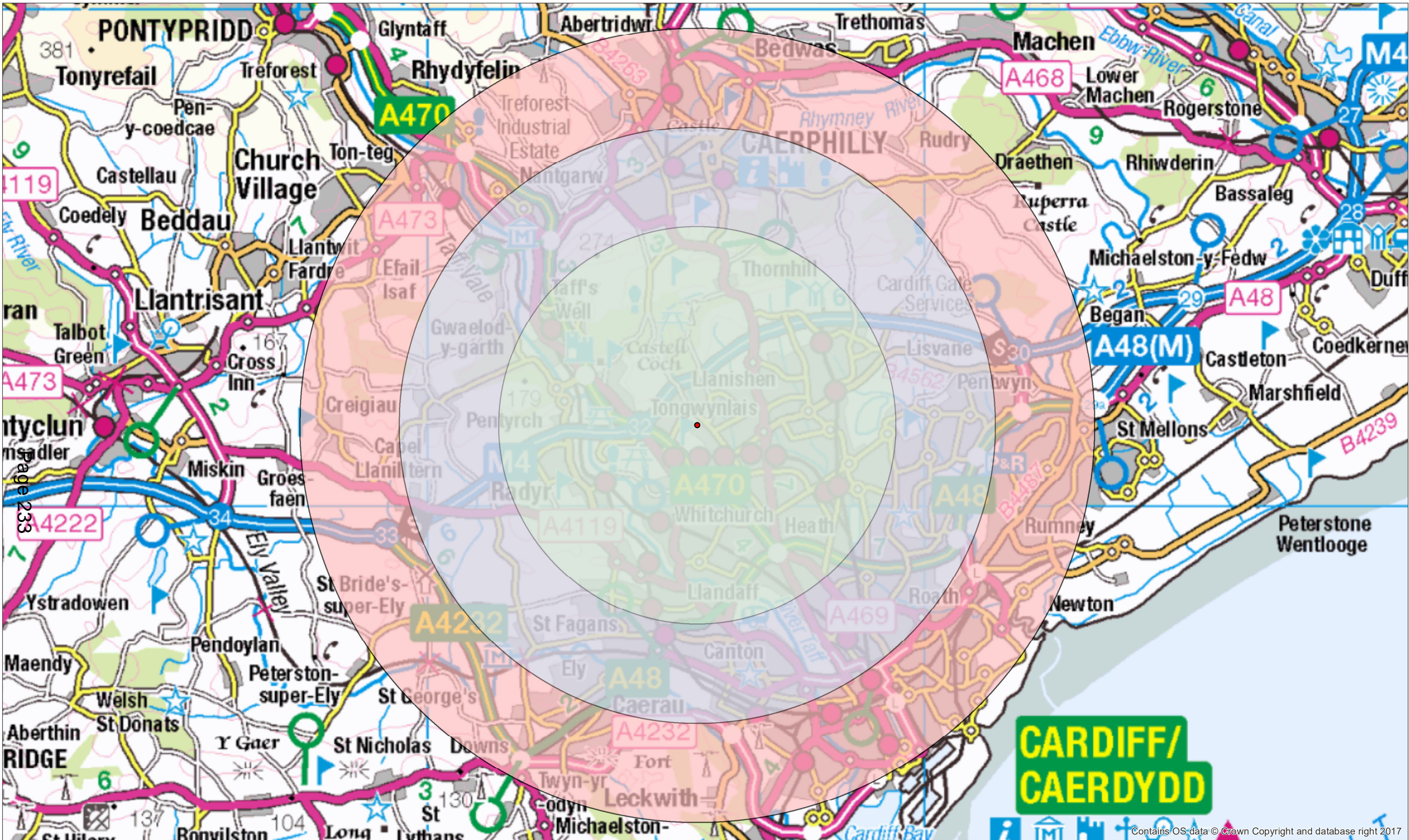


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British National Grid  
| Date: 01/02/2018 | Revision: 0 |






## Appendix C – Cycling Isochrones





### Cycling Isochrones

- Legend**
-  4km Cycling Isochrone
  -  6km Cycling Isochrone
  -  8km Cycling Isochrone





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# Meadowbank Special School

Transport Assessment



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Date: February 2018

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# 1. Introduction

## 1.1. Introduction

Opus International Consultants (UK) Ltd have been commissioned by Cardiff Council to produce a Transport Assessment (TA) for Meadowbank Special School, which is a special school for pupils with specific language impairments. The school is located in Gabalfa, Cardiff. Meadowbank Special School has capacity for 40 pupils aged between 4 and 11 years, however there are currently 15 pupils enrolled at the school.

It is proposed that the type of special educational need that the school provides is changed from 'specific language impairments' to 'speech language and communication needs and complex learning disabilities'. To accommodate the change in learning provision, some adaptations to the existing school buildings and its accessibility are required. The proposals seek to bring the number of pupils enrolled at the school up to its capacity of 40.

The TA has been prepared to take account of national planning policy including Planning Policy Wales, Edition 8 (2016). Local Planning Policy has also been taken into account, including the Cardiff Local Development Plan 2006-2026. The scope of the TA has been agreed with Cardiff Council through email correspondence and a meeting held at Cardiff County Hall on 7<sup>th</sup> February 2018.

The report has been prepared in response to a request by the client and the report will evaluate the impacts of the extension works on the surrounding highway network. The report has been based on Opus' understanding of Cardiff Council's requirements and our specialist experience of undertaking TAs for similar developments.

## 1.2. Report Structure

The TA investigates the highway and transportation issues associated with the development proposals, the report will be structured in the following way:

- Chapter 2: will summarise the relevant national and local planning policy;
- Chapter 3: discusses the existing site conditions;
- Chapter 4: focuses on the accessibility of the site by different travel modes;
- Chapter 5: presents the proposed changes to the school; and
- Chapter 6: summarises and concludes the TA.



## 2. Planning and Policy Context

Relevant national and local planning policy documents have been reviewed and adopted within the Transport Assessment.

### 2.1.1. *Town and Country Planning Act, 1990*

The Town and Country Planning Act 1990 (TCPA 1990) and the Planning and Compulsory Purchase Act 2004 (PCPA 2004) establish the legislative basis for town planning in England and Wales. These Acts establish a plan-led system which requires Local Planning Authorities (LPAs) to determine planning applications in accordance with the development plan unless material considerations indicate otherwise.

### 2.2. National Planning Policy

#### 2.2.1. *Planning Policy Wales, Edition 8 (2016)*

Planning Policy Wales (PPW) sets out the land use planning policies of the Welsh Government, which is supplemented by a series of Technical Advice Notes (TANs). PPW sets out Wales' commitment to sustainable development, ensuring it plays an appropriate role in the planning system.

The Welsh Government aims to extend transportation choices in a way that supports sustainable development and helps tackle the causes of climate change. The Welsh Government is committed to enabling more people to undertake and enjoy the benefits of active travel.

It is stated that the proposed access to a development is likely to reflect the travel patterns that are involved. People should be able to reach the development by walking, cycling and public transport as well as by car. Walking and cycling should be promoted for shorter trips and as a substitute for shorter car journeys.

#### 2.2.2. *Planning Policy Wales Technical Advice Note 18: Transport (March 2007)*

Technical Advice Note 18 (TAN18) was published in March 2007 and is a supplement of Planning Policy Wales. TAN18 provides advice on transport related issues when planning for new development, such as the integration between land use planning and transport, parking and the design of the development.

The importance of new developments promoting walking is highlighted in TAN18. It is stated that new developments should be situated close to main footways, public transport stops and pedestrian desire lines. Cycling also has the potential to act as a substitute for shorter car journeys. Cycling can be encouraged through the provision of secure cycle parking that is easy to access for everyday use.

#### 2.2.3. *Active Travel (Wales) Act, 2013*

The Active Travel Act was adopted in 2013 and makes provision for maps of existing active travel routes and related facilities in a local authority's area. The Act requires Welsh Ministers and local authorities to take reasonable steps to enhance the provisions made for walking and cycling.

#### 2.2.4. *Wales National Transport Plan (March 2010)*

The Wales National Transport Plan was published in March 2010 and establishes a framework for the creation of an integrated transport system. By joining together proposals for road, rail and public transport, people will be able to move more efficiently and sustainably throughout the country.

## 2.3. Local Planning Policy

### 2.3.1. *Cardiff Local Development Plan (LDP) 2006-2026*

The adopted LDP provides the statutory framework for the development and use of land within Cardiff over the Plan period (2006-2026). This fulfils the requirements of The Planning and Compulsory Purchase Act 2004 which requires the Council to prepare a LDP. It replaces existing Structure Plans and Local Plans relating to Cardiff and will be used by the Council to guide and control development and provide the statutory local policy context for determining planning applications.

In terms of transport the LDP highlights the following key points and objectives:

- The overall approach seeks to minimise travel demand and provide a range of measures and opportunities which reduce reliance on the car.
- New development in Cardiff must be integrated with the provision of new transport infrastructure which can help contribute to this objective by putting in place sustainable transport solutions which also provide improved travel choices for the wider community.
- This approach is fully consistent with on-going work at a city-region scale which seeks to develop a more effective public transport network across the region as a whole, helping people travel from where they live to work and thereby helping to spread prosperity around the entire city-region.

The LDP also highlights the key transportation trends and issues, including the following:

- Traffic on Cardiff's roads grew by 9% between 2002 and 2012.
- 56% of Cardiff's residents travel to work by car.
- Nearly 77,900 people commute into Cardiff each day by all modes (37% of Cardiff's workforce). The 2001 Census indicates that approximately 80% of commuters travel to Cardiff by car.
- Travel on rail services has increased considerably - the use of Cardiff Central and Queen Street Stations has risen by 82% between 2001 and 2011.
- Cycle use has increased 10% between 2001 and 2011 but bus use has fallen slightly over the same period.

### 3. Existing Conditions

#### 3.1. Site Location

Meadowbank Special School is located to the east of Colwill Road, in the Gabalfa area of Cardiff. While Colwill Road is predominantly residential in nature, it also provides access to Gabalfa Primary School and Ysgol Glan Ceubal, which share a site to the north of Meadowbank Special School. Cardiff City Centre is located approximately 3.8km to the south-east of the site and Llandaff Railway Station is approximately 1km to the north west.

The location of the site is shown in Figure 1, which is also contained in **Appendix A**.

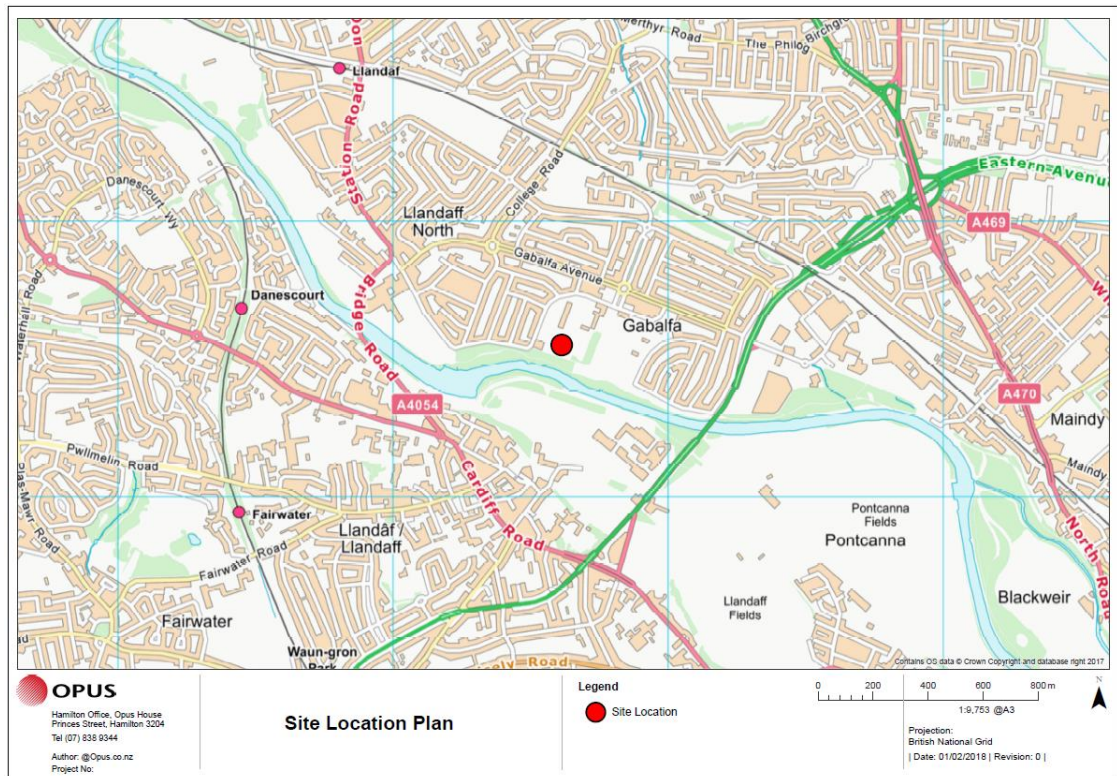


Figure 1 – Site Location Plan

#### 3.2. Existing Site

The existing school site covers an area of approximately 16,684m<sup>2</sup> which comprises the main school building, car park, access road and playing field. The car park is located to the immediate east of the vehicular entrance to the school on Colwill Road. A gated pedestrian access point is located to the immediate south of the vehicular access. A one-way circulatory road is provided within the school grounds, which enables pupils to be dropped off and picked up adjacent to the main entrance.

There are currently 15 pupils enrolled at Meadowbank Special School, however the school has capacity for up to 40 pupils.

Meadowbank Special School is located within close proximity of two other primary schools, namely Ysgol Gan Ceubal and Gabalfa Primary School. The two schools share a site, which is located to the immediate north of Meadowbank Special School. The vehicular access point to the schools is located approximately 43 metres north of the access to Meadowbank Special School on Colwill Road. The playing fields associated with the three schools are connected. The Gabalfa Primary School foundation phase building is located north-east of Meadowbank Special School and is accessed from Llanidloes Road.

Cardiff Council's planning application portal has been interrogated to determine the relevant planning history of the site, a summary of the relevant planning applications is found in Table 1 below.

*Table 1 - Planning History*

Application Reference	Proposal	Decision	Date
02/00094/W	New access, terrace and hard play area to the rear of the school	Granted	25/02/2002

### 3.3. Local Highway Network

#### 3.3.1. Colwill Road

Colwill Road runs along the western boundary of the site from north to south for approximately 281 metres. At the Colwill Road / Heol Pencareg junction, Colwill Road becomes Llanidloes Road which continues in a south-eastbound direction. Colwill Road is a single highway road with an approximate width of 5.6 metres, however there is residential parking on the west side of the highway which reduces the available width. The speed limit along Colwill Road in the vicinity of the school is 20mph. 'Keep clear' road markings are provided across the access to Meadowbank Special School. Signage is provided stating that there is no stopping on the keep clear markings between 08:00 and 16:30 from Monday to Friday.

Footways are provided along both sides Colwill Road with an approximate width of 3 metres, the available width of the footways is reduced in places by trees. Street lighting is provided on both sides of the highway. There are no formal crossing facilities along Colwill Road, however dropped kerbs are provided intermittently along the footways. The highway surface was observed to be in a poor condition and significant defects were noted along both the highway and footways.

Highway improvements are due to be delivered as part of the redevelopment of the adjacent Gabalfa Primary School and Ysgol Glan Ceubal. These improvements will include the provision of two new tabled zebra crossings on Colwill Road.



## 4. Accessibility

The sustainability of a site is inherently linked to its location and access to facilities for active travel and public transport.

### 4.1.1. Walking

The aim of land use and transport policy is to promote and encourage the choice of walking and cycling above all else where the need to travel exists. Therefore, it is reasonable to assume that walking is a viable and growing means of transport, and that new development should be designed to promote and encourage it.

In practice, the distance that an individual is likely to choose to walk depends on the individual circumstances, but it is reasonable to assume that over time, given current policies to encourage active travel, the propensity for individuals to walk, and to walk further, will increase.

The Institution of Highways and Transportation in their document 'Guidelines for Providing Journeys on Foot' state that "walking accounts for over a quarter of all journeys and four fifths of journeys less than one mile".

PPG13 'A Guide to Better Practice' (2001) stated that people are prepared to walk up to 2 kilometres (1.24 miles). Whilst PPG13 has been superseded, it is considered that this distance is still relevant and appropriate as a guide to what is acceptable and reasonable to many people.

The isochrone shown in Figure 2 displays a 2km walking area from the site, this is also contained in **Appendix B**.

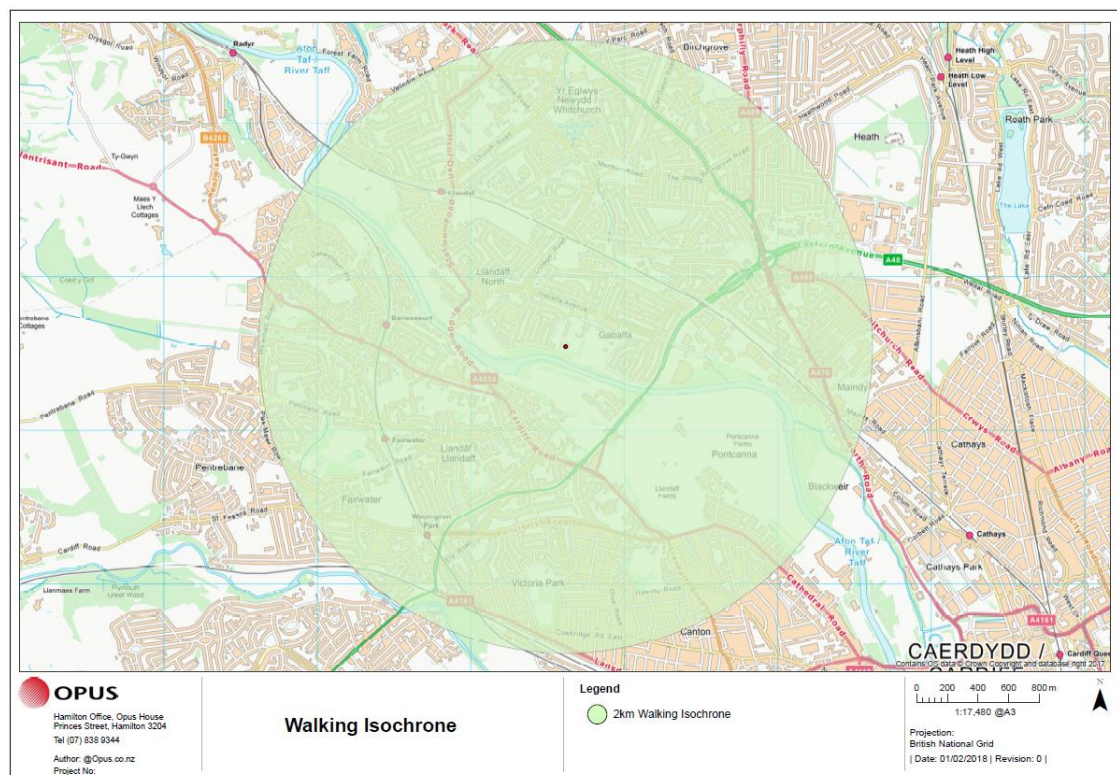


Figure 2 – Walking Isochrone

The isochrone shows that Meadowbank Special School is within walking distance of several residential areas, including Gabalfa, Llandaff and Llandaff North. Several services and facilities are provided along High Street, which is located to the south of the school and is within walking distance. The site is also within walking distance of Llandaff Railway Station.

Footways are provided within the vicinity of the site. The gradient is generally level in the area, which is conducive to walking.

A review has been undertaken of any Public Rights of Way (PROW) in the area surrounding the site, this revealed that there are no PROW in the vicinity of the site.

#### 4.1.2. Cycling

The DfT in their 'Transport Statistics on Cycling in Great Britain' state that the average length of a cycle journey is 3.84km (2.4 miles). PPG13 'A Better Guide to Practice' (2001) identified that people were prepared to cycle up to 8km (5 miles); which, although the guidance has been superseded, is still considered appropriate. The DfT's LTN 2/08 'Cycle Infrastructure Design' (October 2008) states that "in common with other modes, many utility cycle journeys are over short distances under three miles (4.8km), although for commuter journeys, a trip distance of up to five miles (7.2km) is not uncommon".

It is therefore considered that a distance of 4km (2.5 miles) represents a reasonable cycling distance and that 8km (5 miles) is a maximum realistic range for cycle trips. The isochrones shown in Figure 3 display a 4km, 6km and 8km cycling area from the site, this is also contained in **Appendix C**.

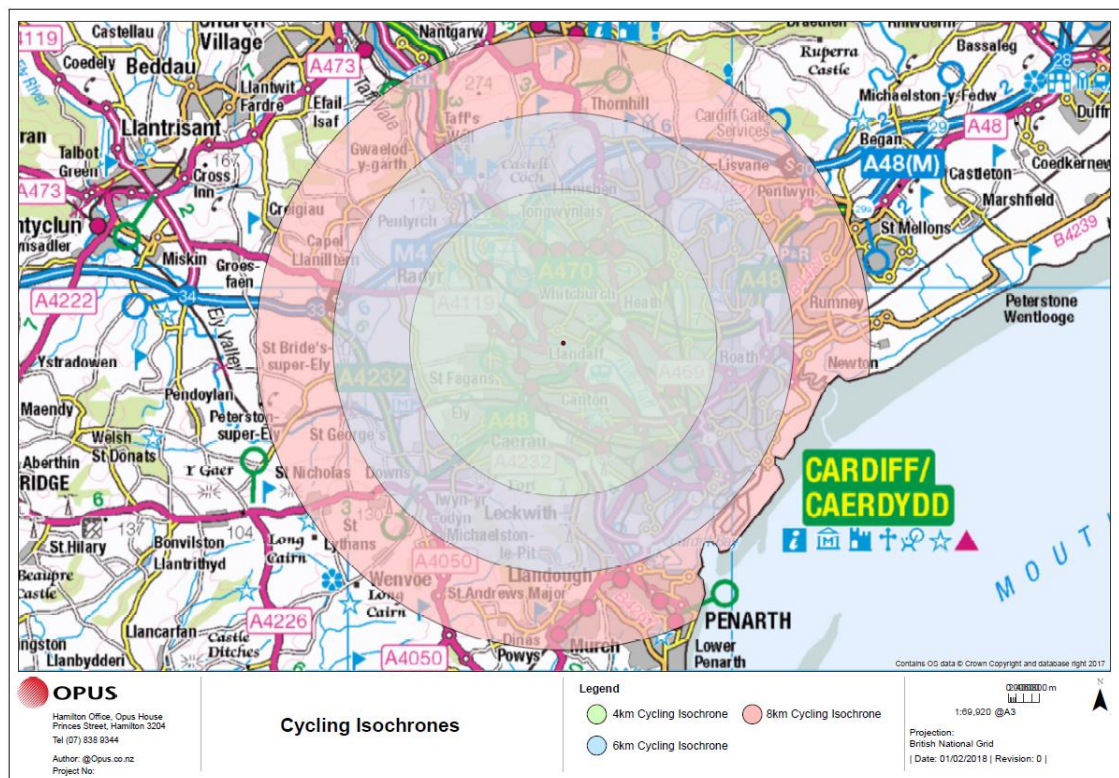


Figure 3 – Cycling Isochrones

The isochrones show that the entire city is accessible via bicycle, as well as commuter settlements located on the outskirts of Cardiff including Llandough to the south and Fairwater to the west.

Due to the generally level gradient and factors such as the low traffic speeds associated with city streets and residential areas, the environment is deemed to be conducive to cycling.

National Cycle Network Route 8 can be accessed from approximately 53 metres south of the access to the school on Colwill Road. Route 8 runs in an east – west direction along the banks of the River Taff. The route is predominantly traffic free in the vicinity of the site and can be used to reach Cardiff city centre. The route is also known as 'Lôn Las Cymru' and is fully signed between Cardiff and Holyhead.

#### 4.1.3. Public Transport – Bus Services

The closest bus stops to the site are located on Gabalfa Avenue, approximately 300m north of the site, this equates to a four-minute walk. Both the eastbound and westbound bus stops comprise a flagpole and timetable information.

Table 2 provides a summary of the bus services that are available from these stops.

Table 2 - Summary of Bus Services

Service Number	Operator	Starts	Destination	Frequency Mon - Fri
8	Cardiff Bus	Cardiff Bay	UHW Heath Hospital	Every 20 minutes
35	Cardiff Bus	Cardiff City Centre	Gabalfa Estate	Every 30 minutes
823	NAT Group	Newport Road	Ysgol Glantaf	One service daily

Table 2 shows that services 8 and 35 provide a regular service throughout the day, which can be used to reach Cardiff city centre and other local areas.

#### 4.1.4. Public Transport – Rail Services

Cardiff Central Railway Station is located to the south of the site, the quickest route is approximately 4km. This equates to a 44-minute walk or 13-minute cycle. The station includes facilities such as a shop, café, toilets, waiting rooms and cycle parking. The station is managed by Arriva Trains Wales and provides regular services to popular destinations such as London to the east and Swansea to the west. There are 2 direct services per hour to London Paddington (calling at other popular destinations such as Bristol Parkway) and up to 3 direct services per hour to Swansea.

Llandaff Railway Station is located within closer proximity of Meadowbank Special School. The station is located approximately 1km to the north west of the school, which equates to a 19-minute walk. The Station is managed by Arriva Trains Wales and has a limited range of facilities, however ticket machines and step free access is available. Two services per hour to Cardiff Queen Street Railway Station and Radyr Railway Station are available from Llandaff Railway Station.

It is acknowledged that specialist Additional Learning Needs provision has a city-wide catchment and therefore pupils may not live in the immediate vicinity of the school. Therefore walking, cycle routes, bus services or rail services may not be suitable either due to distance or pupil needs. Furthermore, whilst some pupils are able to travel independently with support it is acknowledged that others are not and therefore Schools Transport will work with pupils, schools and parents/carers to look at the most appropriate form of transport for the pupil and their needs.

#### 4.1.5. Conclusion

Based on the above, it is evident that a good range of public transport services are available in the vicinity of Meadowbank Special School. These services can be used to reach Cardiff and beyond. The site is within walking distance of the bus stops on Gabalfa Avenue and Llandaff Railway Station is also located within a reasonable distance. While there are no PROW within the vicinity of the site, it is within close proximity of National Cycle Network Route 8.

#### 4.2. Collision Data

A review of [www.crashmap.co.uk](http://www.crashmap.co.uk) has been undertaken to identify any collisions within the vicinity of the site within the last five years. One collision of slight severity occurred on Colwill Road, approximately 40m south of the Meadowbank Special School access. No other collisions have occurred in the vicinity of the school.

There were no obvious trends or clusters of incidents which suggests that there aren't any fundamental issues with the highway network. No fatal incidents have been reported within the vicinity of the site.



## 5. Proposed Changes

This chapter aims to summarise the proposed changes to Meadowbank Special School, as well as its impact on the highway network.

### 5.1. Proposed Changes to Meadowbank Special School

To meet demand for primary school places for complex learning disabilities, it is proposed to:

- Change the type of special educational need that the school provides for from 'specific language impairments' to 'speech language and communication needs and complex learning disabilities'.

The existing infrastructure at Meadowbank Special School is considered to be in a good condition. As a result, significant changes would not be required in order for the development to proceed. Some adaptations to the existing school building would be necessary, including improvements to the building's accessibility and the provision of a changing space.

The proposals do not seek to increase the capacity of the school; however, the existing school has a current enrolment of 15 pupils, despite its capacity of 40. The proposals aim to facilitate an increase in the number of pupils enrolled, which will ultimately bring the school up to capacity. This may bring about opportunities to appoint new staff at the school.

The existing internal site layout and access arrangements, including space for pick-up / drop-off and one-way system, is expected to comfortably accommodate any increase in pupils and vehicles accessing the site. The car park near the site entrance was observed as operating well under its capacity and could comfortably accommodate any additional staff parking requirements.

### 5.2. Impact on Highway Network

It is anticipated that the resultant increase in trips to and from the site can be accommodated and will not have a material impact on the operation of the surrounding highway network. The existing turning area and one-way system within the school grounds will be retained, which aides to reduce the impact of drop offs and pickups on Colwill Road. In the context of existing operations at Meadowbank Special School and neighbouring sites, the increase in vehicle movements is expected to have a negligible impact.

### 5.3. Limitations

This section will summarise the limitations of the school site in terms of transport and accessibility and these are as follows:

- There are a number of schools located within close proximity; Meadowbank Special School, Ysgol Glan Ceubal and Gabalfa Primary School. All of which are accessed from Colwill Road / Llanidloes Road. This results in a large concentration of movements within the area around the start and end of the school day.

### 5.4. Recommendations

This section aims to provide high-level recommendations to counteract some of the site's limitations and promote active travel and sustainable transport options. This will help mitigate the limited impact which is expected to arise as a result of the proposals. The recommendations are as follows:

- Consult other schools in the vicinity of the site and stagger the start times for pupils in order to minimise stress on the highway during peak times.
- Promote active travel as a viable means of transport to the school, by implementing measures such as providing secure cycle parking and lockers to store walking / cycling equipment.
- If the school does not currently have an adopted Travel Plan, one should be produced with the aim of minimising single occupancy vehicle trips to the school.

## 6. Summary

Opus International Consultants (UK) Ltd have been commissioned by Cardiff Council to produce a Transport Assessment (TA) for the proposed changes to the provision at Meadowbank Special School, which is a special school for pupils with specific language impairments.

The proposals are to change the type of special educational needs the school provides from 'specific language impairments' to 'speech language and communication needs and complex learning disabilities'. While the proposals do not seek to increase the capacity of the school, the current enrolment is low and the aim is to increase enrolment up to the capacity of 40 pupils. This will result in up to 25 additional pupils at Meadowbank Special School.

A review of relevant local and national planning policy documents has been carried out, including PPW Edition 8 (2016), TAN 18: Transport (March 2007), the Active Travel (Wales) Act (2013) and the Wales National Transport Plan (March 2010), as well as Cardiff LDP (2006-2026).

The site location has been described as well as an assessment of the existing site conditions and highway conditions, including Colwill Road. The planning history of the site has also been reviewed. Several planning applications have been submitted and granted for the site, the most notable being from 2002 when the construction of the access point was permitted. The consented redevelopment of the adjacent Ysgol Gan Ceubal and Gabalfa Primary School has also been considered.

The accessibility of the site has been assessed by sustainable travel modes, including walking, cycling and public transport. It is evident that the public transport provision is adequate and provides a variety of regular services from the site to destinations throughout Cardiff and beyond. The site is considered to be in a sustainable location as there are bus stops and railway stations within comfortable walking and cycling distances, the environment is also conducive to walking and cycling.

A review of [www.crashmap.co.uk](http://www.crashmap.co.uk) has been undertaken to identify any collisions within the vicinity of the site over the last five years. One collision of slight severity occurred approximately 42 metres south of the Meadowbank Special School access. No other collisions have occurred in the vicinity of the school. No obvious trends or clusters of incidents were observed.

It is the view of the TA that, in highway and transportation terms, the proposed changes to Meadowbank Special School will not have a severe impact on the surrounding highway network. This is due mainly to the minimal increase in pupil numbers. The uptake of sustainable travel can be encouraged and monitored through the recommendations set out in Chapter 5.

## Appendix A – Site Location Plan





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Author: @Opus.co.nz  
Project No:

## Site Location Plan

**Legend**

 Site Location

0 200 400 600 800 m

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## Appendix B – Walking Isochrone





Author: @Opus.co.nz  
Project No:

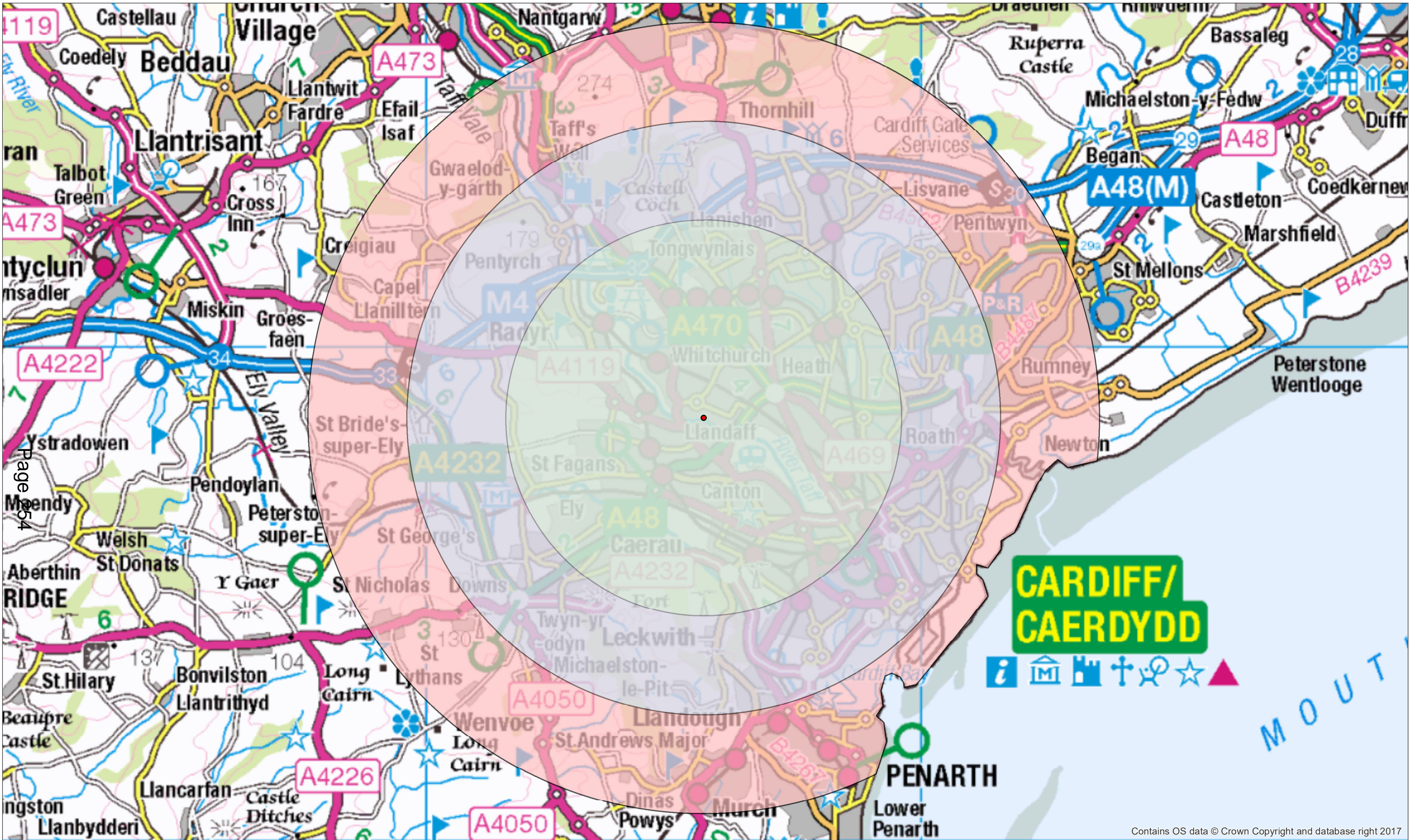
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## Appendix C – Cycling Isochrones





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## Cycling Isochrones

- Legend**
-  4km Cycling Isochrone
  -  6km Cycling Isochrone
  -  8km Cycling Isochrone





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# Tŷ Gwyn Special School

Transport Assessment



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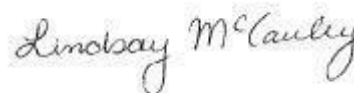
Status: Final

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*Reviewed by:*



Lindsay McCauley | Senior Transport Planner

*Approved for Release by:*



Neil Buckman | Principal Transport Planner

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# 1. Introduction

## 1.1. Introduction

Opus International Consultants (UK) have been commissioned by Cardiff Council to produce a Transport Assessment (TA) for Tŷ Gwyn Special School, located in Ely, Cardiff. It provides special school places for learners aged 3-19 with complex learning disabilities and autism spectrum conditions (ASC).

The proposal is to increase the capacity of the school from 173 to 198 in order to meet demand for primary and secondary special school places for learners with complex learning disabilities or ASC.

The TA has been prepared to take account of national planning policy including Planning Policy Wales, Edition 8 (2016). Local Planning Policy has also been taken into account, including the Cardiff Local Development Plan 2006-2026. The scope of the TA has been agreed with Cardiff Council through email correspondence and a meeting held at Cardiff County Hall on 7<sup>th</sup> February 2018.

The report has been prepared in response to a request by the client and the report will evaluate the impacts of the extension works on the surrounding highway network. The report has been based on Opus' understanding of Cardiff Council's requirements and our specialist experience of undertaking TAs for similar developments.

## 1.2. Report Structure

The TA investigates the highway and transportation issues associated with the development proposals, the report will be structured in the following way:

- Chapter 2: will summarise the relevant national and local planning policy;
- Chapter 3: presents the existing site conditions;
- Chapter 4: focuses on the accessibility of the site by different travel modes;
- Chapter 5: presents the proposed changes to the school; and
- Chapter 6: summarises and concludes the report.

## 2. Planning and Policy Context

Relevant national and local planning policy documents have been reviewed and adopted within the Transport Assessment.

### 2.1. Legislation

#### 2.1.1. *Town and Country Planning Act, 1990*

The Town and Country Planning Act 1990 (TCPA 1990) and the Planning and Compulsory Purchase Act 2004 (PCPA 2004) establish the legislative basis for town planning in England and Wales. These Acts establish a plan-led system which requires Local Planning Authorities (LPAs) to determine planning applications in accordance with the development plan unless material considerations indicate otherwise.

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Planning Policy Wales (PPW) sets out the land use planning policies of the Welsh Government, which is supplemented by a series of Technical Advice Notes (TANs). PPW sets out Wales' commitment to sustainable development, ensuring it plays an appropriate role in the planning system.

The Welsh Government aims to extend transportation choices in a way that supports sustainable development and helps tackle the causes of climate change. The Welsh Government is committed to enabling more people to undertake and enjoy the benefits of active travel.

It is stated that the proposed access to a development is likely to reflect the travel patterns that are involved. People should be able to reach the development by walking, cycling and public transport as well as by car. Walking and cycling should be promoted for shorter trips and as a substitute for shorter car journeys.

#### 2.2.2. *Planning Policy Wales Technical Advice Note 18: Transport (March 2007)*

Technical Advice Note 18 (TAN18) was published in March 2007 and is a supplement of Planning Policy Wales. TAN18 provides advice on transport related issues when planning for new development, such as the integration between land use planning and transport, parking and the design of the development.

The importance of new developments promoting walking is highlighted in TAN18. It is stated that new developments should be situated close to main footways, public transport stops and pedestrian desire lines. Cycling also has the potential to act as a substitute for shorter car journeys. Cycling can be encouraged through the provision of secure cycle parking that is easy to access for everyday use.

#### 2.2.3. *Active Travel (Wales) Act, 2013*

The Active Travel Act was adopted in 2013 and makes provision for maps of existing active travel routes and related facilities in a local authority's area. The Act requires Welsh Ministers and local authorities to take reasonable steps to enhance the provisions made for walking and cycling.

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The Wales National Transport Plan was published in March 2010 and establishes a framework for the creation of an integrated transport system. By joining together proposals for road, rail and public transport, people will be able to move more efficiently and sustainably throughout the country.

## 2.3. Local Planning Policy

### 2.3.1. *Cardiff Local Development Plan (LDP) 2006-2026*

The adopted LDP provides the statutory framework for the development and use of land within Cardiff over the Plan period (2006-2026). This fulfils the requirements of The Planning and Compulsory Purchase Act 2004 which requires the Council to prepare a LDP. It replaces existing Structure Plans and Local Plans relating to Cardiff and will be used by the Council to guide and control development and provide the statutory local policy context for determining planning applications.

In terms of transport the LDP highlights the following key points and objectives:

- The overall approach seeks to minimise travel demand and provide a range of measures and opportunities which reduce reliance on the car.
- New development in Cardiff must be integrated with the provision of new transport infrastructure which can help contribute to this objective by putting in place sustainable transport solutions which also provide improved travel choices for the wider community.
- This approach is fully consistent with on-going work at a city-region scale which seeks to develop a more effective public transport network across the region as a whole, helping people travel from where they live to work and thereby helping to spread prosperity around the entire city-region.

The LDP also highlights the key transportation trends and issues, including the following:

- Traffic on Cardiff's roads grew by 9% between 2002 and 2012.
- 56% of Cardiff's residents travel to work by car.
- Nearly 77,900 people commute into Cardiff each day by all modes (37% of Cardiff's workforce). The 2001 Census indicates that approximately 80% of commuters travel to Cardiff by car.
- Travel on rail services has increased considerably - the use of Cardiff Central and Queen Street Stations has risen by 82% between 2001 and 2011.
- Cycle use has increased 10% between 2001 and 2011 but bus use has fallen slightly over the same period.



## 3. Existing Conditions

### 3.1. Site Location

The site is located to the west of Vincent Road, in the Ely area of Cardiff. Vincent Road and the other streets in the vicinity of the site are of residential nature. Cowbridge Road West is located approximately 350m to the north of the site and provides access to a range of services and facilities. Cardiff City Centre is located approximately 3.5km to the east of the site and Cardiff Central Railway Station is approximately 4km to the east.

The location of the site is shown in Figure 1, and is also contained in **Appendix A**.

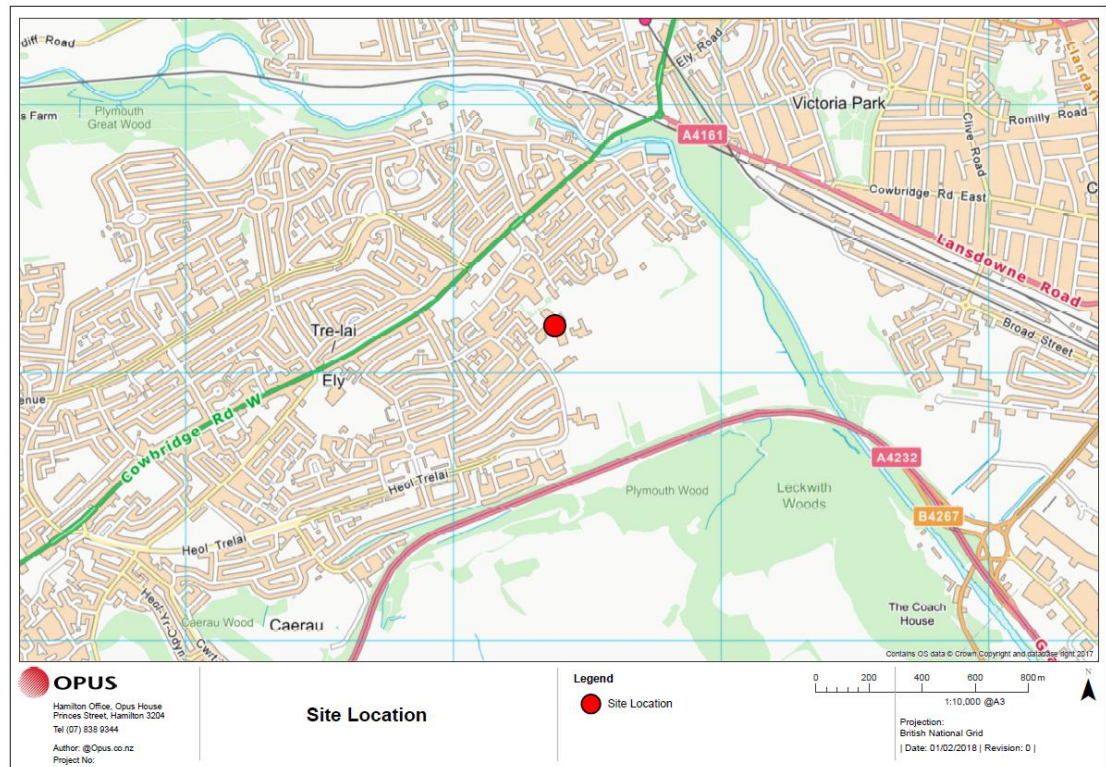


Figure 1 – Site Location Plan

### 3.2. Existing Site

The existing school site covers an area of approximately 23,800m<sup>2</sup>. The main school building is located in the centre of the site and extends from the northern to the southern boundary. There are outdoor playing areas at the north west and south west of the site. The south east of the site consists of smaller school buildings and cabins and the north east of the site is allocated as a car park at present. There are currently 173 students enrolled at Tŷ Gwyn Special School.

Cardiff Council's planning application portal has been interrogated to determine the relevant planning history of the site, a summary of the relevant planning applications is found in Table 1 below.



Table 1 – Planning History

Application Reference	Proposal	Decision	Date
07/02715/W	New special school and respite care accommodation including minibus garage with modifications to access	Granted	27/03/2008
11/00206/DCO	Demolition of two demountable units and installation of three units and retention of one existing unit	Granted	25/03/2011
17/02621/MNR	Retention of 4 no. single storey portacabin buildings to be used as replacement classroom accommodation. To be hired for a period of 156 weeks	Granted	27/12/2017

### 3.3. Local Highway Network

#### 3.3.1. Vincent Road

Vincent Road provides the sole vehicular access to the school at the north-eastern boundary of the site, Vincent Road runs from north to south for approximately 300m and connects to Cowbridge Road West to the north via a signal controlled junction. It is a single carriageway road with an approximate width of 5.5m. There are parking restrictions along the majority of its length in the form of double yellow lines. A section of the highway adjacent to Riverbank School is identified as a no stopping zone for the purposes of discouraging pick-up / drop-off at the school. The residential streets with access from Vincent Road, such as Morris Finer Close, have unrestricted on-street parking.

There are footways provided along both sides of Vincent Road, with an approximate width of 2m. Street lighting is provided along both sides of the highway. Dropped kerbs and tactile paving are provided at crossing points; however, the tactile paving is in need of upgrading. A speed limit of 30mph is in place on Vincent Road. The highway and footway provisions are in a reasonable condition, with some defects noted in places. Road markings and signage are also in reasonable condition.

## 4. Accessibility

The sustainability of a site is inherently linked to its location and access to facilities for active travel and public transport.

### 4.1.1. Walking

The aim of land use and transport policy is to promote and encourage the choice of walking and cycling above all else where the need to travel exists. Therefore, it is reasonable to assume that walking is a viable and growing means of transport, and that new development should be designed to promote and encourage it.

In practice, the distance that an individual is likely to choose to walk depends on the individual circumstances, but it is reasonable to assume that over time, given current policies to encourage active travel, the propensity for individuals to walk, and to walk further, will increase.

The Institution of Highways and Transportation in their document 'Guidelines for Providing Journeys on Foot' state that "walking accounts for over a quarter of all journeys and four fifths of journeys less than one mile".

PPG13 'A Guide to Better Practice' (2001) stated that people are prepared to walk up to 2 kilometres (1.24 miles). Whilst PPG13 has been superseded, it is considered that this distance is still relevant and appropriate as a guide to what is acceptable and reasonable to many people.

The isochrone shown in Figure 2 displays a 2km walking area from the site, this is also contained in **Appendix B**.

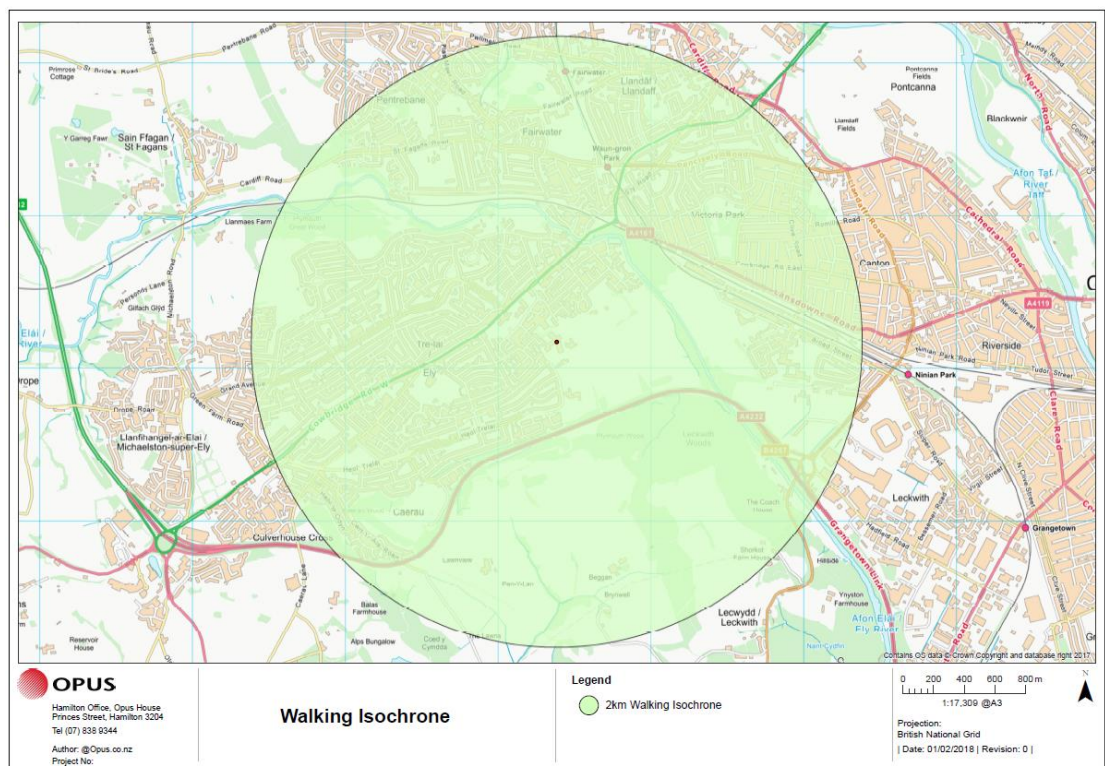


Figure 2 – Walking Isochrone

The isochrone shows that the site is within walking distance of nearby residential areas such as Caerau, Fairwater and Llandaff. Cardiff City Centre is located beyond the 2km recommended walking distance; however, local centres such as Ely provide access to a range of services and facilities. Cardiff Central Railway is located outside the 2km walking distance; however, Waun-gron Park Railway Station is located comfortably within the 2km walking distance.

In the vicinity of the site there are footways provided as well as pedestrian crossing facilities and street lighting, this along with factors such as the generally level gradient results in an environment which is conducive to walking.

A review has been undertaken of any Public Rights of Way (PROW) in the area surrounding the site, this revealed that there are no PROWs in the vicinity of the site.

#### 4.1.2. Cycling

The DfT in their 'Transport Statistics on Cycling in Great Britain' state that the average length of a cycle journey is 3.84km (2.4 miles). PPG13 'A Better Guide to Practice' (2001) identified that people were prepared to cycle up to 8km (5 miles); which, although the guidance has been superseded, is still considered appropriate. The DfT's LTN 2/08 'Cycle Infrastructure Design' (October 2008) states that "in common with other modes, many utility cycle journeys are over short distances under three miles (4.8km), although for commuter journeys, a trip distance of up to five miles (7.2km) is not uncommon".

It is therefore considered that a distance of 4km (2.5 miles) represents a reasonable cycling distance and that 8km (5 miles) is a maximum realistic range for cycle trips. The isochrones shown in Figure 3 display a 4km, 6km and 8km cycling area from the site, this is also contained in **Appendix C**.

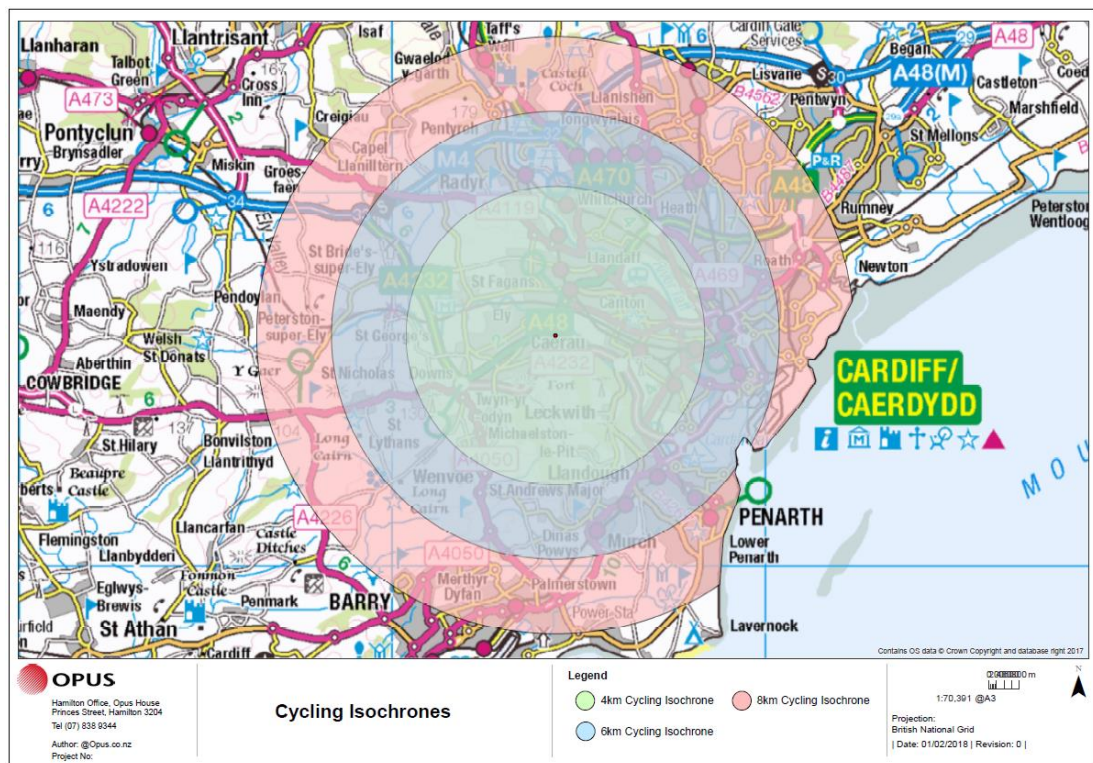


Figure 3 – Cycling Isochrones

The isochrones show that the majority of the city is accessible via bicycle, as well as commuter settlements located on the outskirts such as Radyr to the north, and Dinas Powys to the south.

Due to the generally level gradient and factors such as the low traffic speeds associated with city streets and residential areas, the environment is deemed to be conducive to cycling.

National Cycle Network Route 8 is located approximately 3km to the east of the site, the fully open and signed route connects Cardiff to Holyhead, via Brecon, Builth Wells, Machynlleth, Porthmadog and Bangor. The route is a combination of traffic-free and on-road sections.

#### 4.1.3. Public Transport – Bus Services

The closest bus stops to the school are located approximately 100m south west of the site on Bishopston Road. However, these stops only provide access to service number 15 which connects the city centre to Heath Hospital via Ely, there are 6 services per day.

The closest stops which provide access to a number of services are located on Cowbridge Road West north of the site. The route to these stops is 500m (6-minute walk), the eastbound and westbound stops both consist of a shelter, flagpole and timetable. The westbound stop also features easy access kerbing.

Table 2 provides a summary of the services that can be accessed from these stops.

Table 2 – Summary of Bus Services

Service Number	Operator	Starts	Destination	Frequency Mon - Fri
12	Cardiff Bus	Leckwith Retail Park	Drope	1 per hour
15	Cardiff Bus	City Centre	Heath Hospital	6 per day
17/18	Cardiff Bus	City Centre	Ely	12 per hour
96/96A/96S	Cardiff Bus	City Centre	Barry	2 per hour
802	NAT Group	Ely	Bishop of Llandaff and Ysgol Plasmawr	1 per day
807	NAT Group	Ely	Bishop of Llandaff and Ysgol Plasmawr	1 per day
809	NAT Group	Ely	Bishop of Llandaff and Ysgol Plasmawr	1 per day
X1	NAT Group	Culverhouse Cross	Pontprenau	4 per hour
X2	First	Porthcawl	City Centre	2 per hour

Table 2 shows that there are a variety of regular services available from these stops which provide access throughout the city and beyond.

#### 4.1.4. Public Transport – Rail Services

Cardiff Central Railway Station is located to the east of the site, the quickest route is approximately 5km (19-minute cycle). The station includes facilities such as a shop, café, toilets, waiting rooms and cycle parking. The station is managed by Arriva Trains Wales and provides regular services to popular destinations such as London to the east and Swansea to the west. There are 2 direct services per hour to London Paddington (calling at other popular destinations such as Bristol Parkway) and up to 3 direct services per hour to Swansea.

Waun-gron Park Railway Station is located to the north and is closer to the site than Cardiff Central Railway Station. The route from the site to the station is approximately 1.6km (20-minute walk or 5-minute cycle). This station provides regular services to Cardiff Central, as well as residential areas such as Fairwater and Danescourt. It is also managed by Arriva Trains Wales and includes facilities such as a shelter and cycle parking.

It is acknowledged that specialist Additional Learning Needs provision has a city-wide catchment and therefore pupils may not live in the immediate vicinity of the school. Therefore walking, cycle routes, bus services or rail services may not be suitable either due to distance or pupil needs. Furthermore, whilst some pupils are able to travel independently with support it is acknowledged that others are not and therefore Schools Transport will work with pupils, schools and parents/carers to look at the most appropriate form of transport for the pupil and their needs.



#### 4.1.5. Conclusion

Based on the above, it is evident that the public transport provision is adequate and provides a variety of regular services throughout Cardiff and beyond. The site is considered to be in a sustainable location as there are bus stops located nearby on Cowbridge Road West within comfortable walking distance, Waun-gron Park Railway Station is also within a comfortable walking distance and Cardiff Central Railway Station is within a comfortable cycling distance. There are no PROW in the vicinity of the site.

#### 4.2. Collision Data

A review of [www.crashmap.co.uk](http://www.crashmap.co.uk) has been undertaken to identify any collisions within the vicinity of the site within the last five years. One collision has been reported on Vincent Road; however, it was slight in nature and included one vehicle and one casualty. Four serious incidents have occurred in the vicinity of the site. Table 3 provides a summary of the serious incidents.

*Table 3 – Summary of Serious Incidents*

Date	Location	Number of Vehicles	Number of Casualties
14/09/2013	Amroth Road	1	1
11/06/2014	Cowbridge Road West	1	1
04/08/2014	Bromley Drive	1	1
04/08/2015	Cowbridge Road West	1	1

There were no obvious trends or clusters of incidents which suggests that there aren't any fundamental issues with the highway network. No fatal incidents have been reported within the vicinity of the site.

## 5. Proposed Changes

This chapter aims to summarise the proposed changes to Tŷ Gwyn Special School, as well as its impact on the highway network.

### 5.1. Proposed Changes to Tŷ Gwyn Special School

To meet the demand for primary and secondary special school places for learners with complex learning disabilities or Autism Spectrum Conditions, it is proposed to increase the capacity of Tŷ Gwyn to allow for up to 198 places.

In order to achieve this, it is proposed to adapt part of the Trelai Youth Centre building to provide three new classrooms for Tŷ Gwyn School and to connect the school and youth centre buildings via an enclosed corridor, or covered walkway. There would be around eight pupils per class in the three new classrooms, as well as around fifteen extra staff. Resulting in a worst-case scenario of 39 additional trips assuming all pupils and staff travel individually by private vehicle.

### 5.2. Impact on Highway Network

Due to the proposed minimal increase in pupil numbers from 173 to 198, it is considered that the proposals will not have a material impact on the operation of the local highway network. In the context of existing operations at Tŷ Gwyn and neighbouring sites, the increase in vehicle movements which may be expected as a result of the proposals will be negligible.

### 5.3. Limitations

This section will summarise the limitations of the school site in terms of transport and accessibility and these are as follows:

- There are a number of schools and community facilities located within close proximity; Tŷ Gwyn Special School, Riverbank School, Woodlands High School, Trelai Youth Centre. Many of which are accessed from Vincent Road. This results in a large concentration of movements within the area around the start and end of the school day.
- The majority of students arrive via private taxi, meaning transport arrangements are not efficient.
- The signal controlled junction connecting Vincent Road to Cowbridge Road West delays traffic and taxis serving the school use the residential streets to the east to 'ratrun' and avoid any delay.

### 5.4. Recommendations

This section aims to provide high-level recommendations to counteract some of the site's limitations and promote active travel and sustainable transport options. This will help mitigate the limited impact which is expected to arise as a result of the proposals. The recommendations are as follows:

- Relocate staff parking to existing Trelai car park to the east of the school, in order to amend the internal site layout and clear space for a vehicle drop-off and turning area. The additional number of pupils will result in an increase in minibuses serving the site, the amended parking provision and internal site layout are expected to comfortably accommodate this minor increase. Pedestrian links between the Trelai car park and the school will need to be assessed, including lighting, security and crossing points.
- Consult the other schools in the vicinity of the site and stagger the start / end times for pupils in order to minimise stress on the highway during peak hours.
- Additional access to the school could be provided at the south west of the site near Trelai Youth Centre. This additional access could reduce stress on Vincent Road and provide a convenient point of access for pupils arriving from the Caerau area to the west.

- Promote active travel as a viable means of transport to the school, by implementing measures such as providing secure cycle parking and lockers to store walking / cycling equipment.
- If the school does not currently have an adopted Travel Plan, one should be produced with the aim of minimising single occupancy vehicle trips to the school.



## 6. Summary

Opus International Consultants (UK) have been commissioned by Cardiff Council to produce a Transport Assessment (TA) for the proposed expansion of Tŷ Gwyn Special School, located in Ely, Cardiff, to accommodate additional pupils.

The proposal is to increase the capacity of Tŷ Gwyn Special School to allow for up to 198 places by adapting part of the Trelai Youth Centre building to provide three new classrooms.

A review of relevant local and national planning policy documents has been carried out, including PPW Edition 8 (2016), TAN 18: Transport (March 2007), the Active Travel (Wales) Act (2013) and the Wales National Transport Plan (March 2010), as well as Cardiff LDP (2006-2026).

The site location is described as well as an assessment of the existing site conditions and Vincent Road. The planning history of the site is also summarised.

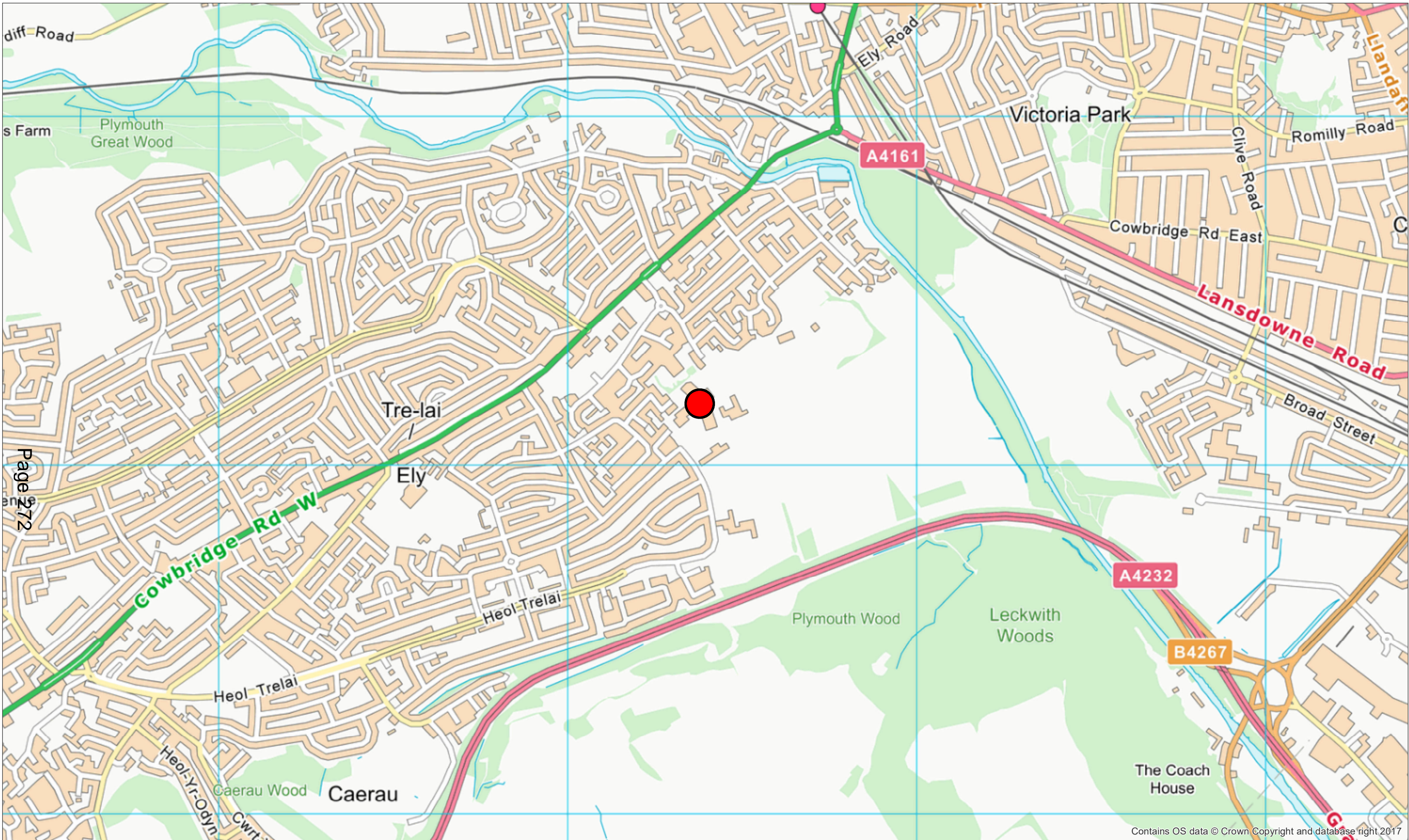
The accessibility of the site has been assessed by sustainable travel modes, including walking, cycling and public transport. It is evident that the public transport provision is adequate and provides a variety of regular services from the site to destinations throughout Cardiff and beyond. The site is considered to be in a sustainable location as there are bus stops and railway stations within comfortable walking and cycling distances, the environment is also conducive to walking and cycling.

A review of [www.crashmap.co.uk](http://www.crashmap.co.uk) has been undertaken to identify any collisions within the vicinity of the site within the last five years. One collision was reported on Vincent Road that was slight in nature and four serious collisions have been reported in the vicinity of the site. No obvious trends or clusters of incidents were observed.

It is the view of the TA that, in highway and transportation terms, the proposed extension to Tŷ Gwyn Special School will not have a severe impact on the surrounding highway network. This is due mainly to the minimal increase in pupil numbers. The uptake of sustainable travel can be encouraged and monitored through the recommendations set out in Chapter 5.

## Appendix A – Site Location Plan





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## Site Location

**Legend**

 Site Location

0 200 400 600 800 m

1:10,000 @A3

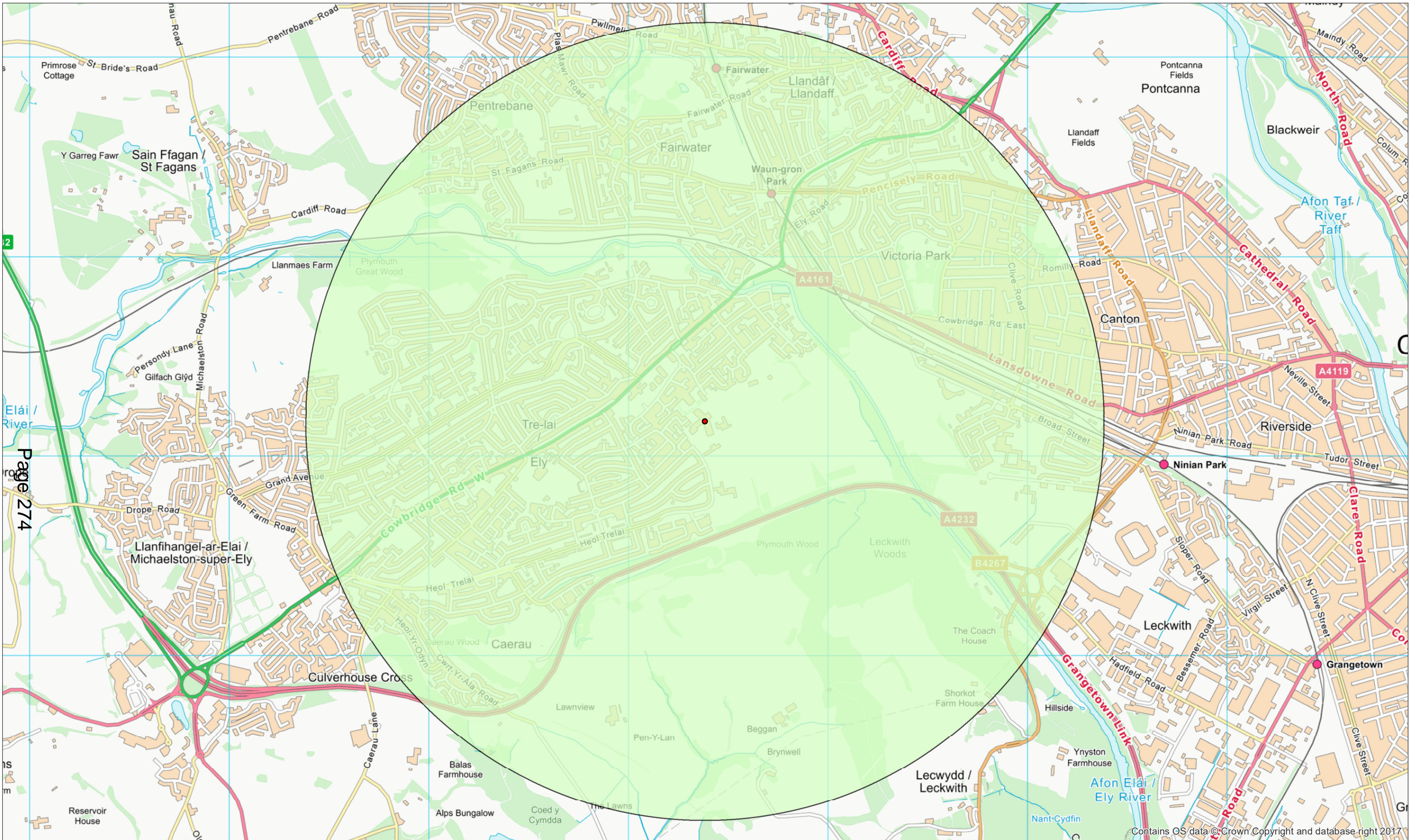
N

Projection:  
British National Grid  
| Date: 01/02/2018 | Revision: 0 |




## Appendix B – Walking Isochrone





## Walking Isochrone

**Legend**

 2km Walking Isochrone

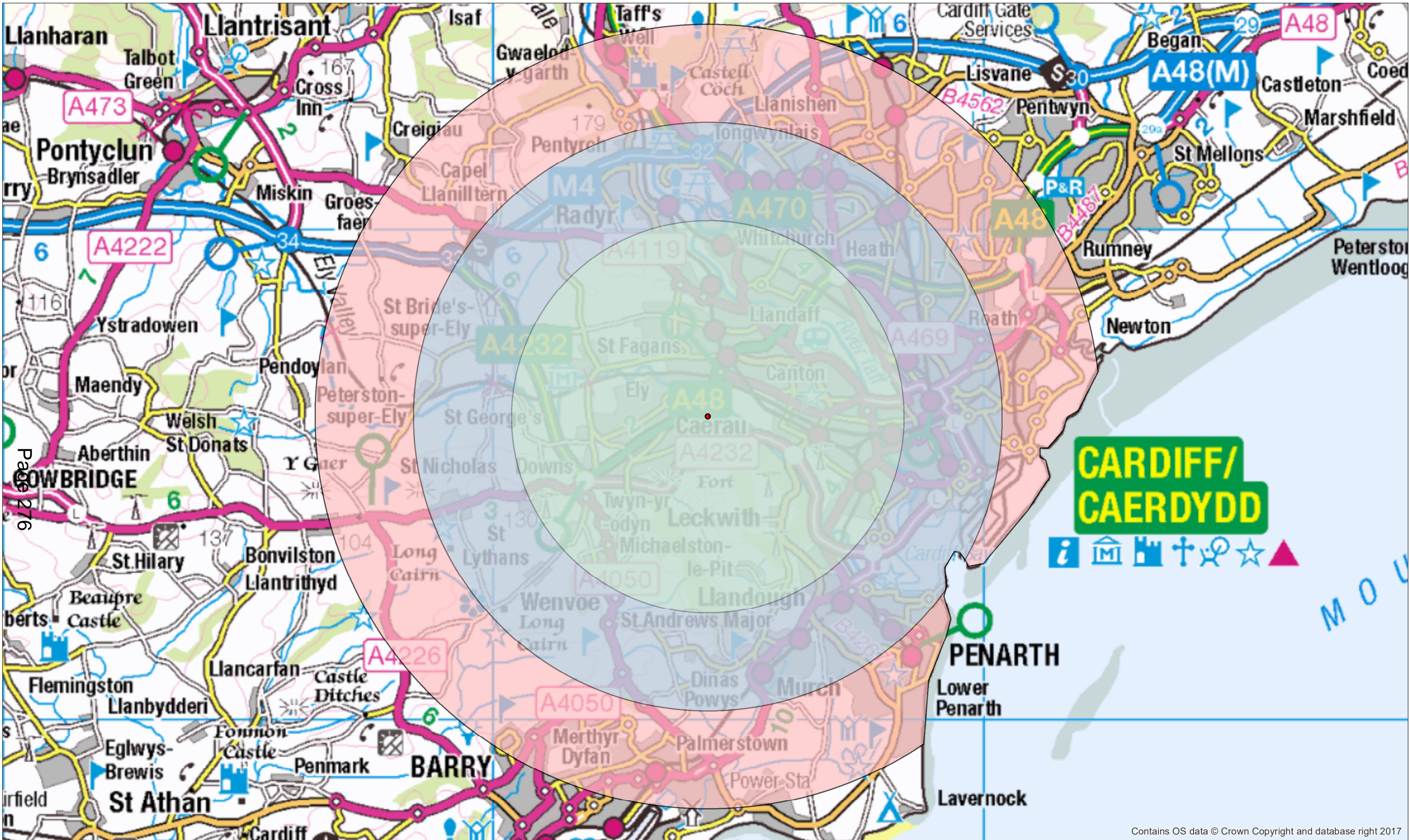
0 200 400 600 800 m  
1:17,309 @A3

Projection:  
British National Grid  
| Date: 01/02/2018 | Revision: 0 |






## Appendix C – Cycling Isochrones





### Cycling Isochrones

- Legend**
-  4km Cycling Isochrone
  -  6km Cycling Isochrone
  -  8km Cycling Isochrone





[www.opusinternational.co.uk](http://www.opusinternational.co.uk)

# Ysgol Glan Morfa

Transport Assessment



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*Approved for Release by:*



Neil Buckman | Principal Transport Planner

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# 1. Introduction

## 1.1. Introduction

Opus International Consultants (UK) Ltd have been commissioned by Cardiff Council to produce a Transport Assessment (TA) for the refurbishment of Ysgol Glan Morfa to increase the capacity of The Hollies Special School from 90 pupils to 138. The age range of the school will also be extended from 4-11 to 4-14. The operation of The Hollies Special School will be split over the existing Hollies Special School Site and the refurbished Ysgol Glan Morfa. The existing operations of Ysgol Glan Morfa is due to transfer to a new build in August 2018.

The TA has been prepared to take account of national planning policy including Planning Policy Wales, Edition 8 (2016). Local Planning Policy has also been taken into account, including the Cardiff Local Development Plan 2006-2026. The scope of the TA has been agreed with Cardiff Council through email correspondence and a meeting held at Cardiff County Hall on 7<sup>th</sup> February 2018.

The report has been prepared in response to a request by the client and the report will evaluate the impacts of the proposed changes on the surrounding highway network. The report has been based on Opus' understanding of Cardiff Council's requirements and our specialist experience of undertaking TAs for similar developments.

## 1.2. Report Structure

The TA investigates the highway and transportation issues associated with the proposed changes, the report will be structured in the following way:

- Chapter 2: will summarise the relevant national and local planning policy;
- Chapter 3: presents the existing site conditions;
- Chapter 4: focuses on the accessibility of the site by different travel modes;
- Chapter 5: presents the proposed changes to the school; and
- Chapter 6: summarises and concludes the report.

## 2. Planning and Policy Context

Relevant national and local planning policy documents have been reviewed and adopted within the Transport Assessment.

### 2.1. Legislation

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It is stated that the proposed access to a development is likely to reflect the travel patterns that are involved. People should be able to reach the development by walking, cycling and public transport as well as by car. Walking and cycling should be promoted for shorter trips and as a substitute for shorter car journeys.

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## 2.3. Local Planning Policy

### 2.3.1. *Cardiff Local Development Plan (LDP) 2006-2026*

The adopted LDP provides the statutory framework for the development and use of land within Cardiff over the Plan period (2006-2026). This fulfils the requirements of The Planning and Compulsory Purchase Act 2004 which requires the Council to prepare a LDP. It replaces existing Structure Plans and Local Plans relating to Cardiff and will be used by the Council to guide and control development and provide the statutory local policy context for determining planning applications.

In terms of transport the LDP highlights the following key points and objectives:

- The overall approach seeks to minimise travel demand and provide a range of measures and opportunities which reduce reliance on the car.
- New development in Cardiff must be integrated with the provision of new transport infrastructure which can help contribute to this objective by putting in place sustainable transport solutions which also provide improved travel choices for the wider community.
- This approach is fully consistent with on-going work at a city-region scale which seeks to develop a more effective public transport network across the region as a whole, helping people travel from where they live to work and thereby helping to spread prosperity around the entire city-region.

The LDP also highlights the key transportation trends and issues, including the following:

- Traffic on Cardiff's roads grew by 9% between 2002 and 2012.
- 56% of Cardiff's residents travel to work by car.
- Nearly 77,900 people commute into Cardiff each day by all modes (37% of Cardiff's workforce). The 2001 Census indicates that approximately 80% of commuters travel to Cardiff by car.
- Travel on rail services has increased considerably - the use of Cardiff Central and Queen Street Stations has risen by 82% between 2001 and 2011.
- Cycle use has increased 10% between 2001 and 2011 but bus use has fallen slightly over the same period.



## 3. Existing Conditions

### 3.1. Site Location

The existing Ysgol Glan Morfa site is located south of Hinton Street in the Splott area of Cardiff, approximately 2km east of Cardiff City Centre. The site is bordered by Hinton Street to the north, the 'Old Library' to the west, Moorland Street to the east and Moorland Primary School to the south. The surrounding roads and other streets are residential in nature with a large recreational area provided to the west of the site by 'Moorland Park'. The location of Ysgol Glan Morfa is shown in Figure 1 and is also provided in **Appendix A**.

The existing site of The Hollies Special School is approximately 5km north of Ysgol Glan Morfa.

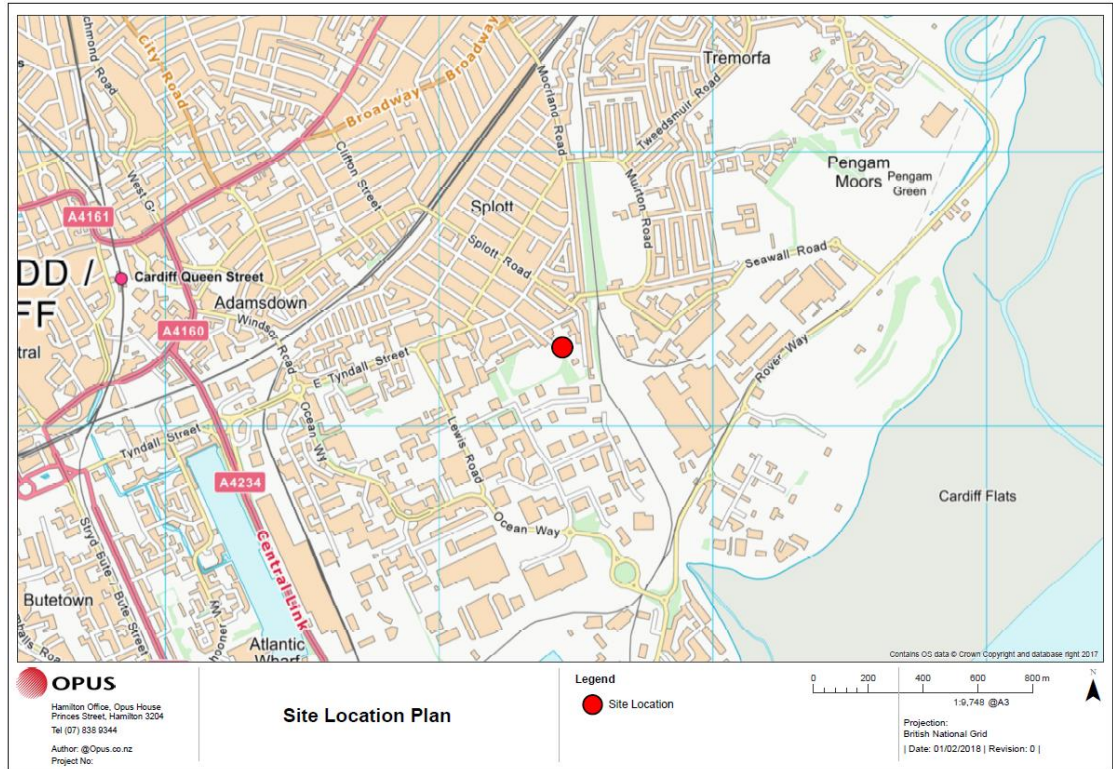


Figure 1 – Site Location Plan

### 3.2. Existing Site

Ysgol Glan Morfa is a single school building with pedestrian access from Hinton Street to the north. Separate access points are provided to the site, one access provides access directly to the school reception with the other located to the west providing access to the school playground. As of September 2017, the school had 230 children enrolled including 32 part-time nursery pupils. A total of 31 members of staff are employed at the school including support staff and caretakers.

Cardiff Council's planning application portal has been interrogated to determine the relevant planning history of the site, a summary of the relevant planning applications is found in Table 1 below.

Table 1 - Planning History

Application Reference	Proposal	Decision	Date
09/00613/E	Single Storey Extension	Granted	April 2009
10/011296/DCI	Flat to Pitch roof conversion	Granted	July 2010

The existing Hollies Special School site is located off Bryn Heulog in the Perntwyn Cardiff. Parking is provided on site. The school currently has 90 pupils aged 3-11.

### 3.3. Local Highway Network

#### 3.3.1. *Hinton Street*

Hinton Street is a local access road subject to a 30mph speed limit. Hinton Street is a no through road with no access provided to Moorland Road to the east, bollards are in place to prevent vehicles driving over the footway to access Moorlands Road. Hinton Street forms a junction with Singleton Road to the west. Hinton Street has an approximate width of 7.5m and has no parking restrictions with the exception of a keep clear section marked outside the school and double yellow lines at the Hinton Street / Moorland Street and Hinton Street / Singleton Road junctions. The keep clear marking outside of the school prevent stopping between the hours of 08:00 and 16:30. A disabled / ambulance bay is provided opposite to the pedestrian access to Ysgol Glan Morfa reception.

Footways are provided on both sides of the carriageway and have a width of approximately 2m in most locations. The footways are of a good condition and lighting is provided for the extent of the street. Pedestrian access through to Moorland Street is available from the east end of the street.

## 4. Accessibility

The sustainability of a site is inherently linked to its location and access to facilities for active travel and public transport.

### 4.1.1. Walking

The aim of land use and transport policy is to promote and encourage the choice of walking and cycling above all else where the need to travel exists. Therefore, it is reasonable to assume that walking is a viable and growing means of transport, and that new development should be designed to promote and encourage it.

In practice, the distance that an individual is likely to choose to walk depends on the individual circumstances, but it is reasonable to assume that over time, given current policies to encourage active travel, the propensity for individuals to walk, and to walk further, will increase.

The Institution of Highways and Transportation in their document 'Guidelines for Providing Journeys on Foot' state that "walking accounts for over a quarter of all journeys and four fifths of journeys less than one mile".

PPG13 'A Guide to Better Practice' (2001) stated that people are prepared to walk up to 2km (1.24 miles). Whilst PPG13 has been superseded, it is considered that this distance is still relevant and appropriate as a guide to what is acceptable and reasonable to many people.

The isochrone shown in Figure 2 displays a 2km walking area from the site, this is also contained in **Appendix B**.

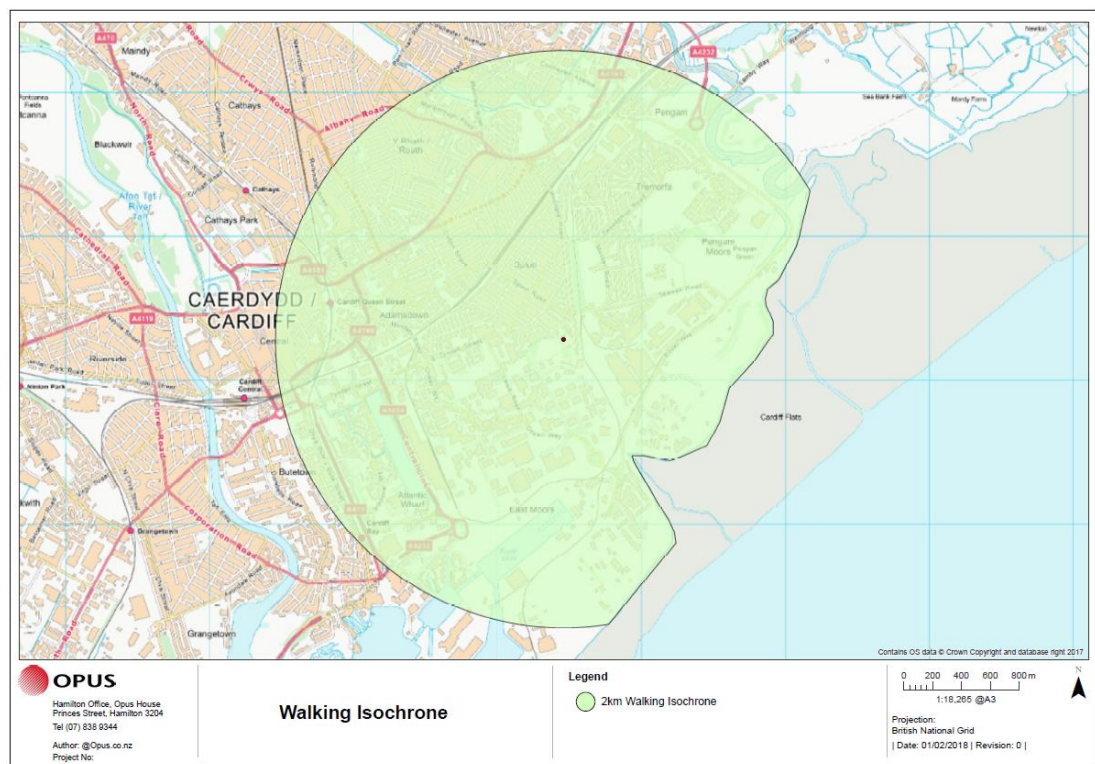


Figure 2 – Walking Isochrone

The isochrone shows that the site is within walking distance of nearby residential areas such as Splott, Tremorfa and Plasnewydd. Ysgol Glan Morfa is also within walking distance of Cardiff City Centre and the associated services and amenities. Cardiff Central Railway Station and Bus Station are slightly beyond comfortable walking distance of the site however the school is within walking distance of Cardiff Queen Street Railway Station.

Good quality footways are provided in the vicinity of the site with a dedicated pedestrian route provided through to Moorland Road. Footpaths are also provided through Moorland Park to the south west of the site. The surrounding area is also of a generally level gradient which along with the pedestrian infrastructure results in an environment which is conducive to walking.



A review has been undertaken of any Public Rights of Way (PROW) in the area surrounding the site. This revealed that there are no PROW in the vicinity of the site.

#### 4.1.2. Cycling

The DfT in their 'Transport Statistics on Cycling in Great Britain' state that the average length of a cycle journey is 3.84km (2.4 miles). PPG13 'A Better Guide to Practice' (2001) identified that people were prepared to cycle up to 8km (5 miles); which, although the guidance has been superseded, is still considered appropriate. The DfT's LTN 2/08 'Cycle Infrastructure Design' (October 2008) states that "in common with other modes, many utility cycle journeys are over short distances under three miles (4.8km), although for commuter journeys, a trip distance of up to five miles (7.2km) is not uncommon".

It is therefore considered that a distance of 4km (2.5 miles) represents a reasonable cycling distance and that 8km (5 miles) is a maximum realistic range for cycle trips. The isochrones shown in Figure 3 display a 4km, 6km and 8km cycling area from the site, this is also contained in **Appendix C**.

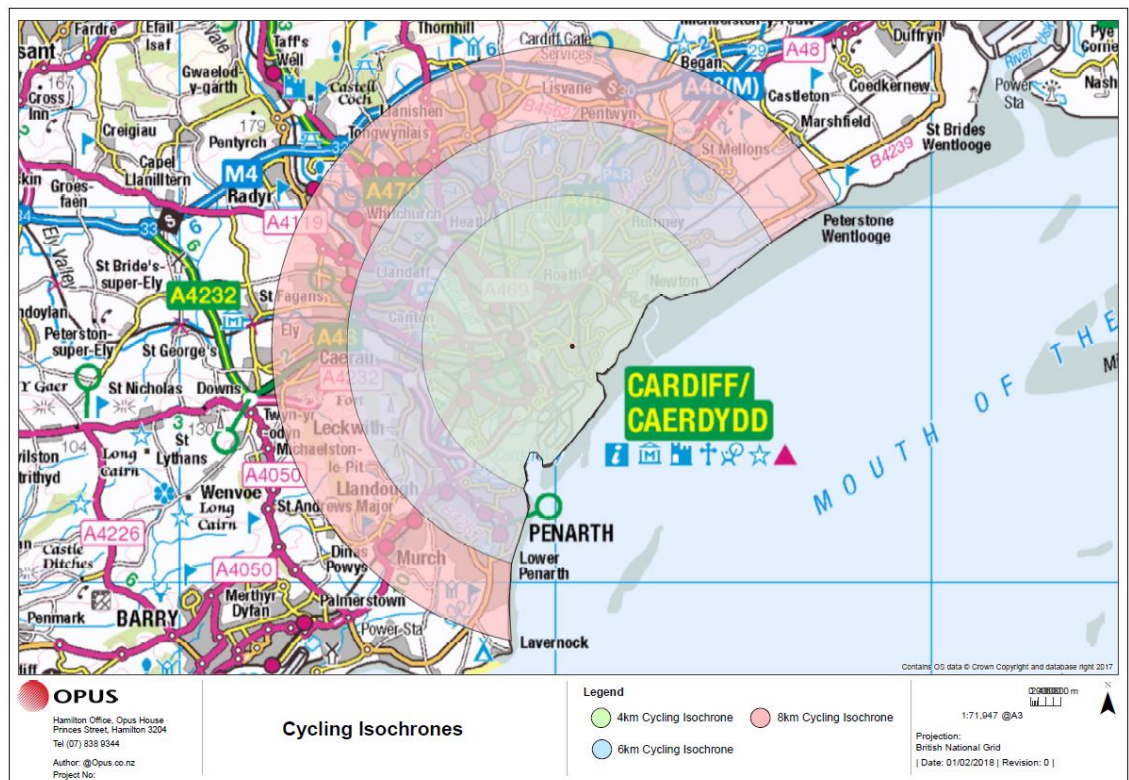


Figure 3 – Cycling Isochrones

The isochrones show that the entire city is accessible via bicycle, this included residential areas of Cardiff on the outskirts of the city such as Pontprennau and Llanrumney. The existing Hollies Special School site is also within walking distance of the proposed second site at Ysgol Glan Morfa.

Due to the generally level gradient and factors such as the low traffic speeds associated with city streets and residential areas, the environment is deemed to be conducive to cycling.

The nearest National Cycle Route to the site is Route 8 approximately 2.5km to the west. The fully open and signed route connects Cardiff to Holyhead, via Brecon, Builth Wells, Machynlleth, Porthmadog and Bangor. The route is a combination of traffic-free and on-road sections.

#### 4.1.3. Public Transport – Bus Services

The nearest bus stops to the site are located to the north of the site on Splott Road and South Park Road. The northbound stop is situated on Splott Road a 170m (1-minute) walk and consists of flagpole and timetable information and easy access kerbing. The stop on South Park Road provides east bound services and is a 150m (2-minute) walk from the site. The stop

consists of a flagpole, timetable information and easy access kerbing. Additional stops are available along Splott Road and Habershon Street to the north.

Table 2 provides a summary of the services that can be access from stops in the vicinity of the site.

Table 2 – Summary of Bus Services

Service Number	Operator	Starts	Destination	Frequency Mon - Fri
<b>1 Clockwise</b>	Cardiff Bus	City Centre Canal Street	City Centre Canal Street (Circular)	2 per hour
<b>2 Anti-Clockwise</b>	Cardiff Bus	City Centre Canal Street	City Centre Canal Street (Circular)	2 per hour
<b>612</b>	Cardiff Bus	Virgil Street	St Teilo's High School	Commences 07:39 from Virgil Street.  Commences 15:05 from St Teilo's High School
<b>613</b>	Cardiff Bus	Adamsdown Square	St Teilo's High School	Commences 08:00 from Adamsdown Square  Commences 15:05 from St Teilo's High School
<b>61</b>	Cardiff Bus	Pengham Green Tesco	Fors Avenue, Pentrebane	Approximately every 10 minutes. More regular buses are provided at peak times.
<b>805</b>	NAT Group	Sanquhar Street	St Illtyds School	Commences at 07:35 from Sanquhar Street  Commences at 14:55 from St Illtyds School

Table 2 shows that there are a variety of bus routes provided throughout Cardiff, accessible from stops in the vicinity of the site. Services are provided throughout the day with additional services available during peak times.

Services are provided to Cardiff City Centre in the vicinity of the existing Hollies Special School site. This would ensure that the proposed second site at Ysgol Glan Morfa is easily accessible for students and staff who may live in the vicinity of the existing Hollies Special School.

#### 4.1.4. Public Transport – Rail Services

Cardiff Queen Street Railway Station is located to the west of the site. The station is an approximate 2km (28-minute) walk from the site or a 2.4km (9-minute) cycle from Ysgol Glan Morfa. The station includes facilities such as a shop, café, toilets, waiting rooms as well as cycle parking. The station is managed by Arriva Trains Wales and provides regular services to local destinations such as Barry Island, Penarth and Pontypridd.

Cardiff Central Railway Station is slightly further away from the site at an approximate 32-minute walk or 11-minute cycle. The station is also manged by Arriva Train Wales and provides services to popular destinations such as London and Swansea. There are 2 direct services per hour to London Paddington (calling at other popular destinations such as Bristol Parkway) and up to 3 direct services per hour to Swansea.

It is acknowledged that specialist Additional Learning Needs provision has a city-wide catchment and therefore pupils may not live in the immediate vicinity of the school. Therefore walking, cycle routes, bus services or rail services may not be suitable either due to distance

or pupil needs. Furthermore, whilst some pupils are able to travel independently with support it is acknowledged that others are not and therefore Schools Transport will work with pupils, schools and parents/carers to look at the most appropriate form of transport for the pupil and their needs.

#### **4.1.5. Conclusion**

Based on the above, it is evident that the public transport provision in the vicinity of the site is of a good standard and provides a variety of regular services throughout Cardiff and beyond. The site is considered to be in a sustainable location as there are bus stops located on Splott Road, South Park Road and Habershon Street within comfortable walking distance. Cardiff Queen Street Station is also within a comfortable walking distance and Cardiff Central Railway Station is within a comfortable cycling distance. There are no PROW in the vicinity of the site.

#### **4.1.6. Collision Data**

A review of [www.crashmap.co.uk](http://www.crashmap.co.uk) has been undertaken to identify any collisions within the vicinity of the site. The only collision along Hinton Street is at the Hinton Street / Singleton Road junction. The collision was slight in severity and involved one vehicle resulting in one collision. Four collisions occurred on Splott Road in the vicinity of the Splott Road / South Park Road Junction. Three of these collisions were slight in severity and one serious. The serious collision involved one vehicle and resulted in one casualty.

There were no obvious trends or clusters of incidents which suggests that there aren't any fundamental issues with the highway network that would be exacerbated by The Hollies Special School establishing a second site at Ysgol Glan Morfa.

## 5. Proposed Changes

This chapter aims to summarise the proposed changes to Ysgol Glan Morfa and The Hollies Special School, as well as its impact on the highway network.

### 5.1. Proposed Changes to Ysgol Glan Morfa

To meet the demand for primary and secondary school special school places for learners with Autism Spectrum Conditions, it is proposed to:

- Extend the age range of The Hollies School from 4-11 to 4-14; and,
- Increase the capacity of the school to allow for up to 138 places.

In order to achieve this, it is proposed that an additional site is provided for the school through the refurbishment of Ysgol Glan Morfa which is due to be vacated by the current school in August 2018. The additional 48 pupils are expected to travel by minibuss with 4/5 pupils per vehicle, resulting in a worst-case scenario of 12 vehicle trips.

### 5.2. Impacts on Highway Network

Due to the proposed minimal increase in pupil numbers from 90 to 138, it is considered that the proposals will not have a material impact on the operation of the local highway network. In the context of existing operations at Ysgol Glan Morfa and neighbouring sites, the increase in vehicle movements is expected to have a negligible impact.

### 5.3. Limitations

This section will summarise the limitations of the school site in terms of transport and accessibility and these are as follows:

- There are two schools located within close proximity, both of which are accessed from Singleton Road / Marion Street. This results in a large concentration of movements within the area around the start and end of the school day.
- Currently, to drop-off at the school gate on Hinton Street would require a u-turn to be performed on a street which has on-street parking along both sides.
- Lack of designated staff parking, staff currently required to park on residential streets in the vicinity of the school.

### 5.4. Recommendations

This section aims to provide high-level recommendations to counteract some of the site's limitations and promote active travel and sustainable transport options. This will help mitigate the limited impact which is expected to arise as a result of the proposals. The recommendations are as follows:

- New through-road between Hinton Street and Singleton Road close to the existing Moorland Primary School access. This one-way system would allow drop-off / pick-up within the school site and relieve pressure along Hinton Street. The increase in pupil numbers would result in additional minibusses serving the site, the amended internal site layout and access arrangements would help to accommodate this increase.
- Utilise the existing drop-off zone and turning area for Moorland Primary School which is located to the south west of the site on Singleton Road. A secure pedestrian walkway would need to be provided connecting the drop-off point to the school entrance.
- Some staff parking provision could be provided at the north of the site near the school gate.
- Consult Moorland Primary School and stagger the start times for pupils in order to minimise stress on the highway during peak times.



- Promote active travel as a viable means of transport to the school, by implementing measures such as providing secure cycle parking and lockers to store walking / cycling equipment.
- If the school does not currently have an adopted Travel Plan, one should be produced with the aim of minimising single occupancy vehicle trips to the school.

## 6. Summary

Opus International Consultants (UK) Ltd. have been commissioned by Cardiff Council to produce a Transport Assessment (TA) for the proposed development of a second site for The Hollies High School at the existing Ysgol Glan Morfa site located in Splott, Cardiff.

The proposal is to increase the capacity of the school to allow for up to 138 places through the refurbishment of Ysgol Glan Morfa which is due to be vacated by the current school in August 2018.

A review of relevant local and national planning policy documents has been carried out, including PPW Edition 8 (2016), TAN 18: Transport (March 2007), the Active Travel (Wales) Act (2013) and the Wales National Transport Plan (March 2010), as well as Cardiff LDP (2006-2026).

The site location is described as well as an assessment of the existing site conditions and surrounding highway conditions. The planning history of the site is also summarised, only two planning applications have been made on the site, both were for minor works.

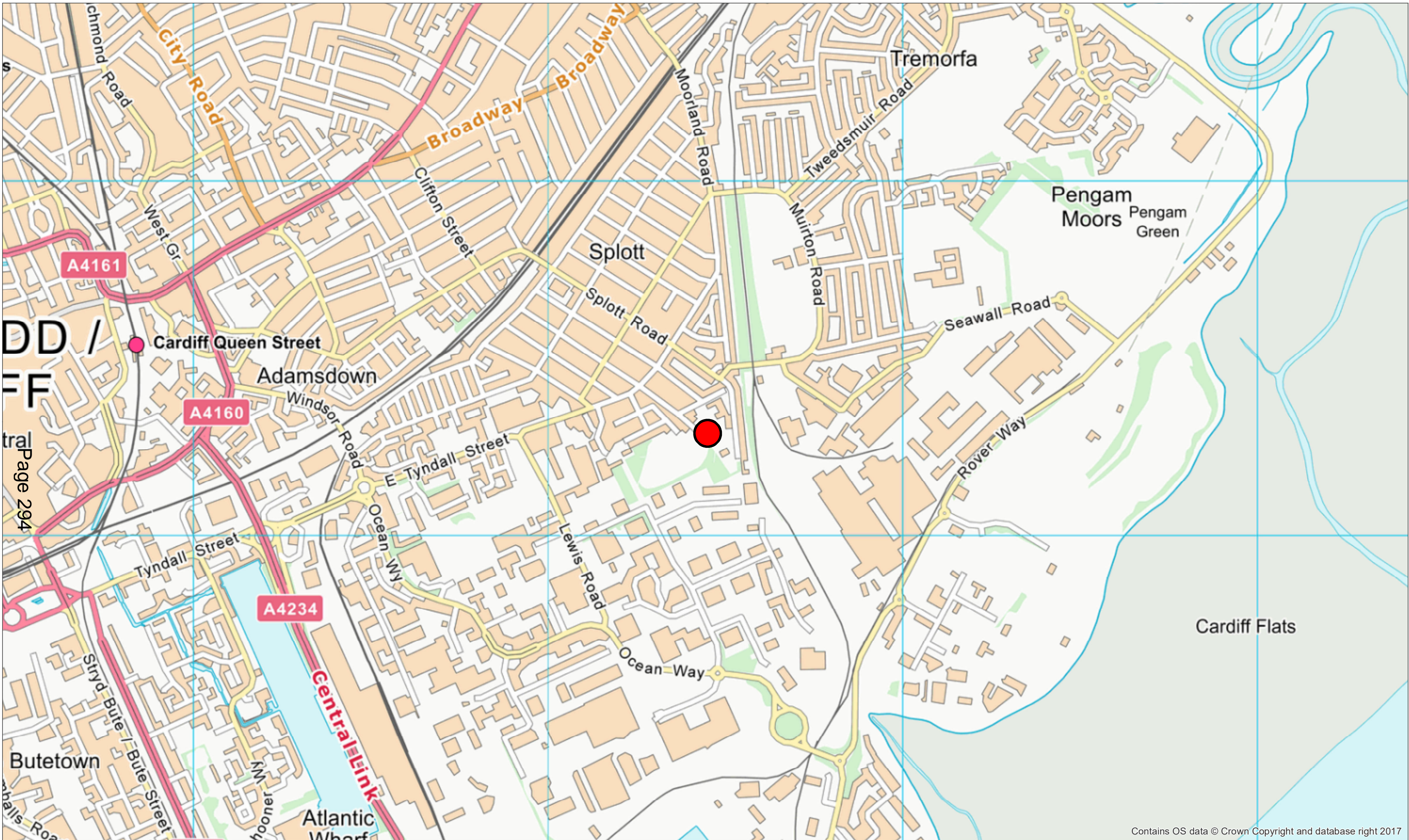
The accessibility of the site has been assessed by sustainable travel modes, including walking, cycling and public transport. It is evident that the public transport provision is adequate and provides a variety of regular services from the site to destinations throughout Cardiff and beyond. The site is considered to be in a sustainable location as there are bus stops and railway stations within comfortable walking and cycling distances, the environment is also conducive to walking and cycling.

A review of [www.crashmap.co.uk](http://www.crashmap.co.uk) has been undertaken to identify any collisions within the vicinity of the site within the last five years. A total of five collisions have occurred, with one on Hinton Street. All of the collisions were slight in severity with the exception of one serious collision. No obvious trends or clusters of incidents were observed.

It is the view of the TA that, in highway and transportation terms, the proposed changes to Ysgol Glan Morfa and The Hollies Special School will not have a severe impact on the surrounding highway network. This is due mainly to the minimal increase in pupil numbers. The uptake of sustainable travel can be encouraged and monitored through the recommendations set out in Chapter 5.

## Appendix A – Site Location Plan





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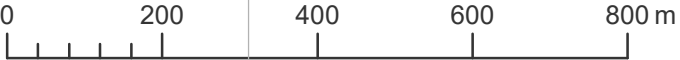
Hamilton Office, Opus House  
Princes Street, Hamilton 3204  
Tel (07) 838 9344

Author: @Opus.co.nz  
Project No:

# Site Location Plan

## Legend

 Site Location



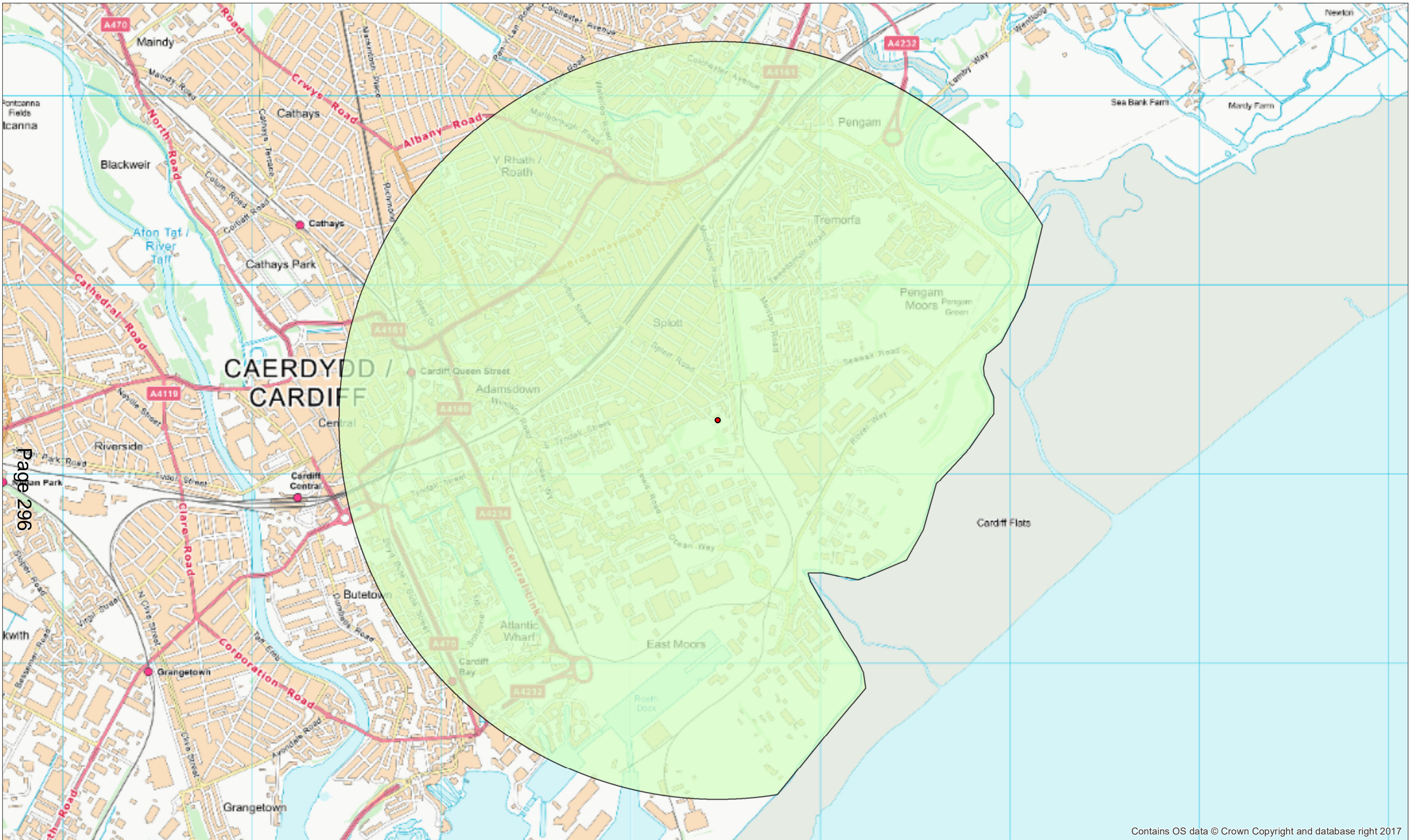
1:9,748 @A3

Projection:  
British National Grid  
| Date: 01/02/2018 | Revision: 0 |



## Appendix B – Walking Isochrone






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# Walking Isochrone

**Legend**

 2km Walking Isochrone

0 200 400 600 800 m  
1:18,265 @A3

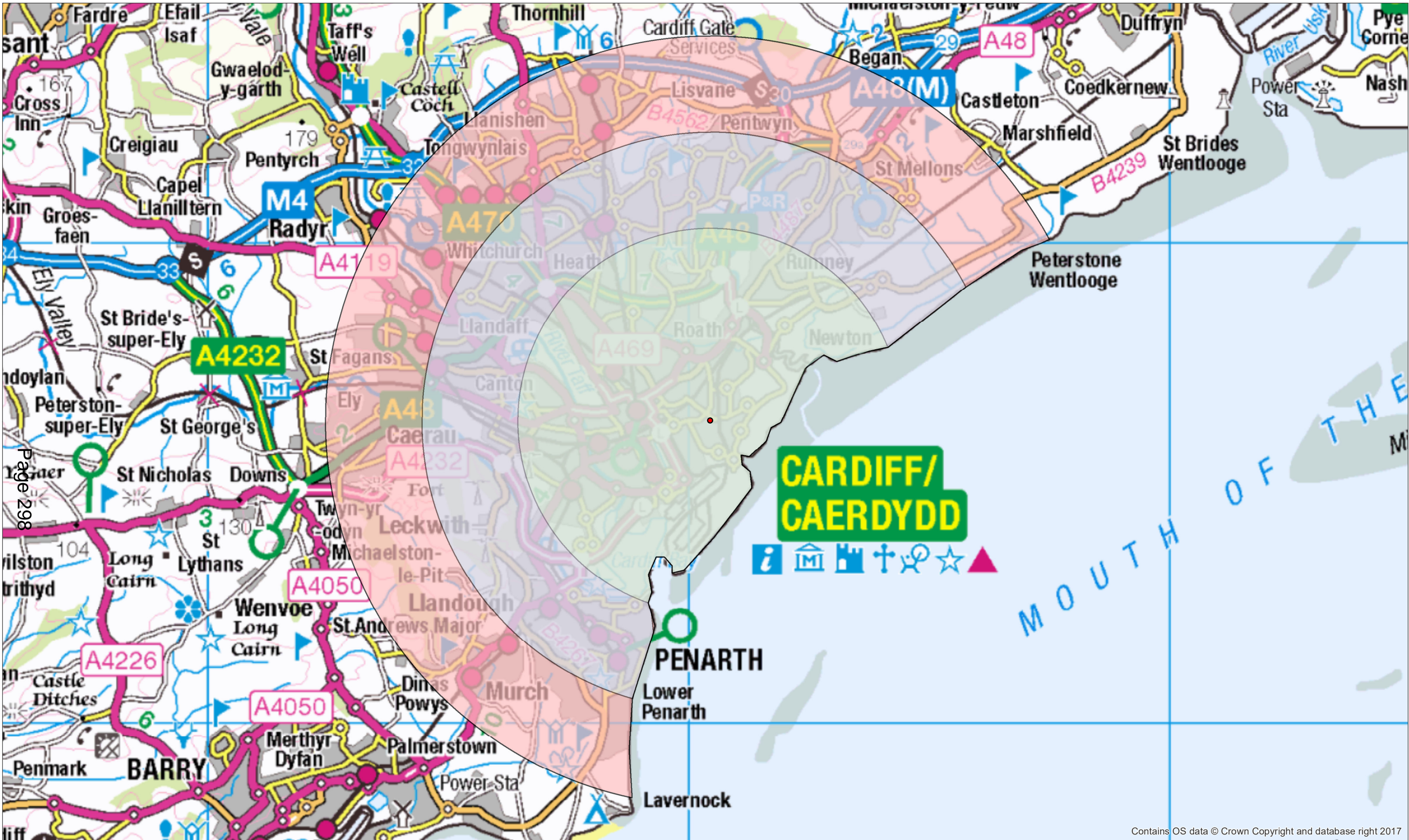
Projection:  
British National Grid  
| Date: 01/02/2018 | Revision: 0 |

N



## Appendix C – Cycling Isochrones





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## Cycling Isochrones

- Legend**
- 4km Cycling Isochrone
  - 6km Cycling Isochrone
  - 8km Cycling Isochrone





[www.opusinternational.co.uk](http://www.opusinternational.co.uk)



# Ysgol Gymraeg Glantaf

Transport Assessment



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# 1. Introduction

## 1.1. Introduction

Opus International Consultants (UK) Ltd have been commissioned by Cardiff Council to produce a Transport Assessment for the Specialist Resource Base (SRB) within Ysgol Gymraeg Glantaf, a community high school located in Llandaff, Cardiff. The SRB is attended by pupils with complex learning disabilities and autism spectrum conditions.

There are currently 14 students enrolled at the Ysgol Gymraeg Glantaf SRB. The proposal is to extend the designated number of pupils at the SRB up to 30 places. It is proposed that the accommodation is extended and improved to facilitate the additional pupils.

The TA has been prepared to take account of national planning policy including Planning Policy Wales, Edition 8 (2016). Local Planning Policy has also been taken into account, including the Cardiff Local Development Plan 2006-2026. The scope of the TA has been agreed with Cardiff Council through email correspondence and a meeting held at Cardiff County Hall on 7<sup>th</sup> February 2018.

The report has been prepared in response to a request by the client and the report will evaluate the impacts of the proposed changes on the surrounding highway network. The report has been based on Opus' understanding of Cardiff Council's requirements and our specialist experience of undertaking TAs for similar developments.

## 1.2. Report Structure

The TA investigates the highway and transportation issues associated with the development proposals, the report will be structured in the following way:

- Chapter 2: will summarise the relevant national and local planning policy;
- Chapter 3: presents the existing site conditions;
- Chapter 4: focuses on the accessibility of the site by different travel modes;
- Chapter 5: presents the proposed changes to the school; and
- Chapter 6: summarises and concludes the report.



## 2. Planning and Policy Context

Relevant national and local planning policy documents have been reviewed and adopted within the Transport Assessment.

### 2.1. Legislation

#### 2.1.1. *Town and Country Planning Act, 1990*

The Town and Country Planning Act 1990 (TCPA 1990) and the Planning and Compulsory Purchase Act 2004 (PCPA 2004) establish the legislative basis for town planning in England and Wales. These Acts establish a plan-led system which requires Local Planning Authorities (LPAs) to determine planning applications in accordance with the development plan unless material considerations indicate otherwise.

### 2.2. National Planning Policy

#### 2.2.1. *Planning Policy Wales, Edition 8 (2016)*

Planning Policy Wales (PPW) sets out the land use planning policies of the Welsh Government, which is supplemented by a series of Technical Advice Notes (TANs). PPW sets out Wales' commitment to sustainable development, ensuring it plays an appropriate role in the planning system.

The Welsh Government aims to extend transportation choices in a way that supports sustainable development and helps tackle the causes of climate change. The Welsh Government is committed to enabling more people to undertake and enjoy the benefits of active travel.

It is stated that the proposed access to a development is likely to reflect the travel patterns that are involved. People should be able to reach the development by walking, cycling and public transport as well as by car. Walking and cycling should be promoted for shorter trips and as a substitute for shorter car journeys.

#### 2.2.2. *Planning Policy Wales Technical Advice Note 18: Transport (March 2007)*

Technical Advice Note 18 (TAN18) was published in March 2007 and is a supplement of Planning Policy Wales. TAN18 provides advice on transport related issues when planning for new development, such as the integration between land use planning and transport, parking and the design of the development.

The importance of new developments promoting walking is highlighted in TAN18. It is stated that new developments should be situated close to main footways, public transport stops and pedestrian desire lines. Cycling also has the potential to act as a substitute for shorter car journeys. Cycling can be encouraged through the provision of secure cycle parking that is easy to access for everyday use.

#### 2.2.3. *Active Travel (Wales) Act, 2013*

The Active Travel Act was adopted in 2013 and makes provision for maps of existing active travel routes and related facilities in a local authority's area. The Act requires Welsh Ministers and local authorities to take reasonable steps to enhance the provisions made for walking and cycling.

#### 2.2.4. *Wales National Transport Plan (March 2010)*

The Wales National Transport Plan was published in March 2010 and establishes a framework for the creation of an integrated transport system. By joining together proposals for road, rail and public transport, people will be able to move more efficiently and sustainably throughout the country.

## 2.3. Local Planning Policy

### 2.3.1. *Cardiff Local Development Plan (LDP) 2006-2026*

The adopted LDP provides the statutory framework for the development and use of land within Cardiff over the Plan period (2006-2026). This fulfils the requirements of The Planning and Compulsory Purchase Act 2004 which requires the Council to prepare a LDP. It replaces existing Structure Plans and Local Plans relating to Cardiff and will be used by the Council to guide and control development and provide the statutory local policy context for determining planning applications.

In terms of transport the LDP highlights the following key points and objectives:

- The overall approach seeks to minimise travel demand and provide a range of measures and opportunities which reduce reliance on the car.
- New development in Cardiff must be integrated with the provision of new transport infrastructure which can help contribute to this objective by putting in place sustainable transport solutions which also provide improved travel choices for the wider community.
- This approach is fully consistent with on-going work at a city-region scale which seeks to develop a more effective public transport network across the region as a whole, helping people travel from where they live to work and thereby helping to spread prosperity around the entire city-region.

The LDP also highlights the key transportation trends and issues, including the following:

- Traffic on Cardiff's roads grew by 9% between 2002 and 2012.
- 56% of Cardiff's residents travel to work by car.
- Nearly 77,900 people commute into Cardiff each day by all modes (37% of Cardiff's workforce). The 2001 Census indicates that approximately 80% of commuters travel to Cardiff by car.
- Travel on rail services has increased considerably - the use of Cardiff Central and Queen Street Stations has risen by 82% between 2001 and 2011.
- Cycle use has increased 10% between 2001 and 2011 but bus use has fallen slightly over the same period.

## 3. Existing Conditions

### 3.1. Site Location

Ysgol Gymraeg Glantaf is located to the east of Bridge Road, in the Llandaff area of Cardiff. The site has two vehicular access points on Gabalfa Road and one vehicular access point on the A4054 Bridge Road. The streets surrounding the school are of a residential nature. Cardiff City Centre is located approximately 4km south-east of the site and Cardiff Railway Station is approximately 4.3km to the south-east.

The location of the site is shown in Figure 1, which is also contained in **Appendix A**.

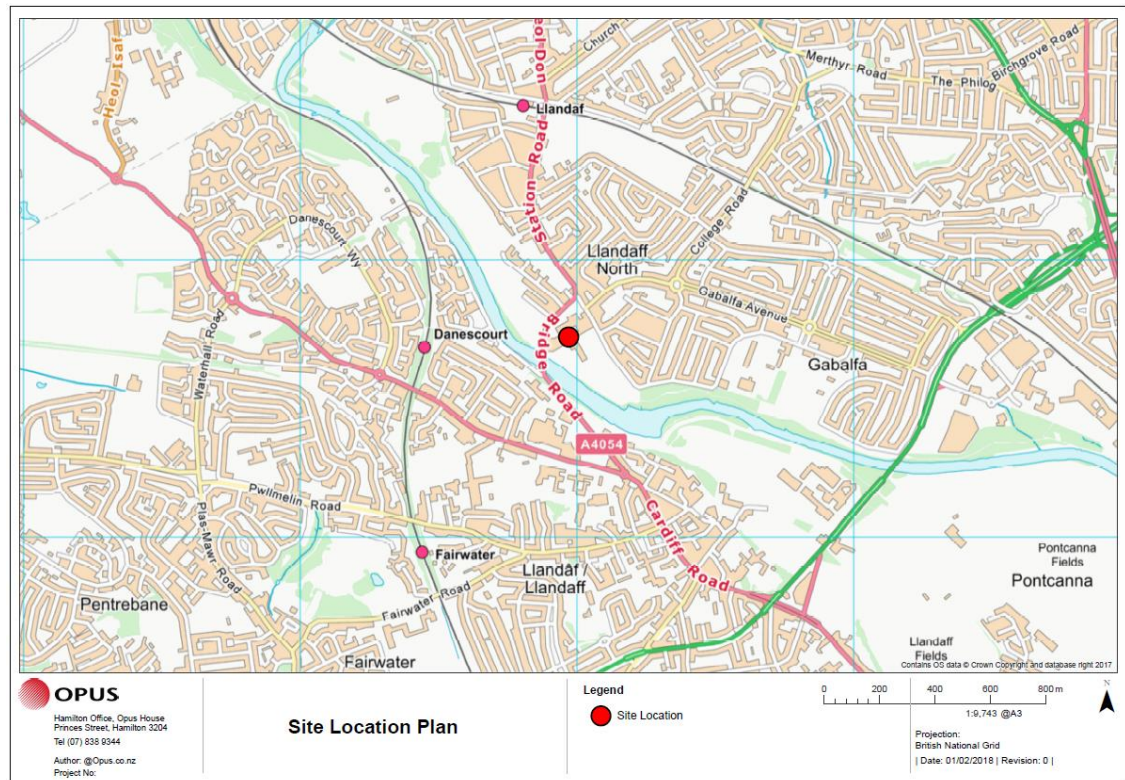


Figure 1 – Site Location Plan

### 3.2. Existing Site

The existing high school site which the SRB is located within covers an area of approximately an area of approximately 54,255m<sup>2</sup>. The high school is made up of several two-storey school buildings and ancillary buildings, playing fields and a sports court. There are currently 1178 pupils enrolled at the high school. There are 14 pupils enrolled at the SRB.

There are currently three vehicular access points to the site. The south-west arm of the Gabalfa Road / Gabalfa Avenue mini-roundabout provides direct access to the school. The access is gated and is used for access to staff parking only. Approximately 74 metres south-east of the mini-roundabout, a simple priority junction on the west side of the highway also provides access to the school. This access is used for reception, visitors and deliveries. Vehicular access to the site is also available from the A4054 Bridge Road. The access point is gated and provides access into the car parking area on the north side of the school.

Cardiff Council's planning application portal has been interrogated to determine the relevant planning history of the site, a summary of the relevant planning applications is found in Table 1 below.

*Table 1 - Planning History*

Application Reference	Proposal	Decision	Date
97/00130/W	New science block – two storey extension	Granted	09/05/1997
97/01426/W	New two storey classroom block/extension providing performing arts accommodation	Granted	03/10/1997
98/01684/W	Two storey science block, additional parking	Granted	15/01/1999
01/02004/W	Extensions to school 'gymnasium 1' to provide additional changing room accommodation, a school mini bus garage and equipment store	Granted	15/11/2001
09/01221/W	Construction of new sports hall	Granted	27/11/2009
09/01932/W	Construction of extension block providing improved facilities for sixth form, classrooms and dining	Granted	08/03/2010
10/00459/W	Construction of a new synthetic turf pitched together with associated fencing and floodlights	Granted	10/06/2010

### 3.3. Local Highway Network

#### 3.3.1. A4054 Bridge Road

The A4054 Bridge Road runs along the western boundary of the site from north to south. It is a single highway road with an approximate width of 7.5m. A vehicular access to the site is available from the A4054 Bridge Road, which is gated and has signage stating, 'no access to site traffic'. The access connects to the car park on the north side of Ysgol Gymraeg Glantaf.

To the immediate north-east of the school, the A4054 Bridge Road forms a mini-roundabout with Station Road and Gabalfa Road. Approximately 85 metres south-east of the mini-roundabout, a lay-by is provided on the southbound side of the highway. The lay-by is approximately 76 metres long and is not subject to any parking or waiting restrictions. There are no parking restrictions along the A4054 Bridge Road.

Footways are provided on both sides of the A4054 Bridge Road with an approximate width of 2m. Approximately 18 metres south-west of the A4054 Bridge Road / Station Road / Gabalfa Road mini-roundabout, a zebra crossing is provided on the A4054 Bridge Road. Street lighting is provided along both sides of the highway, with dropped kerbs and tactile paving provided at crossing points, the tactile paving is in need of upgrading in places. The highway surface is generally in a good condition.

#### 3.3.2. Gabalfa Road

Gabalfa Road runs along the north-east boundary of the site for approximately 398 metres. There are two vehicular access points to the site from Gabalfa Road. The school can be

accessed from the Gabalfa Road / Gabalfa Avenue mini-roundabout and from a simple priority junction that is 74 metres south along Gabalfa Road.

Gabalfa Road is a single highway road with an approximate width of 7 metres, however vehicles were observed to park along both sides of the highway which significantly reduces the available width. There are no parking restrictions along Gabalfa Road. 'Keep clear' markings are provided along the southernmost vehicular access to the school.

Footways are provided on both sides of the highway with an approximate width of 2 metres. Approximately 50 metres south-east of the southernmost vehicular access to the school on Gabalfa Road, a pedestrian access point is provided. The access is gated and provides access to the playground at the school. Street lighting is provided on both sides of the highway. The highway surface is generally in a good condition.



## 4. Accessibility

The sustainability of a site is inherently linked to its location and access to facilities for active travel and public transport.

### 4.1.1. Walking

The aim of land use and transport policy is to promote and encourage the choice of walking and cycling above all else where the need to travel exists. Therefore, it is reasonable to assume that walking is a viable and growing means of transport, and that new development should be designed to promote and encourage it.

In practice, the distance that an individual is likely to choose to walk depends on the individual circumstances, but it is reasonable to assume that over time, given current policies to encourage active travel, the propensity for individuals to walk, and to walk further, will increase.

The Institution of Highways and Transportation in their document 'Guidelines for Providing Journeys on Foot' state that "walking accounts for over a quarter of all journeys and four fifths of journeys less than one mile".

PPG13 'A Guide to Better Practice' (2001) stated that people are prepared to walk up to 2 kilometres (1.24 miles). Whilst PPG13 has been superseded, it is considered that this distance is still relevant and appropriate as a guide to what is acceptable and reasonable to many people.

The isochrone shown in Figure 2 displays a 2km walking area from the site, this is also contained in **Appendix B**.

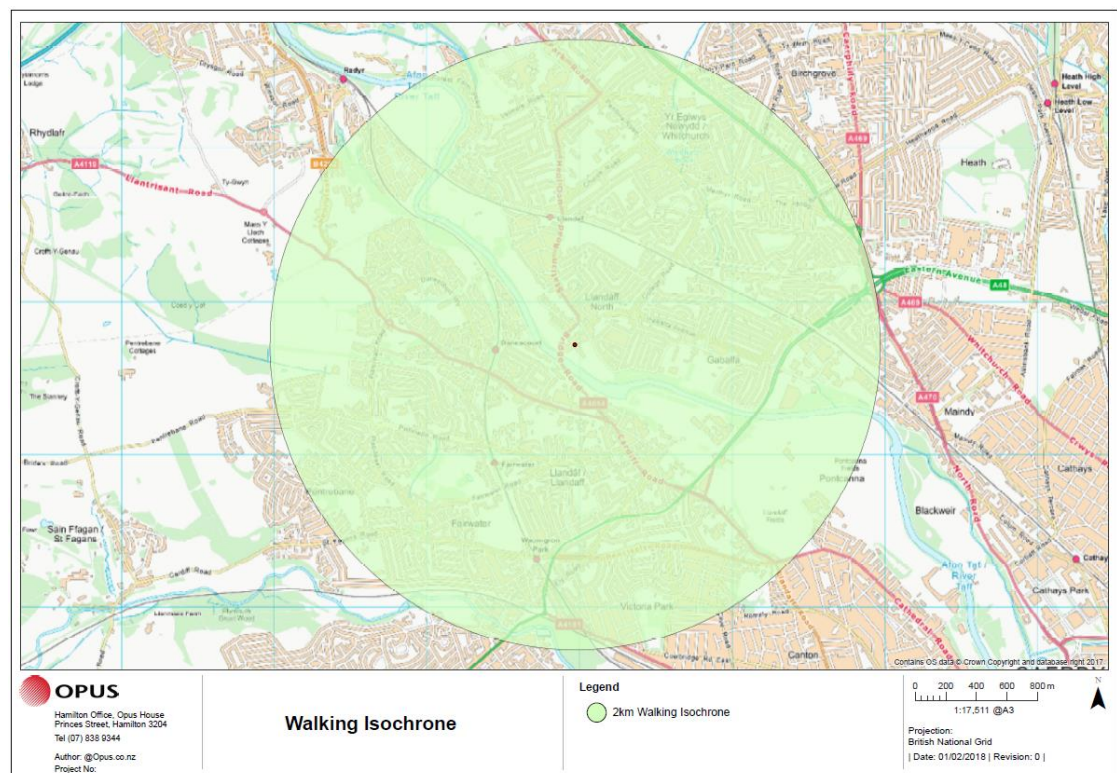


Figure 2 – Walking Isochrone

The isochrones show that the site is within walking distance of several nearby residential areas, including Llandaff, Llandaff North and Gabalfa. The A4054 Station Road to the north-west of the site offers access to local services and facilities, including a supermarket and petrol station. Cardiff Central Railway Station is located just beyond the realistic walking distance; however, Llandaff Railway Station is within the 2km distance.



Footways are provided along both sides of the highway in the vicinity of the site as well as pedestrian crossing facilities. A zebra crossing is provided near the site on the A4054 Bridge Road. The gradient is generally level in the area surrounding the site, which results in an environment which is conducive to walking.

A review has been undertaken of any Public Rights of Way (PROW) in the area surrounding the site, this revealed that there are no PROW in the vicinity of the site.

#### 4.1.2. Cycling

The DfT in their 'Transport Statistics on Cycling in Great Britain' state that the average length of a cycle journey is 3.84km (2.4 miles). PPG13 'A Better Guide to Practice' (2001) identified that people were prepared to cycle up to 8km (5 miles); which, although the guidance has been superseded, is still considered appropriate. The DfT's LTN 2/08 'Cycle Infrastructure Design' (October 2008) states that "in common with other modes, many utility cycle journeys are over short distances under three miles (4.8km), although for commuter journeys, a trip distance of up to five miles (7.2km) is not uncommon".

It is therefore considered that a distance of 4km (2.5 miles) represents a reasonable cycling distance and that 8km (5 miles) is a maximum realistic range for cycle trips. The isochrones shown in Figure 3 display a 4km, 6km and 8km cycling area from the site, this is also contained in **Appendix C**.

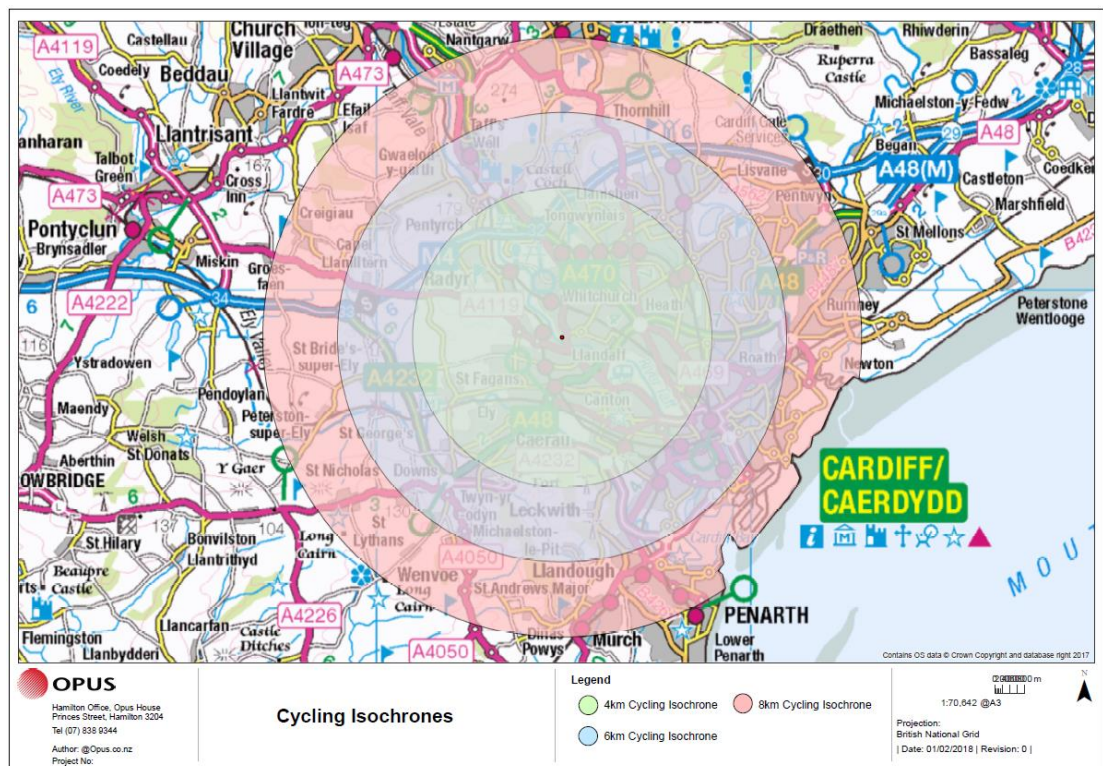


Figure 3 – Cycling Isochrones

The isochrones show that the majority of the city is accessible via bicycle, including commuter settlements on the outskirts of Cardiff such as Llandough to the south-east/

Due to the generally level gradient and factors such as the low traffic speeds associated with city streets and residential areas, the environment is deemed to be conducive to cycling.

National Cycle Network Route 8 can be accessed from approximately 300 metres south-east of the site along Gabalfa Road. Route 8 runs in an east – west direction along the banks of the River Taff. The route is predominantly traffic free in the vicinity of the site and can be used to reach Cardiff city centre. The route is also known as 'Lôn Las Cymru' and is fully signed between Cardiff and Holyhead.

#### 4.1.3. Public Transport – Bus Services

The closest bus stops to the site area located on the A4054 Bridge Road, approximately 240 metres north-west of the site. The north-eastbound bus stop comprises of easy access kerbing, a flagpole and timetable information. Buses pull into the lay-by for the south-westbound bus stop, which is located directly opposite. This bus stop does not have a flag pole or timetable.

Table 2 provides a summary of the bus services that are available from these stops.

*Table 2 - Summary of Bus Services*

Service Number	Operator	Starts	Destination	Frequency Mon - Fri
<b>25 (north-eastbound only)</b>	Cardiff Bus	Cardiff City Centre	Whitchurch	Every 20 minutes
<b>24 (south-westbound only)</b>	Cardiff Bus	Cardiff City Centre	Llandaff	Every 20 minutes
<b>64</b>	Cardiff Bus	Cardiff City Centre	Llanrumney	Every 2 hours
<b>65</b>	Cardiff Bus	Llanrumney	Cardiff City Centre	Every 2 hours
<b>615</b>	Cardiff Bus	Roath	Ysgol Glantaf	One service daily in each direction
<b>806</b>	New Adventure Travel	Llanishen	Ysgol Glantaf	One service daily in each direction
<b>813</b>	New Adventure Travel	Lisvane	Ysgol Glantaf	One service daily in each direction
<b>823</b>	New Adventure Travel	Newport Road	Ysgol Glantaf	One service daily in each direction

Table 2 shows that there are a variety of regular services available from these stops which provide access throughout the city. A number of school bus services are also provided.

#### 4.1.4. Public Transport – Rail Services

Cardiff Central Station is located approximately 5km to the south-east of the site. This equates to a 60-minute walk or 18-minute cycle via National Cycle Route 8. The station includes facilities such as a shop, café, toilets, waiting rooms and cycle parking. The station is managed by Arriva Trains Wales and provides regular services to popular destinations such as London to the east and Swansea to the west. There are 2 direct services per hour to London Paddington (calling at other popular destinations such as Bristol Parkway) and up to 3 direct services per hour to Swansea.

Llandaff Railway Station is located within closer proximity of Ysgol Gymraeg Glantaf than Cardiff Central Railway Station. The station is located approximately 850m to the north of the school, which equates to an 11-minute walk. The Station is managed by Arriva Trains Wales and has a limited range of facilities, however ticket machines and step free access are available. Five services per hour to Cardiff Queen Street Railway Station and Radyr Railway Station are available from Llandaff Railway Station.

It is acknowledged that specialist Additional Learning Needs provision has a city-wide catchment and therefore pupils may not live in the immediate vicinity of the school. Therefore walking, cycle routes, bus services or rail services may not be suitable either due to distance or pupil needs. Furthermore, whilst some pupils are able to travel independently with support it is acknowledged that others are not and therefore Schools Transport will work with pupils, schools and parents/carers to look at the most appropriate form of transport for the pupil and their needs.

#### 4.1.5. Conclusion

Based on the above, it is evident that a good range of public transport services are available in the vicinity of Ysgol Gymraeg Glantaf. These services can be used to reach Cardiff and beyond. The site is within walking distance of the bus stops on the A4054 Bridge Road and Llandaff Railway Station. While there are no PROW within the vicinity of the site, it is within close proximity of National Cycle Network Route 8.

#### 4.2. Collision Data

A review of [www.crashmap.co.uk](http://www.crashmap.co.uk) has been undertaken to identify any collisions within the vicinity of the site within the last five years. A total of five collisions have occurred, one of which was serious in severity. The other four collisions were slight in severity.

Table 3 summarises the collisions that have occurred in the vicinity of the site in the latest five-year period.

Date	Location	Severity	Number of Vehicles	Number of Casualties
16/04/2016	A4054 Bridge Road / Radyr Court Road junction	Slight	3	1
28/11/2013	Gabalfa Road / Gabalfa Avenue roundabout	Slight	2	1
04/04/2017	Gabalfa Road / Gabalfa Avenue roundabout	Slight	2	1
13/01/2016	Station Road	Slight	1	1
03/08/2013	Station Road	Serious	1	1

There were no obvious trends or clusters of incidents which suggests that there aren't any fundamental issues with the highway network. No fatal incidents have been reported within the vicinity of the site.

## 5. Proposed Changes

This chapter aims to summarise the proposed changes to the SRB at Ysgol Gymraeg Glantaf, as well as its impact on the highway network.

### 5.1. Proposed Changes to Ysgol Gymraeg Glantaf

To meet the demand for secondary SRB places for complex learning disabilities and autism spectrum conditions in the Welsh medium sector, it is proposed to extend the designated number at Ysgol Glantaf SRB up to 30 places.

The current SRB accommodation would be extended and improved to facilitate the additional pupil numbers. The increase in pupil numbers could, in a worst-case scenario, result in an increase of 16 additional trips assuming that all pupils are travelling individually by private vehicle.

In the context of the school as a whole, an increase of 16 pupils is considered minimal and it is expected that the existing internal site layout and access arrangements, including extensive staff parking to the north and a pick-up / drop-off area on Gabalfa Road will comfortably accommodate this minor increase.

### 5.2. Impact on the Highway Network

There are currently 14 pupils enrolled at the SRB. The proposals would extend the designated number at the SRB to 30, which is an increase of 16 pupils. Due to the small increase in pupil numbers, the proposals are not expected to have a material impact on the operation of the surrounding highway network. Any additional trips generated by the increase in pupil numbers could be accommodated on the roads surrounding the site. In the context of existing operations at Ysgol Gymraeg Glantaf, the increase in vehicle movements is expected to have a negligible impact.

### 5.3. Recommendations

This section aims to provide high-level recommendations that promote active travel and sustainable transport options. This will help mitigate the limited impact which is expected to arise as a result of the proposals. The recommendations are as follows:

- Promote active travel as a viable means of transport to the school, by implementing measures such as providing secure cycle parking and lockers to store walking / cycling equipment.
- If the school does not currently have an adopted Travel Plan, one should be produced with the aim of minimising single occupancy vehicle trips to the school.

## 6. Summary

Opus International Consultants (UK) Ltd have been commissioned by Cardiff Council to produce a Transport Assessment (TA) for the proposed changes to the SRB within Ysgol Gymraeg Glantaf, a community high school located in Llandaff, Cardiff.

The proposal is to increase the designated number at the SRB to 30 places. Given that 14 pupils are currently enrolled, this would result in a maximum increase of 16 pupils. This is not expected to have an impact on the operation of the surrounding highway network.

A review of relevant local and national planning policy documents has been carried out, including PPW Edition 8 (2016), TAN 18: Transport (March 2007), the Active Travel (Wales) Act (2013) and the Wales National Transport Plan (March 2010), as well as Cardiff LDP (2006-2026).

The site location has been described as well as an assessment of the existing conditions on the A4054 Bridge Road and Gabalfa Road. The planning history of the site has also been summarised. A number of planning applications have been submitted for the school over the past 30 years, notably the construction of a new science block and changes to the car parking provision.

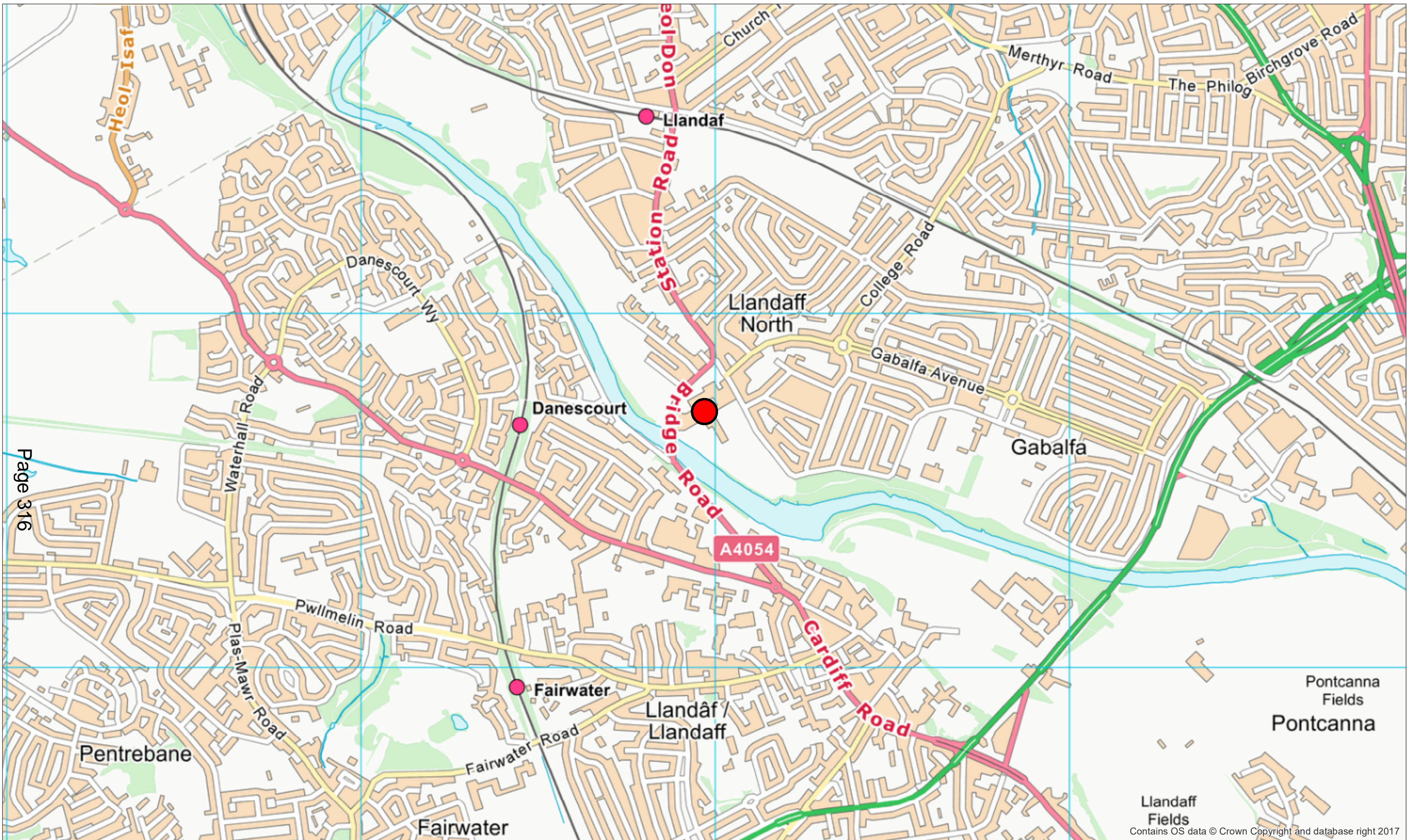
The accessibility of the site has been assessed by sustainable travel modes, including walking, cycling and public transport. It is evident that the public transport provision is adequate and provides a variety of regular services from the site to destinations throughout Cardiff and beyond. The site is considered to be in a sustainable location as there are bus stops and railway stations within comfortable walking and cycling distances, the environment is also conducive to walking and cycling.

A review of [www.crashmap.co.uk](http://www.crashmap.co.uk) has been undertaken to identify any collisions within the vicinity of the site within the last five years. A total of five collisions have occurred within the latest five-year period, four of which were slight in severity and one of which was serious in severity. No obvious trends or clusters of incidents were observed.

It is the view of the TA that, in highway and transportation terms, the proposed changes to Ysgol Gymraeg Glantaf will not have a severe impact on the surrounding highway network. This is due mainly to the minimal increase in pupil numbers. The uptake of sustainable travel can be encouraged and monitored through the recommendations set out in Chapter 5.

## Appendix A – Site Location Plan





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## Site Location Plan

**Legend**

 Site Location

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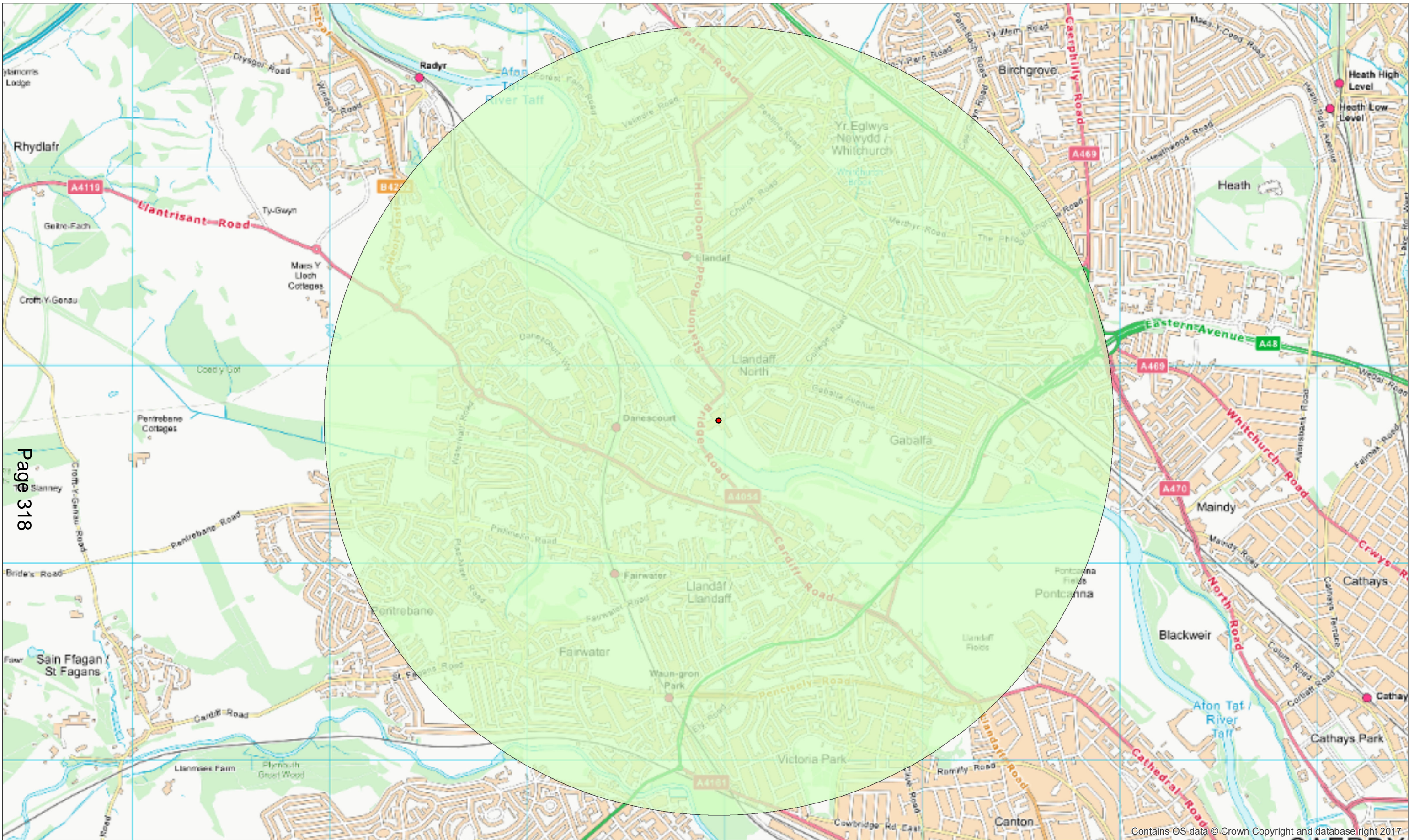
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British National Grid  
| Date: 01/02/2018 | Revision: 0 |

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## Appendix B – Walking Isochrone





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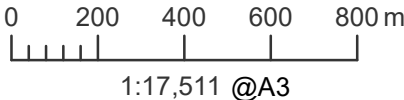
Hamilton Office, Opus House  
Princes Street, Hamilton 3204  
Tel (07) 838 9344

Author: @Opus.co.nz  
Project No:

# Walking Isochrone

## Legend

 2km Walking Isochrone

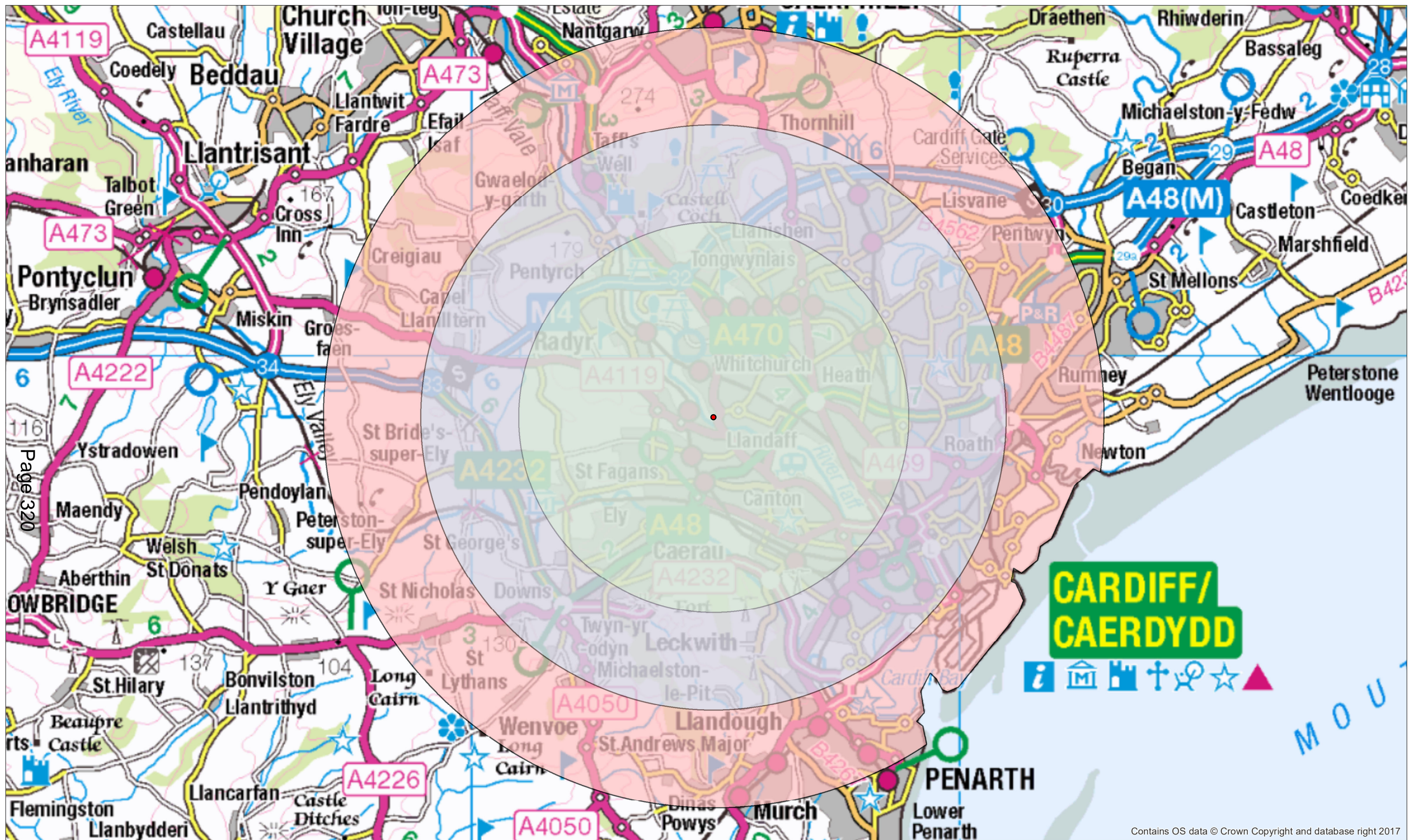


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British National Grid  
| Date: 01/02/2018 | Revision: 0 |



## Appendix C – Cycling Isochrones





## Cycling Isochrones

### Legend

- 4km Cycling Isochrone
- 6km Cycling Isochrone
- 8km Cycling Isochrone





[www.opusinternational.co.uk](http://www.opusinternational.co.uk)



# Ysgol Gymraeg Pwll Coch

Transport Assessment



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### *Approved for Release by:*



Neil Buckman | Principal Transport Planner

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# 1. Introduction

## 1.1. Introduction

Opus International Consultants (UK) Ltd. have been commissioned by Cardiff Council to produce a Transport Assessment (TA) for Ysgol Gymraeg Pwll Coch a community primary school located in the Canton area of Cardiff. The school currently has 430 pupils enrolled aged 4-11. There is no existing specialist provision at the school.

The proposal is to open a Specialist Resource Base at (SRB) at Ysgol Gymraeg Pwll Coch initially providing up to 10 places to pupils with complex learning disabilities and autism spectrum conditions. The SRB would have the scope to provide up to 20 places in the future.

The TA has been prepared to take account of national planning policy including Planning Policy Wales, Edition 8 (2016). Local Planning Policy has also been taken into account, including the Cardiff Local Development Plan 2006-2026. The scope of the TA has been agreed with Cardiff Council through email correspondence and a meeting held at Cardiff County Hall on 7<sup>th</sup> February 2018.

The report has been prepared in response to a request by the client and the report will evaluate the impacts of the extension works on the surrounding highway network. The report has been based on Opus' understanding of Cardiff Council's requirements and our specialist experience of undertaking TAs for similar developments.

## 1.2. Report Structure

The TA investigates the highway and transportation issues associated with the development proposals, the report will be structured in the following way:

- Chapter 2: will summarise the relevant national and local planning policy;
- Chapter 3: presents the existing site conditions;
- Chapter 4: focuses on the accessibility of the site by different travel modes;
- Chapter 5: presents the proposed changes to the school; and
- Chapter 6: summarises and concludes the report.

## 2. Planning and Policy Context

Relevant national and local planning policy documents have been reviewed and adopted within the Transport Assessment.

### 2.1. Legislation

#### 2.1.1. *Town and Country Planning Act, 1990*

The Town and Country Planning Act 1990 (TCPA 1990) and the Planning and Compulsory Purchase Act 2004 (PCPA 2004) establish the legislative basis for town planning in England and Wales. These Acts establish a plan-led system which requires Local Planning Authorities (LPAs) to determine planning applications in accordance with the development plan unless material considerations indicate otherwise.

### 2.2. National Planning Policy

#### 2.2.1. *Planning Policy Wales, Edition 8 (2016)*

Planning Policy Wales (PPW) sets out the land use planning policies of the Welsh Government, which is supplemented by a series of Technical Advice Notes (TANs). PPW sets out Wales' commitment to sustainable development, ensuring it plays an appropriate role in the planning system.

The Welsh Government aims to extend transportation choices in a way that supports sustainable development and helps tackle the causes of climate change. The Welsh Government is committed to enabling more people to undertake and enjoy the benefits of active travel.

It is stated that the proposed access to a development is likely to reflect the travel patterns that are involved. People should be able to reach the development by walking, cycling and public transport as well as by car. Walking and cycling should be promoted for shorter trips and as a substitute for shorter car journeys.

#### 2.2.2. *Planning Policy Wales Technical Advice Note 18: Transport (March 2007)*

Technical Advice Note 18 (TAN18) was published in March 2007 and is a supplement of Planning Policy Wales. TAN18 provides advice on transport related issues when planning for new development, such as the integration between land use planning and transport, parking and the design of the development.

The importance of new developments promoting walking is highlighted in TAN18. It is stated that new developments should be situated close to main footways, public transport stops and pedestrian desire lines. Cycling also has the potential to act as a substitute for shorter car journeys. Cycling can be encouraged through the provision of secure cycle parking that is easy to access for everyday use.

#### 2.2.3. *Active Travel (Wales) Act, 2013*

The Active Travel Act was adopted in 2013 and makes provision for maps of existing active travel routes and related facilities in a local authority's area. The Act requires Welsh Ministers and local authorities to take reasonable steps to enhance the provisions made for walking and cycling.

#### 2.2.4. *Wales National Transport Plan (March 2010)*

The Wales National Transport Plan was published in March 2010 and establishes a framework for the creation of an integrated transport system. By joining together proposals for road, rail and public transport, people will be able to move more efficiently and sustainably throughout the country.

## 2.3. Local Planning Policy

### 2.3.1. *Cardiff Local Development Plan (LDP) 2006-2026*

The adopted LDP provides the statutory framework for the development and use of land within Cardiff over the Plan period (2006-2026). This fulfils the requirements of The Planning and Compulsory Purchase Act 2004 which requires the Council to prepare a LDP. It replaces existing Structure Plans and Local Plans relating to Cardiff and will be used by the Council to guide and control development and provide the statutory local policy context for determining planning applications.

In terms of transport the LDP highlights the following key points and objectives:

- The overall approach seeks to minimise travel demand and provide a range of measures and opportunities which reduce reliance on the car.
- New development in Cardiff must be integrated with the provision of new transport infrastructure which can help contribute to this objective by putting in place sustainable transport solutions which also provide improved travel choices for the wider community.
- This approach is fully consistent with on-going work at a city-region scale which seeks to develop a more effective public transport network across the region as a whole, helping people travel from where they live to work and thereby helping to spread prosperity around the entire city-region.

The LDP also highlights the key transportation trends and issues, including the following:

- Traffic on Cardiff's roads grew by 9% between 2002 and 2012.
- 56% of Cardiff's residents travel to work by car.
- Nearly 77,900 people commute into Cardiff each day by all modes (37% of Cardiff's workforce). The 2001 Census indicates that approximately 80% of commuters travel to Cardiff by car.
- Travel on rail services has increased considerably - the use of Cardiff Central and Queen Street Stations has risen by 82% between 2001 and 2011.
- Cycle use has increased 10% between 2001 and 2011 but bus use has fallen slightly over the same period.



## 3. Existing Conditions

### 3.1. Site Location

The site is located south of Lawrenny Avenue, towards the south of the Canton Area of Cardiff, approximately 2.3km west of Cardiff City Centre. The site is situated north of the Cardiff Internationals Sports Campus and the A432 and west of Cardiff City Football Stadium and the associated amenities. West of the site is a Goals Football Centre and Sanatorium Park. Residential developments and Fitzalan High School are north of the site.

The location of the site is shown in Figure 1, which is also contained in **Appendix A**.

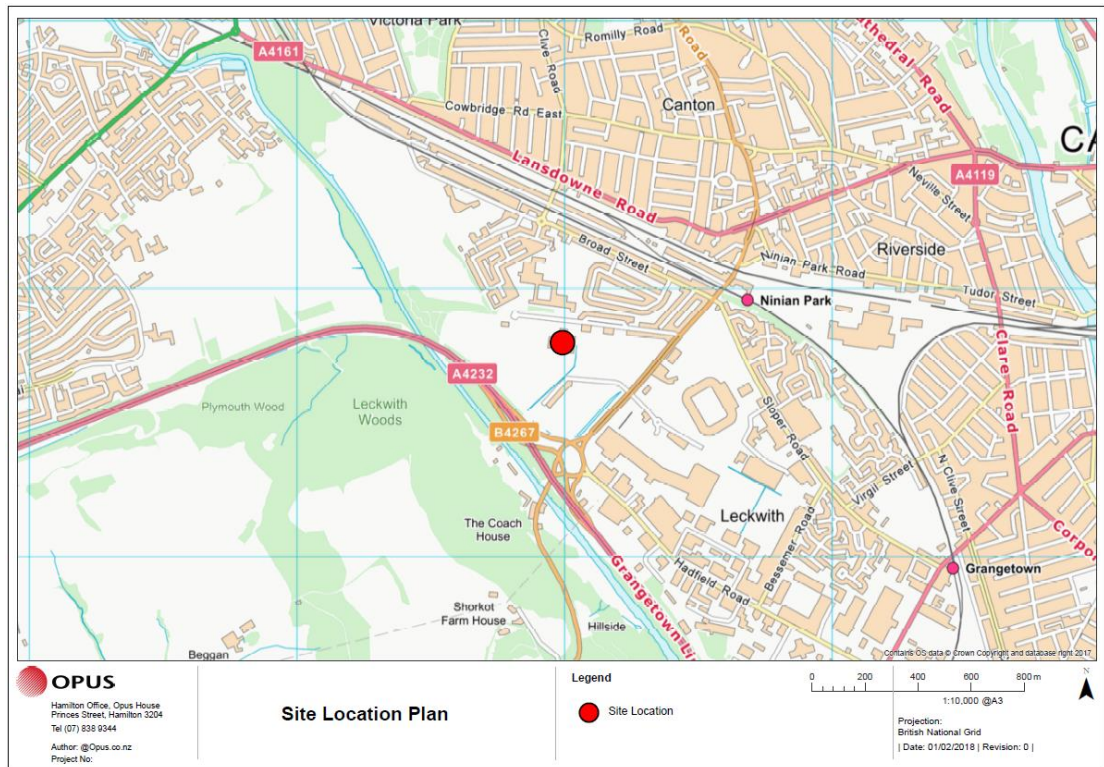


Figure 1 – Site Location Plan

### 3.2. Existing Site

The existing school is accessed from Lawrenny Avenue, a designated pedestrian access point is located at the northwest of the site, this access point is also conveniently located opposite a bus stop. A second vehicular access point is located to the northeast of the site which provides access to the staff car park. Footways are also provided at this crossing point and pedestrian crossing points are provided in the staff car park to ensure the safe movement of pedestrians.

The main school building is located at the centre and southeast of the site with the playground located to the south. Additional outbuildings are situated at the southwest of the site.

Cardiff Council's planning application portal has been interrogated to determine the relevant planning history of the site, a summary of the relevant planning applications is found in Table 1 below.

*Table 1 – Planning History*

Application Reference	Proposal	Decision	Date
03/01414/R	Provision of a demountable classroom	Granted	June 2003
98/00840/R	New Single Storey School	Granted	July 1998
03/02957/R	De-mountable classroom	Granted	December 2003
04/00688/R	Single Storey Extension to east of school	Granted	March 2005
05/00033/W	Provision of single demountable classroom for short term hire	Granted	May 2005
11/00724/DCO	Installation of 2 double demountable classroom units	Granted	April 2011

### 3.3. Local Highway Network

#### 3.3.1. Lawrenny Avenue

Lawrenny Avenue borders the north of site with no through road to the west and junction with Leckwith Road B4267 to the east. The road is subject to 20mph and there are many measures in place to increase pedestrian safety. Signage provided approximately 110m east of the site to warn motorists that they are entering a school safety zone, a speed hump and road narrowing feature is also provided at this point. Speed humps are provided at intervals within the school safety zone. A zebra crossing is also provided in the school safety zone approximately 10m west of the vehicular access point to the school. A 115m long stretch of the eastbound lane of the highway is occupied by a bus stop. A layby for bus stops is also provided on the south side of the highway. A roundabout is provided to the west of Lawrenny Avenue which acts as a turning point for buses and other vehicles dropping off and picking up pupils. There are two separate areas where cycle lanes are provided, the cycle lanes are provided for a length of approximately 40m in both locations.

The pedestrian infrastructure in the vicinity of the site is of good quality. Footways of approximately 2m are provided on both sides of the highway and are set back from the highway by grass verges. As previously mentioned a zebra crossing is provided to the north of the site, this crossing comprises a raised table and tactile paving. Street lighting is provided along the entirety of Lawrenny Avenue and the gradient is level.

## 4. Accessibility

The sustainability of a site is inherently linked to its location and access to facilities for active travel and public transport.

### 4.1.1. Walking

The aim of land use and transport policy is to promote and encourage the choice of walking and cycling above all else where the need to travel exists. Therefore, it is reasonable to assume that walking is a viable and growing means of transport, and that new development should be designed to promote and encourage it.

In practice, the distance that an individual is likely to choose to walk depends on the individual circumstances, but it is reasonable to assume that over time, given current policies to encourage active travel, the propensity for individuals to walk, and to walk further, will increase.

The Institution of Highways and Transportation in their document 'Guidelines for Providing Journeys on Foot' state that "walking accounts for over a quarter of all journeys and four fifths of journeys less than one mile".

PPG13 'A Guide to Better Practice' (2001) stated that people are prepared to walk up to 2km. Whilst PPG13 has been superseded, it is considered that this distance is still relevant and appropriate as a guide to what is acceptable and reasonable to many people.

The isochrone shown in Figure 2 displays a 2km walking area from the site, this is also contained in **Appendix B**.

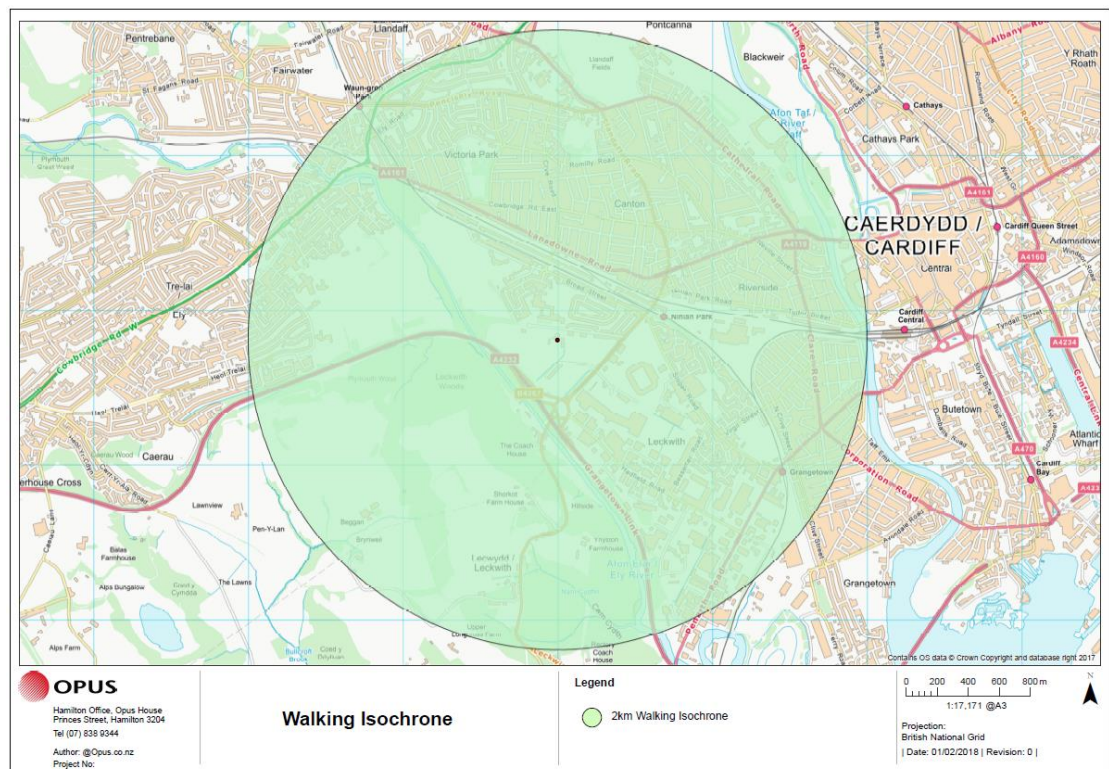


Figure 2 – Walking Isochrone

The isochrones shows that Ysgol Gymraeg Pwll Coch is within walking distance of several residential areas of Cardiff such as Saltmead, Taffs Mead and Riverside. Cardiff City Football Stadium and the surrounding amenities and services such as Asda superstore, Costco and Lidl are all within comfortable walking distance of the site. Cardiff Central Railway Station is slightly beyond comfortable walking distance of Ysgol Gymraeg Pwll Coch; however, Ninian Park Railway Station is located just 600m north east of the site.

In the vicinity of the site there are footways provided as well as pedestrian crossing facilities, this along with factors such as the generally level gradient results in an environment which is conducive to walking.



A review has been undertaken of any Public Rights of Way (PROW) in the area surrounding the site, this revealed that there are no PROW in the vicinity of the site.

#### 4.1.2. Cycling

The DfT in their 'Transport Statistics on Cycling in Great Britain' state that the average length of a cycle journey is 3.84km (2.4 miles). PPG13 'A Better Guide to Practice' (2001) identified that people were prepared to cycle up to 8km (5 miles); which, although the guidance has been superseded, is still considered appropriate. The DfT's LTN 2/08 'Cycle Infrastructure Design' (October 2008) states that "in common with other modes, many utility cycle journeys are over short distances under three miles (4.8km), although for commuter journeys, a trip distance of up to five miles (7.2km) is not uncommon".

It is therefore considered that a distance of 4km (2.5 miles) represents a reasonable cycling distance and that 8km (5 miles) is a maximum realistic range for cycle trips. The isochrones shown in Figure 3 display a 4km, 6km and 8km cycling area from the site, this is also contained in **Appendix C**.

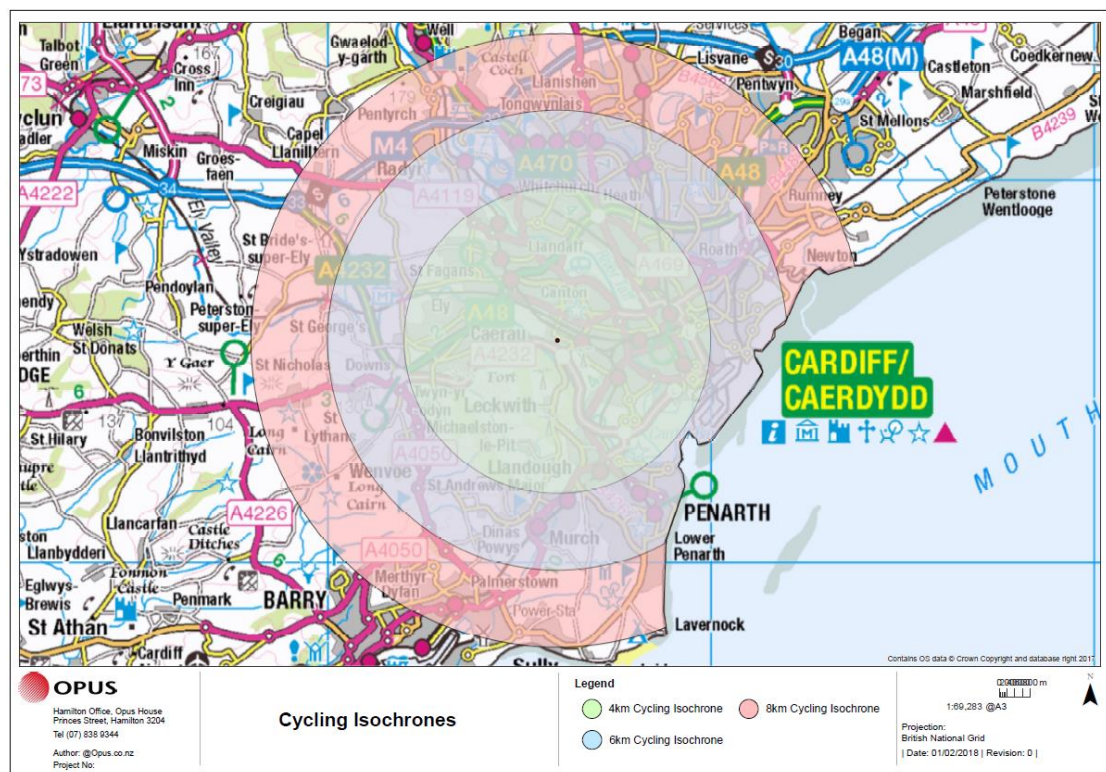


Figure 3 – Cycling Isochrones

The isochrones shows that the entire city is accessible via bicycle, as well as other settlements such as Penarth, Dinas Powys and the outskirts of Barry.

Due to the generally level gradient and factors such as the low traffic speeds associated with city streets and residential areas, the environment is deemed to be conducive to cycling. Cycle lanes are also provided in some locations of Lawrenny Avenue.

National Cycle Network Route 8 is located approximately 2km east of the site. The fully open and signed route connects Cardiff to Holyhead, via Brecon, Builth Wells, Machynlleth, Porthmadog and Bangor. The route is a combination of traffic-free and on-road sections.

#### 4.1.3. Public Transport – Bus Services

Bus stops are provided outside of the school which are utilised by the 627 school bus for Ysgol Gymraeg Pwll Coch. The public bus stops are provided approximately 550m (7-minute) walk from the school. Both the northbound and southbound stops comprise of a shelter, seating, timetable information and easy access kerbing. Additional bus stops are provided on Broad Street north of the site and Sloper Road to the east. A summary of the services available from

the stops in the vicinity of the site is provided in Table 2. Other services shown in Table 2 do utilise the bus stops on Lawrenny Avenue; however, these services are intended primarily for students at Fitzalan High School.

Table 2 – Summary of Bus Services

Service Number	Operator	Starts	Destination	Frequency Mon - Fri
627	Wheadon's Coaches	Llandaff Road	Ysgol Gymraeg Pwll Coch	Commences from Llandaff Road 08:05  Commences from Ysgol Gymraeg Pwll Coch at 15:25
1 Clockwise	Cardiff Bus	City Centre Canal Street	City Centre Canal Street (Circular)	2 per hour
2 Anti-Clockwise	Cardiff Bus	City Centre Canal Street	City Centre Canal Street (Circular)	2 per hour
12	Cardiff Bus	Leckwith Retail Park	Mansell Avenue	6 daily services between 08:44 and 14:02
95	Cardiff Bus	Heath Hospital	Barry Island	2 per hour
95a	Cardiff Bus	City Centre Canal Street	City Centre Canal Street (Circular)	1 per hour
95b	Cardiff Bus	City Centre Canal Street	City Centre Canal Street (Circular)	1 per hour
95C	Cardiff Bus	City Centre Canal Street	Cardiff City Stadium	2 per hour
X91	Cardiff Bus	Customhouse Street JL	Llantwit major Bus Station	Approximately every 2 hours
4	Cardiff Bus	Wood Street	Bus Depot (SE)	Services every 20 minutes between 05:20 – 07:20 and 18:30 – 21:10

Table 2 shows that there are a variety of regular services available from these stops which provide access throughout the city throughout the day with additional services provided during peak times.

#### 4.1.4. Public Transport – Rail Services

The closest station to the site is Ninian Park Railway Station a 750m (10 minute) walk from the site. The station has facilities such as cycle parking and ticket machines. Access to the station is available via ramps however, the ramps are steeper than the maximum recommended gradient of 1:20 for wheelchair users. The station is managed by Arriva Trains Wales and provides regular services to local destinations such as Cardiff Central, Coryton and Radyr.

Cardiff Central Railway Station is slightly beyond the maximum recommended walking distance of 2km. The station is a 2.4km (30-minute) walk from Ysgol Gymraeg Pwll Coch or alternatively a 2.4km (9-minute) cycle. The station includes facilities such as a shop, café, toilets, waiting rooms as well as cycle parking. The station is managed by Arriva Trains Wales and provides regular services to popular destinations such as London to the east and Swansea to the west. There are 2 direct services per hour to London Paddington (calling at other popular destinations such as Bristol Parkway) and up to 3 direct services per hour to Swansea.

It is acknowledged that specialist Additional Learning Needs provision has a city-wide catchment and therefore pupils may not live in the immediate vicinity of the school. Therefore walking, cycle routes, bus services or rail services may not be suitable either due to distance or pupil needs. Furthermore, whilst some pupils are able to travel independently with support it is acknowledged that others are not and therefore Schools Transport will work with pupils, schools and parents/carers to look at the most appropriate form of transport for the pupil and their needs.

#### **4.1.5. Conclusion**

Based on the above, it is evident that the public transport provision is adequate and provides a variety of regular services throughout Cardiff and beyond. The site is considered to be in a sustainable location as there is a dedicated school bus provided for Ysgol Gymraeg Pwll Coch as well as bus stops available on Leckwith Road, Broad Street and Sloper Road. Ninian Park Railway Station is within a comfortable walking distance and Cardiff Central Railway Station is within a comfortable cycling distance. There are no PROW in the vicinity of the site.

#### **4.2. Collision Data**

A review of [www.crashmap.co.uk](http://www.crashmap.co.uk) has been undertaken to identify any collisions within the vicinity of the site within the last five years. A total of three collisions have been recorded on Lawrenny Avenue including one at the Lawrenny Avenue / Leckwith Road junction. All three of the recorded collisions are slight in severity. There were no obvious trends or clusters of incidents which suggests that there aren't any fundamental issues with the highway network. No fatal incidents have been reported within the vicinity of the site.



## 5. Proposed Changes

This chapter aims to summarise the proposed changes to Ysgol Gymraeg Pwll Coch, as well as its impact on the highway network.

### 5.1. Proposed Changes to Ysgol Gymraeg Pwll Coch

To meet the demand for primary SRB places for pupils with complex learning disabilities and autism spectrum conditions in the Welsh medium sector, it is proposed to:

- Open a specialist resource base at Ysgol Pwll Coch, providing up to 10 places initially, but with scope to extend to 20 places in future, as demand grows.

Accommodation for the SRB would be established within current facilities however some refurbishment would be required. The increase in pupil numbers could result, in a worst-case scenario, in 10 additional trips assuming all pupils travel individually by private vehicle.

In the context of existing operations at the school and neighbouring sites, the existing internal site layout and access arrangements will comfortably accommodate the minor increase in pupils and vehicles accessing the site.

### 5.2. Impacts on the Highway Network

The increase in student numbers proposed as part of the changes to Ysgol Gymraeg Pwll Coch is considered to be negligible when compared to the number already attending the school. It is anticipated that the proposals will not have a material impact on the operation of the surrounding network. In the context of existing operations at Ysgol Gymraeg Pwll Coch and neighbouring sites, the increase in vehicle movements is expected to have a negligible impact.

### 5.3. Limitations

This section will summarise the limitations of the school site in terms of transport and accessibility and these are as follows:

- There are two schools located within close proximity, both of which are accessed from Lawrenny Avenue. This results in a large concentration of movements within the area around the start and end of the school day.

### 5.4. Recommendations

This section aims to provide high-level recommendations to counteract some of the site's limitations and promote active travel and sustainable transport options. This will help mitigate the limited impact which is expected to arise as a result of the proposals. The recommendations are as follows:

- Aim to stagger the start times for SRB pupils so that they differ from the rest of the school in order to minimise stress on the highway during peak times.
- Promote active travel as a viable means of transport to the school, by implementing measures such as providing secure cycle parking and lockers to store walking / cycling equipment.
- If the school does not currently have an adopted Travel Plan, one should be produced with the aim of minimising single occupancy vehicle trips to the school.

## 6. Summary

Opus International Consultants (UK) Ltd. have been commissioned by Cardiff Council to produce a Transport Assessment (TA) for the proposed development of an SRB at Ysgol Gymraeg Pwll Coch, a community primary school located in the Canton area of Cardiff.

The proposals are for the provision of an SRB at Ysgol Gymraeg Pwll Coch with an initial 10 places for pupils with complex learning disabilities and autism spectrum conditions. The SRB would have the scope to extend to 20 places in the futures. The start and finish time of the SRB will be staggered to minimise congestion on Lawrenny Avenue.

A review of relevant local and national planning policy documents has been carried out, including PPW Edition 8 (2016), TAN 18: Transport (March 2007), the Active Travel (Wales) Act (2013) and the Wales National Transport Plan (March 2010), as well as Cardiff LDP (2006-2026).

The site location is described as well as an assessment of the existing site conditions and surrounding highway conditions. The planning history of the site is also summarised, six planning application have been made on the site including extension works and provisions of demountable buildings.

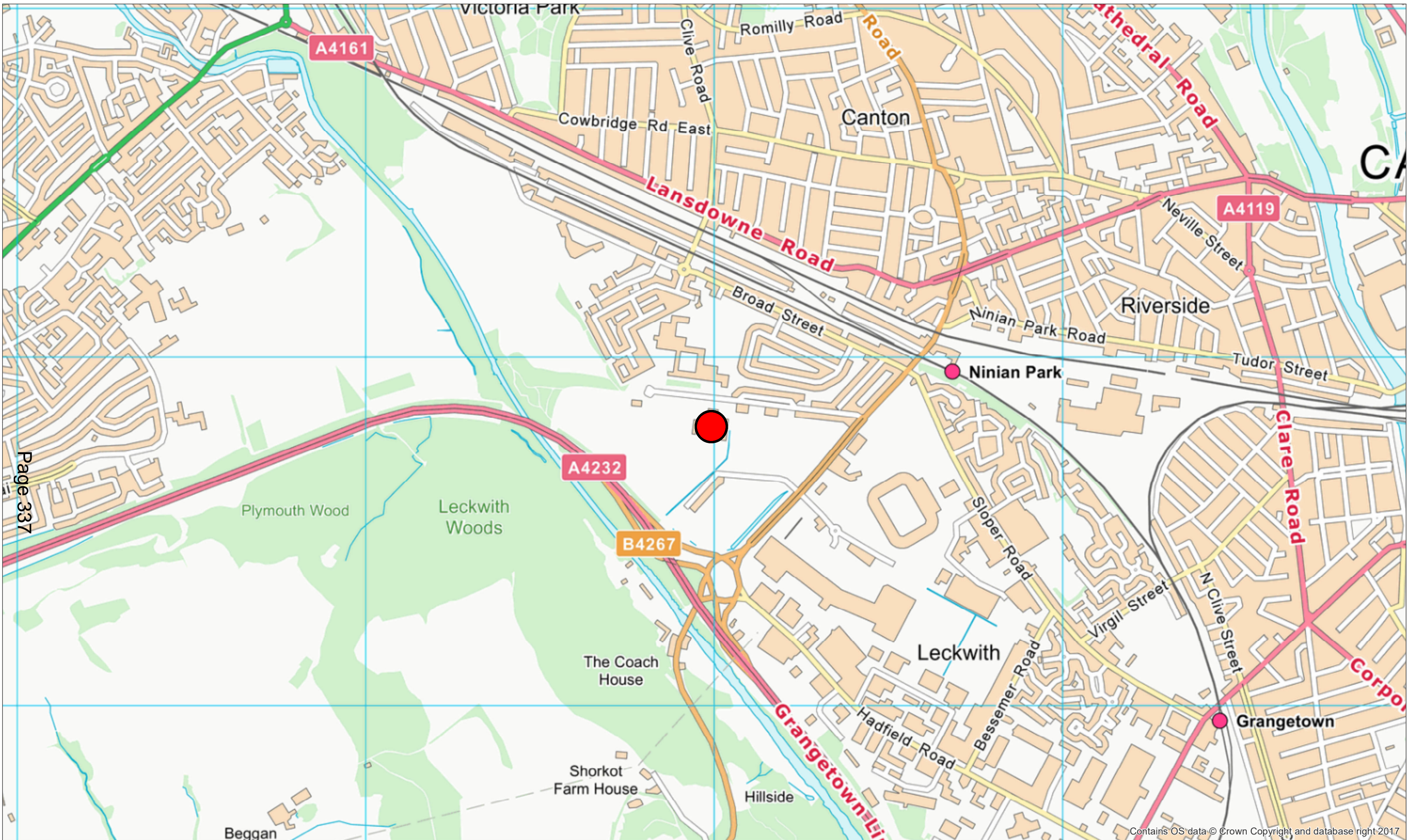
The accessibility of the site has been assessed by sustainable travel modes, including walking, cycling and public transport. It is evident that the public transport provision is adequate and provides a variety of regular services from the site to destinations throughout Cardiff and beyond. The site is considered to be in a sustainable location as there are bus stops and railway stations within comfortable walking and cycling distances, the environment is also conducive to walking and cycling.

A review of [www.crashmap.co.uk](http://www.crashmap.co.uk) has been undertaken to identify any collisions within the vicinity of the site within the last five years. A total of three collision have been recorded on Lawrenny Avenue all of which are slight in severity. No obvious trends or clusters of incidents were observed.

It is the view of the TA that, in highway and transportation terms, the proposed changes to Ysgol Gymraeg Pwll Coch will not have a severe impact on the surrounding highway network. This is due mainly to the minimal increase in pupil numbers. The uptake of sustainable travel can be encouraged and monitored through the recommendations set out in Chapter 5.

## Appendix A – Site Location Plan





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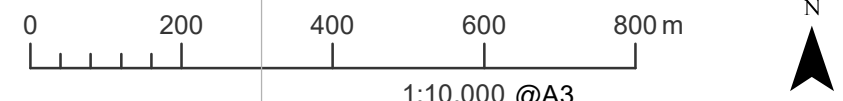


Hamilton Office, Opus House  
Princes Street, Hamilton 3204  
Tel (07) 838 9344  
  
Author: @Opus.co.nz  
Project No:

## Site Location Plan

### Legend

 Site Location



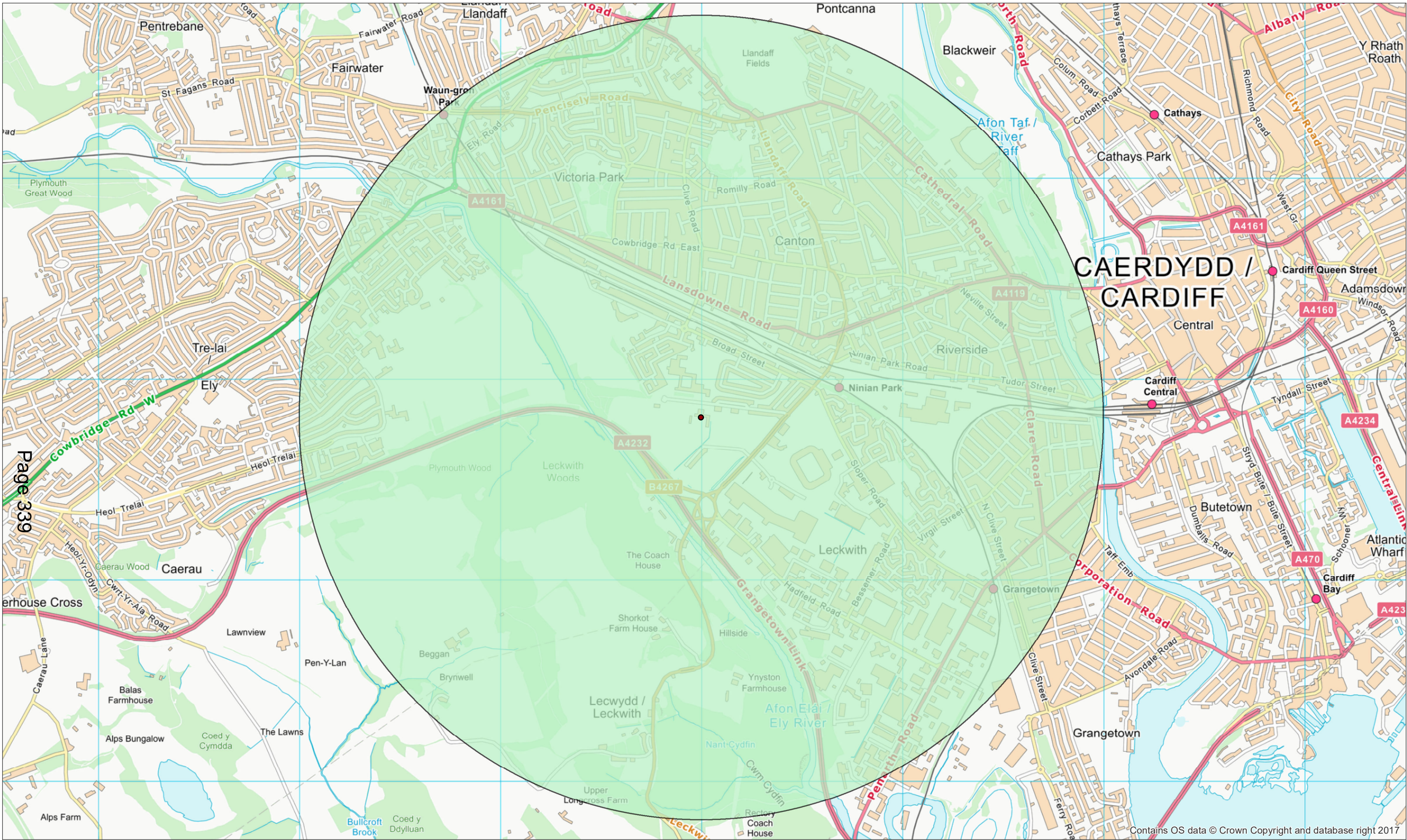
Projection:  
British National Grid  
| Date: 01/02/2018 | Revision: 0 |





## Appendix B – Walking Isochrone





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Hamilton Office, Opus House  
Princes Street, Hamilton 3204  
Tel (07) 838 9344

Author: @Opus.co.nz  
Project No:

# Walking Isochrone

## Legend

 2km Walking Isochrone

0 200 400 600 800 m

1:17,171 @A3

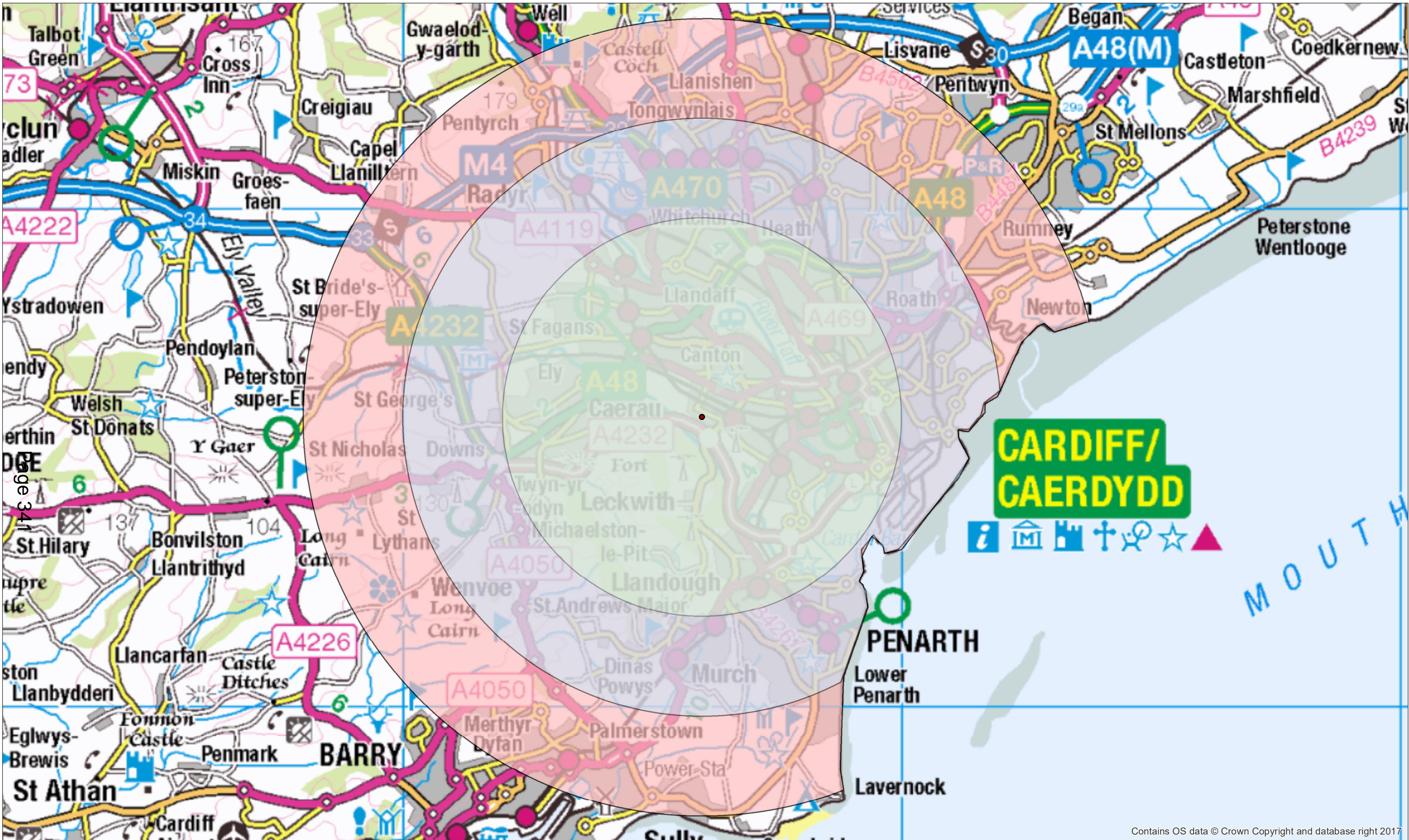
Projection:  
British National Grid

| Date: 01/02/2018 | Revision: 0 |



## Appendix C – Cycling Isochrones





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Princes Street, Hamilton 3204  
Tel (07) 838 9344

Author: @Opus.co.nz  
Project No:

# Cycling Isochrones

## Legend

- 4km Cycling Isochrone
- 6km Cycling Isochrone
- 8km Cycling Isochrone

0 2000 4000 6000 8000 10000 m

1:69,283 @A3

Projection:  
British National Grid  
| Date: 01/02/2018 | Revision: 0 |





[www.opusinternational.co.uk](http://www.opusinternational.co.uk)

<b>Policy/Strategy/Project/Procedure/Service/Function Title:</b>  <b>Improving provision for children and young people with additional learning needs (ALN) 2018-22</b>
<b>New/Existing/Updating/Amending</b>

<b>Who is responsible for developing and implementing the Policy/Strategy/Project/Procedure/Service/Function?</b>	
Name: Nick Batchelar	Job Title: Director
Service Team: Education and Lifelong Learning	Directorate: Education and Lifelong Learning
Assessment Date: July 2018	

## 1. Aims and Objectives

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

<p>To improve outcomes for children and young people with ALN by ensuring sufficient and suitable special school and specialist resource base places.</p>
---

## 2. Background Information

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

<p>The number of funded special school or specialist resource base places in Cardiff schools has increased by 103 places over a five year period.</p> <p>Despite the growth in places, there is evidence to suggest this has not been sufficient to meet existing need. For example, the 63% rise in the cost of supporting mainstream statements, and increased reliance on places in the</p>
--

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**Corporate Assessment Template**

independent sector suggests there are pupils in our mainstream schools and in 'out of county' settings who would benefit from access to a Cardiff special school or specialist resource base place.

Over the next 5-10 years, revenue and capital investment will be needed to ensure sufficient and suitable specialist support for the growing population of learners with additional learner needs, and to reduce reliance on the independent sector. Increased demand is anticipated for learners with:

- Emotional health and wellbeing needs
- Complex learning disabilities
- Autism spectrum conditions

Failure to invest in Cardiff-maintained provision over the next 3-4 years will lead to the Council becoming increasingly reliant on independent special school providers in order to meet the Council's statutory responsibilities.

Over reliance on independent places would have the following implications and risks:

- higher revenue costs to the Council
- inability to offer places according to parental preference

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### **3 Assess Impact on the Protected Characteristics**

#### **3.1 Age**

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

	<b>Yes</b>	<b>No</b>	<b>N/A</b>
Up to 18 years			N/A
18 - 65 years			N/A
Over 65 years			N/A

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

The ALN strategic priorities are concerned with provision of education for school-aged children and young people, and would only be expected to impact this age group. There are no differential impacts from an equality perspective.

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



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### 3.2 Disability

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

	Yes	No	N/A
Hearing Impairment	Yes		
Physical Impairment	Yes		
Visual Impairment	Yes		
Learning Disability	Yes		
Long-Standing Illness or Health Condition	Yes		
Mental Health	Yes		
Substance Dependence		No	
Other	Yes (autism spectrum conditions)		

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

The impact will be positive: the goal is to ensure that any child or young person with a disability or long-standing health condition can access appropriate specialist provision if required.

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

The majority of children and young people with disabilities do not require specialist placement in order to access education and fulfil their potential. A range of support services and systems, and funding streams are in place to ensure all Cardiff schools can identify and meet the additional needs of all learners in their schools. The ALN Strategic priorities include objectives to further develop and strengthen these systems.

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### 3.3 Gender Reassignment

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

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

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

N/A

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

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### 3.4. Marriage and Civil Partnership

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

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

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

N/A

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

N/A

### 3.5 Pregnancy and Maternity

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

	Yes	No	N/A
Pregnancy			
Maternity			

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

N/A

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

### 3.6 Race

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

	Yes	No	N/A
White		No	

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Mixed / Multiple Ethnic Groups		No	
Asian / Asian British		No	
Black / African / Caribbean / Black British		No	
Other Ethnic Groups		No	

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

Special schools in Cardiff for children with complex learning disabilities or autism spectrum conditions have a higher than average BME population.

All pupils, of all ethnicities, will continue to have access to specialist provision, in all settings, on an equal basis.

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

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### 3.7 Religion, Belief or Non-Belief

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

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

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

All special school and specialist resource base places are community places. Admission is managed by the local authority in accordance with the statutory framework for special educational needs.

One proposal in the report is to open an SRB at St Mary the Virgin Church in Wales School. Although the SRB would be hosted in a voluntary aided school, admissions would be managed by the local authority on the same basis as for all SRBs.

All pupils, of whatever religious or non-religious backgrounds, will continue to have access to specialist provision, in all settings, on an equal basis.

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



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### **3.8 Sex**

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

	<b>Yes</b>	<b>No</b>	<b>N/A</b>
Men			N/A
Women			N/A

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

N/A

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

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### 3.9 Sexual Orientation

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

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

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

N/A

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

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### 3.10 Welsh Language

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

	Yes	No	N/A
Welsh Language	Yes		

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

The proposed actions include expanding specialist resource base places for children and young people in the Welsh medium sector.

The incidence of additional learning needs, and demand for specialist places is lower in the Welsh medium sector than in English medium schools. However, demand is rising, and is expected to rise further.

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

The impact will be positive and will help to ensure that children and young people with additional learning needs will have an equal opportunity to choose education in the medium of Welsh.

Work will also be done to improve the quality and availability of information for parents/ carers and others about the range of specialist support, resources and specialist provision available in the medium of Welsh.

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**Equality Impact Assessment**  
**Corporate Assessment Template**

#### **4. Consultation and Engagement**

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

A full public consultation has been undertaken. Details of this can be seen in the Cabinet Report Improving Provision for Children and Young People with Additional Learning Needs (ALN) 2018-22 – Post Consultation Report (April 2018)

**CARDIFF COUNCIL**  
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**Corporate Assessment Template**

## **5. Summary of Actions To Be Taken [from the Actions listed in the Sections above]**

These actions should be included in your Directorate's Equality Action Plan for the year, monitored on a regular basis and reported in your Directorate Equality Annual Report.

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



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**Corporate Assessment Template**

## **6. ACTIONS TO BE CONSIDERED IN THE FUTURE**

List here any actions that you could not take in the immediate future, but which have arisen as issues to be considered for future service developments

## **7. Authorisation**

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

Completed By : Jennie Hughes	Date: July 2018
Designation: Senior Achievement Leader Inclusion	
Approved By: Nick Batchelar	
Designation: Director	
Service Area: Education and Lifelong Learning Service	

- 7.1 On completion of this Assessment, please send it to [equalityteam@cardiff.gov.uk](mailto:equalityteam@cardiff.gov.uk), who will publish it on the Council's Website.

For further information or assistance, please contact the Equality Team 029 2087 2536 or email [equalityteam@cardiff.gov.uk](mailto:equalityteam@cardiff.gov.uk).

## Cardiff Council

### Statutory Screening Tool Guidance

If you are developing a strategy, policy or activity that is likely to impact people, communities or land use in any way then there are a number of statutory requirements that apply. Failure to comply with these requirements, or demonstrate due regard, can expose the Council to legal challenge or other forms of reproach.

For instance, this will apply to strategies (i.e. Housing Strategy or Disabled Play Strategy), policies (i.e. Procurement Policy) or activity (i.e. developing new play area).

Completing the Statutory Screening Tool will ensure that all City of Cardiff Council strategies, policies and activities comply with relevant statutory obligations and responsibilities. Where a more detailed consideration of an issue is required, the Statutory Screening Tool will identify if there is a need for a full impact assessment, as relevant.

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The main statutory requirements that strategies, policies or activities must reflect include:

- [Equality Act 2010 - Equality Impact Assessment](#)
- [Wellbeing of Future Generations \(Wales\) Act 2015](#)
- [Welsh Government Statutory Guidance - Shared Purpose Shared Delivery](#)
- [United Nations Convention on the Rights of the Child](#)
- [United Nations Principles for Older Persons](#)
- [Welsh Language \(Wales\) Measure 2011](#)
- [Health Impact Assessment](#)
- [Habitats Regulations Assessment](#)
- [Strategic Environmental Assessment](#)

This Statutory Screening Tool allows the Council to meet the requirements of all the above legislation as part of an integrated screening method and should take no longer than 1 hour to complete.

---

The Statutory Screening Tool can be completed as a self assessment or as part of a facilitated session, should further support be needed. For further information or if you require a facilitated session, please contact the Operational Manager – Policy, Partnerships and Community Engagement on (029) 2078 8561 or e-mail: [Gareth.Newell@cardiff.gov.uk](mailto:Gareth.Newell@cardiff.gov.uk)

Please note:

- **The completed Screening Tool must be submitted as an appendix with the Cabinet report.**
- **The completed Screening Tool will be published on the Council's Intranet.**

## Statutory Screening Tool

<b>Name of Strategy / Policy / Activity: Improving Provision for Children and Young People with Additional Learning Needs (ALN) 2018-2022</b>	<b>Date of Screening: 19/6/18</b>
<b>Service Area/Section: Education</b>	<b>Lead Officer: Jennie Hughes</b>
<b>Attendees:</b> Jennie Hughes, Carly Davies	

<b>What are the objectives of the Policy/Strategy/Project/Procedure/Service/Function</b>	<b>Please provide background information on the Policy/Strategy/Project/Procedure/Service/Function and any research done [e.g. service users data against demographic statistics, similar EIAs done etc.]</b>
<p>ALN provision within Cardiff needs to increase in response to a growing number of learners requiring Special School or Specialist Resource Base places as referenced in the ALN Development Plan 2018 – 2022.</p> <p>A range of schemes to achieve this objective have been consulted upon in accordance with section 44/48 or the Schools Standards and Organisation (Wales) Act 2013 as they require “regulated alterations”.</p> <p>Note the outlined proposals will not fully address sufficiency needs for the period 2018 – 2022 and the council has taken and will continue to take a range of steps to increase provision according to needs.</p> <p>At its meeting on 19<sup>th</sup> April 2018 the Cabinet, in accordance with the terms of the School Standards and Organisation (Wales) Act, approved a recommendation for the publication of the statutory notices to:</p> <p>a) Increase the capacity of Ty Gwyn to allow for up to 198 places</p> <p>b) Extend the age range of Greenhill from 11-16 to 11-19 and increase the capacity of the school to allow for up to 64 places.</p>	<p><b>Business Case for ALN Proposal Investment</b></p> <p>Failure to invest in Cardiff-maintained provision over the next 3-4 years will lead to the Council becoming increasingly reliant on independent special school providers in order to meet the Council’s statutory responsibilities. Over reliance on independent places would have the following implications and risks:</p> <ul style="list-style-type: none"> <li>• Higher revenue costs to the Council</li> <li>• Inability to offer places according to parental preference</li> </ul> <p>The cost of independent special school places ranges from £39k to £77k per annum, compared to costs for Cardiff special schools of £14k to £25k per annum. It is rarely in a pupil’s interest to transfer school mid-phase so once placed there is little prospect of pupils returning to maintained provision should places become available in future years. The costs would therefore continue over 7-8 years for placements beginning in Year 7, and potentially longer for primary placements.</p> <p>The majority of Cardiff parents express a preference for places in Cardiff special schools or specialist resource bases for their child. Offering places in independent schools could have negative reputational implications. It should be noted that there is no guarantee the independent sector could offer sufficient special school places to meet Cardiff’s sufficiency needs,</p>

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<p>c) Change the type of special educational need Meadowbank School provides for from: ‘speech language and communication needs’, to: ‘speech language and communication needs and complex learning disabilities’</p> <p>d) Phase out the Specialist Resource Base at Allensbank School, closing the class in July 2020, or when all current pupils have completed their primary placement, if earlier.</p> <p>e) Open an eight-place early intervention class for children with speech and language needs at Allensbank School, admitting the first cohort in September 2019.</p> <p>f) Subject to a decision by the Governing Body of St Mary the Virgin Church in Wales (CiW) Primary School, to proceed to statutory notice: approve the inclusion of SRB accommodation in the Band B scheme for a new build St Mary the Virgin School.</p> <p>g) Open a specialist resource base at Ysgol Pwll Coch, providing up to 10 places initially, but with scope to extend to 20 places in future, as demand grows.</p> <p>h) Extend the place number of the SRB at Ysgol Glantaf to 30 places. Adapt and improve accommodation to cater for increased numbers.</p> <p>Copies of the consultation document and the statutory notices can be found at Appendix 1.</p> <p>The notices were published on the Council website and displayed in the local areas on 2<sup>nd</sup> May 2018. Additional stakeholders identified in the Welsh Government School Organisation Code as needing to receive either a hard copy of the notice or be emailed a link to the Council website were notified of publication of the notices.</p>	<p>especially for primary aged pupils. Over-reliance on the sector could therefore result in Cardiff being unable to fulfil statutory responsibilities.</p> <p><b>Additional Learning Needs and Educational Tribunal (Wales) Act (ALNET)</b> The Additional Learning Needs and Educational Tribunal (Wales) Act (ALNET) was passed by the Welsh Assembly in December 2017. The legislation will transform the statutory framework for this area of responsibility, and introduce significant changes to how local authorities must work with learners, families and partners to support children and young people with additional learning needs.</p> <p><b>ALN Development Plan 2018 – 2022</b> The ALN Working Group was established in 2016 with representatives from schools, officers, health, children and adult services, parents and Cardiff and the Vale College. The group met throughout the academic year 2016-17, to identify the strategic priorities to improve outcomes for learners with additional learning needs. The working group identified three strategic priorities:</p> <ul style="list-style-type: none"> <li>• Priority One: To improve outcomes for learners with additional needs by successfully implementing the ALN and Educational Tribunal Act</li> <li>• Priority Two: To improve outcomes for learners with additional needs by strengthening our collective capacity to meet all needs</li> <li>• Priority Three: To improve outcomes for learners with additional needs by ensuring sufficient, high quality additional learning provision</li> </ul> <p><b>Consultation on Proposals - Summary of overall responses received</b> The proposals were consulted on from 31 January – 13 March 2018. Details of the consultation and the responses received are set out in the report Improving Provision for Children and Young People with Additional Learning Needs (ALN) 2018-2022</p> <p>Specific work has also been undertaken with a variety of stakeholders to inform proposals. Groups include ALN Working Group, Speech and Language reference Group as well as Governing Bodies, Head Teachers, staff,</p>
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Following the approval of the St Mary the Virgin CiW Primary School the relevant notice was published on the School website, the Council website and displayed at the school and the local area on 03<sup>rd</sup> May 2018. Additional stakeholders identified in the Welsh Government School Organisation Code as needing to receive either a hard copy of the notice or be emailed a link to the Council website were notified of publication of the notice.

parents/carers and Specialist Teachers.

Furthermore, Cardiff Research Centre undertook a pupil consultation in order to engage children and young people in the process. Further reflecting education's commitments of Partners to the United Nations Convention of the Rights of the Child.

All Stakeholder consultation has informed which proposals are progressed and which are not and the process has ensured full representation and opportunity for stakeholders to participate.

Other references:

**Speech and Language Reference Group**

**Welsh in Education Strategic Plan**

**Welsh Education Forum**

**ALN Strategy Group**

## Part 1: Impact on outcomes and due regard to Sustainable Development

Please use the following scale when considering what contribution the activity makes:		
<b>+</b>	Positive	Positive contribution to the outcome
<b>-</b>	Negative	Negative contribution to the outcome
<b>ntrl</b>	Neutral	Neutral contribution to the outcome
<b>Uncertain</b>	Not Sure	Uncertain if any contribution is made to the outcome

	Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick				Evidence or suggestion for improvement/mitigation
		+	-	Ntrl	Un-Crtn	
Page 361	<b>1.1 People in Cardiff are healthy;</b> <i>Consider the potential impact on</i> <ul style="list-style-type: none"> <li><i>the promotion of good health, prevention of damaging behaviour, promote healthy eating/active lifestyles etc,</i></li> <li><i>vulnerable citizens and areas of multiple deprivation</i></li> <li><i>Addressing instances of inequality in health</i></li> </ul>	✓				<p>The Council acknowledges any concerns raised regarding health provision in the consultation exercise, and is in discussion with the Health Board to address this. The Council will consider funding some developmental work, to enable Cardiff special schools to secure improved access to training and consultative advice from health services.</p> <p>In addition, it is acknowledged that the number of pupils with Additional Learning Needs is increasing in Cardiff and failure to take proposals forward would therefore not be a solution in terms of health provision, for existing or prospective pupils. However, would have an adverse impact on prospective pupils, who would not be able to gain admission to ALN Provision.</p> <p>Furthermore, following the work of the ALN Working Group, the ALN Strategic Group was established To oversee implementation of and promote stakeholder awareness and engagement with the ALN Strategy. This improved level of engagement with Cardiff and Vale University Health Board and Education Officers will ensure better alignment of services moving forward.</p>
	<b>1.2 People in Cardiff have a clean, attractive and sustainable environment;</b> <i>Consider the potential impact on</i>					<p>Transport Assessments have been completed on each proposal and accessibility of the sites has been assessed. It is evident that the public transport provision is adequate and sites are</p>

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Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick				Evidence or suggestion for improvement/mitigation
	+	-	Ntrl	Un-Crtn	
<ul style="list-style-type: none"><li><i>the causes and consequences of Climate Change and creating a carbon lite city</i></li><li><i>encouraging walking, cycling, and use of public transport and improving access to countryside and open space</i></li><li><i>reducing environmental pollution (land, air, noise and water)</i></li><li><i>reducing consumption and encouraging waste reduction, reuse, recycling and recovery</i></li><li><i>encouraging biodiversity</i></li></ul>	✓ ✓ ✓ ✓ ✓				<p>considered to be in sustainable locations as they are near bus stops and railway stations within comfortable walking and cycling distances and the environment is also conducive to walking and cycling. It is the view of the Transport Assessments overall that, in highway and transportation terms, the proposals will not have a severe impact on the surrounding highway network. This is due mainly to the minimal increase in pupil numbers.</p> <p>However, it is acknowledged that specialist Additional Learning Needs provision has a city-wide catchment and therefore pupils may not live in the immediate vicinity of the site. Therefore, walking, cycle routes, bus services or rail services may not be suitable due to either distance or pupil needs. Furthermore, whilst some pupils are able to travel independently with support it is acknowledged that others are not and therefore Schools Transport will work with pupils, schools and parents/carers to look at the most appropriate form of transport for the pupil and their needs.</p>
<b>1.3</b> <b>People in Cardiff are safe and feel safe;</b> <i>Consider the potential impact on</i> <ul style="list-style-type: none"><li><i>reducing crime, fear of crime and increasing safety of individuals</i></li><li><i>addressing anti-social behaviour</i></li><li><i>protecting vulnerable adults and children in Cardiff from harm or abuse</i></li></ul>	✓ ✓ ✓				<p>Greenhill Special School has designation for those Pupils with Emotional Health and Wellbeing needs.</p> <p>Data for Cardiff shows that the majority of Greenhill pupils struggle to make a successful transition to education, employment or training at the end of Year 11, despite significant support for transition. 2015-17 data shows that 50% or more of Greenhill leavers were not in education employment or training on 31st October. Pupils whilst at Greenhill and on leaving Greenhill are more likely to be engaged with Youth Offending Services and as such this proposal looks to reduce NEETs by extending provision to pupils after 16 years.</p> <p>A post-16 class will provide a 'bridging year' for Greenhill pupils</p>

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Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?		Please Tick				Evidence or suggestion for improvement/mitigation	
		+	-	Ntrl	Un-Crtn		
						not yet ready for transition to college or employment at the end of Year 11. Pupils will be supported to make a successful transition to college, training or employment by the end of Year 12.  This is proposed as an interim step towards the development of a more comprehensive post-16 department as part of the Band B scheme to establish a larger secondary school for young people with emotional health and wellbeing needs.	
1.4	<b>Cardiff has a thriving and prosperous economy;</b> <i>Consider the potential impact on</i> <ul style="list-style-type: none"><li><i>economic competitiveness (enterprise activity, social enterprises, average earnings, improve productivity)</i></li><li><i>Assisting those Not in Education, Employment or Training</i></li><li><i>attracting and retaining workers (new employment and training opportunities, increase the value of employment,)</i></li><li><i>promoting local procurement opportunities or enhancing the capacity of local companies to compete</i></li></ul>	✓		✓  ✓  ✓		As above.	
1.5	<b>People in Cardiff achieve their full potential;</b> <i>Consider the potential impact on</i> <ul style="list-style-type: none"><li><i>promoting and improving access to life-long learning in Cardiff</i></li><li><i>raising levels of skills and qualifications</i></li><li><i>giving children the best start</i></li><li><i>improving the understanding of sustainability</i></li><li><i>addressing child poverty (financial poverty, access poverty, participation poverty)</i></li><li><i>the United Nations Convention on the Rights of a Child and Principles for Older persons</i></li></ul>	✓  ✓		✓  ✓  ✓		The purpose of the ALN proposals are to increase provision for those with ALN, therefore improving their life chances and opportunities via Early Intervention Provision, increased Specialist Resource Base provision, increased Special School Provision and increased Post 16 Provision. Furthermore, Welsh Medium ALN provision is being increased in response to need and anticipated needs as outlined in the Welsh in Education Strategic Plan and by the Welsh Education Forum.  A United Nations Convention on the Rights of a Child (UNRC) Assessment has been undertaken and the proposals meet all, bar x8 of the UNRC Articles ensuring that the proposals address the majority of rights children and young people have in order to be safe, healthy and happy.	
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	Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick				Evidence or suggestion for improvement/mitigation
		+	-	Ntrl	Un-Crtn	
1.6	<b>Cardiff is a Great Place to Live, Work and Play</b> <i>Consider the potential impact on</i> <ul style="list-style-type: none"> <li><i>promoting the cultural diversity of Cardiff</i></li> <li><i>encouraging participation and access for all to physical activity, leisure &amp; culture</i></li> <li><i>play opportunities for Children and Young People</i></li> <li><i>protecting and enhancing the landscape and historic heritage of Cardiff</i></li> <li><i>promoting the City's international links</i></li> </ul>			✓ ✓ ✓ ✓ ✓		Not applicable to the proposals
1.7	<b>Cardiff is a fair, just and inclusive society.</b> <i>Consider the potential impact on</i> <ul style="list-style-type: none"> <li><i>the elimination of discrimination, harassment or victimisation for equality groups</i></li> <li><i>has the community or stakeholders been engaged in developing the strategy/policy/activity?</i></li> <li><i>how will citizen participation be encouraged (encouraging actions that consider different forms of consultation, through more in depth engagement to full participation in service development and delivery)?</i></li> </ul>	✓ ✓		✓		<p>Specific work has been undertaken with a variety of stakeholders to inform the proposals put forward to increase ALN provision. Groups include ALN Working Group, Speech and Language reference Group as well as Governing Bodies, Head Teachers, staff, parents/carers and Specialist Teachers. Furthermore, Cardiff Research Centre undertook a pupil consultation in order to engage children and young people in the process. Further reflecting education's commitments of Partners to the United Nations Convention of the Rights of the Child.</p> <p>All Stakeholder consultation has informed which proposals are progressed and which are not and the process has ensured full representation and opportunity for stakeholders to participate.</p>
	Will this Policy/Strategy/Project have a <b>differential impact</b> on any of the following:					Please give details/consequences of the differential impact (positive and negative), and what action(s) can you take to address any negative implications?
	<ul style="list-style-type: none"> <li><b>Age</b> (including children and young people aged 0-25 and older people over 65 in line with the United Nations Conventions)</li> </ul>	✓				The proposals put forward increase ALN Provision for children and young people throughout Cardiff in response to needs identified via the ALN Working Group.
	<ul style="list-style-type: none"> <li><b>Disability</b></li> </ul>	✓				The proposals will have a positive impact on specific groups which have been identified as requiring additional support.
	<ul style="list-style-type: none"> <li><b>Gender Reassignment</b></li> </ul>	✓				

	Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick				Evidence or suggestion for improvement/mitigation
		+	-	Ntrl	Un-Crtn	
1.8 Page 365	• Marriage & Civil Partnership	✓				Consideration has been given to ALN identified in Welsh Medium and provision will be increased accordingly.
	• Pregnancy & Maternity	✓				
	• Race	✓				
	• Religion/Belief	✓				
	• Sex	✓				
	• Sexual Orientation	✓				
	• Welsh Language	✓				
			Yes	No	An EQIA is used to establish whether there are any adverse impacts on groups. As proposals put forward are increasing ALN provision for children and young people and there is no change to service or budget cut it has been concluded that an EQIA is not required.	
	Is a full Equality Impact Assessment required?	✓				
	Is a full Child Rights Impact Assessment required?		✓			
	The Council delivers positive outcomes for the city and its citizens through strong partnerships Consider the potential impact on <ul style="list-style-type: none"><li>strengthening partnerships with business &amp; voluntary sectors</li><li>the collaboration agenda and the potential for shared services, cross-boundary working and efficiency savings</li></ul>					Not applicable

## SUMMARY OF APPRAISAL (highlight positive and negative effects of the policy / plan / project being assessed, demonstrating how it contributes to the economic, social and environmental sustainability of the city):

There has been a significant growth in the numbers of young people with Additional Learning Needs (ALN) since 2012, as reflected in the growing need for special school and specialist resource base places over the last five years. This trend is expected to continue for the next 5-10 years.

While the 21st Century Schools Band B Programme will provide opportunities to address special school sufficiency issues from 2021 or 2022, there will be a need to take steps to extend provision to meet demand in the intervening period, 2018-22.

Failure to invest in Cardiff-maintained provision over the next 3-4 years will lead to the Council becoming increasingly reliant on independent special school providers in order to meet the Council's statutory responsibilities.

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Over reliance on independent places would have the following implications and risks: ① higher revenue costs to the Council ② inability to offer places according to parental preference

The cost of independent special school places ranges from £39K to £77k per annum, compared to costs for Cardiff special schools of £14k to £25k per annum. It is rarely in a pupil's interest to transfer school mid-phase so once placed there is little prospect of pupils returning to maintained provision should places become available in future years. The costs would therefore continue over 7-8 years for placements beginning in Year 7, and potentially longer for primary placements.

The majority of Cardiff parents express a preference for places in Cardiff special schools or specialist resource bases for their child. Offering places in independent schools could have negative reputational implications. It should be noted that there is no guarantee the independent sector could offer sufficient special school places to meet Cardiff's sufficiency needs, especially for primary aged pupils. Over-reliance on the sector could therefore result in Cardiff being unable to fulfil statutory responsibilities.

The schemes proposed will not fully address sufficiency needs for the period 2018-22. The Council has taken, and will continue to take, a range of steps to increase provision within existing accommodation and designated numbers wherever possible. Such actions do not require formal consultation unless they require a 'regulated alteration'. It is also anticipated that further schemes will need to be developed and proposed in 2019, to open additional specialist resource bases at both primary and secondary phase.

**WHAT ACTIONS HAVE BEEN IDENTIFIED OR CHANGES BEEN MADE TO THE POLICY / PLAN / PROJECT AS A RESULT OF THIS APPRAISAL:**

A full EIQA may be required in order to suggest more detailed suggestions or actions on the paper.

## Part 2: Strategic Environmental Assessment (SEA)

		Yes	No
2.1	Does the plan or programme set the framework for future development consent?		✓
2.2	Is the plan or programme likely to have significant, positive or negative, environmental effects?		✓

<b>Is a Full Strategic Environmental Assessment Screening Needed?</b> <ul style="list-style-type: none"> <li>▪ If Yes has been ticked to both questions 2.1 and 2.2 above then the answer is Yes</li> <li>▪ If a full SEA screening is required then please contact the Sustainable Development Unit to arrange (details below)</li> </ul>		Yes	No
			✓

If you have any doubt about your answers to the above questions, then please consult the Sustainable Development Unit for advice on (029) 2087 3228 or email: [sustainabledevelopment@cardiff.gov.uk](mailto:sustainabledevelopment@cardiff.gov.uk)

## Part 3: Habitat Regulation Assessment (HRA)

		Yes	No	Unsure
3.1	Will the plan, project or programme results in an activity which is known to affect a European site, such as the Severn Estuary or the Cardiff Beech Woods?		✓	
3.2	Will the plan, project or programme which steers development towards an area that includes a European site, such as the Severn Estuary or the Cardiff Beech Woods or may indirectly affect a European site?		✓	
3.3	Is a full HRA needed?		✓	

Details of the strategy will be sent to the County Ecologist on completion of the process to determine if a Habitat Regulation Assessment is needed. For further information, please phone (029) 2087 3215 or email: [biodiversity@cardiff.gov.uk](mailto:biodiversity@cardiff.gov.uk)

## Part 4: Welsh Language (Wales) Measure 2011

		Yes	No	Unsure
4.1	Have you considered how the policy could be formulated so that the policy decision would have positive effects, or increased positive effects on opportunities for persons to use the Welsh language?	✓		
4.2	Does the policy ensure that the Welsh language is treated no less favourably than the English language?	✓		

If you have any doubt about your answers to the above questions, then please consult the Bilingual Cardiff team for advice on (029) 2087 2527 or email: [Bilingualcardiff@cardiff.gov.uk](mailto:Bilingualcardiff@cardiff.gov.uk)



## Appendix 1 – Statutory Requirements

It is possible that the Statutory Screening Tool will identify the need to undertake specific statutory assessments:

- **Equality Impact Assessment:** *This assessment is required by the Equality Act 2010 and Welsh Government's Equality Regulations 2011.*
- **Wellbeing of Future Generations (Wales) Act:** *The Act requires sustainable development to be a central organising principle for the organisation. This means that there is a duty to consider sustainable development in strategic decision making processes.*
- **Welsh Government Statutory Guidance - Shared Purpose Shared Delivery:** *The Welsh Government requires local authorities to produce a single integrated plan to meet statutory requirements under a range of legislation. The City of Cardiff Council must therefore demonstrate its contribution towards Cardiff's own integrated plan: "What Matters".*
- **United Nations Convention on the Rights of the Child:** *The Children Act 2004 guidance for Wales requires local authorities and their partners to have regard to the United Nations Convention on the Rights of a Child.*
- **United Nations Principles for Older Persons:** *The principles require a consideration of independence, participation, care, self-fulfillment and dignity.*
- **Welsh Language (Wales) Measure 2011:** *The Measure sets out official status for the Welsh language, a Welsh language Commissioner, and the freedom to speak Welsh.*
- **Health Impact Assessment:** *(HIA) considers policies, programmes or projects for their potential effects on the health of a population.*
- **Habitats Regulations Assessment:** *The Conservation (Natural Habitats, &c.) (Amendment) Regulations 2007 provides a requirement to undertake Habitats Regulations Assessment (HRA) of land use plans.*
- **Strategic Environmental Assessment:** *A Strategic Environmental Assessment (SEA) is an European Directive for plans, programmes and policies with land use implications and significant environmental effects.*

**CARDIFF COUNCIL  
CYNGOR CAERDYDD**



**CABINET MEETING: 5 JULY 2018**

**WORKFORCE STRATEGY 2018-2021**

**FINANCE, MODERNISATION AND PERFORMANCE  
(COUNCILLOR CHRISTOPHER WEAVER)**

**AGENDA ITEM: 5**

**Reason for this Report**

1. To seek the approval from Cabinet for the Workforce Strategy for the period 2018-2021, attached as Appendix 1, in order to provide the links between business, financial and workforce planning, particularly during this period of financial challenge and organisational change.

**Background**

2. On 6 July 2017, the Cabinet agreed 'Capital Ambition' – a wide-ranging programme of "commitments for Cardiff" covering the spectrum of Council services, which includes a number of proposals that involve changing and/or improving the way in which the Council delivers services to citizens and communities.
3. The WAO Corporate Assessment Follow on Report identified gaps between the Council's business, financial and workforce planning processes. In order to improve on this, a Workforce Planning Toolkit has been developed to address the issues identified by WAO and join up the Council's business, financial and workforce planning processes
4. Having the right people, with the right skills, in the right place, at the right time and at the right cost is critical to enable the organisation to achieve the objectives as set out in the Capital Ambition. Furthermore, the organisation needs to ensure that employees want to work for the Council, feel that they are valued and supported as individuals, in accordance with the Council's values in order to retain its talented workforce.
5. The Council's approach to service development and innovation and its ability to deliver such change has been well regarded by our citizens, communities and partners. The traditional public service models of service delivery are being challenged in the context of modernisation, austerity and demand and alternative ways of providing services are being explored. This change agenda will have significant implications for our workforce. The Council will need to support the development of different leadership qualities and skills across the workforce.

## Issues

6. This strategy sets out the key priorities to create a culture that supports high performance and enables a flexible, skilled, engaged and diverse workforce. It builds on the previous workforce strategy by both taking some of the activities identified in that strategy to the next stage and identifying new activities. The Workforce Strategy has been shaped with the aims and priorities of the Capital Ambition in mind and sets out the commitment to strengthen the link between business, financial and workforce planning particularly through the current period of financial challenge and organisational change.
7. Creating purpose in a fast changing environment whilst motivating employees through change has become essential for many roles. Outperforming organisations foster leadership skills at every level of the organisation to deliver outstanding results. These leadership skills include:
  - providing a line of sight by making the Council's objectives clear at all levels, and inspiring and motivating people to deliver against those objectives;
  - being trusted by people and acting in line with the Council's values and Employee Charter at all times, including having the courage and support to challenge inconsistent behaviours; and,
  - empowering and involving people through a culture of trust and ownership in the authority where people feel empowered to make decisions and act on them.
8. Some of the emerging issues which have been identified in relation to the delivery of the Capital Ambition include:
  - i. The need for increased and relevant skills development
  - ii. The need to utilise, nurture and develop the talent we have across the organisation to support the requirements of the Capital Ambition
  - iii. The provision of support to the health and wellbeing of employees
  - iv. The need for a more diverse workforce reflecting the diversity of our communities
  - v. The need for partnership working with our trade unions will be as important as ever
  - vi. The need to remain engaged with our workforce in order to provide mechanisms that enable two-way communication channels.
9. The key priorities of the strategy include:
  - i. **Equalities and Diversity** – a recognition that significant actions need to be taken in order to ensure that the Council's workforce is more reflective of our communities and that no groups are restricted from applying to or working for the Council
  - ii. **Workforce Planning** – a process for identifying and addressing the gaps between the workforce of today and the human resources needs of tomorrow
  - iii. **Learning and Development** – improving the skills of our workforce in order to meet the needs and expectations of our customers and the changing requirements of the Council

- iv. **Engagement of Employees and Trade Unions** – creating a positive and enabling culture to ensure that employees are listened to and that positive relationships are maintained with our Trade Unions
  - v. **Health and Wellbeing** – embedding the health and wellbeing approach adopted by the Council and ensuring that it is maintained.
10. The Workforce Strategy sets out the corporate and cross cutting actions to ensure that the Council meets future workforce needs. The implementation of this Workforce Strategy will ensure the Council can unlock the full potential of its current and future workforce.
11. Through the development of the Workforce Strategy it has become clear that the Council has to take some immediate actions to improve the diversity of its workforce, but that any action should not be to the detriment of current employees whose roles may be at risk due to changes in service delivery or financial pressures. In order to increase the diversity of the workforce to be more representative of the community we serve we need to attract new employees external to the organisation. The mechanism for doing this would be to change the current process of advertising all vacancies internally only first, to advertising vacancies internally and externally concurrently. We will reinforce the message of welcoming applications from all our local communities, including those under 25 and not in employment, education or training. In order to protect current employees who may be displaced through a restructure process, the current process of ring fencing roles, and then advertising internally only, will still apply for any roles which are part of a restructure. The redeployment process will also remain to protect current employees.
12. There has been various consultation processes in order to develop the strategy. Feedback has been incorporated into the final document and includes:
- (i) Policy Review and Performance (PRAP) Scrutiny Committee –The PRAP Scrutiny members provided input into the development of the Workforce Strategy at the PRAP Scrutiny Committee meeting of 16<sup>th</sup> May 2018 and provided written comments, attached in Appendix 2 to this Cabinet Report. The comments were welcomed and a response to the PRAP Scrutiny letter is attached as Appendix 3. A number of comments have been incorporated into the Strategy including:
    - The recommendations of the Customer Leadership inquiry carried out by PRAP Scrutiny have been considered in the development of the Workforce Strategy;
    - The Strategy identifies the broad areas of challenges facing the Council from a workforce point of view and identifies actions which will need to be undertaken either by continuing current good practice or identifying new initiatives to ensure that these challenges do not become significant problems;
    - The Strategy identifies that a review of resourcing strategies for posts which are hard to recruit to will take place and that these posts, where not already known, will be identified through the service area workforce planning process;

- The Strategy includes a number of actions to improve the Council's representation across all protected characteristics and an action to reassure employees of the confidentiality of this information;
  - There is a section in the Strategy on engagement with employees and that will consider benefits including such things as agile working and other benefits which could be offered to employees as part of specific actions arising from the Strategy.
- (ii) Trade Union consultation – The Trade Unions were originally consulted on the Workforce Strategy on 21<sup>st</sup> May at the Trade Union Partnership meeting. The Trade Unions feedback at the meeting was that they welcomed the strategy. The following initial feedback was also received after the May meeting. *‘GMB welcomes this strategy and is supportive and, looks forward to being part of this going forward’*  
There was further Trade Union consultation on the 18<sup>th</sup> June at the Trade Union Partnership meeting.
- (iii) Equality Network consultation – Feedback was received from the various Council Employee Equality Networks and was very much welcomed and appreciated. The feedback was very supportive of the Strategy and the information and actions incorporated within it. Any specifics have been responded to and, where appropriate, included into the Strategy.

### **Reasons for Recommendations**

13. The Workforce Strategy 2018-2021 sets out a framework of priorities and commitments necessary to create a culture that supports a flexible, skilled, engaged and diverse workforce in order to support the objectives set out in the Capital Ambition.

### **Financial Implications**

14. Whilst there are no direct financial implications arising from this report, the Workforce Strategy will be an important element in the management of change and will support the Council in meeting the budget and other financial challenges over the medium term. Effective workforce planning in particular will be essential in managing changes to services and budgets over this period.

### **Legal Implications**

15. The Workforce Strategy is not a contractual document and will have no contractual force.
16. The Council has to satisfy its public sector duties under the Equality Act 2010. Pursuant to these legal duties Councils must in making decisions

have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics

Protected characteristics are:

- 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

The decision on whether to adopt the Strategy in accordance with the recommendation in this report has to be made in the context of the Council's Equality Act public sector duties. An Equality Impact Assessment has been undertaken to ensure that the Council has properly understood and assessed the potential impacts of the proposal in terms of equality so that it can ensure that it is making proportionate and rational decisions having due regard to its public sector equality duty.

### **HR Implications**

17. This Workforce Strategy (Appendix 1) is being recommended for agreement in order to respond to a range of challenges the Council is facing and to ensure that there is a skilled, engaged and diverse workforce in order to deliver the priorities set out in the Capital Ambition. The actions within the strategy have been developed in order to safeguard future service delivery models and to improve the contribution employees make to delivering the Council's priorities through effective management and engagement. The attached Strategy sets out how the Council will achieve the required change within the workforce in a structured, planned and fully consulted way.
18. An Equality Impact Assessment of the strategy has been completed and there are no adverse impacts on any specific groups.

### **RECOMMENDATIONS**

Cabinet is recommended to:

1. Agree the Workforce Strategy 2018-2021 as attached as Appendix 1
2. Agree the changes in recruitment process detailed in paragraph 11 of the report.

<b>SENIOR RESPONSIBLE OFFICER</b>	<b>CHRISTINE SALTER</b> CORPORATE DIRECTOR RESOURCES
	<b>29 June 2018</b>



*The following appendices are attached:*

Appendix 1: Workforce Strategy 2018-2021

Appendix 2: PRAP letter – 22<sup>nd</sup> May 2018

Appendix 3: Response to PRAP letter – 7<sup>th</sup> June 2018

*The following background papers have been taken into account:*

- Equality Impact Assessment
- Year 1 Workforce Strategy Action plan

# Cardiff Council

## Workforce Strategy

2018 – 2021



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Appendix B - The Capital Ambition Delivery Programme components

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## 1. Introduction

Having the right people, with the right skills, in the right place, at the right time and at the right cost is critical to us achieving our objectives as set out in the Capital Ambition. Furthermore, we need to ensure that employees want to work for us, feel that they are valued and supported as individuals, in accordance with the Council's values in order to retain our talented workforce.

To do this we need an integrated and holistic Workforce Strategy that sets out our future activities of what we need to do to ensure we have a workforce to meet the key priorities set out by Cabinet in the Capital Ambition.

The Council's approach to service development and innovation and our ability to deliver such change has been well regarded by our citizens, communities and partners. The traditional public service models of service delivery are being challenged in the context of modernisation, austerity and demand and alternative ways of providing services are being explored. This change agenda will have significant implications for our workforce. The Council will need to support the development of different leadership qualities and skills across the workforce.

The Council recognises that to deliver our corporate objectives we will need to engage effectively with our employees to inspire and encourage them to generate ideas and participate in improving how we deliver our services. We also need to continue with our development programmes and respond proactively to the feedback we get through our employee engagement activity.

This strategy sets out the key priorities to create a culture that supports high performance and enables a flexible, skilled, engaged and diverse workforce. It builds on the previous workforce strategy by both taking some of the activities identified in that strategy to the next stage and identifying new activities. The Workforce Strategy has been shaped with the aims and priorities of the Capital Ambition in mind and sets out the commitment to strengthen the link between business, financial and workforce planning particularly through the current period of financial challenge and organisational change.

Creating purpose in a fast changing environment whilst motivating employees through change has become essential for many roles. Outperforming organisations

foster leadership skills at every level of the organisation to deliver outstanding results. These leadership skills include:

- providing a line of sight by making the Council's objectives clear at all levels, and inspiring and motivating people to deliver against those objectives;
- being trusted by people and acting in line with the Council's values and Employee Charter at all times, including having the courage and support to challenge inconsistent behaviours; and,
- empowering and involving people through a culture of trust and ownership in the authority where people feel empowered to make decisions and act on them.

Our employees need to clearly understand what we need them to do, and why it is so important. As an employer, we need to understand the views and concerns of our workforce and more importantly how our workforce can help shape, and contribute towards the solutions that will help us meet our future challenges.

The Workforce Strategy sets out the corporate and cross cutting actions to ensure that the Council meets future workforce needs. The implementation of this Workforce Strategy will ensure the Council can unlock the full potential of its current and future workforce.

Councillor Chris Weaver

Cabinet Member for Finance, Modernisation and Consultation.



## 2. Capital Ambition

On 6<sup>th</sup> July 2017, the Cabinet approved the Capital Ambition as a statement of the new administration's vision and priorities for the Council. The programme is wide ranging with commitments covering all key council services. The Administration has emphasised the significance of this new agenda for the Council and its employees: *'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'*.

The Capital Ambition reflects the challenges and uncertainty facing public services at present. The Council continues to experience severe financial pressures that require services to be challenged to deliver high levels of savings; demand pressures continue to increase, especially in the area of social services; and the Welsh Government continues to emphasise the development of 'systematic and mandated' collaboration among local authorities based in particular on a city-region footprint as part of its programme of public service reform.

Delivery of the Capital Ambition requires a reprioritisation of council priorities in the Council's policy and budgetary frameworks and the scale of the change envisaged by the Administration will require a significant refocusing of resources and capacity.

Capital Ambition sets out four priorities, each of which contain 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 and sustainably in the face of rising demand and reducing budgets

Capital Ambition also set out a series of principles that will underpin the development of the Council in the coming years:

- **Getting the Basics Right** – Maintaining a relentless focus on the performance of key statutory services
- **Digital First** – Making the best use of new technologies to deliver our services, and providing digital access indistinguishable from that available to citizens in every other aspect of their lives
- **Putting Communities Front and Centre** – Aligning community services, making sure that developments and investments in local communities are well-planned and maximise the impact of public investment through an

approach to 'locality working', building on the success of the Community Hub programme

- **Joining-up of Frontline Services** – Staff from across the Council, and across public services, will work increasingly across departmental and organisational silos, with a focus on delivering the best for citizens, communities and the city.
- **Purposeful Partnerships** – We will build strong partnerships, at the local, city, regional and national level to deliver for Cardiff.
- **A New Deal for Citizens** – Keeping our streets clean, hitting our sustainable transport targets and looking after our most vulnerable people cannot be achieved by the Council alone. We need a new deal with citizens through which we can work together to tackle problems and realise our shared ambitions for Cardiff.

Delivering the scale and pace of change envisioned by the Administration requires a significant refocusing of the Council's change management capacity in order to support a transformation of how key council services are delivered. In November 2017, Cabinet approved the establishment of a four-year Capital Ambition Delivery Programme to lend impetus to the implementation of the Administration's agenda, with a focus on areas where fundamental change is required.

The Capital Ambition Delivery Programme is composed of two discrete components:

- **Modernisation** – Transformation of corporate systems and processes that support service delivery
- **Resilient Services** – Transformation of front-line services

Details of these components are provided in Appendix B

### ***Capital Ambition – Workforce Development and Staff Engagement***

In delivering the Capital Ambition the Council's workforce strategy will need to be closely integrated with financial and service planning. In November 2017 the Cabinet approved a proposal that in order to ensure that the Council is able to match people to skills in order to deliver its objectives, workforce planning will be a central component of the Council's corporate planning cycle, and a consistent approach to workforce planning will be used across all Council Directorates.

Changes to service models driven by increased digitisation and integration of services at the community level will require employees to be provided with training and support. The Cardiff Academy and Cardiff Manager Programme will be adapted accordingly.

Delivering the Capital Ambition will require the buy-in of all council employees. A wide-ranging employee engagement programme is currently in place as well as a regular employee survey. These platforms will need to be refreshed in light of the Capital Ambition. Also as part of the employee engagement agenda the participation of employees in shaping the ideas for future service delivery will become even more important. As part of working in a digital way, employees will need the autonomy to develop and test their ideas in a way that fosters innovation while respecting the restraints a Local Authority faces.

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### 3. Profile of current Workforce

Our ability to address and meet the future workforce needs will be, in part based on an analysis of the current workforce and identification of significant underlying trends.

The Council's workforce is its most valuable asset. Our workforce of over 13,000 employees is highly diverse and complex, reflecting the range and types of services which the organisation delivers.

A full analysis of our current workforce profile can be found at Appendix A. This information is informed by the Council's HR systems (SAP and DigiGOV) and is based on 31<sup>st</sup> December 2017, unless otherwise stated.

A summary of key points arising from the analysis are as follows:

- The Council currently employs a total headcount of 13,263 employees, equating to a total full time equivalent of 11,159.
- Employees' salaries account for approximately 39% of the Council's gross budgeted expenditure
- There are a wide variety of employment types including full-time, part-time, job-share, permanent, temporary, fixed-term, and term-time. 47% of employees work less than full-time hours.
- 7.15% have more than one contract of employment with the Council. Combinations of roles typically include Teaching Assistant, Midday Supervisor, Breakfast Club Supervisor/Server and Cleaner.
- The corporate FTE workforce has decreased by 2.81% over the last three years compared with a 3.51% increase in the schools workforce. There has been an overall 0.39% increase in the total corporate/schools workforce.
- The number of employees on Chief Officer terms and conditions of service has reduced from 103 to 92 over the last three years.
- The number of employees on Head teacher terms and conditions in schools has decreased from 134 to 131 since 2014
- The age profile across the Council is of concern with 20% of the workforce aged 55 and over but only 4% of the workforce under 25.
- Of our full-time workforce, 55% are women and 45% are men. However, the part-time workforce is made up of 86% women and 14% men. The overall gender split across both full time and part time employees is 30% men and 70% women.
- The ratio of women to men earning up to £50,000 per annum broadly reflects the gender balance within the Council. At the salary ranges above £50,000

the proportion of women to men paid at this level decreases, with the percentage split being 43% men and 57% women.

- The Council has calculated its gender pay gap as a mean hourly pay of 3.21% in favour of males.
- The proportion of employees in the council who indicate that they have a disability was 1.2% in March 2015. This has reduced to 0.81% in December 2017.
- The proportion of Black, Asian and Minority Ethnic (BAME) employees has increased from 5.5% to 6.8% since 2015.
- Of the 21% of employees who have provided information regarding their sexual orientation, 4.4% have identified as LGBT.
- Overall, the Council has 2.87% welsh speakers. Of the non-school based employees who have indicated their skills, 9.8% have stated they have a level of Welsh language skills.
- The average length of service with the Council is 11.47 years. 49.16% of staff have over 10 years' service with the Council.

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#### 4. Workforce Strategy Priorities

The Workforce Strategy is aligned to the Capital Ambition and is underpinned by the Council's values of Open, Fair and Together. The strategy sets out clearly the key priorities providing an explanation for each, along with the current position and what needs to be focused on over the next three years.

The strategy encompasses five key priority areas that will need to be addressed:

1. Equality and Diversity – strengthening our workforce to reflect the wider communities across Cardiff, and promoting the council as a potential employer for young people starting out on their careers.
2. Workforce Planning – a process for identifying and addressing the gaps between the workforce of today and the human resources needs of tomorrow
3. Learning and Development – improving the skills of our workforce in order to meet the needs and expectations of our customers and the changing requirements of the Council
4. Engagement of Employees and Trade Unions – creating a positive and enabling culture to ensure that the 'employee voice' whether that be views, information or suggestions is listened to or acted upon. Also recognition of the importance of maintaining positive relationships with trade unions
5. Health and wellbeing – embedding and further developing an approach which ensures the health and wellbeing of employees is maintained and improved



## The Priorities

### 4.1 Equality & Diversity

A continuing challenge for the Council and a priority for the Capital Ambition is the need to ensure that its workforce reflects the wider communities across Cardiff. This will ensure the continuing accessibility and quality of our services. The Council also needs to progress the workforce actions set out in its Strategic Equality Plan and particularly in relation to the employment of BAME employees, those with a disability and other protected groups.

In addition, as the current workforce is an ageing workforce, we need to increase employment opportunities for young people by promoting the council as a potential employer for school and college and university leavers setting out on their careers.

The Workforce Strategy will play a pivotal role in the Council's commitment to ensure the Council has a workforce that is representative of its communities.

The elimination of discrimination, harassment and victimisation will continue to be achieved through the policies and procedures relating to employees that the council puts in place, ensuring that every employee is treated with dignity and respect.

Equality of opportunity is embedded through the recruitment and selection process. Also all training and promotional opportunities are advertised to all employees and a process is in place to support managers and employees to implement reasonable adjustments as and when required. The Single Status Collective Agreement has also ensured equal pay for equal work, closing the gender pay gap and encouraging a transparent system.

#### 4.1.1 Position Statement:

The Council has developed and embedded five Employee Equality Networks: BAME; Carers; Disability; LGBT; and Women's. These are at a variety of stages in their development and self-management. These networks provide a vital and valuable resource to the Council. They have been established to further equality in the organisation. They support the Council to fulfil its duties in the Equality Act 2010 to promote equality, eliminate discrimination, harassment and victimisation and promote good relations between different groups.

The networks are for all Council employees, in all sections and at all levels of the organisation. Every employee is entitled and encouraged to become a member of one or more of the networks. The Council is committed to the recruitment and retention of disabled people and successfully transitioned from the **Positive about Disability 'Two Ticks'** scheme to the **Disability Confident** scheme in December 2016. The scheme is a free accreditation awarded by Job Centre Plus on behalf of the Department of Work and Pensions.

The Council has achieved **Disability Confident Employer - Level 2** accreditation up to 10th December 2019. In continuing our Disability Confident commitment, the Council is ensuring that disabled people and those with long-term health conditions have the opportunities to fulfil their potential and realise their aspirations

The Council has signed up to the TUC's 'Dying to Work' Charter which provides a good practice framework to ensure employees diagnosed with a terminal illness receive peace of mind and support with regards to the right to choose the best course of action for themselves and their families with dignity and respect.

The Council has been an active LGBT employer for a number of years and aims to ensure that the working environment is free from any discrimination. The Council is an open and inclusive employer that is committed towards LGBT equality by supporting a positive and welcoming workplace for all employees, regardless of their sexual orientation.

The Council is pleased to have achieved a mid-ranking position in Stonewall Cymru's UK wide Workplace Equality Index and look forward to working closely with Stonewall to improve further and build on the good platform achieved. The Council has an active LGBT Network, which supports events and organises awareness-raising activities throughout the year. The Network recently launched a very well received LGBT Ally initiative to encourage members of staff, regardless of sexuality or gender, to commit to be supportive of LGBT people.

The Council has become a Stonewall Diversity Champion, which is a leading employers' programme for ensuring all LGBT staff are accepted without exception and enables LGBT staff to reach their full potential in the workplace.

Cardiff Council Academy offers a range of equality related training. Equality training is provided both directly and via E-Learning

The Equality training provided through the Cardiff Council Academy includes:

- Equalities Awareness – includes Race and Religion
- Visual Impairment Awareness
- Deaf Impairment Awareness
- Disability Equality
- British Sign Language level 1
- Hate Crime
- Equality Impact Assessments

The Academy has recently partnered with one of the UK's leading deaf awareness training consultants, The Institute for British Sign Language and OFQUAL to deliver an interactive and highly dynamic training experience, whilst bringing employees closer to the Deaf Community.

The Academy, in partnership with RNIB Cymru, offers visual impairment awareness training to all Council staff for communicating with, and assisting, visually impaired customers and employees. The bespoke training sessions give insights into the

barriers faced by many visually impaired people and provides the skills to better assist and overcome these barriers.

The Council is working towards full compliance with the Welsh Language Standards with regards to its workforce to ensure that the Welsh language is treated no less favourably than the English language. The Council actively offer recorded language choice as well as extending linguistic rights to internal staff.

#### 4.1.2 Actions Required:

- Promote the positive messages surrounding equality data with the objective of reducing the level of 'not recorded' data
- Continue to promote awareness of support available to employees with protected characteristics
- Monitor and promote training and development opportunities through Cardiff Academy
- Continue to have an on-going programme of policy reviews ensuring that all employee policies support those who may experience barriers to achieving their full potential
- Continue to develop and embed the five employee networks, working towards their self-management and the sharing of best practice. Also ensure that the networks have opportunities to provide updates to elected members and trade unions through Works Council
- Work with schools / colleges to promote the Council as an employer to young people
- Review the recruitment process to ensure that it remains a process which encourages all people to apply and does not provide any barriers for any particular groups
- To create a bilingual organisation that promotes the Welsh language and sets an example to other employers in the city.

## 4.2 Workforce Planning

Workforce planning is a process for identifying and addressing gaps between the workforce of today and the human resource needs of tomorrow.

Workforce planning is a continual process used to align the needs and the priorities of the organisation with those of its workforce to ensure it can meet its legislative, regulatory and service requirement as well as the organisational objectives. It ensures that the right people with the right skills are in the right place at the right time and at the right cost. In order for Directorates to identify their workforce needs, the council has introduced a mandatory workforce planning process as part of the corporate planning cycle. In order to develop this process further and to deal with a number of issues already identified a number of actions are required.

### 4.2.1 Position statement

The Council has been piloting a workforce planning process that aligns the council's business, financial and workforce plans. This has developed into an agreed process that allows service areas to evaluate their current workforce, to ascertain their future requirements and assess the availability of resources, and finally to develop an action plan to bring these together and manage the gap.

The Cabinet signed the Cardiff Commitment Pledge in November 2017 that committed to providing opportunities for young people across the Council through paid employment and work experience, as well as activities in schools and attendance at career fairs.

The Council has an established process for the recruitment of apprentices and trainees and has exceeded its target to recruit into these roles across the Council in 2017/18.

Work has been carried out to develop links with schools and colleges through school visits, careers fairs and work experience opportunities.

The Council has a well-established and successful volunteering programme run through Into Work Services that provides volunteering opportunities per annum across the Council.

The Council's internal admin/clerical resource CardiffWorks affords a wide range of candidates a variety of paid work opportunities in the Council. CardiffWorks provides opportunities to individuals who are unemployed, made redundant, not in education employment or training and has social inclusion at its core. Working closely with the Into Work Services, CardiffWorks attracts a diverse range of applicants representing the citizens of Cardiff.

The Council operates an Agency Managed Service through a neutral vendor under the National Procurement Framework for all agency workers. Matrix is the current AMS provider working with the Council in line with the Agency Workers Regulations.

This service enables the Council to manage the agency worker requirements and proactively respond to the needs of service areas.

#### 4.2.2 Actions Required

##### 4.2.2.1 Workforce planning process

- Embed the agreed workforce planning process across the Council
- Implement, as appropriate, a technology solution to enable scenario planning tools
- Identify corporately agreed skills required for the workforce and undertake a skills audit and gap analysis
- Identify initiatives for succession planning
- Design and implement a Talent Management Programme

##### 4.2.2.2 Resourcing Strategies

- Identify areas where increased or different resources are required in the future due to posts being 'hard to recruit' e.g. Social Workers.
- Establish links with universities, colleges and schools as well as professional organisations to ensure that the skills required for the future workforce are being developed and to promote future employment opportunities with the Council
- Ensure the Council's recruitment process is attractive for future applicants including a review of the Council's recruitment portal and the Behavioural Competency Framework

##### 4.2.2.3 Opportunities for young people

- Promote the Council as an employer to schools and colleges
- Ensure that the recruitment process and portal is not a barrier to gaining applications from young people
- Increase range of opportunities for apprentice and trainee roles

##### 4.2.2.4 Work experience and Volunteering

- Continue and enhance work experience opportunities for young people across the council engaging with schools, further and higher education and community groups
- Continue to provide volunteering opportunities through the Council's Into Work Service

#### 4.2.2.5 Agency Workers and Cardiff Works

- Develop and agree an Agency Worker Charter and review the number of agency workers used by Directorates, especially where agency workers have been used for a considerable period of time
- Ensure that agency workers are aware of vacancies for which they can apply
- Enhance the marketing of Cardiff Works opportunities as an entry channel into the council
- Ensure that the assessment process for applicants into Cardiff Works meets the skills requirement of the services engaging the employees.

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### 4.3 Learning and Development

The best organisations are always looking for opportunities to improve. They know that every small change adds together to enable them to constantly outperform. It is essential that people's capabilities are actively managed and developed. This allows people to realise their full potential and ensures that the Council has the right people at the right time for the right roles.

There is a need to improve and develop the skills of our workforce so that they meet the needs and expectations of our customers and changing requirements of the council. The need to identify and maximise the skills, abilities and potential of our employees will be increasingly important as resources continue to tighten. Innovative approaches to training and development are needed as we seek to keep pace with the change agenda whilst maintaining the quality of day-to-day services.

There is also a moral and corporate social responsibility for us to develop the essential skills of employees in order to support them to overcome this barrier to reaching their full potential. This is achieved in a variety of ways including increasing access to essential skills training and support.

There is a focus on continuous improvement. Employees need to be encouraged and developed to use internal and external sources to come up with new ideas and approaches, supported by a culture that encourages innovation.

The methodology for defining development needs will need to be sharper as will the need to exploit skills and talents that are there within the workforce but not known or understood.

#### 4.3.1 Position Statement

Cardiff Council Academy updated its training facilities in City Hall in 2016/17 and now has eight good quality training rooms including two IT Suites. With the exception of Health & Safety courses, the training delivered through the Academy is provided at no cost to Cardiff Council Staff.

The upgrade of facilities coincided with the Council entering into a Service Level Agreement with Caerphilly Borough Council for the delivery of a wide range of Health & Safety Courses. While the Service Level Agreement is no longer in operation the Trainer transferred to Cardiff Council and continues to deliver an average of twelve Health & Safety Courses a month.

The Academy is also responsible for the delivery and development of the Cardiff Manager Programme that offers participants the opportunity to gain an ILM L3 qualification, the benchmark standard for Cardiff Managers. 74% of all line managers have completed the Cardiff Manager Programme since it was introduced in late 2014 and course modules are currently being adapted to reflect the Capital Ambition of the Council.

With new facilities, dedicated Health & Safety training, and a refocused training programme driven by Corporate priorities, the Academy now delivers classroom-based training to approximately 2,500 participants per year and records over 1,500 e-learning completions annually.

#### 4.3.2 Actions Required

##### 4.3.2.1 Skills Training

- Opportunities will be available for staff to develop Entrepreneurial Skills in line with the requirements of Capital Ambition.
- As a Digital First/Digital by Default Council, staff will have the opportunity to develop digital skills using PC's, Tablets and Mobile Phones.
- Completion of the Attendance and Wellbeing e-learning module will be mandatory and this will be supported by monthly classroom based training sessions to support the implementation of the revised Attendance and Wellbeing Policy.

##### 4.3.2.2. Development Programmes

- Ensure that training is available to develop the skills and culture required to deliver the Customer Leadership requirements of the organisation
- Continue and further develop the Essential skills programme across the council
- Promote the use of WG Funded apprenticeship qualifications as these embed essential skills and NVQ development to managers and employees across the Council
- Further develop NVQs where an apprenticeship qualification is not available or suitable
- The Capital Ambition Development Programme, including An Introduction to Entrepreneurship, Cardiff Manager Programme (ILM L3) and Cardiff Manager Programme 2 (ILM L5) will provide a development journey for employees, enabling them and their managers to map their development and link it to their job roles and ambitions within Cardiff Council.
- Cardiff Manager Programme will remain benchmark management development programme for all current managers/supervisors and as a development opportunity to prospective managers. The programme will be delivered in line with the ILM Level 3 in Leadership and Management. ILM L3 in Service Improvement and Coaching and Mentoring can be offered as 'add ons' to the main 'Capital Ambition' focused Cardiff Manager Programme.

- Continue Mentoring Young People training to support managers and mentors working with young people, apprentices, trainees or those on work experience

#### 4.3.2.3 Apprenticeships and Higher Apprenticeships for existing employees

- Promote and enhance apprenticeship qualification opportunities for existing employees in order to promote vocational training ensuring the council maximises its return on investment of the Apprenticeship Levy

#### 4.3.2.4 Learning and development methodologies

- The Academy will lead on the development of a Corporate L & D Strategy.
- Further work is required to identify and streamline the processes that enable the capture of L & D needs across the Council. This can be expected to include DigiGOV, Personal Reviews, Surveys and feedback from Ambassadors and the full range of Network groups.

#### 4.4 Engagement of Employees and Trade Unions

The Council's employees are at the heart of the organisation and are its most valuable asset. Their wealth of experience on the job makes their views and suggestions key to informing the future of council services. Creating a positive and enabling culture will be the council's primary goal. Communicating clearly and regularly with employees and trade unions and ensuring that the 'employee voice' is listened to over this period of change is vital to improving employee morale and engagement.

There has been a wide-ranging employee engagement programme in recent years, including Chief Executive roadshows, communication campaigns, and tools including a new staff app, and an engagement programme including bi-annual Employee Voice staff conferences, regular senior management, middle management and Ambassador forums. The impact of these improved arrangements have been evidenced by the responses to the annual Employee Survey which showed improvement from the previous survey in relation to all ten questions asked, with all red outcomes from the previous survey mitigated to amber. However, there is a need for these processes to be refreshed in light of the Capital Ambition.

As part of its engagement and partnership activities, the Council recognises the importance of maintaining good relationships with Employees and the Trade Unions and, as such, is committed to working in partnership with the Trade Unions. This partnership is built on principles and practices of shared commitment between the organisation and the people who work here.

##### 4.4.1 Position Statement

###### Employees

Cardiff Council is committed to employee engagement and this was recognised by the Council being awarded the CIPD Wales award for Employee Engagement in 2017 against competition from Wales & west Utilities and Welsh Water. The maintenance of such engagement will be required over the life of this strategy.

The Council has developed a number of forums for engagement such as Senior Management Forum, Cardiff Manager Forum and Ambassadors. It is envisaged that these forums will continue during the life of this strategy.

The Council has set out a clear framework for employee engagement over the coming years, aligned to the Capital Ambition priorities, helping to articulate the implications for employees and the clear need for their involvement and contribution as set out in the Employee Charter.

It is essential, during the life of this strategy, that the focus on employee engagement be maintained with a move towards both more Directorate led engagement and a

development in the methodologies of engagement to ensure that all employees are reached, with a focus on frontline employees.

Over the last few years, the Council has been committed to receiving and acting upon employee feedback through the Employee surveys and the resulting action plans. This commitment remains within this strategy, however a review needs to take place firstly to ensure that the methodology for surveying is the most appropriate for ensuring the highest levels of responses and secondly to ascertain whether there is a desire to continue with previous questions or whether there are new items to measure.

### Trade Unions

Significant work has taken place to ensure that there is a positive partnership relationship between the organisation and the trade unions through the establishment of a culture of engagement, and it will be essential to the development of the Council and its services for this to continue during the lifetime of this strategy.

It will be vital, in order to meet the aims of the Capital Ambition, that there is a working environment where the ideas, views, knowledge and experience of all are listened to, considered and valued.

A number of forums have been established to support this partnership:

- Works Council
- Service Area Joint Committees
- Local trade union consultation forums
- Trade Union Partnership meetings for consultation on the new change programme and corporate and HR policies
- Ad hoc consultation processes as and when required
- Employee Equality Networks

Over the last couple of years, there has been closer working relations with the Trade Unions particularly in the development of future strategies for the delivery of services, such as Commercial Services. This process for making sure there is early and timely involvement to enable the unions to contribute to the development and implementation of future strategies will continue for the lifetime of this strategy and beyond.

A number of trade union initiatives have been promoted and/or endorsed within recent times including:

- Stress Control programmes
- TUC Dying to Work Charter
- Time to Change
- Sports therapy massage preventative support

#### 4.4.2 Actions Required

- Defined employee engagement programme to be developed with a focus on Directorate delivery.
- At least annually, there will be an engagement event with the broadest group of employees led by the Cabinet and the Chief Executive.
- The Chief Executive's office together with Member Services will arrange a number of visits to frontline services for both Cabinet and the Chief Executive
- Directors will ensure that they have a programme of two-way engagement for their employees that will include larger as well as smaller events. Portfolio members will also attend these.
- Surveying of employees in order to gather feedback will continue however the format and questions will be developed in consultation with Cabinet and senior management team.
- Review current and develop mentoring programmes across the Council
- Develop the next level of Trade Union Partnership workshops facilitated by ACAS
- Development of an Agency Worker Charter
- Continue to promote trade union initiatives



## 4.5 Health and Wellbeing

The health and wellbeing of employees is important as it produces positive attitudes, motivation and innovative thinking and is therefore an important factor in building employee engagement.

It is important for the Council that it manages its attendance levels in order to ensure that there are sufficient resources to provide services to our communities and to manage the cost of absence that has to be paid from the public purse. The Council is striving to increase attendance levels and has undertaken a number of actions to work towards this. The good health and wellbeing of our employees is an important aspect of this.

Proactive approaches are available in the form of CareFirst and mindfulness sessions, which supports employees with self-help measures for mental health conditions. The Occupational Health site offers a raft of information to help employees and managers understand and manage health, also providing self-help advice from reputable agencies.

### 4.5.1 Position statement

The Council developed and implemented a Health and Wellbeing strategy in June 2016 and has implemented a variety of interventions to improve the health and wellbeing of our employees. These have included:

- Set up of employee Health and Well-being Group made up from all levels of the organisation

Awareness talks on a range of topics held at a number of core buildings

- Health and Well-being fayres held at County Hall, Willcox House, City Hall and Lamby Way
- Set up of 2 employee choirs
- Dedicated intranet page and monthly newsletter
- Mental health awareness events
- Promotion of national awareness days

In November 2016 the Council achieved the Bronze Corporate Health Standard Accreditation and shortly afterwards, in March 2018 achieved Silver standard.

### 4.5.2 Actions Required

- Complete the actions as set out in the APSE Absence report recommendations in contribute to the improvement in absence levels
- Assess whether the next levels of the Corporate Health Standard Accreditation are achievable over the lifetime of this strategy and if appropriate work towards these.

- Embed agile working within the Council ensuring that not only the mechanisms are in place to support agile working but also the culture.
- Increase participation in Health and Wellbeing initiatives.

DRAFT

## Appendix A

### Employee Data As at 31<sup>st</sup> December 2017

#### Age profile

Age Group	Council (less schools)		School Employees		Total	
	No	%	No	%	No	%
16-24	200	34.54%	379	65.46%	579	4.37%
25-34	1077	38.56%	1716	61.44%	2793	21.06%
35-44	1400	41.98%	1935	58.02%	3335	25.15%
45-54	1872	47.80%	2044	52.20%	3916	29.53%
55-64	1385	59.60%	939	40.40%	2324	17.52%
65+	184	58.23%	132	41.77%	316	2.38%

#### Gender profile across full time and part time workforce

FTE Range	Number of employees	% of overall workforce	Female		Male	
			No	%	No	%
100%	6994	52.73%	3868	55.30%	3126	44.70%
90 - 99.99%	533	4.02%	455	85.37%	78	14.63%
80 - 89.99%	1814	13.68%	1551	85.50%	263	14.50%
70 - 79.99%	464	3.50%	391	84.27%	73	15.73%
60 - 69.99%	830	6.26%	716	86.27%	114	13.73%
50 - 59.99%	827	6.24%	745	90.08%	82	9.92%
40 - 49.99%	648	4.89%	579	89.35%	69	10.65%
30 - 39.99%	271	2.04%	237	87.45%	34	12.55%
20 - 29.99%	436	3.29%	373	85.55%	63	14.45%
10 - 19.99%	384	2.90%	361	94.01%	23	5.99%
0 - 9.99%	62	0.47%	44	70.97%	18	29.03%

## BAME profile of workforce

<b>Racial Group</b>	<b>Employees</b>		<b>2011 Census %</b>	
	<b>%</b>	<b>No.</b>	<b>Cardiff</b>	<b>Wales</b>
Asian	2.73%	330	8.00%	2.20%
Black	1.77%	214	2.40%	0.60%
Chinese / Far East	0.37%	45	1.20%	0.40%
Mixed Ethnicity	1.93%	233	2.90%	1.00%
Other	0.27%	33	2.00%	0.50%
White Gypsy / Traveller	0.01%	1	0.20%	0.10%
White Irish	0.57%	69	0.70%	0.50%
White Other	0.69%	83	3.50%	1.80%
White European	1.42%	171		
White British *	90.24%	10905	80.00%	93.20%

\* Includes White English, White Scottish and White Welsh

## Sexual Orientation of the workforce

<b>Sexual Orientation</b>	<b>Total</b>	
	<b>No</b>	<b>%</b>
Bisexual	19	0.14%
Gay	64	0.48%
Heterosexual	2643	19.93%
Lesbian	18	0.14%
Other	20	0.15%
Prefer not to say	109	0.82%
Not Recorded	10390	78.34%

### The Capital Ambition Delivery Programme components

#### *Capital Ambition Delivery Programme – Modernisation*

Delivering Capital Ambition will require an interlocking programme of work to modernise the Council's corporate systems and processes that support service delivery, streamlining and simplifying the Council's internal processes and systems; making better use of the Council's (and partners) asset base, and finding new and better ways of working to take advantage of new technology. Specific programmes will include:

- Digital First – A digital approach will be applied throughout the organisation, in order to digitise both processes that affect the whole council and those that are service-specific. A key focus will be on business processes, ensuring that technology is applied to a system that is as effective as it can be.
- Reshaping the Council's Property Estate – Property represents one of the Council's most significant assets and areas of spend, acting as the second largest call on the Council's budget. A number of commitments have been made to improve the strategic management and planning of the Council's operational estate including
  - Continued investment in improving the schools estate
  - Acceleration of the modernisation and rationalisation of the Council's operational estate
  - Co-location of community services at the 'locality' level
  - Reviewing the Council's core office estate to ensure that the Council is operating from modern, cost effective and fit for purpose premises
  - Reviewing delivery arrangements across the Council's commercial venues
- Regional collaboration on shared services – The Council will explore proposals and related business cases for transactional or specialist services to be delivered on a regional basis. Also as part of the Cardiff Capital Region City Deal Heads of Terms, the Council is committed to collaboration in the delivery of strategic economic development, skills and training, regeneration, transport, planning and housing functions on a regional basis. However even with this commitment, it will be essential that local capacity and responsibility for key strategic economic development, housing, planning and transport be maintained, as well as local discretion and flexibility to undertake certain activities locally.
- Fundamental Service Reviews – Given the scale of the long-term financial challenges facing the Council all services will need to be subjected to detailed and challenging review. Therefore, a rolling programme of Fundamental Service Reviews will be undertaken, with external input, and the involvement

of Cabinet. These reviews form a core component of the Capital Ambition Delivery Programme.

### *Capital Ambition Delivery Programme – Resilient Services*

The Capital Ambition states that there is a need for the Council to work *‘across the public services in order to deliver lasting solutions to complex problems’*. To do so will require that traditional organisational and service boundaries are broken down, and that services, stakeholders, assets and resources are brought together around the particular needs of people and local communities. Specific projects in this programme will include:

- Service Integration in Social Care, Health and Housing – The demand pressures and costs associated with an ageing population are significant, and are projected to increase. Building on initiatives such as the Independent Living Service, there will be a need to find solutions to these long-term challenges that will mean adopting a whole-system approach across social care, health and housing to help older people stay safe, as healthy and independent as possible, and to lead lives that have value, meaning and purpose in their own homes, and in their communities.
- Service Integration in Support of Vulnerable Children – Despite the implementation of a number of successful preventative measures, the Council continues to experience growing pressures in the area of Children’s Services. Outcomes for children are best when they are supported to grow and achieve within their own families. The Council, working with partners, will adopt a ‘Think Family’ approach that looks at the family as a whole and co-ordinates support across the public services, tailored to each families’ needs and strengths.
- Total Street – Keeping Cardiff’s streets and neighbourhoods clean and well maintained is identified as a priority in the Capital Ambition. This will require a shift from managing Council services in silos to integrating Council services at a neighbourhood level as part of a ‘Total Street’ approach.
- Inclusive Growth – Alongside supporting the city economy, the Capital Ambition places a strategic focus on removing the barriers to employment and helping people, particularly those furthest from the labour market, into good work. Cabinet approved a proposal in November 2017 to reform employability services across the city in order to eliminate duplication of provision in some areas. Allied to the reform of employability services is the Cabinet’s commitment that every school leaver should be able to move into further education, employment or training through the delivery of the ‘Cardiff Commitment’. In particular, the Capital Ambition makes clear that the Council needs to do more to leverage its scale and diversity to supporting people into the labour market.



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

Date: 22 May 2018



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Neuadd y Sir  
Caerdydd,  
CF10 4UW  
Ffôn: (029) 2087 2088

Councillor Chris Weaver,  
Cabinet Member Finance, Modernisation & Performance,  
Cardiff Council,  
County Hall,  
Cardiff  
CF10 4UW

Dear Councillor Weaver,

### **Policy Review & Performance Scrutiny Committee: 16 May 2018**

On behalf of the Policy Review and Performance Scrutiny Committee thank you for attending Committee to facilitate policy development scrutiny of the Workforce Strategy 2018-21. Please pass on our sincere thanks to Philip Lenz and Tracy Thomas for their full presentation of the five pillars of the strategy. The Members wish to pass on the following comments and observations.

#### **A framework to improve performance and customer service**

The Committee notes the strategy is a framework built around five pillars (*equalities and diversity, workforce planning, learning and development, engagement of employees and trade unions, and health and wellbeing*). This framework is designed to deliver an holistic approach to workforce planning and is one we would expect to see in any organisation. However we were very pleased to hear that it aims to strengthen the links between business, financial and workforce planning, with an intended outcome of improving performance and thereby customer service. The Committee has recently completed its own review of customer leadership within the Council and you are aware of our recommendations. It is hoped you will take them into account as you refine the workforce strategy and as service areas embark upon the action planning that will follow.

Members noted the new workforce planning toolkit for use by service areas. We are however keen to establish how the detail collected from applying the toolkit, across all service areas, then collated and reviewed on an annual basis, will address the challenges faced. We feel the strategy should clearly identify the workforce issues and problems the Council is facing that the strategy will be designed to address.

We are unclear as to what the strategy will tell us about the recruitment and retention of staff, and whether there are visible gaps across the organisation where it is proving difficult to recruit and retain staff. Members are of the view that this should be clear in the strategy.

The Committee considers it is important that the Council workforce reflects the community it serves, and it must therefore prepare to serve the increasing number of Welsh speakers, particularly in the context of Welsh Government targets for one million Welsh speakers by 2050. We therefore endorse your engagement with Welsh medium schools and the increased language training on offer to all staff.

### **Collating and using the data**

We accept that the new workforce strategy will be a mix of consolidating existing approaches and introducing new ones. For example, proactive initiatives such as introducing corporate traineeships to address the surprising fact that only 4% of the Council's workforce is made up of young people under the age of 25.

The Committee is pleased to hear that service areas have bought in to the requirement for workforce planning, the application of the workforce toolkit and the requirement that they assess the impact of all external factors. Whilst we note that the resulting service area owned data, produced by those familiar with their directorate delivery plans, will be collated by the human resources directorate, and used to develop the strategy, we are concerned that such analysis will require significant resources. We note the intention that such analysis will be achieved by human resources and service areas working together. Members heard that this service area data exists and would welcome sight of it.

The Committee understands the challenge you face in collating accurate data on disability and the natural caution around drawing attention to one's disability. We believe staff require reassurance that such data will not be shared. Collecting such data is considered essential in enabling the Council to collate an accurate profile of disability across the workforce and most importantly, where the strategy needs to improve.

## **Building a loyal workforce**

The Committee is firmly of the opinion that a key outcome of the workforce strategy under development should be building a loyal workforce and attracting talent, and as such made the following observations.

Members note that the Employee Survey forms a part of the framework for employee engagement. We do not necessarily consider this a good quality engagement process. Officers were clear there is often a deficiency in frontline response to the staff survey and we take the view that surveys do not need to be paper based. Our view is that staff may be more willing to engage at team meetings. We note your intention to hold an annual engagement event for employees led by Cabinet and the Chief Executive and to review the format of the employee survey to ensure harder to reach groups have accessible means to respond.

The Committee is keen that the Council should maximise the use of its assets such as the Castle and St Davids Hall for the benefit of staff. Access to such venues is a staff benefit worthy of support. Similarly, the Council's promotion of agile working and a management focus on outcomes rather than presentism is something the Committee will be interested in evaluating in due course.

Members endorsed the Council's re-joining of the Stonewall Cymru network. We consider this a positive move and, as with agile working and wider staff benefits, we would encourage the use of the Stonewall brand and other employee networks (*BME, Carers, Disability, LGBT, Women's network*) in all job advertisements.

## **Importance of action planning**

Finally, returning to the importance of the action plans that will sit beneath the Workforce Strategy. The Committee would welcome sight of the action plans and the final strategy and look forward to monitoring what is achieved six months on from its implementation.

*To recap, in developing the workforce strategy the Committee:*

- refers you to the recommendations of its Customer Leadership inquiry, as you refine the workforce strategy;

- considers the strategy should clearly identify the workforce problems the Council is facing;
- considers clarity is needed as to whether there are visible gaps across the organisation where it is proving difficult to recruit and retain staff;
- believes it is important that the Council workforce reflects the community it serves, and we must therefore prepare to serve the increasing numbers of Welsh speakers
- is concerned that analysing service area data to develop the strategy will require significant resources;
- would welcome sight of the service area data that exists on which to develop the workforce strategy;
- believes staff require reassurance that disability data will not be shared, but will enable the Council to collate an accurate profile to inform the strategy.
- considers staff may be more willing to engage in workforce planning at team meetings;
- would like assets such as the Castle and St Davids Hall to be used as a benefit to attract and retain staff;
- similarly, the Council's promotion of agile working be used as a benefit to attract and retain staff;
- endorses the Council's re-joining of the Stonewall Cymru network and encourages the use of the Stonewall brand and other employee networks (BME, Carers, Disability, LGBT, Women's network) in all job advertisements;
- Would welcome sight of the action plans and the final strategy;
- looks forward to monitoring what is achieved six months on from its implementation.

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 Workforce Strategy.

Yours sincerely,



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

cc Members of the Policy Review & Performance Scrutiny Committee  
Philip Lenz, Chief Human Resources Officer  
Tracey Thomas, HR People Partner  
Joanne Watkins, Cabinet Office Manager  
Heather Warren, Cabinet Support Officer.



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Fy Nghyf / My Ref: CM39700

Dyddiad / Date: 7th June 2018

Councillor David Walker  
County Hall  
Atlantic Wharf  
Cardiff  
CF10 4UW

Annwyl/Dear Councillor Walker

### **PRAP Scrutiny Committee - Workforce Strategy**

Thank you for your letter of 22<sup>nd</sup> May 2018 and the opportunity to present to committee on 16<sup>th</sup> May 2018. Your comments both on the day and in your letter are welcomed and have been incorporated into the Workforce Strategy that will be presented to Cabinet on 5<sup>th</sup> July 2018.

Your suggestion for a focus on Customer Leadership has been included in the actions within the Learning and Development section of the Workforce Strategy, including a development programme developed in conjunction with Customer Service colleagues to support the requirements as set out in your paper.

Concerning the setting out of workforce issues the Council is facing, the Strategy sets out in the introductory sections the challenges being faced by the Council and therefore its workforce. However it does also recognise the good work which has been done to date across the organisation and identifies that unless we continue with this and in many instances develop new initiatives, then these challenges could become issues in the future.

As for visible gaps in the organisation where it is difficult to recruit and retain staff, some of these issues are already known and actions have been taken for some roles such as social workers. In other cases, these challenges will be identified through the service area workforce planning process and therefore actions included in those service area action plans to mitigate, where possible, against this.

#### **ATEBWCH I / PLEASE REPLY TO :**

Swyddfa Cymorth Y Cabinet / Cabinet Support Office, Ystafell / Room 518, Neuadd y Sir / County Hall  
Glanfa'r Iwerydd / Atlantic Wharf, Caerdydd/Cardiff, CF10 4UW  
Ffon / Tel: (029) 2087 2598



The Committee's concerns regarding the resources required to support the workforce planning process are noted and will be monitored.

Your comments regarding employee surveys forming part of the framework for employee engagement are noted. The intention is that employee engagement would be far wider than a survey and consideration is currently taking place regarding what any employee survey would consist of, and, in agreement with yourselves, we do not think that any survey necessarily needs to be paper based.

As part of that engagement agenda, the role of agile working in our workforce and the use of softer benefits as described in your letter will be considered.

The need to review our recruitment processes and 'advertise' some of our equality commitments including the use of branding have been included in the Strategy through the action of reviewing our recruitment processes to ensure they do not create any barriers.

With reference to monitoring of the Workforce Strategy, I would like to suggest that I meet the Chair of PRAP in January 2019 to show the Chair an example of a completed Workforce Plan in practice. I believe going through an example of it in practice - which the Chair can share with the Committee - would give the Chair and Committee the best information to decide how the Committee practically want to scrutinise the directorate workforce plans.

I hope the above is of assistance.

Yn gywir  
Yours sincerely



**Cynghorydd / Councillor Chris Weaver**  
**Aelod Cabinet dros Gyllid, Moderneiddio a Pherfformiad**  
**Cabinet Member for Finance, Modernisation & Performance**

**CARDIFF COUNCIL  
CYNGOR CAERDYDD**



**CABINET MEETING: 5 JULY 2018**

**2017-18 QUARTER 4 PERFORMANCE REPORT**

**FINANCE, MODERNISATION AND PERFORMANCE (COUNCILLOR  
CHRIS WEAVER)**

**AGENDA ITEM 6**

**Reason for this Report**

1. To present Cardiff Council's Performance Report for Quarter 4 of the 2017-18 financial year, providing Cabinet with an opportunity to review the full year performance.

**Background**

2. The Performance Management Framework includes the production of quarterly performance reports designed to provide an overview of corporate and directorate performance. Effective scrutiny of performance is an important component of the Framework as it provides the opportunity to challenge performance levels, and helps focus on the delivery of Council priorities and targets.

**Performance Overview**

3. This report provides a summary of the progress, key successes and challenges faced by each directorate, in key performance areas during 2017-18.

**Report Structure**

4. This report consists of:
  - Performance Report – This document, which provides an accurate and balanced description of performance across each Directorate.
  - Corporate Plan Report – A report on performance against the commitments and measures in the Corporate Plan (Appendix 1).
  - Directorate Performance Report – A report on the performance of each directorate against their strategic directorate priorities and the related measures and actions (Appendix 2).
5. The report also includes a Council Overview Scorecard, which gives an at-a-glance picture of the health and effectiveness of the organisation. The scorecard covers four key areas:

- Financial
- Customer
- Internal Processes
- Staffing, Learning & Growth

## Summary of 2017-18 Performance

### Corporate Plan 2017-2019

- The Corporate Plan included 98 performance measures that supported the delivery of the Corporate Plan priorities and Wellbeing Objectives.
- Appendix 1 provides a report on the performance of these measures at the end of 2017-18. Information on the 2017-18 targets and prior years performance – where available – is also provided, to allow a means of comparison.
- For some measures a comparison is not possible for one of the following reasons; i) the measure is annual and relies on external data which is not yet available, ii) it is a new measure with no baseline data with which to set a target or iii) A change has taken place during the financial year which has led to the target set being deemed no longer appropriate.
- Here is a summary of performance against 2017-18 targets:

	<b>Green (Better than target)</b>	<b>Amber (Close to target)</b>	<b>Red (Worse than target)</b>	<b>Comparison not available</b>	<b>Total</b>
<b>No. of measures</b>	50	22	16	10	<b>98</b>
<b>% of all measures</b>	51%	23%	16%	10%	<b>100%</b>
<b>% of results available</b>	57%	25%	18%		

- Of the 10 measures for which results are currently unavailable:
  - 2 relate to Waste and require external validation from NRW,
  - 8 relate to Education KS4 measures where changes to the assessment criteria have rendered the targets set for 2017-18, which were based on the previous criteria, no longer comparable and therefore the results cannot be given a RAG rating.
- The corporate plan also included 73 separate commitments which identified the steps the organisation was going to take in order to deliver against its priorities and wellbeing objectives in 2017-18.
- There is one commitment in relation to “Consider options for a regional Youth Offending Service model by March 2018 in order to better align inter-agency

resources” which cannot be rated as the decision was made during the year not to progress this commitment.

13. Here is a summary of the RAG ratings for the 72 remaining commitments.

	<b>Green</b>	<b>Amber / Green</b>	<b>Red / Amber</b>	<b>Red</b>	<b>Total</b>
<b>No. of measures</b>	49	16	6	1	72
<b>% of all measures</b>	69%	22%	8%	1%	100%

### **Public Accountability Measures – National Performance Indicator Set 17/18**

14. Of the performance measures collected and monitored by the Council, 27 are national indicators. These measures are referred to as Public Accountability Measures (Previously referred to as National Strategic Indicators – NSI, and Public Accountability Measures - PAM). All Local Authorities in Wales collect and report on these measures on an annual basis, in line with detailed and specific guidance provided by the Local Government Data Unit, Wales (Referred to as the Data Unit).
15. Each Local Authority submitted their 2017-18 results to the Data Unit in May 2018 so that the results can be validated. Once this validation has been completed, usually towards the end of August, the Data Unit send each LA their validated results.
16. In September 2018, the Data Unit will publish the Local Government Performance Bulletin for 2017-18, which contains information on a range of Local Authority Services, using data to highlight the overall level and range of performance across the 22 Welsh LA's. This bulletin contains comparisons of results for all LA's on a range of, but not all, national measures. Until the release of the bulletin in September all national indicator results are embargoed.
17. Therefore, the summary provided below is indicative as it is based on the provisional results of the PAM indicators prior to validation. There is a possibility that these results could change as a result of the validation process.
18. 2017-18 Performance against 2017-18 targets.

	<b>Met Target</b>	<b>Not Met Target</b>	<b>Total</b>
<b>Number of Measures</b>	13	8	21*
<b>% of all Measures</b>	62%	38%	100%

\*The results for a further 7 indicators in addition to the 21 shown above are either not yet available or did not have a target set for 2017-18.

19. 2017-18 Performance against comparable 2016-17 Performance.



	Improved	Declined	No Change	Total
<b>Number of Measures</b>	9	3	1	13**
<b>% of Comparable Measures</b>	70%	23%	7%	100%

\*\* 13 of the total 27 indicators have comparable results at this stage. 12 of the 2017-18 PAM indicators are either new indicators or the methodology behind the indicators has changed for 2017-18 and therefore do not have a direct comparison to 2016-17. The other 2 indicator results are not yet available for 2017-18.

### **Overview of Key Performance Areas – Council Overview Scorecard**

#### Sickness Absence

20. The Sickness Absence outturn for 2017-18 is 11.27 days lost per FTE; this is an increase of 0.5 days lost per FTE compared to 2016-17 (10.77) and continues a trend of increasing sickness absence.
21. Work has commenced on implementing the APSE action plan, with focus groups being carried out with frontline staff and investigating areas that have high proportions of sickness to understand the specific issues of those areas.

#### Finance

22. The combined directorate overspend position for 2017-18 was £4.980 million. There were significant overspends in Social Services (£2.769m), Economic Development (£1.642m) and Education (£1.349m). The specific reasons behind these overspend positions are discussed further in the respective directorate challenges section of this report and also in the Financial Outturn report for 2017-18.
23. The authority delivered budget savings of £11.303m in 2017-18 against a target of £14.157m. This is an achievement level of 80% against target for the financial year. The detailed breakdown of savings achievement will be discussed in the Financial Outturn report for 2017/18 and a graph showing delivery of savings by directorate can be seen on the Council Overview Scorecard appended to this report.
24. Despite these results, the overall financial out-turn for the council showed a balanced position and within that the council was also able to increase some key reserves to support financial resilience over the medium term.

#### Customer

25. The increasing interaction with customers through online channels is highlighted on the Council Overview scorecard. Key highlights include a

continuing increase in visitors to the Council's website, an increase in visitors to the site using mobile devices, an increase in online payments, online parking permit applications and use of online forms.

26. The expansion of the Council's social media presence and engagement also continued throughout 2017-18 with significant increases in both Facebook likes and Twitter followers during the year.
27. The number of complaints recorded increased in 2017-18, up 7.7% from the previous year with a total of 1,907. Areas with increased complaints compared to 2016-17 include Waste, Housing, Traffic and Transport and Parks, while areas showing notable decreases in complaints on the previous year include Arts and Theatres, Neighbourhood services and Customer Services. The annual complaints report will be presented to Cabinet in October and will provide further detail behind the figures along with explanations for the movements in different areas.

### **Summary of Directorate Performance**

28. This section provides an update on progress towards delivering the Strategic Directorate Priorities of each of the Council's seven Directorates.

### **City Operations**

#### **Key Areas of Progress**

29. Performance against key indicators on street cleanliness in the city was strong in 2017-18. Over the year, 94.3% of the streets assessed were of a high or acceptable level of cleanliness. This exceeds the target set of 90%, and is a significant improvement on performance for 2016-17, which was 90.5%. Similarly, 99% of reported fly tipping incidents were cleared within 5 working days exceeding the target set of 90%. Again this is an improvement on 2016-17 when performance was 98.3%.
30. Determination of householder planning applications is also an area of consistently strong performance. 95.4% of applications were determined within agreed timescales, well above the target set of 80%. Determination of major applications within the timeframe also significantly exceeded the 25% target with 66%.
31. The delivery of 20mph limit areas in Riverside South and Canton South have both been completed in 2017-18, as have remedial measures for Gabalfa and Cathays after securing in year funding from Welsh Government.
32. Following an in-year audit, the Council has maintained Green Dragon Environmental Standard Level 3.
33. Training and development opportunities for operatives in Neighbourhood cleansing are proving successful with 30 operatives having successfully

completed essential skills modules. A training matrix is now in place for supervisors and frontline staff.

## **Directorate Challenges**

34. The Clean Air Strategy has been developed to its final stage but the focus is now on the legal direction imposed on Cardiff Council by Welsh Government. Cardiff Council is now legally obliged to meet the timescales and associated requirements specified below:
- i. **As soon as possible and by 31<sup>st</sup> March 2018 at the latest the initial scoping proposals:**
    - Setting out the proposed approach to the feasibility study and including scope of work, governance, resourcing, procurement approach, indicative costs and timings.
  - ii. **As soon as possible and by 30<sup>th</sup> September 2018 at the latest the Initial Plan:**
    - Setting out the case for change and identifying, exploring, analysing and developing options for measures that the local authority will implement to deliver compliance in the shortest possible time, with indicative costs for those options.
  - iii. **As soon as possible and by 30<sup>th</sup> June 2019 at the latest the Final Plan:**
    - Identifying in detail the preferred option for delivering compliance in the shortest possible time, and including a full business case setting out value for money considerations and implementation arrangements and timings.
35. The Capital Ambition Programme has defined a number of important infrastructural challenges for Cardiff, in terms of Highways, cycling, public transport and other asset improvement priorities. It will be essential to have clear, costed programmes and implementation plans/resources to deliver these targets effectively. Ongoing work is taking place to put these programmes and resources in place.
36. The Directorate has a number of challenges in a range of specific areas related to productivity improvement, sickness absence, staff engagement and resourcing. This is in the context of services which are sometimes performing well on existing measures but where the demand for improvement across Cardiff is strong and firm budget controls are required. A comprehensive programme for service development and in particular the key challenges (Including workforce issues and digital transformation) will be progressed and implemented by the Assistant Director for Street Scene once the appointment has been made.

## **Communities, Housing and Customer Services**

### **Key Areas of Progress**

37. The customer base of the Council's Meals on Wheels service has more than doubled over the financial year, increasing from 132 to 283. The service will be extending to cover both weekends and bank holidays from May 2018
38. Following a thorough bidding process, Rubicon Dance were successful and have been awarded the Community Asset Transfer for the Roath Library Building.
39. The work of Independent living services (ILS) and the effective working relationships between ILS and the Adults Services social worker teams have been a key factor in the number of people receiving domiciliary care falling to its lowest point since December 2015. This is covered in more detail in the Social Services section of the report.
40. Housing Development have been working with Wates residential to help deliver the Cardiff Living programme, a 10 year partnership designed to tackle growing demand for housing in the city. At the end of March the first homes to be released as part of the partnership, located on the Braunton Crescent and Clevedon Road site in Llanrumney, were released off-plan and all of them were reserved within 24 hours, with particular interest from first-time buyers. This marks a major milestone in the Cardiff Living partnership, which will see the development of 1,500 homes, 600 council homes and 900 for the open market, across 40 sites in the city, following Wates Residential's appointment as Cardiff the Council's trusted development partner in January 2016.
41. Prior to release the plots, which include two and three bedroom homes, were advertised at an information event, held to attract local buyers, at the Eastern Leisure Centre in Llanrumney. The event was attended by more than 50 people with the opportunity to make an appointment with the appointed estate agent for the following day. Successful reservations were made by eight (67%) first-time buyers, while seven homes (58%) will be bought through the Government's Help to Buy scheme. The Braunton and Clevedon site, due for completion next year, will comprise of 106 mixed tenure homes, including 40 affordable homes and 66 for market sale. A further four development sites have been approved as part of the first phase of the programme.
42. The verified result for the academic year 16/17 has been confirmed as a 92% success rate of academic learners completing courses through Adult Community Learning (ACL). This positive performance against the 90% target has ensured that Cardiff's Adult Community Learning section has contributed to the Cardiff and Vale Community Learning Partnership result which was also 92%. Indications are that the success rate for 2017/18, currently unverified, will match the success of the previous year at 92%.

## Directorate Challenges

43. With Universal Credit full service rolled out on 28<sup>th</sup> February, advice staff have worked to prepare and alleviate some of the negative impacts. Issues emerging from other local authorities have included significantly increased demand for digital support as well as a higher demand for specialist debt advice, alongside very high numbers of queries at the front line due to confusion over the new system. National pilot areas have shown arrears are a major concern with Croydon Local Authority reporting that rent collection has reduced from 98% to 72% for Universal Credit claimants, who account for 8.92% of tenants but contribute 38% of the arrears.
44. Advice staff have taken many steps to ensure we are doing all we can to support those affected by the change, this includes advice outreach across the city, in food banks, hostels, community hubs and job centre plus offices to reach as many of those who may be affected as possible. In addition to this employment services have expanded, with the launch of the new Employment Gateway to take place in April. A robust training package was rolled out during quarter 4 with over 800 staff trained, and the role of hub staff now includes homelessness prevention. Work has also taken place with stakeholders and private landlords, with engagement events and the development of the Landlord Liaison Service.
45. Rough sleeping continues to be a challenge, with 60 people being recorded as sleeping rough in Cardiff during the week ending 30<sup>th</sup> March. Cold weather provision ran from the beginning of November until the end of March and approximately 8,000 nights of accommodation were provided in total. During the worst weather 84 additional spaces were available, in addition to the 45 emergency spaces provided year round. These spaces were accessed by 81 people, no night without vacancies shows that the service had sufficient capacity to meet demand, with staff going above and beyond to support the service.
46. Additional checks carried out on our high-rise blocks of flats have revealed that cladding systems on six of our buildings do not meet current fire-safety standards. These test results show that the cladding systems consist of veneered, fibrous-hardwood, rainscreen panels that fail today's combustibility standards. Additional safety measures have already been put in place in the blocks including round-the-clock fire warden patrols and increased CCTV monitoring. It is likely that the cladding on all blocks affected will need to be removed and the Council is currently looking at the best way to achieve this.
47. The rollout of the Level 1 online module of the National Training Framework on violence against women, domestic abuse and sexual violence continues to progress much more slowly than anticipated. Only 9.9% of Council staff had completed the module by the end of 2017/18 against a target of 50%. There is a requirement from WG for 100% of staff to have completed the module by the end of 2018/19.

## **Economic Development**

### **Key Areas of Progress**

48. Performance against the indicator for assistance in creating and safeguarding jobs in the city was very strong in 2017-18. 1,261 jobs were created and 3,643 were safeguarded during the year, a total of 4,904. In addition it is anticipated that the commitment for Metro Central will unlock further investment opportunities.
49. All 10 Local Authorities within the City Region have agreed the Joint Working Authority (JWA) business plan to discharge the reserve matter.
50. The learning and development programme to encourage frontline operatives to attend essential skills training has signed up over 20 employees for an NVQ and 8 HGV training placements have been completed.
51. Progress is being made towards agreement of a joint venture to deliver a new family attraction at Cardiff Castle.

### **Directorate Challenges**

52. A report will be presented to Cabinet in July to gain authority to extend the implementation of Corporate Landlord further including the integration of maintenance arrangements for schools. Significant progress has been made in regard to H&S compliance with work ongoing to bring the whole estate up to standard. Work is progressing to prepare a major disposals programme to support the Schools Band B programme and the capital programme over the medium term which will be reported to Cabinet in the autumn.
53. The outturn position for Commercial Services for the 2017/18 period is an overspend of £1,665,000. The main contributors to the overspend were Waste Treatment and Buildings. In respect of Waste Treatment, the reasons include an under achievement of savings targets totalling £471,000 and in-year pressures of £866,000 mainly relating to the treatment and disposal of waste. While a number of these matters have been addressed within 2018/19 budget setting, risks remain regarding recycling processing market and income.
54. In respect of Corporate Buildings, the main reason was an overspend in respect of the required repairs and maintenance of Council buildings. In 2018/19, there will be greater control applied to this area to ensure that the corresponding budgets are used only for essential building maintenance and that authorised spend is limited to the Property Teams activities.

## **Education and Lifelong Learning**

### **Key Areas of Progress**

55. The results for the 2016 – 2017 academic year build on a clear pattern of continuing improvement in recent years. Of particular note is the overall



improvement in the quality of education provision in Cardiff, as evidenced by Estyn inspections and national categorisation. There has been some reduction in the variation in quality and outcomes between similar schools, and an improvement in outcomes for some low attaining groups of learners. However, when these results are set against the aspirations and targets in Cardiff 2020 it is clear that much further work remains to be done.

The overall strengths of Cardiff's performance in 2017 are:

- The continuing pattern of improvement in the Foundation Phase and Key Stage 2;
- Cardiff's performance in relation to the Welsh averages in the Foundation Phase and Key Stage 2;
- Performance at Level 2+ and Level 2 thresholds, compared with the Consortium and Welsh averages;
- Improved Estyn inspection outcomes and an increase in the number of schools removed from an Estyn category;
- Improved attainment of eFSM pupils at Key Stage 2 and 4;
- Continuing reduction in the number of young people who are not in education, employment or training.

56. In the primary sector, the proportion of schools in the green and yellow categories is higher than the Wales figures (89.7% Cardiff, 85.3% Wales). There was no change to the number of primary schools categorised as red in January 2018, whilst the proportion of red primary schools across Wales increased by 0.4 percentage points. The proportion of amber schools decreased to eight schools in January 2018, compared to thirteen in January 2017.
57. In the secondary sector, the proportion of schools in the green and yellow categories is higher than the Wales figures (88.8% Cardiff, 68.3% Wales). There is now only one secondary school categorised as red in January 2018, compared to three schools in January 2017 (two of the schools are now closed). The proportion of red schools in Wales increased by 2.9 percentage points. The proportion of amber schools decreased to one in January 2018, compared to five in January 2017.
58. In the special sector, the proportion of schools in the green and yellow categories is 71.4%, compared to 57.1% in January 2017. No special schools are categorised as red in January 2018, one school was categorised as red in January 2017. No special schools in Wales are categorised as red in January 2018.
59. There has been good progress in reducing the proportion of young people who are not in education, employment or training (NEET). 3% of young people (100 young people) were identified as NEET in 2016, compared with over 8% in 2010. This represents a 5.8 percentage point decrease in 6 years. Provisional 2016-17 data indicates that the Cardiff NEET figure has further reduced to 1.7% (54 young people). National data is not yet available.

## Directorate Challenges

60. The continued introduction of new qualifications and on-going changes to performance indicators will continue to present challenges for Cardiff schools. Although the outcomes at Key Stage 4 indicate that Cardiff secondary schools exhibited a higher degree of resilience to manage the changes to qualifications and key performance indicators than schools elsewhere in Wales.

The key areas for improvement are:

- Performance in the Level 1 threshold is 93.2% (5 GCSEs A\*-G), which is below the Welsh average of 94%.
  - Improving outcomes for particular groups, including EOTAS (Educated Other Than At School) pupils and Children Looked After.
  - Reducing the gap in attainment between pupils eligible and not eligible for free school meals.
61. In November 2017, Welsh Government confirmed approval in principle of the Band B 21<sup>st</sup> Century School sum proposed by the Local Authority. A significant amount of work was undertaken to compile the Strategic Outline Business Case for £284 million, half of which will be funded by Welsh Government and half by the Council. This funding will seek to address the most acute sufficiency and condition issues in Cardiff.
62. The December 2017 Cabinet Report, '21<sup>st</sup> Century Schools- Cardiff Council's Band B priorities', outlines the proposed schemes in Cardiff under this programme. It should be noted that because of the scale and number of proposed projects in the Band B investment programme, the delivery of the schemes will be undertaken in batches over the timespan of the programme commencing in 2019. As a result of the phasing, it may be necessary to put interim measures in place where sufficiency issues arise before new schools with increased capacity can be delivered.
63. A subsequent report to Cabinet will propose operational arrangements to deliver the Cardiff Band B 21<sup>st</sup> Century Schools Programme.
64. A significant amount of work has been undertaken by the ALN Working Group to identify the strategic priorities to improve outcomes for children and young people with ALN. The strategy was approved by the Cabinet in January.

The key challenges facing Cardiff are:

- The introduction of the Additional Learning Needs and Educational Tribunal Act (ALNET); and
- The growing number of learners requiring special school or specialist resource base places in order to fully access education and fulfil their potential.

The December 2017 Cabinet Report, '21<sup>st</sup> Century Schools- Cardiff Council's Band B priorities', identifies four capital schemes to re-shape Cardiff special

school provision. In order to extend provision to meet demand before the completion of any schemes under Band B (2018-22), the Council has consulted on eight schemes to extend and adapt special school and specialist resource bases (SRBs). Further detail can be found in the April 2018 Cabinet Report.

65. The directorate's outturn position for 2017/18 shows a significant overspend for the financial year of £1.349 million. A large proportion of this overspend (£935,000) can be attributed to overspends against the budget for Out of County placements as a combination of unachieved prior year budget savings as well as in-year pressures.

## **Governance and Legal Services**

### **Key Areas of Progress**

66. Key appointments have been made with a new Head of Electoral Services starting on 21<sup>st</sup> May and a new Head of Democratic Services also being appointed to increase management capacity within the directorate.

### **Directorate Challenges**

67. The external legal spend budget continues to be under significant pressure despite the centralisation of external legal expenditure in 2017/18. Workloads for staff are challenging particularly in relation to Children's Social Services cases which are increasing in both number and complexity which necessitates additional expenditure on external legal resource

## **Resources**

### **Key Areas of Progress**

68. The Council has been shortlisted in the 2018 UK Living Wage Champion Awards in the Local Authority leadership category.
69. Council tax and NDR collection rates are both improved on the level of collection compared to 2016-17, showing increases of 0.14% and 0.9% respectively. Council tax collection is now at 97.66%.
70. The Council's Socially Responsible Procurement Policy was approved by Cabinet in February.
71. The new contract standing orders and procurement rules were approved by the Constitution Committee in March making it mandatory to deliver community benefits on all contracts over £1million in value.
72. Atebion Solutions is trading at a surplus in its first year of operation.

## **Directorate Challenges**

73. The scale of budget savings required to be found from directorates poses a significant challenge to the organisation in order to provide and maintain assurance that internal controls are not compromised thus increasing the risk of fraud, wastage and ineffective decision making. This is compounded by the scale of budget savings to be found from the Resources directorate which places further pressure on those finite resources maintaining strong internal controls which are of paramount importance.
74. The development of the Council's budget strategy for 2019-20 and the medium term is a significant challenge for the directorate in terms of both developing a balanced budget and in supporting directorates to try to develop robust savings proposals to meet the budget gap with decreasing resources and on top of several years of challenging budget setting cycles.

## **Social Services**

### **Key Areas of Progress**

75. The Adults Services budget delivered an underspend of £1.226 million in 2017-18. This largely reflects additional grant allocations from WG to cover winter pressures although it also reflects reduced costs in relation to domiciliary care for older people as a result of reduced hours of care provided and reduced referrals. This underspend in Adult Services budgets helped to partially offset the overspends in the Children's Services budgets.
76. Support4Families (The early help front door) is operational and early signs indicate that it is diverting low level calls away from the MASH. Work needs to continue to promote the "Family Gateway" in order to increase the number of direct referrals to Support4Families rather than calls being diverted from the MASH.
77. The Council along with Alzheimer's Society Cymru are offering Dementia Friend Sessions to retail staff within St David's Shopping Centre. The sessions are designed to help businesses learn more about the challenges faced by customers affected by Dementia.
78. The number of people receiving Domiciliary care is at its lowest since December 2015. This is in part the result of work carried out by Independent Living Services (ILS) at the First Point of Contact (FPoC) and holistic visits to help people remain independent for longer. It is also as a result of effective working relationships between the Adult Services Social Worker Team and ILS and a reduction in domiciliary packages being put through to brokerage by the hospital teams and community resource team.
79. The Council took the opportunity to celebrate World Social Worker day and celebrate some of the achievements of the profession. The directorate, working with the comms and media team, highlighted and celebrated the amazing work taking place in the community. Good news stories surrounding

the care and support the directorates social workers provide to the vulnerable children and adults of Cardiff were showcased through the Council's intranet, Facebook and Twitter platforms and individuals and teams within the directorate nominated and recognized for their wonderful work.

### **Directorate Challenges**

80. There is mounting evidence of increasing numbers of children requiring intervention to prevent significant harm as a result of multiple complex factors. The number of looked after children has continued to increase from 802 at 31<sup>st</sup> December 2017 to 830 at 31<sup>st</sup> March 2018. This is despite preventative initiatives, such as the Adolescent Resource Centre (ARC) and Rapid Response that are succeeding at preventing children from starting to be looked after.
81. Workforce succession, retention and recruitment, including preparation for the Regulation and Inspection of Social Care (Wales) Act 2016 is a key challenge. Whilst it would appear that the improvement shown in Children's Social Worker vacancies in Quarter 2 has not been maintained in Quarters 3 and 4, closer examination shows that some existing staff have been appointed to newly created posts, leaving their substantive posts as vacancies. Addressing the vacancy position continues to be a priority and recent recruitment activity has yielded positive results. It is anticipated that vacancy rates will improve as the newly appointed staff begin to take up post in Quarter 1.
82. Increasing numbers of social worker vacancies in Adult Services is an emerging issue and this reflects the national picture and has the potential to become a significant challenge for the service.
83. Children's Services outturn position shows an overspend of £3.995 million for 2017/18. This continues to be a challenge, particularly in view of the need to protect children and the associated costs of children being looked after which is the main contributor to the overspend position.

### **Reason for Recommendations**

84. To ensure that improvements are made, to allow the culture of managing performance to embed within services and to ensure clear accountabilities are established for the performance of service areas.

### **Financial Implications**

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

### **Legal Implications**

86. There are no legal implications arising from this report.

### **HR Implications**

87. There are no direct HR implications arising from this report.

## Recommendations

The Cabinet is recommended to note the current position regarding performance, the delivery of key commitments and priorities as at Quarter 4, and the action being taken to the challenges facing the Council.

<b>SENIOR RESPONSIBLE OFFICER</b>	<b>CHRISTINE SALTER</b> CORPORATE DIRECTOR RESOURCES
	<b>29 June 2018</b>

*The following appendices are attached:*

Appendix 1 – Corporate Plan Report

Appendix 2 – Directorate Performance Report

Appendix 3 – Council Overview Scorecard

Appendix 4 – Letter from Policy Review and Performance Scrutiny Committee



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## CORPORATE PLAN PRIORITY 1 – BETTER EDUCATION AND SKILLS FOR ALL

Well-being Objectives	Commitments (Commitments are not directly related to specific measures. All commitments contribute to the Wellbeing Objective)	Commitment RAG				Measures (Measures are not directly related to specific commitments. All measures contribute to the Wellbeing Objective)	17/18 Actual	Q4 17/18 Actual	Annual 17/18 Target	Q4 16/17	16/17 Actual
		Q1	Q2	Q3	Q4						
1.1 - Every Cardiff school is a great school Page 431	Improve educational outcomes for all children and young people, particularly at Key Stage 4, through improved school leadership, teaching and learning and curriculum development (ELLL)	R/A	R/A	R/A	R/A	% of Cardiff Schools categorised as 'Green' in the annual Welsh Government School Categorisation Process: i) Primary, ii) Secondary, iii) Special (ELLL)	Jan 2018 i) 53.06% ii) 38.89% iii) 28.57%	Annual	i) 40% ii) 30% iii) 63%		i) 36% ii) 26% iii) 57%
	Close the attainment gap for pupils from low income families, looked after pupils, pupils educated other than at school and pupils entering Cardiff schools with English as an additional language (ELLL)	R/A	R/A	R/A	R/A	% of pupils achieving the Core Subject Indicator (expected levels in English or Welsh first language, Science and Mathematics) at the end of KS2: i) All pupils, ii) Pupils eligible for free school meals, iii) Pupils <b>not</b> eligible for free school meals (ELLL)	i) 89.4% ii) 79.1% iii) 92.1%	Annual	i) 90% ii) 80.6% iii) 93%	Annual	15/16 89.5% 78.8% 92.5%
	Improve provision for children and young people with additional learning needs, through the implementation of the new Statutory Framework for Additional Learning Needs (ELLL)	R/A	R/A	R/A	R/A	% of pupils in Year 11 achieving the Level 2 + threshold (5 GCSEs at grades A*-C including English or Welsh first language and Mathematics) at the end of KS4: i) All pupils, ii) Pupils eligible for free school meals, iii) Pupils <b>not</b> eligible for free school meals (ELLL)	i) 58.5% ii) 33.9% iii) 66.6%	Annual	2016/17 KS4 Targets no longer valid – year 0 due to changes to assessment framework	Not Comparable	Not Comparable
	Ensure there are sufficient and high quality school places to meet the population growth in the city, through planned expansion and the upgrade of the existing school estate via the School Organisation Programme (ELLL)	R/A	R/A	R/A	R/A	% of pupils in Yr 11 achieving Level 2 threshold (5 GCSEs at grades A*- C) at end of KS4 (ELLL)	69.6%	Annual			
						% of pupils in Yr 11 achieving Level 1 threshold (5 GCSEs at grades A*- G) at end of KS4 (ELLL)	93.2%	Annual			
						% Attendance at secondary school (ELLL) This figure relates to the year-end result for Academic Year 2016-17. Quarter 4 report shows "Real Time" figures for attendance	94.2%	2017-18 March 93.62% (P)	95%	94.2%	94.5%
	Recruit, retain and develop the best people to lead and work in our schools and education settings to secure a high quality workforce at all levels (ELLL)	A/G	A/G	A/G	A/G	% Attendance at primary school (ELLL) This figure relates to the year-end result for Academic Year 2016-17. Quarter 4 report shows "Real Time" figures for attendance	95%	2017-18 March 95% (P)	95.5%	95%	95.0%
						The number of pupils enrolled in Welsh medium education aged 4 – 18 years (ELLL)	Jan 2018 7777	Annual	7,222	Jan 2017 7222	Jan 16 7,010
	Work with the Central South Consortium to further develop the capacity of the school system to be self – improving (ELLL)	A/G	A/G	A/G	A/G	% of children securing their first choice of school placement: i) Primary, ii) Secondary (ELLL)	Sept 17 i) 89.75% ii) 76.21%	Annual	For Sept 2017 i) 80% ii) 70%	Annual	Sept 16 i) 86% ii) 76%
	Build effective partnerships between schools, business, the voluntary sector and wider public services and communities to enrich the school curriculum and strengthen school governance (ELLL)	A/G	A/G	A/G	A/G	% of children securing one of their three choices of school placement: i) Primary, ii) Secondary (ELLL)	Sept 2017 93.86% 81.82%	Annual	For Sept 2017 i) 90% ii) 90%	Annual	Sept 16 i) 93% ii) 85%

## CORPORATE PLAN PRIORITY 1 – BETTER EDUCATION AND SKILLS FOR ALL (continued)

Well-being Objectives	Commitments (Commitments are not directly related to specific measures. All commitments contribute to the Wellbeing Objective)	Commitment RAG				Measures (Measures are not directly related to specific commitments. All measures contribute to the Wellbeing Objective)	17/18 Actual	Q4 17/18 Actual	Annual 17/18 Target	Q4 16/17 Actual	16/17 Actual
		Q1	Q2	Q3	Q4						
1.2 - Looked after children achieve their potential	Deliver the Corporate Parenting Strategy by 2019 to ensure that the Council and partners collectively fulfil their responsibilities to all children and young people who are in their care by seeking exactly the same positive outcomes that every good parent would want for their own children (SS)	A/G	G	G	G	% of looked after children returned home from care during the year (SS)	8.7%	8.3%	12%	11.6%	11.6%
						% attendance of looked after pupils whilst in care in primary schools (SS)	96.6%	Annual	98%	Annual	96.9%
						% attendance of looked after pupils whilst in care in secondary schools (SS)	95.4%	Annual	93%	Annual	94.5%
						% of children looked after on 31 March who had 3 or more placements in the year (SS)	9.04 %	Annual	9%	Annual	10.90%
						% of children looked after at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March (SS)	10.0%	Annual	9%	Annual	13.3%
						% of children looked after by the Council, as at the annual pupil census date, achieving: i) Core Subject Indicator (expected levels in English or Welsh first language, Science and Mathematics) at the end of KS2, ii) Level 1 threshold (5 GCSEs at grades A* - G) at the end of KS4, iii) Level 2 threshold (5 GCSEs at grades A* - C) at the end of KS4 (ELLL)	i) 77% ii) 36% iii) 11%	Annual	i) 73% KS4 changes to Assessment Framework	Annual	15/16 i) 70.4% %
						% of children looked after by the Council, as at the annual pupil census date, achieving the Level 2 + threshold (5 GCSEs at grade A* - C including English or Welsh first language and Mathematics) at the end of KS4 (ELLL)	0%	Annual	Changes to Assessment Framework	Annual	
						% of care leavers in education, training or employment at 12 months after leaving care (SS)	49.4%	Annual	60%	Annual	58.5%
Page 132 1.3 - Supporting people into work and education	Further develop Adult Community Learning and the Into Work Advice Service to support vulnerable people to maximise their employment opportunities (CHCS)	G	G	G	G	The number of people receiving Into Work Advice (CHCS2)	42,371	11,014	41,000	11,721	42,579
						The number of people successfully engaging with the Into Work Advice Service and completing accredited training (CHCS)	1,392	269	1,200	472	1,393
						The number of people who have been affected by the Benefit Cap and are engaging with the Into Work Advice Service (CHCS)	294	23	150	New	New
						Number of Into Work Advice Service customers supported with Universal Credit claims (CHCS)	679	241	800	103	472
						Maintain success rate at or above the Adult Community Learning National Comparator (CHCS)	92%	Annual	90%	Annual	94%
						Adult Community Learning enrolment rate for learners within deprivation deciles 1 and 2 (CHCS)	53.61%	Annual	45%	Annual	45%

## CORPORATE PLAN PRIORITY 2 – SUPPORTING VULNERABLE PEOPLE

Well-being Objectives	Commitments (Commitments are not directly related to specific measures. All commitments contribute to the Wellbeing Objective)	Commitment RAG				Measures (Measures are not directly related to specific commitments. All measures contribute to the Wellbeing Objective)	17/18 Actual	Q4 17/18 Actual	Annual 17/18 Target	Q4 16/17 Actual	16/17 Actual
		Q1	Q2	Q3	Q4						
2.1 - People at risk in Cardiff are safeguarded	Improve the recruitment and retention of children's social workers, ensuring the Council achieves and maintains a vacancy rate for children's social workers below 18% by March 2018 (SS)	R/A	A/G	A/G	R/A	% of Children's Services social work vacancies across the service (SS)	24.3%	24.3%	18%	23.3%	23.5%
	Ensure that Domestic Violence Support Services meet the requirements of new legislation, including the recommissioning of the service by March 2018 (CHCS)	G	R/A	R/A	G	% of re-registrations on the Child Protection Register during the year (SS)	4.2%	4.2%	N/A	3.9%	3.9%
	Work to make Cardiff a recognised Dementia Friendly City by March 2018 to support those affected by dementia, enabling them to contribute to, and participate in, mainstream society (SS)	G	A/G	G	G	% of children supported to remain living within their family (SS)	51%	51%	59%		55.2%
	Renew the safeguarding vision and strategy across Social Services by March 2018 in order to take account of new national policy and practice guidance currently under development (SS)	G	A/G	A/G	A/G	% of adult protection enquiries completed within 7 working days (SS)	97.5%	97.5%	99%	98.8	98.0%
	Develop and implement a mechanism to improve engagement with communities at large and faith communities in particular by March 2018 to improve the safeguarding of children across the various communities in Cardiff (SS)	G	G	G	G	% of Council staff completing level 1 of the National Training Framework on violence against women, domestic abuse and sexual violence as a % of all staff (CHCS)	9.90%	9.90%	50%	New	New
2.2 - People in Cardiff have access to good quality housing	Implement the Cardiff Housing Strategy 2016-2021 to ensure those in need have access to appropriate, high quality services (CHCS) 1,500 new homes (of which 40% affordable) through the 'Cardiff Living' programme. - In addition to the Cardiff Living programme, deliver 100 additional Council properties through a range of capital funding by 2022 - Deliver Independent Living Solutions for Older and Disabled People - A new Homelessness Strategy based on a full needs assessment and review of services - Implement a new Rough Sleeping Strategy to address rough sleeping in the city - Continue to develop joint working to mitigate the issues caused by Welfare Reform	G	G	G	G	% of affordable housing agreed at planning stage to be provided in a development on i) greenfield sites and ii) brownfield sites (CHCS)	i) 30% ii) 34%	Annual	i) 30% ii) 20%	New	New
						Number of homes commenced on site through Cardiff Living in year: i) Council Homes and ii) All homes (CHCS)	i) 131 ii) 337	i) 131 ii) 337	i) 136 ii) 353	New	New
						% of people who experienced successful outcomes through the Homelessness Reconnection Service (CHCS)	68.84%	54.84%	50%	New	New
						Number of rough sleepers assisted into accommodation (CHCS)	204	53	144	New	New
2.3 - People in Cardiff are supported to live independently	Implement the 'Disability Futures' Programme by December 2018 to remodel services for disabled children and young adults aged 0-25 across Cardiff and the Vale of Glamorgan to improve effectiveness and efficiency of services and outcomes for young people and their families (SS)	A/G	A/G	A/G	A/G	% of new cases dealt with directly at First Point of Contact (FPOC) with no onward referral to Adults' Services (CHCS)	73.08%	72.17%	65%	n/a	62%
	Promote and increase the number of adults using the new First Point of Contact Service to access information and signposting to enable them to remain independent in their community and act as a Gateway to accessing advice and assistance (CHCS)	G	G	G	G	The total number of alternative solutions provided by Independent Living that help people remain independent at home (CHCS)	6,551	1,975	3900	New	New
	Work with partners to maintain the reduction in Delayed Transfers of Care for social care reasons during 2017-18 to support more timely discharge to a more appropriate care setting (SS)	G	G	G	G	% of people who feel reconnected into their community, through intervention from Day Opportunities (CHCS)	77%	87%	60%	New	New
	Continue to increase the number of children and adults with care and support needs in receipt of Direct Payments by March 2018 to enable people to make their own choices and take control over the care services they receive (SS)	A/G	A/G	A/G	A/G	% of Assistive Living technology trial participants who think the service helps them remain in their own home (CHCS)	71%	Annual	65%	New	New
						% of Telecare calls resulting in ambulance being called out (CHCS)	5%	4%	<10%	New	6%
	Offer a Carers Assessment to all eligible adult carers who are caring for adults during the 2017-18 financial year to ensure they receive the help and support they need, in the ways they need it (SS)	G	G	G	A/G	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over (SS)	1.99 Part result Jan & Feb		2.8		2.38

## CORPORATE PLAN PRIORITY 2 – SUPPORTING VULNERABLE PEOPLE (continued)

Well-being Objectives	Commitments (Commitments are not directly related to specific measures. All commitments contribute to the Wellbeing Objective)	Commitment RAG				Measures (Measures are not directly related to specific commitments. All measures contribute to the Wellbeing Objective)	17/18 Actual	Q4 17/18 Actual	Annual 17/18 Target	Q4 16/17 Actual	16/17 Actual
2.3 - People in Cardiff are supported to live independently (cont)	Undertake a campaign by March 2018 to raise young carers' awareness of their entitlement to a young carers assessment (SS)	G	G	A/G	A/G	Number of children and adults in need of care and support using the Direct Payments scheme (SS)	908	908	910	Collated annually in 2016/17	933
	Implement a new model of Day Opportunities by March 2018 (subject to the completion of major building works which should be substantially completed by this date) to maximise independence for adults with care and support needs (SS)	G	G	G	G	% of eligible adults who are caring for adults that are offered a Carers Assessment during the year (SS)	87.2%	87.2%	90%	79.5%	79.5%
						% of care leavers aged 16-24 experiencing homelessness during the year (SS)	21%	Annual	10%	Annual	17.3%
	Conclude the implementation of Signs of Safety in Children's Services by March 2020 in order to ensure that all staff within the Directorate are able to engage with families using the Signs of Safety Risk Assessment Framework (SS)	G	G	G	G						
	Further develop the Alarm Receiving Centre including partnership work with stakeholders as well as the use of new technology to assist people to live independently (CHCS)	G	G	G	G						
	Develop Locality Based Working building on the learning of the Older Persons pilot project to effectively integrate services for older people within a geographical location, taking a person centred approach, reducing duplication and improving citizen engagement (CHCS)	G	G	G	G						

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

Well-being Objectives	Commitments (Commitments are not directly related to specific measures. All commitments contribute to the Wellbeing Objective)	Commitment RAG				Measures (Measures are not directly related to specific commitments. All measures contribute to the Wellbeing Objective)	17/18 Actual	Q4 17/18 Actual	Annual 17/18 Target	Q4 16/17 Actual	16/17 Actual
		Q1	Q2	Q3	Q4						
3.1 - Cardiff has more and better paid jobs	Facilitate jobs growth by working with partners to deliver 300,000 square feet of Grade A office accommodation within Central Square by March 2019 (ED)	G	G	G	G	New and safeguarded jobs in businesses supported by the Council, financially or otherwise (ED)	4,904		500		1,290
	Work with partners to deliver the Cardiff Capital Region City Deal (ED)	G	G	A/G	G	Amount of 'Grade A' office space committed to in Cardiff (sq. ft.) (ED)	366,000		150,000		317,732
	Progress delivery of Indoor Arena to attract visitors, overnight stays and increase visitor spend (ED)	G	G	G	G	Gross Value Added per capita (compared to UK average) (ED)	93.4 (2016)	Annual	> Wales Average	Annual	91.4 (2015)
	Commence delivery of International Sports Village phase 2 by 2018 (ED)	G	G	G	G						
	Support growth in the creative industries sector through the development of creative hubs (ED)	G	G	G	G	Unemployment (compared to Wales average) (ED)	6.5%	Annual	< Wales Average (5.0)	Annual	4.8%
	Develop an integrated approach to the management of the city centre with the business community with the Business Improvement District (ED)	G	G	G	G						
	Implement the Tourism Strategy with a view to attracting more visitors to the city who stay longer and spend more by March 2018 (ED)	G	G	G	G	Increase number of staying visitors (ED)	1.8% 2,062,000	Annual	2% + pa	Annual	2,025k (+1.1%)
	Undertake a detailed feasibility study as the basis for securing investment to enable the maintenance and refurbishment of City Hall (ED)	G	G	G	G	Increase total visitor numbers (ED)	7.9% 21,980,000	Annual	3% + pa	Annual	20,380k (-0.7%)
	Develop a revised International Strategy for Cardiff in 2017-18 reflecting implications of and opportunities from last year's referendum decision for the UK to leave the EU (ED)	G	G	G	G						



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

Well-being Objectives	Commitments (Commitments are not directly related to specific measures. All commitments contribute to the Wellbeing Objective)	Commitment RAG				Measures (Measures are not directly related to specific commitments. All measures contribute to the Wellbeing Objective)	17/18 Actual	Q4 17/18 Actual	Annual 17/18 Target	Q4 16/17 Actual	16/17 Actual
3.1 - Cardiff has more and better paid jobs (cont)	Work with major contractors and providers to deliver increased social value through Council contracts by creating opportunities for apprenticeships, work placements and employment, with a focus on reducing long term economic inactivity (R)	G	G	A/G	A/G						
	Make Cardiff a Living Wage City by encouraging suppliers, contractors and providers to secure accreditation through the Living Wage Foundation over and above the National Living Wage (R)	G	G	G	G						
3.2 - Cardiff has a high quality city environment where population growth and transport needs are managed sustainably 2016-17 435	Develop a resilience strategy including harmonising other policies in relation to clean air, zero carbon renewal fuels, energy retrofitting and solar projects in line with UK and European best practice by March 2018 (CO)	G	A/G	A/G	R/A	People travelling to work by sustainable transport (CO)	45.8%	Annual	45.1%	Annual	44.9%
	Work with developers, transport operators and businesses to deliver a new central transport interchange in Capital Square on agreed programme (CO)	A/G	A/G	A/G	G	People travelling to work by cycling (CO)	11.4%	Annual	11.2%	Annual	10%
	Develop a programme of phased improvements to city wide bus routes (CO)	G	G	G	G	% of major applications determined within agreed time period (CO)	66.22%		25%	New	New
	Work with Welsh Government, regional partners and the transport industry to progress proposals for the Cardiff City Region Metro as part of the City Deal (CO)	R/A	R/A	A/G	G	% of householder planning applications determined within agreed time periods (CO)	95.43%		80%	New	New
	Adopt the Active Travel Integrated Network Map and the Cardiff Cycling Strategy and deliver a prioritised programme of walking and cycling infrastructure schemes (CO)	A/G	A/G	A/G	G	Capacity (in MW) of renewable energy equipment installed on the Council's land and assets (CO)	1.138	Annual	6MW		0.698
	Work with partners on developing a public, on street, cycle hire scheme with hire stations at key locations throughout the city (CO)	A/G	A/G	A/G	G						
	Develop and deliver aligned spatial planning and transport development programmes for Cardiff Bay and the City Centre (CO)	G	G	G	G	Maximum permissible tonnage of biodegradable municipal waste sent to landfill (ED)	TBC	Validated by NRW	37,627t		1,356t
	Ensure the delivery of design-led, sustainable, master-planned developments through the Local Development Plan (CO)	G	G	G	G	% of municipal waste collected and prepared for re-use and / or recycled (ED)	TBC	Validated by NRW	61%		58.12%
	Achieve the statutory recycling / landfill diversion targets (ED)	A/G	A/G	G							
3.3 - All young people in Cardiff make a successful transition into employment, education or training	Deliver the 'Cardiff Commitment' to youth engagement and progression by (ELLL): - Ensuring early identification of young people most at risk of disengagement - Deliver stronger tracking systems pre and post 16 to keep in touch with and support young people - Strengthening curriculum and skills pathways - Improving the range of employment, education and training opportunities available to young people across the city - Enabling better brokerage of support and opportunities for young people	A/G	A/G	A/G	A/G	% of Year 11 leavers making a successful transition from compulsory schooling to education, employment or training (ELLL)	2016-17 Prov. 98.3% (1.7% NEET)	Annual	97.5% (2.5% NEET)	N/A	YE 15/16 97% (3% NEET)
						% of Year 13 leavers making a successful transition from schooling to education, employment or training (ELLL)	2016-17 Prov. 97.6% (2.4% NEET)	Annual	98% (2% NEET)	N/A	YE 15/16 96.9% (3.1% NEET)
	Increase provision of apprenticeships, traineeships and work placements for young people and work-based training enabling them to develop appropriate skills, knowledge and experience (R)	G	A/G	G	G	Number of young people in Cardiff, aged 16 -18 years old, known not to be in education, employment or training (Careers Wales Tiers 2 & 3) (ELLL)	Feb 2018 297		300	N/A	426



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

Well-being Objectives	Commitments (Commitments are not directly related to specific measures. All commitments contribute to the Wellbeing Objective)	Commitment RAG				Measures (Measures are not directly related to specific commitments. All measures contribute to the Wellbeing Objective)	17/18 Actual	Q4 17/18 Actual	Annual 17/18 Target	Q4 16/17 Actual	16/17 Actual
		Q1	Q2	Q3	Q4						
<b>3.4 – The Council has high-quality and sustainable provision of culture, leisure and public spaces in the city</b> Page 436	Work in partnership with Cardiff University to deliver the Creative Cardiff initiative <b>(ED)</b>	G	G	G	G	% of young people in Cardiff Schools achieving a recognised qualification by the end of Year 11 <b>(ELL)</b>	98.7%	Annual	99.5%	N/A	99%
	Deliver phased Coastal Risk Management Programme to manage the risks associated with current coastal flood protection conditions <b>(CO)</b>	G	G	A/G	G	Number of apprenticeships, traineeships and work placements opportunities created by the Council in 2017-18 <b>(R)</b>	123		100	New	New
	Deliver phased programme of well-maintained highway asset and public realm <b>(CO)</b>	R/A	R	A/G	G	Number of Green Flag Parks and Open Spaces <b>(CO)</b>	11	Annual	11	Annual	10
	Deliver improvements in street cleansing, grounds maintenance, highway maintenance and enforcement through our Neighbourhood Services programme <b>(CO)</b>	G	G	A/G	G	% of highways inspected of a high or acceptable standard of cleanliness <b>(CO)</b>	94.27%	Annual	90%	Annual	90.46%
	Deliver benchmarked improved engagement with citizens with regards to how services are delivered and embrace partnership and volunteer working with Citizen Groups across Neighbourhood Services <b>(CO)</b>	R/A	A/G	A/G	G	% of reported fly tipping incidents cleared within 5 working days <b>(CO)</b>	99.04%	100%	90%	98.78%	98.35%
	Deliver high-quality and well-maintained Bay and water ways at Harbour Authority <b>(CO)</b>	G	G	G	G	Number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity <b>(CO)</b>	7517	Annual	8266	Annual	7263
	Deliver an updated Parks and Green Spaces Strategy by March 2018 including maintaining and increasing the Green Flag status of parks <b>(CO)</b>	G	G	G	A/G	% of principal (A) roads, non-principal/classified (B) roads and non-principal/classified (C) roads that are in overall poor condition <b>(CO)</b>	A – 3.3% B – 5.6% C – 6.0%	Annual	A – 5% B – 8% C – 8%	Annual	A – 4.1% B – 7.1% C – 6.9%
	Ensure Leisure Centres deliver high-quality service according to contract <b>(CO)</b>	G	G	G	G	% of pupils achieving a Level 2 qualification (A*-C grade GCSE) in Welsh first language at the end of Key Stage 4 (Year 11) <b>(ELL)</b>	80.7%	Annual	82%	Annual	79.8%
	Develop a strategy to help modernise and expand a sustainable financing dogs home service to ensure the welfare of animals in our care by promoting and supporting responsible pet ownership, consolidating work with partners, stakeholders and increasing opportunities for further community engagement by March 2018 <b>(CO)</b>	G	G	G	G	% of pupils achieving a Level 2 qualification (A*-C grade GCSE) in Welsh second language at the end of Key Stage 4 (Year 11) <b>(ELL)</b>	81.8%	Annual	83.5%	Annual	83.2%
	Work with partners to double the number of Welsh speakers in Cardiff by 2050 through the Bilingual Cardiff Strategy, in line with Welsh Government's vision. Key to this will be <b>(GL)</b> : - Accommodating the growth projections for children entering Welsh medium education each year and ensuring a good qualification in Welsh for Welsh first language and Welsh second language pupils - Supporting Council employees in undertaking Welsh language training	G	G	G	G	The number of Council employees undertaking Welsh language training <b>(GL)</b>	171	Annual			184

## CORPORATE PLAN PRIORITY 4 – WORKING TOGETHER TO TRANSFORM SERVICES

Well-being Objectives	Commitments (Commitments are not directly related to specific measures. All commitments contribute to the Wellbeing Objective)	Commitment RAG				Measures (Measures are not directly related to specific commitments. All measures contribute to the Wellbeing Objective)	17/18 Actual	Q4 17/18 Actual	Annual 17/18 Target	Q4 16/17 Actual	16/17 Actual
		Q1	Q2	Q3	Q4						
4.1 – Communities and partners are involved in the redesign, Development and delivery of local public services	Continue with the implementation of the peripatetic delivery model for the provision of play services within communities across the city with full implementation by March 2018 (CO)	A/G	A/G	G	G	Number of visitors to Libraries and Hubs across the City (CHCS)	3,331,807	Annual	3.2m		3.241m
	Continue to deliver the Community Hubs development programme to provide access to a wide range of services, including advice, support and library provision within communities (CHCS)	G	G	G	G	% of customers who agreed with the statement “Overall the Hub met my requirements/I got what I needed” (CHCS)	98%	98%	95%	99%	99%
	Review our Neighbourhood Partnerships to ensure we are working with citizens and partners to address need on a locality basis by March 2018 (CHCS)	A/G	A/G	G	A/G	% of people who feel more informed about their locality as a result of attending a Neighbourhood Partnership Roadshow (CHCS)	81.44%	Annual	70%	New	New
	Consider options for a regional Youth Offending Service model by March 2018 in order to better align inter-agency resources (SS)	G	G								
	Implement the Child Rights Partners programme over the three years to March 2020, to work towards Cardiff’s ambition to be a Child Friendly City (ELLL)	A/G	A/G	A/G	A/G						
4.2 - The Council has effective governance arrangements and improved performance in key areas	Implement the new Performance Management Strategy across the organisation to support the Council’s continued improvement (R)	A/G	A/G	A/G	A/G	% of Personal Performance and Development Reviews completed for permanent staff (R)	95% (Prov)		95%	92.43%	90%
	Further reduce sickness absence by March 2018 through continued monitoring, compliance and support for employees and managers (R)	R	R	R	R	Number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence (R)	11.27		9	10.77	10.77
	Implement refreshed Personal Performance and Development Review (PPDR) scheme by March 2018 to improve staff performance (R)	G	G	G	G	The number of ‘Live’ webcast hits: (GL) i) Full Council Meetings ii) Planning Committees iii) Scrutiny Committees	i) 1,113 ii) 982 iii) 205		1200 600 400		1849 1001 119
	Ensure the Council’s decision making process is timely, inclusive, open, honest and Accountable (GL)	G	G	G	G	The number of external contributors to Scrutiny meetings (GL)	188		140	New	New
						% of draft committee minutes published on the website within 10 working days of the meeting being held (GL)	75%		80%		75%
4.3 - Our services are transformed to make them more accessible, more flexible and more efficient	Deliver the Council’s property strategy for fewer but better buildings (ED)	G	G	G	A/G	Reduce the gross internal area of buildings in operational use Sq / ft (% change reduction) (ED)	62,345 (0.8%)		1%		7.9%
	Change our way of working through digitalisation, reflecting changes in customer preference by enabling them to interact with our services through their preferred methods, enabling the Council to adopt more efficient working practices (CHCS)	G	G	G	G	Customer contacts to the Council using digital channels (CHCS)	784,567	236,873	699,802	New	636,184
	The Council fleet to include 5% alternative fuelled, fuel-efficient vehicles by April 2018, continuing to increase alternative and efficient fuel usage by 10% per annum thereafter (ED)	G	A/G	A/G	A/G	Reduce the total running cost of occupied operational buildings (ED)	1%		2.8%	%	9.2%
	Commercialise key Council services to increase net gross income (ED)	A/G	G	G	G	Reduce the maintenance backlog (ED)	£1,215,817 (1.2%)		£1.3m		£8.8m
	Further develop the Medium Term Financial Plan to inform the Annual Budget Setting Process, ensuring robust decision making which is sustainable in the longer Term (R)	G	G	R/A	G	Capital Income generated (ED)	£3,864,321		£7.3m		£6m
	Implement the workforce strategy to develop and appropriately skill the workforce to meet the changing needs and demands of the Authority (R)	G	G	G	G	Commercial and Collaboration net gross income target (ED)	£325,880 (prov.)		£459k	New	New
	Achieve the Silver Level of the Corporate Health Standard by March 2018 to promote and support the health and wellbeing of employees (R)	G	G	G	G	Increase customer satisfaction with Commercial and Collaboration Services (ED)	90%		Establish baseline	New	New
						Maintain customer/citizen satisfaction with Council services (R)	57.4%	Annual	70%	Annual	68.20%

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# QUARTER 4 2017-18 DIRECTORATE PERFORMANCE REPORT

Directorate: City Operations

Director: Andrew Gregory

Number of Employees (FTE): 840

Cabinet Members: Cllrs Wild & Michael, Bradbury

**Strategic Directorate Priority 1 – To deliver an integrated and connected transport system that offers safe, innovative, efficient and sustainable transport for ALL, where public transport, cycling and walking accessibility provide real and desirable alternatives to car travel which contribute to making Cardiff Europe’s most liveable capital city (Paul Carter)**

All measures have an annual collection and reporting frequency					Q4 position against the Headline Actions in the DDP (7)				
Measures	Supporting Information	2017-18 Result	2017-18 Target	2016-17 Result					
Mode of Travel to Work by: Sustainable Transport LTPPI/011		45.8%	45.1%	44.9%					
Mode of Travel to Work by: Cycling. LTPPI/011C		11.4%	11.2%	10.0%					
					<p><b>Q4 Comments</b></p> <p><u>i.</u> <b>Work with developers, transport operators and businesses to deliver a new central transport interchange in Capital Square - Obj-2469 [GREEN]</b> Negotiations between the Council, Welsh Government and the developer have resulted in the formation of a Partnership (Special Purpose Vehicle) to take forward the Integrated Transport Hub project. This will be delivered by Transport for Wales on behalf of the SPV. Detailed design issues are now being addressed</p> <p><u>ii.</u> <b>Develop a programme of phased improvements to strategic bus routes - Obj-2470 [GREEN]</b> A4119 Phase 2b under construction, completion by April 2018. Revised design for A4119 Penhill section completed</p> <p><u>iii.</u> <b>Work with Welsh Government, regional partners and the transport industry to progress proposals for the Cardiff City Region Metro as part of the City Deal - Obj 2471 [GREEN]</b> Working relationships with the Cardiff Capital Region City Deal, Transport for Wales and Welsh Government have progressed enabling agreement on investments in the Central Interchange Transport Hub and Central Station. The influence of Cardiff Council on investment priorities in the region remains limited. Two bidders for the Wales and Borders Rail Franchise including the Metro Operators have withdrawn from the process but there remains two strong bidders. The process is targeting award of the contract in May 2018 and operation of the franchise from October 2018. The Welsh Government Cabinet Member for Economy and Transport announced in Plenary on 23<sup>rd</sup> January 2018 that “Following the successful model of acquisition of Cardiff Airport, our aim is that the public transport network will be increasingly directly owned or operated by Transport for Wales.” Details of how this would be achieved is not yet known</p> <p><u>iv.</u> <b>Adopt and deliver the Active Travel Integrated Network Map (INM) and the Cardiff Cycling Strategy and: develop and commence delivery of a prioritised programme of walking and cycling infrastructure schemes - Obj 2472 [GREEN]</b> The Active Travel Integrated Network Map (INM) was approved by Welsh Government on 27th February 2018 and has been published on the Council website. Concept design for East/West and North/South cycle superhighways is progressing and initial concepts for these four superhighways are due to be completed by end of Q4. Internal consultation on 1st phase (Senghenydd Road) has been completed and Ward Member consultation is in progress. Public consultation is currently programmed to begin in April 2018. External WG Local Transport Fund (LTF) has been sought to progress design through to tender stage in 2018/19 for Cathays Terrace, Whitchurch Road, Newport Road (city centre to Piercefield Place), Lloyd George Avenue and Tyndall Street, to progress consultation on Four Elms Road and Broadway, and to identify preferred route alignment and a schedule of schemes to deliver a fifth superhighway linking the City Centre to Ely and Caerau. Cycle infrastructure schemes are currently under construction as follows: - North Road Cycle Route Upgrade – relocating and widening the existing route through the North Road car park and providing Toucan crossings at the Corbett Road junction. - Cathedral Road/Sophia Close junction – trial of low level cycle signals with a 4 second head start for cyclists on Sophia Close and Talbot Street as part of a pedestrian junction improvement scheme. - Maes y Coed Road – trial of cycle lanes with light segregation. - Taff Embankment – Cardiff’s first bicycle street is being constructed as part of the Greener Grangetown scheme. Completion of the Cycling Strategy is now programmed for June 2018.</p> <p><u>v.</u> <b>Work with partners on developing a public, on street, cycle hire scheme with hire stations at key locations throughout the city - Obj 2473 [GREEN]</b> In-year funding award received from Welsh Government for infrastructure element. Operator will continue to seek sponsor. Local sponsor identified. Contract awarded to “Nextbike” and delivery commenced on street in March 2018. Launch date for scheme in May 2018 (250 bikes) with full scheme on street by summer 2018 ahead of university term</p> <p><u>vi.</u> <b>City Centre South and East – improving access for active and sustainable modes into the city centre - IAct 41946 [AMBER/GREEN]</b> Progress made in Westgate Street and Eastside, however there are issues relating to ensuring of funding for detailed design and construction. This needs to be integrated with the opening of the new Interchange. A risk remains that the scheme will not be fully integrated and this is under review.</p> <p><u>vii.</u> <b>Deliver new 20 mph limit areas in Gabalfa and Grangetown, and install remedial measures identified in the Cathays Pilot area - IAct 41958 [GREEN]</b> Riverside South and Canton South delivered. In year funding awarded by Welsh Government for Gabalfa and Cathays remedial measures. Both delivered on street in year. Bid for funding made to WG via Safe Routes in Communities mechanism for delivery of Grangetown 20 mph limit scheme in 2018/19</p>				

**Strategic Directorate Priority 2 – To effectively bring forward and manage the future growth of the city through a master-planning, infrastructure planning and place-making approach which responds to community needs, accords with the sustainable development principle and delivers a world class liveable city (James Clemence)**

Wellbeing objective 4.3

Measures	Supporting Information	Q4 2017-18 Result	2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	2016-17 Result	Q4 position against the Headline Actions in the DDP (7)	Red - 0	Red/Amber - 1	Amber/Green - 0	Green - 6
The percentage of major planning applications determined during the year within agreed timescale PLA/004 (m)	New Measure for 2017/18	66.22%	25.00%	Not Recorded	65.22%	Not Recorded	<b>Q4 Comments</b> <div>i. <b>Develop and deliver aligned spatial planning and transport development programmes for Cardiff Bay and City Centre - Obj 2474</b> <b>[GREEN]</b> As of March 2018, awaiting responses to public consultation on Green Paper being led by Director of Economic Development</div> <div>ii. <b>Ensure the delivery of design-led, sustainable master-planned developments through the Local Development Plan - Obj 2475</b> <b>[GREEN]</b> Planning Service Business Plan Annual Review underway and will inform future priorities in 2018/19 Plan Overall, 2017/18 has seen effective delivery of outcomes with the master planning approach helping to deliver high-quality new developments along with supporting infrastructure</div> <div>iii. <b>Submit LDP Annual Monitoring Report (AMR) to Welsh Government by 31st October 2017 - IAct 41959</b> <b>[GREEN]</b> Directorate commitment completed in line with agreed milestones.</div> <div>iv. <b>Prepare new suite of Supplementary Planning Guidance (SPG) in accordance with preparation programme - IAct 41960</b> <b>[GREEN]</b> Consultation on fourth tranche of SPG completed on 21<sup>st</sup> December 2017. Officers have considered comments received and final drafts of the SPG's are due to be reported back to Cabinet and Council in April 2018. Directorate commitment relating to consultation and approval of SPG tranches 3 and 4 due to be completed in April 2018.</div> <div>v. <b>Review and update Cardiff Infrastructure Plan by March 2018 IAct 41961</b> <b>[GREEN]</b> Updated Infrastructure Plan nearing completion (anticipated end March 2018) for circulation to all relevant contributors prior to briefing Director/Cabinet Member.</div> <div>vi. <b>Undertake post-election Member Training for Planning Committee Members in particular and all Members in general IAct 41962</b> <b>[GREEN]</b> Overall, training successfully delivered and well-received following formation of new Committee in Q1</div> <div>vii. <b>Install new data management system (Arcus) for the Development Management function IAct 41963</b> <b>[RED/AMBER]</b> Delivery issues as evidenced in Q1-3 reporting but have not been resolved with Arcus. Further cross-Service Area dialogue has agreed that in the circumstances termination of the contract is the appropriate course of action. Formal correspondence has been issued to this effect and Q1 reporting for 2018/19 will capture the outcome. The intention is to terminate the current contract with Arcus but then to move forward with a more effective package and partner. Further updates will evidence future progress</div>				
Percentage of householder planning applications determined within agreed time periods PLA/004(h)	New Measure for 2017/18	95.43%	80.00%	Not Recorded	95.89%	Not Recorded					
The following measures have an annual collection and reporting frequency											
Measures	Supporting Information	2017-18 Result	2017-18 Target			2016-17 Result					
The percentage of affordable housing agreed at planning stage to be provided in a development on greenfield sites PLA/009	New Measure for 2017/18	30%	30.00%			Not Recorded					
The percentage of affordable housing agreed at planning stage to be provided in a development on brownfield sites PLA/010	New Measure for 2017/18	34%	20.00%			Not Recorded					

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**Strategic Directorate Priority 3 – To maintain, protect and enhance Cardiff Council's Neighbourhood assets to ensure that they are high quality, attractive, safe, maintainable and enhance vitality of the community whilst embracing local culture and heritage (Matt Wakelam)**

Community and Neighbourhood Services (prior to January)

	Measures	Supporting Information	Q4 2017-18 Result	2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	2016-17 Result		Q4 position against the Headline Actions in the DDP (10)	Red - 0	Red/Amber - 0	Amber/Green - 2	Green - 8
Wellbeing Objective 4.3 Page 441	The percentage of reported fly tipping incidents cleared within 5 working days (PAM/011)		99.04%	90%	98.78%	98.52%	98.3%		<b>Q4 Comments</b>  <u>i.</u> <b>Deliver phased Coastal Risk Management Programme to manage the risks associated with current coastal flood protection conditions - Obj 2480 [GREEN]</b> Cabinet report dated 15 <sup>th</sup> March 2018 seeking approval for the commitment to procure design & construction of coastal defences valued as £11 million. Approval will support application of funding to Welsh Government within the next two months.  <u>ii.</u> <b>Deliver phased programme of well-maintained highway asset and public realm - Obj 2481 [GREEN]</b> Parks have been moved to Economic Development. There is a potential to support Asset Management from Planning, Transport & Environment via a One Council approach to Asset Management. 14,000 street lights have been upgraded to LED luminaires.  <u>iii.</u> <b>Deliver improvements in street cleansing, grounds maintenance, highway maintenance and enforcement through our Neighbourhood Services programme - Obj 2482 [GREEN]</b> Achievement of income targets will be confirmed once the final accounts for 2017/18 are closed. At present, we are on track to achieve the 5% increase in income compared with last year. Improvements have been delivered in street cleansing, highway maintenance and environmental enforcement as a result of the new Neighbourhood Services programme and the implementation of the workforce plans, see adjacent improving performance indicators.  <u>iv.</u> <b>Deliver benchmarked improved engagement with Citizens with regards to how services are delivered and embrace partnership and volunteer working with Citizen Groups across Neighbourhood Services – Obj 2483 [GREEN]</b> There were 11 active community groups in April 2017, there are now 16 active groups (as at Feb 2018), which is an increase of nearly 50%, greatly exceeding the 25% target. In addition, between Love Where you Live and Keep Wales Tidy initiatives we have recorded 8,288.50 volunteer hours (equivalent to £72, 524.38 – at living wage)  <u>v.</u> <b>Increase income by 5% compared to 2016/17 for Commercialisation - IAct 41968 [GREEN]</b> Achievement of income targets will be confirmed once the final accounts for 2017/18 are closed. At present, we are due to achieve the overall target. Commercialisation of printing is on track. Contract in place, all IT arrangements have been tested and are working. The test batch of documents have passed the quality check. A further test batch is planned for week commencing 19th March with a Full Go Live planned for the beginning of April.  <u>vi.</u> <b>Digitalise service provision for processing work, scheduling and asset management across Neighbourhood Services by March 2018 - IAct 41969 [GREEN]</b> All digital work progressed in 2017/18. Work schedule / In-Cab technology to be rolled out by Q2 2018/19.  <u>vii.</u> <b>Digitalise “Request for Service” reporting for citizens and local members by March 2018 - IAct 41970 [AMBER/GREEN]</b> Work is continuing to ensure “Report it App” meets intended testing and roll out programme  <u>viii.</u> <b>Progress towards a steady state investment programme for infrastructure assets in comparison to previous funding levels following Local Government Borrowing Initiative (LGBI) investment 14/15 - IAct 41971 [AMBER/GREEN]</b> Additional £2.57m provided by Welsh Government for highway condition improvement. Indications of additional funding for 18/19 but still below steady state calculated requirements.  <u>ix.</u> <b>Promote and support growth of “Keep Cardiff Tidy” and “Love Where You Live” initiative to have 25% growth of volunteer groups and activities compared to 2016/17 - IAct 41972 [GREEN]</b> Forty Seven community horticultural planters have been installed leading to positive feedback from communities. Fly-tipping surveys of residents in the initial phase (11 wards) indicate; 60% believe fly-tipping/litter had reduced in area; 68% know their neighbours better; 71% love where they live more than they did before; 82% found other benefits from the planters being in place.  <u>x.</u> <b>Deliver a holistic training and skills plan for roles in Neighbourhood Services (N/S) and deliver a programme of training and development for roles by March 2018 - IAct 41973 [GREEN]</b> Over 30 operatives have successfully completed Essential skills modules, and the Leader, the Chief Executive and Councillor Michael visited Lamby Way in January to present them with their certificates. A training matrix is now in place for Cleansing team co-ordinators and supervisors, and a further matrix has been developed for the frontline. Apprenticeship in place in highways. Mitigations – City Operations are developing a Workforce Plan and Skills Matrix for 18/19				
	The following measures have an annual collection and reporting frequency												
	Measures	Supporting Information	2017-18 Result	2017-18 Target			2016-17 Result						
	The percentage of highways inspected of a high or acceptable standard of cleanliness PAM/010		94.27%	90.00%			90.46%						
	Percentage of principal (A) roads that are in overall poor condition PAM/020		3.3%	5.00%			4.1%						
	Percentage of non-principal/classified (B) roads that are in overall poor condition PAM/021		5.6%	8.00%			7.1%						
	Percentage of non-principal/classified (C) roads that are in overall poor condition PAM/022		6.0%	8.00%			6.9%						







**Strategic Directorate Priority 4 – To develop Cardiff as a climate change resilient, Low Carbon Energy Capital by supporting and delivering energy demand reduction activities, increasing local renewable energy production and use and driving energy cost control especially for those in fuel poverty (Gareth Harcombe)**

All measures have an annual collection and reporting frequency						Q4 position against the Headline Actions in the DDP (8)	Red - 0	Red/Amber -1	Amber/Green - 0	Green - 7
Measures	Supporting Information	2017-18 Result	2017-18 Target	2016-17 Result	Q4 Comments					
Capacity (in MW) of renewable energy equipment installed on the Council's land and assets ES001	Full Business Case has not been finalised yet but there is a target to report to Cabinet in the next few months, hopefully June. This will need to be taken back to Investment Review Board and expect it will be a high priority for the team	1.138	5.400	0.698	<p><u>i.</u> <b>Develop Clean Air Strategy - Obj 2468 [RED/AMBER]</b> The Clean Air Strategy has been developed to its final stage but the focus is now on the direction and associated requirements. Procurement of resources is essential to meet legal requirements. Mitigation – Direction that imposes a legal duty on Cardiff Council delivered on the 9<sup>th</sup> March 2018 - dated 14<sup>th</sup> Feb 2018. The Council are legally required to meet the milestones set to deliver a feasibility study to identify the preferred option by June 2019. Development of an effective governance / resources is being developed as a priority.</p>					
The percentage reduction in carbon dioxide (CO2) emissions in non-domestic public building stock under the control of the local authority calculated from a sample of building types and use EEF/002		13.53%	2.00%	14.72%	<p><u>ii.</u> <b>Develop Zero Carbon Renewal Fuels Strategy - Obj 2468 [GREEN]</b> Strategy finalised and on the agenda for Cabinet approval on 19<sup>th</sup> April 2018. A series of ongoing delivery group meetings also in place to implement the delivery plan</p> <p><u>iii.</u> <b>Deliver Energy Retrofit programmes for Council's operational estate and residential schemes across the city - Obj 2468 [GREEN]</b> Refit Phase 1 outturn has been presented to Investment Review Board (IRB) and an outline plan for phase 2 is in place. Successful bid for additional funding achieved. Small Measures Scheme (loft insulation) completed to 40 properties in Pentwyn. British Iron &amp; Steel Federation (BISF - steel framed house) scheme sample surveys completed and with Welsh Government (WG), but funding is on hold as we are still awaiting details of the final funding structure for ARBED 3 from WG.</p>					
All Council Service Areas to maintain Green Dragon Environmental Standard Level 3 PA 15		100%	100%	100%	<p><u>iv.</u> <b>Deliver affordable, renewable energy generation projects including solar schools and other opportunities across the Council's land and property assets - Obj 2468 [GREEN]</b> District Heat Outline business case now finalised and a report is on the agenda for Cabinet approval on 19<sup>th</sup> April 2018. Lamby Way solar farm also now included in the Capital Programme, subject to the approval of a detailed business case which is scheduled to be considered by Cabinet in May 2018</p> <p><u>v.</u> <b>Work with the National Procurement Service (NPS) and other partners to deliver improved processes for buying and selling energy - IAct 41964 [GREEN]</b> Radyr Weir Private Wire – Still having difficulties with OFGEM's approval to proceed. We also need to review other options for potential development in the area before finalising any programme. Continuing to input into the National Procurement Service consultative group on energy procurement in Wales.</p> <p><u>vi.</u> <b>Report on the carbon impacts of energy projects, in line with international, national and local carbon reduction commitments - IAct 41965 [GREEN]</b> 2017/18 reporting requirements have been fulfilled for both Compact and Covenant of Mayors. Awaiting news of joint reporting for both these commitments to ease burden on signatory authorities.</p> <p><u>vii.</u> <b>Produce an updated Affordable Warmth Strategy for Cardiff in collaboration with partners - IAct 41966 [GREEN]</b> A draft strategy and action plan has now been prepared for internal consideration within the group of Affordable Warmth Partners, this will be the subject of further development work in 2018/19</p> <p><u>viii.</u> <b>Maintain corporate registration to Green Dragon Level - IAct 41967 [GREEN]</b> Minor non-conformities addressed and re-accreditation accepted</p>					

Strategic Directorate Priority 5 – To maintain, protect and enhance Cardiff’s diverse and well-connected parks, cemeteries, and green and blue spaces to ensure they meet people’s needs; support biodiversity and ecological resilience; enhance local heritage and culture; deliver services to commemorate significant life events; provide opportunities for partnership and engagement; improve physical and mental health and well-being; continue to underpin the city’s liveability and economic success (Jon Maidment)								
Wellbeing objective 4.3		Q4 position against the Headline Actions in the DDP (6)			Red - 0	Red/Amber - 0	Amber/Green - 3	Green - 3
		Q4 Comments						
		<p><u>i.</u> <b>Deliver high quality and well maintained bay and water ways at Harbour Authority - Obj 2484</b> [GREEN] Boskalis Westminster carried out the second dredging campaign as part of their five year contract, the dredging campaign started on 14<sup>th</sup> January &amp; was completed on January 25th. Total volume dredged &amp; disposed of = 80,511m3. All works were carried out to the required standard, within budget &amp; to schedule</p> <p><u>ii.</u> <b>Deliver an updated Parks and Green Spaces Strategy by March 2018 including maintaining and increasing Green Flag status at parks - Obj 2485</b> [AMBER/GREEN] Green Flag proposals agreed. Additional park submitted for 2018 judging. Draft Strategy delayed due to Parks Scrutiny exercise</p> <p><u>iii.</u> <b>Develop a strategy to help modernise and expand a sustainable financing dogs home service to ensure the welfare of animals in our care by promoting and supporting responsible pet ownership, consolidating work with partners, stakeholders and increasing opportunities for further community engagement by March 2018</b> Obj 2487 - [GREEN] Business case drafted, however further works are now required due to possible partnership opportunities with external organisations which are being considered. Report to Cabinet postponed to May/June 2018 due to these developments. Various external factors have led to delays in finalising a preferred option for future delivery of the service. Discussions are progressing well with a number of external partners and the final business case will be structured around the outcome of these discussions. It is anticipated that a more complete picture will be presented to cabinet in May/June 2018.</p> <p><u>iv.</u> <b>Deliver new burial space for the City of Cardiff - IAct 41974</b> [GREEN] Report submitted for cabinet approval 15<sup>th</sup> March 18 to authorise officers to progress to the planning application stage. Design works finalised and cost estimates confirmed. Business case to be presented to IRB for confirmation of funding 13<sup>th</sup> March 18.</p> <p><u>v.</u> <b>Parks Partnership Programme: Deliver the Parc Cefn Onn: into the garden and beyond’ Heritage Lottery Funded access project - IAct 41975</b> [AMBER/GREEN] Further delays to toilet completion and commencement of footpath works – all will now be undertaken in Q1/2 of 2018/19. Delays agreed with HLF. Works will be completed by late summer</p> <p><u>vi.</u> <b>Parks Partnership Programme: Submit Cabinet reports for decisions for major parks projects - IAct 41976</b> [AMBER/GREEN] Heritage Lottery Fund (HLF) programme is under review. The dedicated parks programme has been temporarily suspended meaning that competition will be greater due to increased new bids. Alternative methods of delivering parks projects through a management plan and targeted funding bids are being developed before a cabinet report is submitted. Council is responding to a HLF consultation exercise</p>						

Strategic Directorate Priority 6 – To maintain, protect and enhance the opportunities for all through sport and physical activity thereby improving the Health & Wellbeing of the community, in doing so empowering communities and organisations in increasing participation through targeted programming and engagement of partners and stakeholders. To work in close partnership with GLL to ensure successful service delivery of leisure facilities and activities for the wider community. To implement the new Play Delivery Model through community engagement and partnership development (Jon Maidment)								
Wellbeing objective 4.3		Q3 position against the Headline Actions in the DDP (5)			Red - 0	Red/Amber - 0	Amber/Green - 0	Green - 5
		Q3 Comments						
		<p><u>i.</u> <b>Ensure Leisure Centres deliver high quality service according to contract - Obj 2486</b> [GREEN] Year-end report on the Annual Service Plan is due in April 2018 which will cover first years performance on areas such as finance, participation and investment. The Quarter 3 report outlines progress to date on investment. At the end of quarter 3 there was a 15% increase on live members from contract commencement. Llanishen first floor conversion has been completed which included the relocation of the gym and new fitness studios and a toning suite. GLL’s Welsh language action plan has been completed</p> <p><u>ii.</u> <b>Continue with the implementation of the peripatetic delivery model for the provision of play services within communities across the city with full implementation by March 2018 - IAct 2489</b> [GREEN] Llanrumney Play Centre is being considered for redevelopment. There has been a delay on developers planning at Adamsdown causing a delay with handover date. All other areas are successfully operating to the new peripatetic delivery model delivering play opportunities at a variety of venues.</p> <p><u>iii.</u> <b>Deliver and develop the Local Sport Plan in partnership with Sport Wales and through the Joint Venture with Cardiff Met University - IAct 41977</b> [GREEN] The end of year review will be carried out in April between Cardiff Met, Sport Wales and Cardiff Council. A report with officer comments and recommendations will follow. The final payment has been received from Sport Wales and CMET have been paid via the JV Agreement. The 2018/19 Local Sports Plan has been approved with no cuts to the exchequer funding however there has been a reduction in the Lottery funding by 2% and a reduction of £25k for project delivery. This reduction is being absorbed by CMET without an effect on staffing and programmes and we will be producing a report demonstrating the cuts to Cardiff over the past 5 years and the impact it has had.</p> <p><u>iv.</u> <b>Develop the Facilities Planning model for Sport and Leisure - IAct 41978</b> [GREEN] Sport Wales are currently out to consultation on their Sport Strategy and we have agreed to wait for the outcome of this before producing a Cardiff Sport and Physical Activity strategy to ensure alignment to National objectives and priorities.</p> <p><u>v.</u> <b>Deliver a range of alternative delivery models for Outdoor Sport facilities - IAct 41979</b> [GREEN] We are exploring the model of transfer to include sports pitches without the need to dispose of Public Open Space. This model has been used successfully in other Welsh authorities with the outcome of achieving external funding from National Governing Bodies for sport. The Heads of Terms for this approach is in draft and will be reviewed by the Asset Management Board.</p>						

Area	Good news	Challenges / next steps
 <b>CUSTOMERS</b>	20mph limit areas - Riverside South and Canton South delivered. In year funding awarded by Welsh Government for Gabalfa and Cathays remedial measures, both delivered on street in year.  Love where you live initiative - 47 community planters have been delivered with positive results	Clean Air Strategy - Procurement of resources is essential to meet legal requirements  Further work is needed to fully define resources required for detailed design and construction relating to improving access for active and sustainable modes into the city centre  New Arcus data management system for planning not proceeding, currently looking more effective package and partner
 <b>FINANCIAL</b>	The Directorate is on track to achieve a balance position (this is still in process)  The Directorate is harnessing new technology and has introduced number of initiatives to improve the customer experience such as; on line payments, pay by phone, parking app and other initiatives.	The Directorate needs to continue to develop digitalisation and commercial in all areas of the Directorate.  The Directorate needs to harness new technology to ensure financial improvements, improve customer experience and improve data capture for more informed decision-making.
 <b>INTERNAL PROCESSES</b>	Following a corporate audit in December 2017 the Council has maintained registration to Green Dragon Environmental Standard Level 3	Impetus needed to ensure “Report It App” meets intended testing and roll out programme  Further focussed work required to define strategy and integrate new streetscene area
 <b>EMPLOYEE &amp; WORKFORCE</b>	Over 30 operatives have successfully completed Essential skills modules	Development a Workforce Plan and Skills Matrix for 18/19

QUARTER 4 2017-18 DIRECTORATE PERFORMANCE REPORT												
Directorate: Communities, Housing & Customer Services				Director: Sarah McGill		Number of Employees (FTE): 1,190			Cabinet Member: Cllrs Thorne, Elsmore, Weaver & Merry			
Strategic Directorate Priority 1 – Further develop Adult Community Learning and the Into Work Advice Service to support vulnerable people to maximise their employment opportunities.												
Wellbeing objective 1.3	Measures	Supporting Information	Year End 2017-18 Result	Year End 2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	Year End 2016-17 Result	Quarter 4 position against the Headline Actions in the DDP (8)	Red - 0	Red/Amber - 1	Amber/Green – 0	Green – 7
	(CP) The number of people receiving into work advice	QTR 4 17-18: 11,014	42,371	42,000	11,721	9,755	42,579	<ul style="list-style-type: none"><li>• <b>R/A:</b> Work continues to increase the number of priority learners in the age ranges of 16-18 and 19-25 with twelve 16-19 year olds taking part in the ‘Get that Job/Keep That Job’ short course. A meeting is planned to work with local High Schools to look at programmes for school leavers with no destination.</li><li>• Overall enrolment totals to date for the Learning for Work (LFW) Programme show a 27% increase against the previous year. Two additional courses have been run in partnership with Cardiff Bus and Job Centre Plus with 8 successful candidates now employed as drivers. Indications are that the success rate of learners from the Learning for Work Programmes will finish on 92% which is above the target of 90%.</li><li>• Universal Credit training has been set up to run in 7 Hubs across the city. These courses will equip clients with the digital skills they need to make their Universal Credit claim.</li><li>• Both Adult Community Learning (ACL) tutors and Into Work Trainers are working together to improve employability skills. ACL has attended a number of events including Blue Monday, a selection of activities and taster sessions to combat the January blues, and events held by Job Centre Plus.</li><li>• ACL is continuing to deliver bespoke courses for adults with experience of mental health issues, learning disabilities or physical disabilities in Ty Tresillian, Huggard hostels, Taff Housing and Four Winds Day Centre. Individuals who have overcome significant difficulties have been nominated for Inspire Awards.</li><li>• The Benefit Cap Back to Work Scheme has engaged with 297 clients throughout the year with 115 clients managing to secure employment through the scheme.</li><li>• The team continue to secure external funding to provide more intensive support to those seeking work. Cardiff Council Advice Services has been set up in readiness to apply for funding from Wales Council for Voluntary Action.</li><li>• The Into Work Advice Service have continued to work with a number of employers during quarter 4, including Stradivarius, a new retail store in St. Davids 2. They offered guaranteed interviews to individuals that attended Into Work Advice Service training.</li></ul>				
	(CP) The number successfully engaging with the Into Work Advice Service & completing accredited training	QTR 4 17-18: 269	1,392	1,200	472	398	1,393					
	(CP) The number of people who have been affected by The Benefit Cap and are engaging with The Into Work Advice Service	QTR 4 17-18: 23	294	150	NEW	28	NEW					
	(CP) Number of Into Work Advice Service customers supported with their claims for Universal Credit	QTR 4 17-18: 241	679	600	103	156	472					
Page 445												
Strategic Directorate Priority 2 – Ensure that Domestic Violence Support Services meet the requirements of new legislation, including the recommissioning of the service.												
Wellbeing objective 2.1	Measures	Supporting Information	Year End 2017-18 Result	Year End 2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	Year End 2016-17 Result	Quarter 4 position against the Headline Actions in the DDP (2)	Red - 0	Red/Amber - 0	Amber/Green – 1	Green – 1
	(CP) Council staff completing the Level 1 online module of the National Training Framework on violence against women, domestic abuse and sexual violence as a % of all staff	Cumulative Result Headcount – 13,093 Staff completed module YTD 1294	9.90%	50%	NEW	6.81%	NEW	<ul style="list-style-type: none"><li>• <b>A/G:</b> A draft has been finalised in the development of a Violence Against Women, Domestic Abuse and Sexual Violence Strategy and circulated widely for consultation . A shortened version has been produced for staff within partner organisations and for the public.</li><li>• The contract has been awarded and the transition of clients and staff is ongoing in the implementation of a fully re-commissioned domestic violence support service to meet requirements of new legislation which ensures a more integrated provision.</li><li>• Although the completions of the National Training framework on violence against women, domestic abuse and sexual violence are low, progress has been made through the year, work is ongoing with Economic Development and Education, including schools, to roll out the module with the appropriate information and support. The sensitive nature of the training has made the roll out slower so far but progress is being made.</li></ul>				



**Strategic Directorate Priority 3 – Implement the Cardiff Housing Strategy 2016-2021 to ensure those in need have access to appropriate, high quality services:** • 1,500 new homes (of which 40% affordable) through the ‘Cardiff Living’ programme, • Deliver 100 additional Council properties through a range of capital funding by 2022. • Deliver Independent Living Solutions for Older and Disabled People. • A new Homelessness Strategy based on a full needs assessment and review of services. • A range of support to address rough sleeping in the City. • Continue to develop joint working to mitigate the issues caused by Welfare Reform.

Wellbeing objective 2.2 Page 446	Measures	Supporting Information	Year End 2017-18 Result	Year End 2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	Year End 2016-17 Result	Quarter 4 position against the Headline Actions in the DDP (7)	Red - 0	Red/Amber - 0	Amber/Green – 2	Green – 5
	(CP) The number of homes commenced on site through Cardiff Living in year: - Total units - Affordable Housing units	Cumulative result	337 131	353 136	NEW NEW	329 129	NEW NEW	<ul style="list-style-type: none"> <li>• <b>A/G:</b> Consultation is still underway for the development of an Older Persons Accommodation Strategy for Cardiff. The strategy itself is still currently in draft form and awaiting the results from the consultation in order to ensure a more informed and comprehensive approach.</li> <li>• <b>A/G:</b> A full service review is being undertaken to inform the new Homeless Strategy for Cardiff. The deadline for completion was moved by the Welsh Government and the strategy is on target for completion by the new date.</li> <li>• An Action Plan for Rent Smart Wales has been developed to review the progress of the service and the performance throughout the year.</li> <li>• A number of new sites have been identified for Council new build projects exceeding the target set at the beginning of the year. The procurement of a contractor for the Caldicot Road Site is due to commence through Sell to Wales and an updated contract is being finalised by Legal Services.</li> <li>• The final Social Housing Grant/Housing Finance Grant 2 programme for 2017/18 was submitted along with priorities for any other Welsh Government funding that may be available. Final Registered Social Landlord completion figures are awaited, however we have exceeded our target of 50 Registered Social Landlord affordable housing units.</li> <li>• The marketing of the Assisted Home Ownership units is well underway and interest in these properties has been encouraging. Four 2 bedroom properties to sell through the Assisted Home Ownership scheme at Braunton Crescent have been identified and the handover of the first rented units due to take place in October/November 2018.</li> <li>• Quarter 4 saw the implementation of the Universal Credit full service with over 600 people briefed on Universal Credit, including an event attended by 200 people. Monitoring has commenced as it will be in the new financial year that any gaps can now be identified, once the first payments are made at the end of March.</li> <li>• Although the number of homes commenced on site falls slightly below target, the project as a whole is progressing well, with the first 12 homes from the Cardiff Living programme released off plan at the end of March and all were reserved within 24 hours, with notable interest from first time buyers.</li> </ul>				
	The % of people who experienced successful outcomes through the Homelessness Reconnection Service	QTR 4 17-18: 54.84%	68.84%	50%	NEW	72.29%	NEW					
	(CP) The number of rough sleepers assisted into accommodation	QTR 4 17-18: 53	204	144	NEW	48	NEW					
	The % of cases where a duty to prevent homelessness was accepted and where homelessness was prevented	QTR 4 17-18: 74%	71%	50%	NEW	62%	NEW					
	The number of registered landlords	Cumulative Result 1,629 registered in Q4	89,243	80,000	74,168	87,614	74,168					
	The number of licensed landlords and agents	Cumulative Result 5,747 licensed in Q4	27,990	20,000	NEW	22,243	1,429					

**Strategic Directorate Priority 4 – Promote and increase the number of adults using the new First Point of Contact Service to access information and signposting to enable them to remain independent in their community and act as a Gateway to accessing advice and assistance.**

Wellbeing objective 2.3	Measures	Supporting Information	Year End 2017-18 Result	Year End 2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	Year End 2016-17 Result	Quarter 4 position against the Headline Actions in the DDP (5)	Red - 0	Red/Amber - 0	Amber/Green – 0	Green – 5
	The % of new cases dealt with directly at First Point of Contact (FPOC) with no onward referral to Adult Services	QTR 4 17-18: 72.17%	73.08%	60%		71%	62%	<ul style="list-style-type: none"> <li>• The trial continues to assess Assistive living technology (Archie) to supplement Telecare in supporting adults to live independently. The trial has now been concluded and customer satisfaction is now being evaluated. Current feedback is very positive with the plan to market Archie as both an assistive living and lone working device during the next financial year.</li> <li>• Meals on Wheels continues to focus on promoting the service and increasing the number of referrals and customers. Future strategy for the service is being developed in consultation with stakeholders including Social Services, Independent Living Services, Community Resource Team and Health.</li> <li>• The Preventative Service is on target with 72% of new assessments resolved at First Point of Contact. The service has seen an 8% increase in incoming calls whilst the number of outgoing calls has decreased by 10% demonstrating improvements in supporting clients at initial contact. 430 clients received an Independent Living Services (ILS) holistic visit this year, of these only 17 were then referred to Social Services. 97% of clients felt ILS had improved their quality of life with 98% feeling able to remain living in their home more independently.</li> <li>• The Joint Equipment Service and Care and Repair have joined services on the provision of rails and small aids, with Care and Repair now doing the installation. This has been particularly successful with hearing and visual impairment enabling a one service approach whilst providing holistic services to enable independence.</li> <li>• Performance for the low cost adaptations is a result of more work complex work being taken through this quicker process, to ensure adaptations are delivered in a timely manner.</li> </ul>				
	The average number of calendar days taken to deliver a Disabled Facilities Grant (from first contact to payment date)	QTR 4 17-18: 188	182	200	200.32	177	200					
	The average number of calendar days taken to deliver low cost adaptation works in private dwellings where the Disabled Facilities Grant process is not used	QTR 4 17-18: 39.10	40.50	35	38.75	39	45					
	The number of Telecare customers	Cumulative Result	4,489	4,613	NEW	4,509	4,394					
	The Meals on Wheels customer base	Cumulative Result	283	300	NEW	249	141					

**Strategic Directorate Priority 5 – Further develop the Alarm Receiving Centre (ARC) including partnership work with stakeholders as well as the use of new technology to assist people to live independently.**

Wellbeing objective 2.3	Measures	Supporting Information	Year End 2017-18 Result	Year End 2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	Year End 2016-17 Result	Quarter 4 position against the Headline Actions in the DDP (2)	Red - 0	Red/Amber - 1	Amber/Green – 0	Green – 1
	Monitor and report progress against income target for ARC services	<b>QTR 4 17-18:</b>	<b>£224,570</b>	£550,000	NEW	<b>£245,677</b>	£63,000	<ul style="list-style-type: none"> <li><b>R/A:</b> Disaster Recovery is now in place which will enable the ARC to carry out alarm monitoring. Discussions are also taking place with Housing Associations to provide a CCTV monitoring service at identified locations which will assist with future income generation.</li> <li>A locality warden service is now fully resourced and continues to attend community events and GP surgeries. A patrol strategy is in place and a survey will be issued to tenants at the end of quarter 4 to measure satisfaction with the service.</li> </ul>				
	(CP) The % of Telecare calls resulting in an ambulance being called out	<b>QTR 4 17-18: 4%</b>	<b>5%</b>	< 10%	5%	<b>6%</b>	6%					

**Strategic Directorate Priority 6 – Develop Locality Based Working building on the learning of the older person’s pilot project to effectively integrate services for older people within a geographical location, taking a person centred approach, reducing duplication and improving citizen engagement.**

Wellbeing objective 2.3	Measures	Supporting Information	Year End 2017-18 Result	Year End 2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	Year End 2016-17 Result	Quarter 4 position against the Headline Actions in the DDP (1)	Red - 0	Red/Amber - 0	Amber/Green – 0	Green – 1
	(CP) The % of people who feel reconnected into their community, through intervention from day opportunities.	<b>QTR 4 17-18: 87%</b> 55 people were surveyed during Q4	<b>77%</b>	60%	NEW	<b>75%</b>	NEW	<ul style="list-style-type: none"> <li>Following the success of intergenerational events held the community co-ordinator is working with the Cardiff City Foundation to develop training sessions for volunteers to continue carrying out intergenerational events in the community.</li> <li>Evaluation of the Day Opportunities role has resulted in staff being trained in manual handling and becoming trusted assessors. This allows a broader range of support and accessibility options for clients to connect with communities. Referrals into Day Opportunities are now received from a wider range of departments and organisations, meaning more people are helped into a broader range of activities.</li> </ul>				





**Strategic Directorate Priority 7 – Continue to deliver the Community Hubs development programme to provide access to a wide range of services, including advice, support and library provision within communities.**

Wellbeing objective 4.1	Measures	Supporting Information	Year End 2017-18 Result	Year End 2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	Year End 2016-17 Result	Quarter 4 position against the Headline Actions in the DDP (7)	Red - 0	Red/Amber - 0	Amber/Green – 1	Green – 6
	(CP) The number of visitors to Libraries and Hubs across the City	<b>Cumulative Result</b>	<b>3,331,807</b>	3,200,000	3,241,038	<b>1,937,416</b>	3,241,038	<ul style="list-style-type: none"> <li><b>A/G:</b> Llanedeyrn and Llanishen Hubs have received positive customer feedback on services and facilities. The construction contract for St Mellons Hub is now due for completion in May 2018 and reopening to the public in the summer.</li> <li>Community Hub needs are continually assessed to enhance service provision and customer suggestions are often implemented where feasible.</li> <li>The library service is currently liaising with the communications department to produce promotional materials to share with partners and groups to increase awareness of the services available.</li> <li>The current Neighbourhood Development Librarian model is working well and proposals from a recent review are now being taken forward to include bringing community activities into the Hubs.</li> <li>Consultation to ensure library resources and materials reflect community needs is close to completion and initial feedback has been positive. Improvement action plans will be drafted following conclusion of the consultation.</li> <li>Work continues to monitor outcomes related to the 6<sup>th</sup> framework of the Welsh Public Library Standards. The assessment report has been reviewed and improvement actions to positively impact performance have been implemented.</li> <li>Construction works at the Chapel have started with work on the exterior of the Cardiff Royal Infirmary building underway. A planning application has been drafted and is due to be submitted next month.</li> </ul>				
	(CP) The % of customers who agreed with the statement “Overall the Hub met my requirements/I got what I needed”	<b>QTR 4 17-18: 98%</b>	<b>98%</b>	95%	99%	<b>98%</b>	99%					



Strategic Directorate Priority 8 – Review our Neighbourhood Partnerships to ensure we are working with citizens and partners to address need on a locality basis by March 2018.													
Wellbeing objective 4.1	Measures	Supporting Information	Year End 2017-18 Result	Year End 2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	Year End 2016-17 Result		Quarter 4 position against the Headline Actions in the DDP (1)	Red - 0	Red/Amber - 0	Amber/Green – 1	Green – 0
	The % of people who feel more informed about their locality as a result of attending a Neighbourhood Partnership Roadshow.	YTD: 194 people were surveyed	81.44%	70%	NEW	NEW	NEW		• A/G: Building on the success of the Community hubs programme, the new approach to Neighbourhood and Locality Working will continue to be developed in the coming year.				

Strategic Directorate Priority 9 – Change our way of working through digitalisation, reflecting changes in customer preference by enabling them to interact with our services through their preferred methods, enabling the Council to adopt more efficient working practices.													
Wellbeing objective 4.3  Page	Measures	Supporting Information	Year End 2017-18 Result	Year End 2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	Year End 2016-17 Result		Quarter 4 position against the Headline Actions in the DDP (3)	Red - 0	Red/Amber - 0	Amber/Green – 0	Green – 3
	(CP) Customer contacts to the Council using digital channels	QTR 4 17-18: 236,873	784,567	699,802	189,369	211,596	636,184		<ul style="list-style-type: none"><li>• This financial year has seen a significant increase in customer contact through digital channels. The launch of the council’s new website design has shown an increase in better form submission and routing with customers directed to the relevant content.</li><li>• Results from the ‘Customer Contact Survey 2018’ have been provided and demonstrate a good take up of responses with 974 submissions. Nearly 94% of the respondents had visited the website in the last 6 months and 90% of these were able to complete the task they had come to the website to do.</li><li>• The project to increase online services offered by C2C continues to be developed with the next phases planned in some detail. There have been positive results on the take up of existing services in 2017/18.</li><li>• The further rollout of digital access to services and the increase of citizens using these channels is a key focus of work over the next 12 months. Work has commenced on drafting a Digital Strategy for the Council that will drive the necessary change in the way all departments work and underpin our delivery of Capital Ambition</li></ul>				
	% Mobile access to the website (phone and tablet)	QTR 4 17-18: 62% 2,097,439 mobile access sessions, 3,532,557 in total	59%	60%	56.49%	59%	55.41%						
	Increase usage of Council Tax self-service (Number of user log-ins)	QTR 4 17-18: 10,808	35,755	39,593	9,640	7,436	35,994						
	% Parking Permit Applications made online vs Post.	QTR 4 17-18: 77% Q4 – 17,712 online applications. 24,800 applications in total.	71%	+5%	75.55%	75%	69.4%						

Good news		Challenges / Next steps	
 CUSTOMERS	 FINANCIAL	 INTERNAL PROCESSES	 EMPLOYEE & WORKFORCE
<p><b>Meals on Wheels:</b> The customer base of Meals on wheels has more than doubled since April 2017, increasing from 132 to 283, a significant increase although the challenging target of 300 has not quite been met. The service has successfully bid for additional revenue and will be extending the service to cover both weekends and bank holidays from May 2018, providing hot meals to customers 7 days a week.</p> <p><b>Roath Library Building:</b> Following a thorough bidding process, Rubicon Dance were successful and have been awarded the Community Asset Transfer for the Roath Library building. Heads of Terms have been drafted and are with the Rubicon Dance group to agree an appropriate timeline for the project. Work has commenced on the exterior of the Chapel at Cardiff Royal Infirmary. With regards to the full refurbishment works, a planning application has been drafted and is due to be submitted next month.</p> <p><b>Domiciliary Care:</b> The number of the people currently receiving Domiciliary care is at its lowest since December 2015, this is in part a result of:</p> <ul style="list-style-type: none"><li>• The work carried out by Independent Living Services (ILS) providing advice and support at the First Point of Contact (FPoC) and holistic visits and support to help people remain independent for longer.</li><li>• Effective working relationships between the Adult Services Social Worker team and ILS within FPoC.</li></ul> <p>• A reduction in domiciliary packages being put through to brokerage by the hospital teams and Community Resource Team.</p> <p><b>Housing:</b> Housing Development have been working with Wates residential, a National developer on the Cardiff Living programme, a 10 year partnership designed to tackle growing demand for housing in the city. At the end of March the first homes to be released as part of the partnership, there were twelve homes located on the Braunton Crescent and Clevedon Road site in Llanrumney, which were released off-plan and all of them were reserved within 24 hours, with particular interest from first-time buyers. This marks a major milestone in the Cardiff Living partnership, which will see the development of 1,500 homes, 600 council homes and 900 for the open market, across 40 sites in the city, following Wates Residential’s appointment as Cardiff the Council’s trusted development partner in January 2016. Prior to release the ‘Captain’s View’ plots, which include two and three bedroom homes, were advertised at an information event, held to attract local buyers, at the Eastern Leisure Centre in Llanrumney on Friday, March 23rd. The event was attended by more than 50 people with the opportunity to make an appointment with the appointed estate agent for the following day. Successful reservations were made by eight (67%) first-time buyers, while seven homes (58%) will be bought through the Government’s Help to Buy scheme. The Braunton and Clevedon site, due for completion next year, will comprise of 106 mixed tenure homes, including 40 affordable homes and 66 for market sale. A further four development sites have been approved as part of the first phase of the programme.</p> <p><b>Adult Community Learning:</b> The verified result for the academic year 16/17 has been confirmed as a 92% success rate of academic learners completing courses through Adult Community Learning. This is positive against the 90% target and has ensured that Cardiff’s Adult Community Learning section has contributed to the Cardiff and Vale Community Learning Partnership result which was also 92%. Indications are that the success rate for 17/18, currently unverified, will match the success of the previous year at 92%.</p>		<p><b>Welfare Reform:</b> With Universal Credit full service rolled out on 28<sup>th</sup> February, advice staff have worked to prepare and alleviate some of the negative impacts. Issues emerging from other local authorities have included significantly increased demand for digital support as well as a higher demand for specialist debt advice, alongside very high numbers of queries at the front line due to confusion over the new system. National pilot areas have shown arrears are a major concern with Croydon Local Authority reporting that rent collection has reduced from 98% to 72% for Universal Credit claimants, who account for 8.92% of tenants but contribute 38% of the arrears.</p> <p>Advice staff have taken many steps to ensure we are doing all we can to support those affected by the change, this includes advice outreach across the city, in food banks, hostels, community hubs and job centre plus offices to reach as many of those who may be affected as possible. In addition to this employment services have expanded, with the launch of the new Employment Gateway to take place in April. A robust training package was rolled out during quarter 4 with over 800 staff trained, and the role of hub staff now includes homelessness prevention. Work has also taken place with stakeholders and private landlords, with engagement events and the development of the Landlord Liaison Service.</p> <p><b>High Rise Cladding:</b> We have carried out additional checks carried out on our high-rise blocks of flats, which have revealed that cladding systems on six of our buildings do not meet current fire-safety standards, despite the fact all six were given a clean-bill of health in the aftermath of the Grenfell fire. Following the tragic fire at Grenfell Tower in London last year, the Council reviewed fire safety in all of its high-rise blocks across the city, including inspections by external consultants on cladding to see if Aluminium Composite Materials (ACM) were present in any of the blocks. The results came back negative. The ACM checks were all the Council was required by Government to carry out post-Grenfell. However, consultants recommended further testing on the cladding to give complete assurance on its safety and so the we decided to carry out additional tests to establish if the cladding, which was installed in the 1990s, would meet today’s more stringent fire safety standards. Due to the demands on cladding testing centres working on the combustibility of ACM panels, we commissioned our own tests using private specialist firms on all 6 of our high rise blocks with cladding. These tests results have recently been received and show that the cladding systems consist of veneered, fibrous-hardwood, rainscreen panels that fail today’s combustibility standards. Our checks have also revealed that there are no firebreaks built into the cladding system on the exterior of the buildings in question. While this was not required by regulations at the time of installation, today’s standards are much higher and we are also taking this into account. The flats affected are Lydstep Flats, Llandaff North (3 blocks), Loudoun and Nelson House, Butetown and Channel View, Grangetown.</p> <p>Additional safety measures have already been put in place in the blocks including round-the-clock fire warden patrols and increased CCTV monitoring. All flats have smoke detectors fitted and these are checked annually as are gas appliances. The Council had already taken the decision to upgrade fire doors to above set standards in all of its high-rise blocks, replacing the 30-minute integrity doors with higher specification 60-minute fire doors. This will be completed by May. All of the Council’s high-rise blocks are also set to be fitted with sprinklers. It is likely that the cladding on all blocks affected will need to be removed and the Council is currently looking at the best way to achieve this. In the meantime we are working in partnership with the South Wales Fire and Rescue Service to ensure that we follow the latest fire-safety guidance.</p> <p><b>New Directorate:</b> The new <b>People and Communities Directorate</b> has been established and we are considering opportunities for synergy and integration, and how we can work together to further support demand management and prevention.</p> <p><b>Rough Sleeping:</b> Rough sleeping continues to be a challenge, with 60 people being recorded as sleeping rough in Cardiff during the week ending 30<sup>th</sup> March. Cold weather provision ran from the beginning of November until the end of March and approximately 8,000 nights of accommodation were provided in total. During the worst weather 84 additional spaces were available, in addition to the 45 emergency spaces provided year round. These spaces were accessed by 81 people, no night without vacancies shows that the service had sufficient capacity to meet demand, with staff going above and beyond to support the service.</p>	

QUARTER 4 2017-18 DIRECTORATE PERFORMANCE REPORT													
Directorate: Economic Development			Director: Neil Hanratty		Number of Employees (FTE): 940			Cabinet Member: Cllr Goodway, Michael, Weaver and Bradbury					
Strategic Directorate Priority 1 – Attract more and better jobs													
Wellbeing objective 3.1 Page 4.50	Measures	Supporting Information	Q4 2017-18 Result	2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	2016-17 Result	Quarter 4 position against the Headline Actions in the DDP (7)	Red - 0	Red/ Amber -0	Amber/ Green – 0	Green – 7	
	New and safeguarded jobs in businesses supported by the Council, financially or otherwise (cumulative)	‘SENTA’ CRM database	4,904	500	1,290	4,518	1,290	Jobs Growth / Inward Investment (CP): (Green) <ul style="list-style-type: none"><li>The Council helped to create / safeguard 4,904 jobs by the end of Q4, this can be broken down into 1,261 jobs created and 3,643 safeguarded. Commitment for Metro Central will unlock further investment opportunities.</li></ul>					
	The amount of ‘Grade A’ office space committed to in Cardiff (sq. ft.) (cumulative)	Counted from start of construction	366,000	150,000	317,732	366,000	317,732	City Deal (CP): (Green) <ul style="list-style-type: none"><li>The City Deal Business Plan was approved by Joint Committee and agreed by all 10 participating Councils in March.</li></ul>					
	Gross Value Added per capita (compared to UK average)	Cardiff & Vale of Glamorgan compared to UK	93.4 (2016)	Above Welsh Average (73)	91.4 (2015)	Annual	91.4 (2015)	Creative Industries Sector (CP): (Green) <ul style="list-style-type: none"><li>Channel 4 announced they are looking to locate a digital facility in 3 new regional creative hubs outside London. Cardiff presented a bid to secure one of the new creative hubs.</li></ul>					
	Unemployment (compared to Welsh average)	Cardiff compared to Wales	6.5	Below Welsh Average (5.0)	4.8 (result for Jan-Dec 2016)	Annual	4.8% (result for Jan-Dec 2016)	Business Improvement District (CP): (Green) <ul style="list-style-type: none"><li>The Business Improvement District has taken on board Taxi Marshalls for the city centre and extended other contracts with Cardiff Council. A new campaign to assist Homelessness will be promoted shortly.</li></ul>					
	Percentage of Council workshops let		92.10%	90%	94.20%	91.40%	92.6%	J International Strategy (CP): (Green) <ul style="list-style-type: none"><li>Positive response from local businesses on the Green Paper. Consultation period ends March 2018.</li></ul> Creative Cardiff Initiative (CP): (Green) <ul style="list-style-type: none"><li>Proposals for a Creative Cluster in the city have successfully passed the Arts and Humanities Research Council’s (AHRC) stage 1 assessments and will go through to the next round. The Bid second stage application has re-focused on the 'Screen' based Audio- Visual Creative Industries sector in Cardiff/Region.</li><li>Sound Diplomacy are three months into a comprehensive assessment of the music ecology in Cardiff. The aim is to announce the music vision for Cardiff in April and work is underway to set up a Cardiff Music Board.</li></ul> Work with partners to deliver the Cardiff Commitment: (Green) <ul style="list-style-type: none"><li>The Council has helped form partnerships between schools and employers, work experience opportunities, mock interviews, employer engagement at careers fayres and business site visits. Examples of partnerships are, Santander &amp; Ysgol Plasmawr, Bad Wolf Productions &amp; Willows High School, and IQE &amp; Whitchurch High School</li><li>We have successfully extended the Open Your Eyes Careers Week to the Cardiff West Community High School and it’s cluster, engaging employers from a range of sectors with primary schools in Ely and Caerau. Focusing employer engagement on schools within the Southern Arc of Cardiff is a strategic priority for the initiative.</li><li>The Council is working with Digital Profile to roll out an employer engagement online platform with all schools in Cardiff and to all employers engaged with the Cardiff Commitment.</li></ul>					
Strategic Directorate Priority 2 – Attract more visitors that stay longer													
Wellbeing objective 2.1	Measures	Supporting Information	Q4 2017-18 Result	2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	2016-17 Result	Quarter 4 position against the Headline Actions in the DDP (6)	Red - 0	Red/ Amber - 0	Amber/ Green – 0	Green – 6	
	Increase number of staying visitors	Results published by STEAM for the calendar year	1.8% 2,062,000	+2%	+1.1% 2,025,000	Annual	+1.1% 2,025,000	Tourism Strategy (CP): (Green) <ul style="list-style-type: none"><li>Cardiff Council and the Cardiff Hoteliers Association have agreed to share funding for a combined exhibition at the largest international business and travel trade events during 2018/19 including, IBTM (Barcelona), IMEX (Frankfurt) and M&amp;I (Dubrovnik). These are the largest business events exhibitions in the world to meet new contacts, network,</li></ul>					

	Increase total visitor numbers	Results published by STEAM for the calendar year	7.9% 21,980,000	+3%	-0.7% 20,380,000	Annual	-0.7% 20,380,000		attract investment and market the city.
	City Centre Footfall (cumulative)		43 million	42 million	43.5 million	33.8 million	43.5 million		<b>Deliver the Capital's key event commitments: (Green)</b>
	Cardiff Castle Total Income (cumulative)		£4,048,651	£3,800,000	£3,436,401	£3,421,648	£3,436,401		<ul style="list-style-type: none"> <li>Volvo Ocean Race – Detailed plans are in place for all aspects of event delivery and to meet the requirements of the Host Venue Agreement / achieve targets as set out in the agreement with Welsh Government.</li> <li>Eisteddfod 2018 – meetings are progressing with Planning.</li> <li>Homeless World Cup – Cardiff is in negotiations to host the event production which will raise homelessness awareness.</li> </ul>
	Paid Attendances at Cardiff Castle (cumulative)		315,618	310,000	300,439	264,469	300,439		<b>Champions League Event: (Green)</b>
	Total Income for City Hall (cumulative)		£954,914	£865,000	£890,430	£744,597	£890,430		<ul style="list-style-type: none"> <li>Event successfully delivered in Q1.</li> </ul>
	Retained Income for St David's Hall and New Theatre (cumulative)		£1,870,176	£1,771,392	£1,684,914	£1,178,820	£1,684,914		<b>New tourism attraction at Cardiff Castle: (Green)</b>
	Number of Paid Attendances at St David's Hall and New Theatre (cumulative)	1.3% variance from target	423,414	429,099	418,626	274,934	418,626		<ul style="list-style-type: none"> <li>Black Tower Tales and a new Dr Who attraction – A business plan is being developed outlining delivery of a new family attraction as a joint venture. Meetings are progressing and it is anticipated that the attractions will go live shortly.</li> </ul>
									<b>Modernise the Arts Venues: (Green)</b>
									<ul style="list-style-type: none"> <li>St David's Hall – proposals to modernise the venue are being developed. Funding applications being examined.</li> <li>New Theatre – Discussions underway with Facilities Management regarding current capital investment requirements.</li> </ul>
									<b>The Cardiff Collection: (Green)</b>
									<ul style="list-style-type: none"> <li>Reviewing the commercial catering offer at the Norwegian Church.</li> <li>Progressing a restructure of the Marketing and Tourism Team.</li> </ul>

Strategic Directorate Priority 3 – Continue the regeneration of the city centre and Cardiff Bay													
Page 451  Wellbeing objective 3.1	Measures	Supporting Information	Q4 2017-18 Result	2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	2016-17 Result		Quarter 4 position against the Headline Actions in the DDP (4)	Red - 0	Red/ Amber - 0	Amber/ Green – 0	Green – 4
	N/A	N/A	N/A	N/A	N/A	N/A	N/A		<b>Facilitate delivery of the Central Square regeneration scheme: (Green)</b> <ul style="list-style-type: none"><li>Bus Station site sold to WG at the end of March. Final negotiations are ongoing for the creation of an SPV to deliver the new bus station and the wider Metro Central project with WG, the developer and Network Rail.</li><li>The Council is now close to agreement on accessibility provision which will allow contracts for the delivery of a public realm to be signed. Work has commenced and is being delivered to the development programme.</li></ul> <b>Indoor Arena (CP): (Green)</b> <ul style="list-style-type: none"><li>A report on the preferred location has been presented to Cabinet. Discussion on-going regarding the acquisition of the preferred site.</li></ul> <b>International Sports Village (ISV) – Phase 2 (CP): (Green)</b> <ul style="list-style-type: none"><li>Discussions and correspondence on-going regarding Phase 2 of the scheme.</li></ul> <b>City Hall (CP): (Green)</b> <ul style="list-style-type: none"><li>Proposals for commercial use of the building to off-set the maintenance backlog are being developed and will be presented to Cabinet in Q2, 2018/19.</li></ul>				

Strategic Directorate Priority 4 – Commercialise key Council services to increase gross income													
Wellbeing Objective 4.2	Measures	Supporting Information	Q4 2017-18 Result	2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	2016-17 Result		Quarter 4 position against the Headline Actions in the DDP (6)	Red - 0	Red/ Amber - 0	Amber/ Green – 3	Green – 2
	Commercial and Collaboration gross income	New income achieved	325,880 (provisional)	£459,000	n/a	Annual	n/a		Achieve Commercial Growth (CP): (Amber /Green)				



target achieved (£) (CP)	(gross)							
% Customers Satisfied with the Service (CP)	Survey responses <b>Commercial Waste:</b> 90% <b>Building Services:</b> 86% <b>Cleaning &amp; Support:</b> 83.8% (overall average score of 4.27 out of 5 /83.8% satisfied or above)	90% baseline established	Establish a baseline	n/a	Annual	n/a		<ul style="list-style-type: none"> <li>The implementation of commercial improvement plans in Building Services and Cleaning are ongoing. Commercial improvement plans are also being developed for the Security and Pest Control Services. At the end of the year we anticipate savings targets to be exceeded in Pest Control and School Caretaking. The shortfall in Security Services is being mitigated by an over performance in Cleaning net income.)</li> </ul> <p><b>Increase Customer Satisfaction (Green )</b></p> <ul style="list-style-type: none"> <li>An online customer satisfaction questionnaire has been launched for CTS and Total FM Services and results are expected during quarter 1. Customer surveys undertaken during the year show Building Services achieved 86% customer satisfaction and Cleaning and Support 83.8%. Customers using the Commercial Waste Service returned a 90% satisfaction response.</li> </ul> <p><b>Operational Performance: (Amber / Green)</b></p> <ul style="list-style-type: none"> <li>The procurement strategy for the new Non-Domestic Building Maintenance Framework has been agreed. Procurement is scheduled to commence early in 2018.</li> <li>A new structure for Building Services has been prepared. Staff consultation was completed in January 2018 with implementation commencing in March 2018.</li> <li>The procurement of new technology to digitise property asset data and mobile scheduling services within the Corporate Landlord model has commenced.</li> <li>Phase 1 of the TRANMAN FMIT system has been implemented. ‘Teething’ issues have limited the functionality of the system. These issues are being bottomed out at the end of quarter 4. Phase 2, customer portals and vehicle hire portal, will be implemented in quarter 1 of 2018/19.</li> </ul> <p><b>Corporate Landlord Model: (Green)</b></p> <ul style="list-style-type: none"> <li>Cabinet is scheduled to consider a report on the proposed Corporate Landlord operating model shortly.</li> </ul> <p><b>Customer Account Manager Model: (Green)</b></p> <ul style="list-style-type: none"> <li>3 Customer Liaison Officers have been appointed this year. Their role will be to drive income through better relationships with the customer and service areas, providing a Customer Liaison Service to schools, third sector and commercial enterprises in respect of building maintenance, building management, cleansing, security, pest control, central transport services and waste management services.</li> </ul> <p><b>Corporate Fleet (CP): (Amber/Green)</b></p> <ul style="list-style-type: none"> <li>An interim Transport Manager has been appointed. The role is now being re-evaluated to account for its need to have ‘continuous and effective responsibility for vehicle management across the Council. Recruitment to the revised role will commence in quarter 1 of 2018/19.</li> <li>A new structure for CTS which will deliver a revenue generating approach to service delivery has been agreed. The implementation is nearly complete.</li> <li>Central Transport Services has effectively contributed to the Council’s Low Emission Strategy document . New vehicle procurement will continue to focus on low emission / alternative fuel vehicles subject to market availability. The percentage of alternative fuel/ fuel efficient vehicles achieved in the fleet in 17/18 is 11%.</li> </ul>

Strategic Directorate Priority 5 – Achieve the statutory recycling/landfill diversion targets												
Wellbeing objective 3.2	Measures	Supporting Information	Q4 2017-18 Result	2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	2016-17 Result	Quarter 4 position against the Headline Actions in the DDP (4)	Red - 0	Red/ Amber - 0	Amber/ Green – 1	Green – 3
	The percentage of municipal waste collected and prepared for re-use and / or recycled (CP)	Waste Dataflow	tbc	61%	58.12%	tbc	58.12%	<b>Improve Recycling Models: (Green)</b> <ul style="list-style-type: none"> <li>Recycling Targets – achieving the statutory recycling target continues to be a significant challenge.</li> <li>Lamby Way HWRC has been operational for almost a year, and is positively received by members of the public. There has been a noticeable increase on the number of users since the closure of Wedal Road.</li> <li>Waste Recycling and Processing – Global market prices and availability remain a high financial and performance risk. The recent national pressure for a deposit return scheme (return plastic bottles, glass bottles and receive cash deposit back) needs to be closely monitored, with possible further threats to finance and performance.</li> <li>Since the transition from Kelda contract to Dwr Cymru Welsh Water was secured in December 2017, both Food and Green Waste contracts for Vale of Glamorgan Council and Cardiff Council are running to plan with a successful transfer.</li> </ul> <b>Improve the provision of HWRC facilities: (Amber/Green)</b> <ul style="list-style-type: none"> <li>Wedal Road HWRC closes on 2<sup>nd</sup> March 2018, a public information and social media campaign supported the closure.</li> <li>There continues to be a key focus on improving the education of members of the public regarding recycling material at HWRCs. The redeployment of staff from Wedal Road allows more focus on segregating recycling and supporting customers.</li> </ul> <b>Deliver Re-Use Centre facilities: (Green)</b> <ul style="list-style-type: none"> <li>The new reuse partner was announced and launched in December. British Heart Foundation provide a network of shops, free home collection and reuse facilities and outlets across Cardiff. An initial review of the partnership has been completed, and an improvement plan is currently being developed.</li> </ul> <b>Environment Bill / Strategy Requirements (Green)</b> <ul style="list-style-type: none"> <li>The next Recycling Strategy proposal has been developed, and is due to go to Cabinet during quarter 1. It seeks recommendations to progress with a trial of the separate collection of glass, expand wheeled bins across the city and improve recycling at HWRCs. All of which will provide savings and increase recycling performance in 2018/19. There are further recommendations to consult on including garden waste options, long term infrastructure arrangements and alternative working patterns. The changes will be subject to consultation and Welsh Government discussions, regarding the Blueprint and Environment Bill.</li> </ul>				
	Maximum permissible tonnage of biodegradable municipal waste sent to Landfill (CP)	Waste Dataflow	tbc	37,627	1,356	tbc	1,356					
	Amount of waste sent for energy recovery	Waste Dataflow	tbc	No more than 42%	45.39%	tbc	45.39%					

Strategic Directorate Priority 6 – Continue to modernise the Council's estate												
Wellbeing objective 4.3	Measures	Supporting Information	Q4 2017-18 Result	2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	2016-17 Result	Quarter 4 position against the Headline Actions in the DDP (3)	Red - 0	Red/ Amber - 0	Amber/ Green – 1	Green – 2
	Reduce the gross internal area (GIA) of buildings in operational use (cumulative)	GIA data extracted from Property Management System	0.8% / 62,345	CP: 1% / 78,157	7.9% / 617,593	0.7% / 55,230	7.9% / 617,593	<b>Property Strategy (CP): (Amber/Green)</b> <ul style="list-style-type: none"> <li>The Council remains on track to meet the targets defined in the 5 year Corporate Property Strategy (2015-2020).</li> <li>The Corporate Land and Property Management Plan (CLPMP) for 2018/19 was published in Q4.</li> <li>The CLPM results for 2017/18 show that the targets for GIA, Revenue, maintenance backlog reduction and capital receipts were not achieved in year. Delays in completing a number of key transactions has resulted in slippage. All of these transaction are being processed and will complete early in 18/19 rather than 17/18.</li> </ul> <b>Asset Management Software: (Green)</b> <ul style="list-style-type: none"> <li>Following instruction from Investment Review Board (IRB), a detailed business case relating to the acquisition and implementation of a new property Asset System has been compiled as part of the Corporate Landlord Programme. The business case will be presented back to IRB in May for final approval, after which implementation will commence immediately.</li> </ul>				
	Reduce the total running cost of occupied operational buildings (cumulative)	Operational Master Schedule	1% / £345,221	CP: 2.8% / £1,008,000	9.2% / £3,322,009	0.8% / £297,220	9.2% / £3,322,009					
	Reduce the maintenance backlog (cumulative)	Operational Master Schedule	£1,215,817 / 1.2%	CP: £1.3m / 1.3%	£8,892,951 / 8.6%	£1,070,817 / 1.1%	£8,892,951 / 8.6%					
	Capital Income generated	Operational	£3,864,321	£7.3m	£6,019,500	£1,680,000	£6,019,500					



	(cumulative)	Master Schedule							<b>Investment Estate Strategy: (Green)</b>
									<ul style="list-style-type: none"> <li>Rental income has increased and progress is being made to analyse the net yield of the estate.</li> </ul>


**Strategic Directorate Priority – To maintain, protect and enhance Cardiff’s diverse and well-connected parks, cemeteries, and green and blue spaces to ensure they meet people’s needs; support biodiversity and ecological resilience; enhance local heritage and culture; deliver services to commemorate significant life events; provide opportunities for partnership and engagement; improve physical and mental health and well-being; continue to underpin the city’s liveability and economic success (Jon Maidment)**




Wellbeing objective 4.3 Page 454	Measures	Supporting Information	Q4 2017-18 Result	2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	2016-17 Result	Quarter 4 position against the Headline Actions in the DDP (4)	Red - 0	Red/ Amber - 0	Amber/ Green – 0	Green – 4
	Percentage of readings of Dissolved Oxygen in Cardiff Bay that achieve a reading of 5 milligrams per litre of dissolved oxygen or greater.	Sample readings	100%	100%	100%	100%	99.99%	<b>Deliver high quality and well maintained bay and water ways at Harbour Authority (CP): (Green)</b> <ul style="list-style-type: none"><li>Boskalis Westminster carried out the second dredging campaign as part of their five year contract to ensue vessels can navigate through the barrage locks safely. The dredging campaign was completed on January 25<sup>th</sup> and the total volume dredged and disposed of = 80,511m3. All works were carried out to the required standard, within budget &amp; to schedule.</li></ul> <b>Deliver an updated Parks and Green Spaces Strategy by March 2018 including maintaining and increasing Green Flag status at parks (CP): (Green)</b> <ul style="list-style-type: none"><li>Green Flag proposals agreed. Additional park submitted for 2018 judging. Draft Strategy delayed due to Parks Scrutiny exercise</li></ul> <b>Parks Partnership Programme: Deliver the Parc Cefn Onn: into the garden and beyond’ Heritage Lottery Funded access project: (Green)</b> <ul style="list-style-type: none"><li>Further delays to toilet completion and commencement of footpath works – all will now be undertaken in Q1/2 of 2018/19. Delays agreed with HLF. Works will be completed by late summer 2018.</li></ul> <b>Parks Partnership Programme: Submit Cabinet reports for decisions for major parks projects:(Green)</b> <ul style="list-style-type: none"><li>Heritage Lottery Fund programme are under review. The dedicated parks programme has been temporarily suspended meaning that competition will be greater. Alternative methods of delivering parks projects through a management plan and targeted funding bids are being developed before a Cabinet report is submitted. The Council is responding to an HLF consultation exercise.</li></ul>				
	Customer satisfaction levels for the Harbour Authority	Survey Responses	96%	95%	96.5%	98.5%	99%					
	The number of passengers carried on commercial vessels	Operator Figures	198,364 (Cumulative)	185,000	194,891 (Cumulative)	22,112	194,891					
	Number of attendances at Harbour Authority facilities.	Visitor numbers	1,303,350 (Cumulative)	1,100,000	265,413	240,390	1,346,619					
	Customer satisfaction Parks and Sport	Survey Responses	76% (15.6% variance from target)	90%	92%	Annual	92%					

**Strategic Directorate Priority – To maintain, protect and enhance the opportunities for all through sport and physical activity thereby improving the Health & Wellbeing of the community, in doing so empowering communities and organisations in increasing participation through targeted programming and engagement of partners and stakeholders. To work in close partnership with GLL to ensure successful service delivery of leisure facilities and activities for the wider community. To implement the new Play Delivery Model through community engagement and partnership development (Jon Maidment / Sarah Stork)**

Wellbeing objective 4.3	Measures	Supporting Information	Q4 2017-18 Result	2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	2016-17 Result	Quarter 4 position against the Headline Actions in the DDP (5)	Red - 0	Red/ Amber - 0	Amber/ Green – 0	Green – 5
	The number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity.	Attendance figures	7,517.04 (8.8% variance from target)	8,266.00	7,263.21	Annual	7,263.21	<b>Ensure Leisure Centres deliver high quality service according to contract (CP): (Green)</b> <ul style="list-style-type: none"> <li>The Annual Service Plan end of year report is due in April 2018 which will cover first years performance on areas such as finance, participation and investment.</li> <li>The Quarter 3 report outlines progress to date on investment. At the end of quarter 3 there was a 15% increase on live members from contract commencement.</li> <li>Llanishen first floor conversion has been completed which included the relocation of the gym and new fitness studios and a toning suite.</li> <li>GLL’s Welsh language action plan has been completed.</li> </ul> <b>Continue with the implementation of the peripatetic delivery model for the provision of play services within communities</b>				
	Frequency of Children Engaged Aged 7 - 16 in Sport Cardiff Led Participatory Opportunities	Sport Cardiff data	107,364 (cumulative) (10.5% variance from target)	120,000	120,369 (Cumulative)	33,796	120,369					

	Total Number of Children Engaged Aged 7 - 16 in Sport Cardiff Led Participatory Opportunities	Sport Cardiff data	27,338 (Cumulative) (8.9% variance from target)	30,000	27,169 (Cumulative)	8,233	27,169		<p><b>across the city with full implementation by March 2018 (CP): (Green)</b></p> <ul style="list-style-type: none"> <li>Llanrumney Play Centre is being considered for redevelopment. Adamsdown handover date delayed due to developers planning delays.</li> <li>All other areas are successfully operating to the new peripatetic delivery model delivering play opportunities at a variety of venues.</li> </ul> <p><b>Deliver and develop the Local Sport Plan in partnership with Sport Wales and through the Joint Venture with Cardiff Met University : (Green)</b></p> <ul style="list-style-type: none"> <li>Review and first payment from Sport Wales</li> <li>The final payment has been received from Sport Wales and CMET have been paid via the JV Agreement.</li> <li>The 2018/19 Local Sport Plan has been approved.</li> <li>The end of year review will be carried out in April between Cardiff Met, Sport Wales and Cardiff Council. A report with officer comments and recommendations will follow.</li> </ul> <p><b>Develop the Facilities Planning model for Sport and Leisure: (Green)</b></p> <ul style="list-style-type: none"> <li>Awaiting outcome on Sport Wales' Sport Strategy consultation before producing a Cardiff Sport and Physical Activity strategy to ensure alignment to National objectives and priorities.</li> </ul> <p><b>Deliver a range of alternative delivery models for Outdoor Sport facilities: (Green)</b></p> <ul style="list-style-type: none"> <li>We are exploring the model of transfer to include sports pitches without the need to dispose of Public Open Space. This model has been used successfully in other Welsh authorities with the outcome of achieving external funding from National Governing Bodies for sport. The draft Heads of Terms for this approach will be reviewed by the Asset Management Board.</li> </ul>
	The number of individuals participating in Parks Outdoor Sport (PS003a)	Booking data	183,646 (Cumulative)	165,000	174,326 (Cumulative)	42,289	174,326		

Area	Good news	Challenges / next steps
 <p><b>CUSTOMERS</b></p>	<p><b>Economic Development</b></p> <ul style="list-style-type: none"> <li>All 10 Authorities have agreed the JWA Business Plan to discharge the Reserve Matter.</li> <li>Progressing agreement of JV for delivery of new family attraction at Cardiff Castle</li> </ul> <p><b>Major Projects</b></p> <ul style="list-style-type: none"> <li>A new approach for the delivery of the bus station has been approved by Cabinet that will deliver an early start on site and will recover the Council's investment to date.</li> </ul> <p><b>CTS and TFM</b></p> <ul style="list-style-type: none"> <li>Delivered campaign to promote the MOT and servicing facility to saff and internal audiences.</li> <li>77 compliments were received this year.</li> <li>CTS received compliments in relation to the Driver Training, MOT Service and Fabrication Services.</li> <li>Building Services received compliments in relation to their professional approach and standard of work.</li> <li>Cleaning &amp; Support received superb compliments about the County Hall car park attendants and cleaning staff where improvements to the service were made.</li> <li>Pest Control received more compliments from internal customers about the services they provide</li> <li>Building Support received compliments about the assistance given to office moves and office refurbishments.</li> <li>Customer Account Manager Model - 3 Customer Liaison Officers who will be a dedicated schools advocate and communication channel to improve customer satisfaction have been appointed.</li> </ul> <p><b>Waste Management:</b></p> <ul style="list-style-type: none"> <li>Incab technologies have been procured and installation began to improve customer focus and operational efficiencies.</li> <li>Introduction of new skip service for commercial and domestic customers.</li> </ul>	<p><b>Economic Development</b></p> <ul style="list-style-type: none"> <li>Joint Cabinet agreement of the JWA Business Plan to discharge the Reserve Matter.</li> <li>Conclude agreement of JV for delivery of family attraction at Cardiff Castle.</li> </ul> <p><b>Strategic Estates</b></p> <ul style="list-style-type: none"> <li>Securing planning permission in regard to a number of key disposals to enable receipts to be realised in this financial year.</li> </ul> <p><b>CTS and TFM</b></p> <ul style="list-style-type: none"> <li>Continued commercial growth of Central Transport Services.</li> <li>Continued improvement of customer liaison/managment with schools with assistance of the new Customer Account Manager model and the resourcing and delivering all commitments against the new Buildings SLA.</li> </ul> <p><b>Waste Management</b></p> <ul style="list-style-type: none"> <li>Procurement of new fleet for waste collections.</li> <li>Installation of the Autosorter in the Materials Recycling Facility.</li> <li>Implementation of the next three year Recycling &amp; Waste Strategy.</li> </ul>

 <p><b>FINANCIAL</b></p>	<p><b>Savings:</b></p>	<p><b>In Year Spend:</b></p> <p><b>TFM</b></p> <ul style="list-style-type: none"> <li>Continuing the momentum of the implementation of commercial improvement plans in Building Services, Cleaning and the commencement of commercial improvement plans in the Security and Pest Control services.</li> </ul>
 <p><b>INTERNAL PROCESSES</b></p>	<p><b>Digitisation:</b></p> <ul style="list-style-type: none"> <li>RAMIS – Implementation is continuing and the system is being rolled out across the Council and with external contractors</li> <li>TRANMAN -.‘Teething issues’ encountered during the implementation of the new software are resolved. The customer Portal will be available form quarter 1 of 2018/19.</li> <li>Asset Management Software – procurement of Integrated Workplace Management System (IWMS) for Corporate Landlord is nearing conclusion for quarter 1 of 2018/19.</li> </ul>	<p><b>Digitisation:</b></p> <ul style="list-style-type: none"> <li>RAMIS – Ongoing training and implementation across the Council and implementation of training into schools</li> <li>TRANMAN – Provision of an internal hire model to optimise fleet usage and customer portal.</li> <li>Asset Management Software – Completion of procurement of IWMS, and commencement of implementation in quarter 1 of 2018/19.</li> </ul> <p><b>TFM</b></p> <ul style="list-style-type: none"> <li>Finalisation of tender documents for the new non domestic building maintenance framework in conjunction with other Council Service Area Stakeholders.</li> </ul>
 <p><b>EMPLOYEE &amp; WORKFORCE</b></p>	<p><b>Tourism</b></p> <ul style="list-style-type: none"> <li>The Tourism, Venues and Events team restructure to create a destination marketing team is underway with posts about to be advertised with a view to complete the structure by end of financial year (March 2018).</li> </ul> <p><b>Commercial Services Structures</b></p> <ul style="list-style-type: none"> <li>CTS restructure – implementation nearing completion.</li> <li>Building Services restructure – consultation completed and implementation commenced.</li> <li>Customer Account Manager Model – recruitment completed for 3 Customer Liaison Officers.</li> </ul> <p><b>Occupational Road Risk Working Group</b></p> <ul style="list-style-type: none"> <li>Occupational Road Risk Policy drafted.</li> </ul> <p><b>Employee Survey</b></p> <ul style="list-style-type: none"> <li>Following consultation with staff Employee Survey Next Steps action plans have now been agreed and are being progressed.</li> </ul> <p><b>Learning and Development</b></p> <ul style="list-style-type: none"> <li><b>Waste Management</b> – Frontline operatives encouraged to attend Essential Skills training. Over 20 employees are now signed up to undertake an NVQ. 8 HGV training placements have also been completed.</li> </ul>	<p><b>Tourism</b></p> <ul style="list-style-type: none"> <li>Complete the implementation of new structure.</li> </ul> <p><b>Commercial Services Structures</b></p> <ul style="list-style-type: none"> <li>CTS restructure – recruitment of Transport Manager.</li> <li>Building Services restructure – progress implementation.</li> <li>Corporate Landlord Model – Finalise the TOM and the financial and resource structures.</li> </ul> <p><b>Occupational Road Risk Working Group</b></p> <ul style="list-style-type: none"> <li>Undertake consultation on draft policy document.</li> </ul> <p><b>Employee Survey</b></p> <ul style="list-style-type: none"> <li>Progress the implementation of agreed Employee Survey Next Steps action plans.</li> </ul> <p><b>Parks, Sport &amp; Leisure</b></p> <ul style="list-style-type: none"> <li>Proposals for two new apprenticeship schemes underway.</li> </ul>

QUARTER 4 2017-18 DIRECTORATE PERFORMANCE REPORT													
Directorate: Education and Lifelong Learning					Director: Nick Batchelar			Number of Employees (FTE): 655		Cabinet Member: Cllr Sarah Merry			
Strategic Directorate Priority 1 – Improve educational outcomes for children and young people, particularly at Key Stage 4, through improved school leadership, teaching and learning, and curriculum development													
Page 457 Wellbeing objective 1.1	Measures (CS) = Currently Secure data (NYA) = Not Yet Available (NA) = Not Applicable (p)= Provisional year end data (f)= Final year end data * (LLC = Language, Literacy & Communication)	CP Corp Plan	Supporting Information	Q4 2017-18 Result  (2016-17 AY)	2017-18 Target  (2016-17 AY)	Q4 2016-17 Result  (2015-16 AY)	Q3 2017-18 Result  (2016-17 AY)	2016-17 Result  (2015-16 AY)	Quarter 4 position against the Headline Actions in the DDP (2)	Red - 0	Red/Amber - 1	Amber/Green – 3	Green –5
	% pupils achieving Level 2+ at Key Stage 4	✓	-	58.5% (F)	2016/17 KS4 Targets no longer valid – year 0 due to changes to assessment framework	Not comparable	58.5% (F)	Not comparable	The city is committed to building on the progress of recent years to make sure that every school in Cardiff is a good or excellent school.  The 2017 Performance Report highlights the overall strengths of Cardiff’s performance in 2017: <ul style="list-style-type: none"><li>The trajectory of improvement between 2011-2017 in the Foundation Phase, Key Stage 2 and Key Stage 3;</li><li>Cardiff’s performance in relation to the Welsh averages in the Foundation Phase and Key Stage 2;</li><li>Performance Level 2+, Level 2 and new Capped 9 measures, compared with Welsh averages;</li><li>Improved Estyn inspection outcomes and an increase in the number of schools removed from an Estyn category;</li><li>Attainment of eFSM pupils at Key Stage 2 and 4, compared with Welsh averages</li><li>Good progress in reducing the proportion of year 11 leavers who are not in education, employment or training</li></ul> The report also notes the continuing importance of focused action in relation to: <ul style="list-style-type: none"><li>Improving outcomes for children who are looked after, particularly in relation to those young people who are not educated in a Cardiff school;</li><li>Improving outcomes for young people at Level 1 and for those who are educated other than at a mainstream or special school;</li><li>Reducing the number of young people who leave Key Stage 4 without any qualifications. In 2017, 43 pupils out of 3283 didn’t achieve a recognised qualification;</li><li>Addressing the performance in English, which is the lowest of the areas of learning in FP, KS2 and KS3 and below the Welsh average at KS2 and KS3;</li><li>Meeting the needs of an increasing number of young people with ALN;</li><li>Continuing to address the low performance of Traveller/Roma young people, which remain very low.</li></ul> The challenge and support commissioned through the Consortium has improved in 2016-17, and processes for Schools Causing Concern are working effectively, as evidenced by the reduction in the number of schools that have been removed from Estyn follow up categories since Autumn 2017.  The continued introduction of new qualifications and on-going changes to performance indicators will continue to present challenges for Cardiff schools. Although the outcomes at Key Stage 4 indicate that Cardiff secondary schools exhibited a higher degree of resilience to manage these changes than schools elsewhere in Wales.  Preparation for a radically new curriculum, implementation of which has been extended by Welsh Government until 2022, remains a challenge for schools. The new curriculum will make learning more experience-based, the assessment of progress more developmental, and will give teachers the flexibility to deliver in more creative ways that suit the learners they teach.  Progress in completing a training offer for the Digital Competency Framework, one aspect of the new curriculum, has been delayed, as an analysis of the broadband in Cardiff schools continues. The Local Authority has partnered with Swansea University to offer Computer Science accredited training for teachers, this is due to start from September 2018.				
	% pupils achieving Level 2 at Key Stage 4	✓	-	69.6% (F)		Not comparable	69.6% (F)	Not comparable					
	% pupils achieving Level 1 at Key Stage 4	✓	250 pupils	93.2% (F)		Not comparable	93.2% (F)	Not comparable					
	The new Capped Points Score Key Stage 4(CAP 9)	✓	-	360.7 (F)	New Measure for 2016/17	Not yet collected	360.7 (F)	Not yet collected					
	% pupils leaving Key Stage 4 with No Quals (including EOTAS pupils)		43 pupils	1.3% (F)	0.5%	1%	1.4% (P)	1%					
	% pupils achieving CSI at Key Stage 3		-	86.2% (F)	88%	86.6%	86.2% (F)	86.6%					
	% pupils achieving CSI at Key Stage 2	✓	-	89.4% (F)	90%	89.5%	89.4% (F)	89.5%					
	% pupils achieving Foundation Phase (FP) Outcome Indicator		-	88.5% (F)	89%	88.9%	88.5% (F)	88.9%					
	% pupils achieving O5 in *LLC (FP) in Welsh	✓	-	92.1% (F)	93.5%	93.1%	92.1% (F)	93.1%					
	% pupils achieving L4 in Welsh 1 <sup>st</sup> Lang. KS2	✓	-	92.8% (F)	96%	96.1%	92.8% (F)	96.1%					
	% pupils achieving L2 qual. In Welsh 1 <sup>st</sup> Lang. KS4	✓	-	80.7%	82%	79.8%	80.7%	79.8%					
	% pupils achieving L2 qual. In Welsh 2 <sup>nd</sup> Lang. KS4	✓	-	81.8%	83.5%	83.2%	NYA	83.2%					
	% Attendance -Primary	✓	-	95% (Q4)	95%	95%	95.0% (16/17 F)	95%					
	% Attendance -Secondary	✓	-	93.62% (Q4)	95%	94.5%	94.2% (16/17 F)	94.5%					



Strategic Directorate Priority 2 – Close the attainment gap for pupils from low-income families, children who are looked after, pupils educated other than at school, and pupils entering Cardiff with English as an additional language

Page 458 Wellbeing objective 1.1	Measures	CP Corp Plan	Supporting Information	Q4 2017-18 Result  (2016-17 AY)	2017-18 Target  (2016-17 AY)	Q4 2016-17 Result  (2015-16 AY)	Q3 2017-18 Result  (2016-17 AY)	2016-17 Result  (2015-16 AY)	Quarter 4 position against the Headline Actions in the DDP (4)	Red - 0	Red/Amber - 1	Amber/Green – 3	Green – 3
	<b>Year 11 EOTAS</b> Pupils (all pupils attending an alternative provision, inc. PRU): - % Level 2+ at KS4 - % Level 2 at KS4 - % Level 1 at KS4 - % No Points at KS4	√ √ √ √ √	Cohort 101 pupils 3 pupils 5 pupils 25 pupils 18 pupils	3% (F) 5% (F) 25% (F) 18% (F)	2016/17 KS4 Targets no longer valid – year 0 due to changes to assessment framework	4% 4% 17.3% 12%	3% (F) 5% (F) 25% (F) 18% (F)	4% 4% 17.3% 12%	Education provision and the achievements of learners are both improving. However, currently not all of our young people are benefitting, and we know that we need to do more to address this inequality in achievement.  <u>Pupils eligible for free school meals – end of Key Stage 2</u> In 2017, final results show that 79.1% of pupils eligible for free school meals (eFSM) in Cardiff achieved the Core Subject Indicator (CSI) at the end of Key Stage 2, compared to 92.1% of pupils not eligible (nFSM). The corresponding Wales figures are 77.2% and 92.3%.  <u>Pupils eligible for free school meals – end of Key Stage 4</u> In 2017, final results show that 33.9% of pupils eligible for free school meals (eFSM) in Cardiff achieved the Level Two + threshold, compared to 66.6% of pupils not eligible (nFSM). This is better than the performance of eFSM (28.5%) and 60.8% of nFSM pupils across Wales. Although a higher proportion of eFSM pupils in Cardiff achieved this threshold than across Wales at Key Stage 4, the gap in attainment is slightly larger (32.8%/32.3%) as a result.  <u>Pupils educated other than at school (EOTAS)</u> The low performance of young people who are educated other than at school (EOTAS) remains a concern. Of the year 11 EOTAS cohort, 2% (2 out of 101 pupils) achieved the Level 2+ threshold (5 GCSEs A*-C) and 16% (16 pupils), achieved no recognised qualification. Quality assurance of commissioned provision for EOTAS learners is underway but the options for provision are limited.  <u>Children Looked After</u> The results of children who are looked after remain too low. Outcomes for children who are looked after and who are educated in a Cardiff School are higher than if they are educated out of county at all key stages. A large proportion of this group of learners have complex needs, and it remains a priority to ensure that underachievement, in line with individual development, is identified and intervention provided in a robust way. Systems to identify underachievement of children looked after have improved.  <u>Pupils with English as an additional language</u> There has been a correspondingly positive improvement in the outcomes for English as an Additional Language (EAL) in the Foundation Phase, Key Stage 2 and Key Stage 3. Work is ongoing to ensure that the EAL data provided by schools is accurate. Good practice in relation to improving the attainment of pupils with EAL is being shared across Wales.  <u>Ethnic groups</u> Overall, there has been an improvement in the performance of ethnic groups and a closing of the attainment gap with all pupils in the Foundation Phase Indicator (FPI) and at Key Stage 2. Many ethnic groups perform better than all pupils. However, this is not consistent. At Level 2+, Key Stage 4, there was a slight widening of the gap. Some ethnic groups, who historically have under-performed at all key stages, remain most at risk of underachievement. These are Traveller/Romany pupils. Systems to identify underachievement of this group have improved. When analysing the performance of ethnic groups it needs to be noted that some cohort sizes are much smaller than others.				
	<b>Year 11 EOTAS</b> Pupils (all pupils not on the roll of a Cardiff School or the PRU): - % Level 2+ at KS4 - % Level 2 at KS4 - % Level 1 at KS4 - % No Quals at KS4	√	Cohort 68 pupils  1 pupil 2 pupils 10 pupils 14 pupils	1% (F) 3% (F) 15% (F) 21% (F)		0% 0% 13% 25%	1% (F) 3% (F) 15% (F) 21% (F)	0% 0% 13% 24%					
	<b>Children Looked After</b> (attending a Cardiff school or the PRU as at PLASC date): - % Foundation Phase OI - % CSI at KS2 - % Level 2+ at KS4 - % Level 2 at KS4 - % Level 1 at KS4 - % No Quals at KS4	√	11 pupils 18 pupils 1 pupil 6 pupils 14 pupils 0 pupils	69% (F) 78% (F) 4% (F) 26% (F) 61% (F) 0% (F)	75% 78%    0%	88.9% 68.2%	69% (F) 78% (F) 4% (F) 26% (F) 61% (F) 0% (F)	88.9% 68.2%					
	<b>Children Looked After by Cardiff Council</b> (attending any educational placement as at PLASC date): - % Foundation Phase OI - % CSI at KS2 - % Level 2+ at KS4 - % Level 2 at KS4 - % Level 1 at KS4 - % No Quals at KS4	√	14 pupils 23 pupils 0 pupils 6 pupils 19 pupils	54% (F) 77% (F) 0% (F) 11% (F) 36% (F) NYA	76.0% 78%	71.4% 70.4%	54% (F) 77% (F) 0% (F) 11% (F) 36% (F) NYA	71.4% 70.4%					
	<b>eFSM</b> pupils - % Level 2+ at KS4	√	-	33.9% (F)	2016/17 Targets no longer valid – year 0 due to changes to assessment framework	Not comparable	33.9% (F)	Not comparable					
	<b>Non FSM</b> pupils - % Level 2+ at KS4		-	66.6% (F)		Not comparable	66.6% (F)	Not comparable					

	eFSM pupils - % CSI at KS2		-	79.1% (F)	80.6%	78.8%	79.1% (F)	78.8%	
	Non FSM pupils - % CSI at KS2		-	92.1% (F)	93%	92.5%	92.1% (F)	92.5%	
	eFSM pupils - % Attendance: -Primary -Secondary		-	93.0% (F) 90.5% (F)	93.1% 91%	92.9% 90.7%	93.0% (F) 90.5% (F)	92.9% 90.7%	
	Pupils with English as an Additional Language: - % Foundation Phase OI - % CSI at KS2 - % Level 2+ at KS4		-	87.75% 88.17% 58.76%	87% 89%	86.6% 88.4%	87.75% 88.17% 58.76%	86.6% 88.4%	

Strategic Directorate Priority 3 – Improve provision for children and young people with additional learning needs, through implementation of the new Statutory framework for Additional Learning Needs														
Page 459  Wellbeing objective 1.1	Measures	CP Corp Plan	Supporting Information	Q4 2017-18 Result  <i>(2016-17 AY)</i>	2017-18 Target  <i>(2016-17 AY)</i>	Q4 2016-17 Result  <i>(2015-16 AY)</i>	Q3 2017-18 Result  <i>(2016-17 AY)</i>	2016-17 Result  <i>(2015-16 AY)</i>	Quarter 4 position against the Headline Actions in the DDP (4)	Red - 0	Red/Amber - 0	Amber/Green – 0	Green – 4	
	% SEN pupils ach. <b>Foundation Phase OI:</b> - Statemented - School Action Plus - School Action		-	16.16% (F) 43.93% (F) 69.84% (F)	17% 46% 74%	16.7% 45.3% 73%	Q3	16.7% 45.3% 73%	The Cardiff Additional Learning Needs Strategy, which was shared with Cabinet in January, outlines three key priorities for improving outcomes for children and young people with ALN:  Priority One: Successful implementation of the ALN and Educational Tribunal Act  Priority Two: Strengthening our collective capacity to meet all needs  Priority Three: Ensuring sufficient, high quality additional learning provision  There will be a two phase approach to developing special school and specialist resource base places, and to improve the quality of facilities and accommodation:  - Special school schemes within the Band B 21 <sup>st</sup> Century Schools Programme. Places will not be available until 2022. - An interim ALN Development Plan to reshape and extend specialist provision from 2018-2022.  A public consultation to extend specialist resource base and special school places prior to the completion of Band B schemes has been completed. Further schemes are being developed with a view to begin consultation next year.  The ALN Innovation projects, in readiness for implementation of the new statutory framework, have been completed and evaluated. The Additional Learning Needs and Education Tribunal (Wales) Bill will have significant implications for schools, local authorities, heath boards and other partners work together to support additional learning needs:  <ul style="list-style-type: none"><li>A 0-25 age range</li><li>A Unified Plan</li><li>Clear and consistent rights of appeal for all children and young people with ALN</li><li>A new Code with mandatory requirements on governing bodies, local authorities and other partners.</li><li>New responsibilities to provide information and advice; to reduce conflict and ensure effective disagreement</li></ul>					
	% SEN pupils ach. CSI, at <b>Key Stage 2:</b> - Statemented - School Action Plus - School Action		-	25.49% (F) 57.61% (F) 83.42% (F)	18% 52% 80%	16.7% 50.0% 79.2%	Q3	16.7% 50.0% 79.2%						
	% of SEN pupils ach. CSI, at <b>Key Stage 3:</b> - Statemented - School Action Plus - School Action		-	23.19% (F) 54.98% (F) 71.55% (F)	26.5% 50.9% 70.3%	25.6% 50.9% 70.3%	Q3	25.6% 50.9% 70.3%						
	% of SEN pupils ach. Level 2+ <b>Key Stage 4</b> - Statemented - School Action Plus - School Action		-	20.4% (F) 11.3% (F) 25.6% (F)	2016/17 Targets no longer valid – year 0	Not comparable	Q3	Not comparable						
	Fixed term exclusions per 1000 pupils (5 days or fewer)  Primary Secondary		-	Not yet available	Year end 16/17  9.0 48	5.1 31.6	Year end 16/17  8.9 48	9.38 55.3						
	Fixed term exclusions per 1000 pupils (6 days or more) Primary		-	Not yet available	Year end 16/17 0.15	0.0	Year end 16/17 0.16	0.2						



	Secondary				0.8	0.1	2.39	0.91	<p>resolution.</p> <ul style="list-style-type: none"> <li>Increased collaboration between education, health and social services.</li> </ul> <p>A comprehensive training programme for specialist support is now available for schools via SLA online. A termly forum for emotional health and wellbeing needs has also been established.</p>
	Average days lost Exclusions (FTE 5 days or fewer)		-		Year end 16/17		Year end 16/17		
	Primary			Not available	1.5	1.57	1.57	1.57	
	Secondary				1.4	1.55	1.73	1.55	
	Average days lost Exclusions (FTE 6 days or more)		-						
	Primary			Not available			Year end 16/17		
	Secondary				8.0		8.75	9.3	
					9.0	-	10.3	12.63	

**Strategic Directorate Priority 4 – Ensure there are sufficient and high quality school places to meet the population growth in the city, through planned expansion and the upgrade of the existing school estate via the School Organisation Programme**

<p>Page 460</p> <p>Wellbeing objective 1.1</p>	Measures	CP Corp Plan	Supporting Information	Q3 2017-18 Result (2016-17 AY)	2017-18 Target (2016-17 AY)	Q4 2016-17 Result (2015-16 AY)	Q3 2017-18 Result (2016-17 AY)	2016-17 Result (2015-16 AY)	Quarter 4 position against the Headline Actions in the DDP (3)	Red - 0	Red/Amber -2	Amber/Green -2	Green – 7
	% children securing 1st choice of school:	✓	-	Sept 2017		Sept 2016	Sept 2017	Sept 2016	<p>The three main challenges and opportunities facing Cardiff in the development of the education estate are:</p> <ul style="list-style-type: none"> <li>Sufficiency needs resulting from population growth</li> <li>Condition of the current school estate</li> <li>Suitability of the current estate to meet the demands of 21<sup>st</sup> Century Learning</li> </ul> <p>Construction of Howardian Primary School and Ysgol Glan Morfa is due to be occupied from September 2018. The construction of Ysgol Hamadryad is due to be occupied from January 2019.</p> <p>A transition plan to move Cardiff West Community High school to its new premises for Spring 2019 is underway.</p> <p>Following confirmation of the budget allocation (£284 million, half of which will be funded by Welsh Government and half by the Council), a report with details of Band B schemes has been approved by Cabinet. The submission can only seek to address the most acute sufficiency and condition issues in Cardiff, detailed below:</p> <ul style="list-style-type: none"> <li>Remove all “D” condition, end of life, school properties;</li> <li>Address the eight form of entry sufficiency issue in the English medium secondary sector in the central area of the city;</li> <li>Address the sufficiency, condition and suitability issues in the special sector, in both primary &amp; secondary settings;</li> <li>Address local sufficiency issues in welsh medium primary schools in the east and west of the city;</li> <li>Address local sufficiency issues in English medium primary schools in Cardiff Bay and west of the city.</li> </ul> <p>(the full report can be viewed here <a href="http://cardiff.moderngov.co.uk/ieListMeetings.aspx?Committeeld=151">http://cardiff.moderngov.co.uk/ieListMeetings.aspx?Committeeld=151</a>)</p> <p>A subsequent report to Cabinet will propose arrangements to secure sufficient capacity and appropriate governance in order to deliver the Cardiff Band B 21st Century Schools Programme. ARUP have been commissioned to undertake this work.</p> <p>An Education Asset Management Plan is in place and a rolling programme of condition surveys is being undertaken. Consultation on a school buildings handbook, which sets out the mutual responsibilities of the Local Authority, Governing Bodies and Head Teachers in ensuring that school buildings and facilities are maintained, is in progress. The handbook sets out the process for ensuring that the required operational health and safety standards are met, and that statutory obligations are complied with.</p>				
	Primary (CP)	✓		89.75%	80%	86%	89.75%	86%					
	Secondary (CP)			76.21%	70%	76%	76.21%	76%					
	% children securing one of 1st three choices of school:		-	Sept 2017		Sept 2016	Sept 2017	Sept 2016					
	Primary (CP)	✓		93.86%	90%	93%	93.86%	93%					
	Secondary (CP)	✓		81.82%	90%	85%	81.82%	85%					
	The number of pupils enrolled in Welsh medium education aged 4 – 18 years	✓	-	Jan 2018	Jan 2017	Jan 2016	Jan 2017	Jan 2016					
				7777	7,222	7,010	7,272	7,010					

Strategic Directorate Priority 5 – Recruit, retain and develop the best people to lead and work in our schools and education settings to secure a high quality workforce at all levels

Wellbeing objective 1.1	Measures	CP Corp Plan	Supporting Information	Q4 2017-18 Result <i>(2016-17 AY)</i>	2017-18 Target <i>(2016-17 AY)</i>	Q4 2016-17 Result <i>(2015-16 AY)</i>	Q3 2017-18 Result <i>(2016-17 AY)</i>	2016-17 Result <i>(2015-16 AY)</i>	Quarter 4 position against the Headline Actions in the DDP (3)	Red - 0	Red/Amber - 0	Amber/Green – 3	Green – 1
	The proportion of schools where <b>Leadership</b> is judged by Estyn to be <b>good or excellent</b> on a three year rolling basis - <b>Primary</b> - <b>Secondary</b> - <b>Special</b>		Changes to Estyn Inspection Framework – PI’s have now changed						In 2016-17, investment in leadership provision, in partnership with the Consortium, has included: <ul style="list-style-type: none"><li>11 Headteachers have undertaken the New to Headship programme</li><li>3 Headteachers have undertaken the Strategic Headship programme</li><li>2 Headteachers have completed the Consultant Headship programme</li><li>7 Headteachers have completed the Executive Headteacher programme</li><li>14 senior leaders have completed the Aspiring Headteacher programme</li></ul> A number of Heads are also being funded to mentor other future leaders as part of building leadership capacity.  Cardiff has the highest number of Teach First alumni teachers of any local authority or region in Wales, and 20% hold an additional leadership responsibility. In total, there are 45 Teach First trainees, NQTs and alumni working in Cardiff schools. Current trainees and newly qualified teachers continue to make excellent progress. Current indicators show that 70% of Cardiff-based NQTs have confirmed their intention to remain teaching in Wales (and in Cardiff where possible), over half of these have already secured third year contracts with their current placement schools in Cardiff.  The federation of three special schools is now complete and the executive head teacher of The Western Learning Campus has been appointed. Tongwynlais and Coryton primary schools have also been federated as The Pear Tree Federation. The consultation for the federation of Trowbridge and Greenway primary schools is due to begin in quarter 1.  The permanent head teacher posts for Eastern High School and Trelai Primary School, both of which have recently been removed from Estyn follow-up, have been appointed.  Workforce planning in relation to extending and expanding provision for children and young people with ALN, in line with the new statutory requirements, is a concern. There are also ongoing challenges in relation to recruitment in the Welsh Medium and Faith school sector.				
	The percentage of schools, inspected by Estyn, judged to have <b>good or excellent teaching</b> on a three year rolling basis - <b>Primary</b> - <b>Secondary</b> - <b>Special</b>												

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Strategic Directorate Priority 6 – Work with the Central South Consortium to further develop the capacity of the school system to be self-improving

Wellbeing objective 1.1	Measures	CP Corp Plan	Supporting Information	Q4 2017-18 Result  (2016-17 AY)	2017-18 Target  (2016-17 AY)	Q4 2016-17 Result  (2015-16 AY)	Q3 2017-18 Result  (2016-17 AY)	2016-17 Result  (2015-16 AY)	Quarter 4 position against the Headline Actions in the DDP (3)	Red - 0	Red/Amber - 2	Amber/Green – 1	Green –2
	Number of schools in Estyn follow up:			Q4			Q3	July 2016	<u>Outcomes of Estyn inspections</u> Six of the eight schools inspected with reports published under the new framework since September 2017 have been judged to be good or excellent for their leadership and management, the remaining two have been judged as requiring improvement in this area. Four of the schools have been asked to submit excellent practice case studies for dissemination on Estyn’s website.  <u>January 2018 final categorisation</u> <u>Primary overview</u> In the primary sector, the proportion of schools in the green and yellow categories is higher than the Wales figures (89.7% Cardiff, 85.3% Wales). There was no change to the number of primary schools categorised as red in January 2018, whilst the				
	-Estyn reviewing progress			6	5	N/A	6	7					
	-Significant improvement		-	0	0		0	3					
	-Special measures			1	0		1	3					
% schools categorised as ‘Green’ by WG:			-	Jan 2018	Jan 2018	Q4	Q4	Jan 2017					
-Primary				53.06%	40%			36%					
-Secondary				38.89%	30%			26%					

-Special			28.57%	63%			57%
The number of schools with <b>less than 50%</b> of pupils achieving the <b>level 2+ threshold</b>		-	7 schools	L2+ target no longer valid - year 0	N/A	7 schools	Not comparable
% of schools inspected where <b>Standards</b> are judged by Estyn to be <b>good or excellent</b> on a three year rolling basis <b>- Primary</b> <b>-Secondary</b> <b>-Special</b>		Changes to Estyn Inspection Framework – PI's have now changed					
% of schools, inspected where <b>Capacity to Improve</b> is judged by Estyn to be <b>good or excellent</b> on a three year rolling basis <b>-Primary</b> <b>-Secondary</b> <b>-Special</b>							
The number of schools running recurrent deficit budgets		-	13 (17-18 FY)	10 (17-18 FY)	14 (16-17 F/Y)	11 (Q3 17-18 F/Y)	14
The % governor vacancies Cardiff schools			Q4				
Local Authority vacancies		32	8.16%	6%	6.9%	7.42%	6.9%
All vacancies		172	8.38%	7.5%	8.1%	8.67%	8.1%

proportion of red primary schools across Wales increased by 0.4 percentage points. The proportion of amber schools decreased to eight schools in January 2018, compared to thirteen in January 2017.

#### Secondary overview

In the secondary sector, the proportion of schools in the green and yellow categories is higher than the Wales figures (88.8% Cardiff, 68.3% Wales). There is now only one secondary school categorised as red in January 2018, compared to three schools in January 2017 (NB two of the schools are now closed). The proportion of red schools in Wales increased by 2.9 percentage points. The proportion of amber schools decreased to one in January 2018, compared to five in January 2017.

#### Special overview

In the special sector, the proportion of schools in the green and yellow categories is 71.4%, compared to 57.1% in January 2017. No special schools are categorised as red in January 2018, one school was categorised as red in January 2017. No special schools in Wales are categorised as red in January 2018.

#### Governance

There has been a slight decrease in the number of overall governor vacancies, from 177 in Q3 to 172 in Q4. There has been a slight increase in the number of LA governor vacancies, from 29 in Q4 to 32 in Q4. 29 LA governors have been appointed this term.

Governors Wales, which promoted and developed high quality school governance in Wales, was dissolved in March 2018. There are ongoing opportunities and challenges in relation to strengthening governance, which will be explored in partnership with both the Central South Consortium and through the Education Development Board.





### Strategic Directorate Priority 7 – Build effective partnerships between schools, business, the voluntary sector and wider public services and communities to enrich the school curriculum and strengthen school governance.

Wellbeing objective 1.1, 3.3 and 4.1	Measures	CP Corp Plan	Supporting Information	Q4 2017-18 Result (2016-17 AY)	2017-18 Target (2016-17 AY)	Q4 2016-17 Result (2015-16 AY)	Q3 2017-18 Result (2016-17 AY)	2016-17 Result (2015-16 AY)	Quarter 4 position against the Headline Actions in the DDP (3)	Red - 0	Red/Amber - 1	Amber/Green – 4	Green – 1
	The number of young people in Cardiff, aged 16-18 years old, known not to be in education, employment or training (Careers Wales Tier 2 & 3) (CP)	√	-	Feb 2018 297	300	N/A	274	426	<u>Child Friendly City</u> Promoting and fulfilling Children's rights by building a Child Friendly City, in partnership with UNICEF U.K, is a priority for the council. Child Friendly City brings UNICEF UK together with local partners to help make cities and communities where all children, including the most vulnerable, feel safe, heard and nurtured. The key areas of work highlighted by children and young people, families and professionals include: <ul style="list-style-type: none"> <li>- Health</li> <li>- Education</li> <li>- Family and belonging</li> </ul> <u>The Cardiff Commitment to youth engagement and progression</u> There has been good progress in reducing the proportion of young people who are NEET since 2015-2016. 3% of young people (100 young people) were identified as NEET in 2016, compared with over 8% in 2010. This represents a 5.8 percentage point decrease in 6 years, but is still above the Wales average. Provisional 2016-17 data indicates that the Cardiff NEET figure has further reduced to 1.7% (54 young people).				
	% Year 11 Leavers making successful transition to EET (October Careers Wales)	√	Prov Oct 2017 leavers 54 young people	2016-17 Prov 98.3% (1.7% NEET)	2016-17 97.5% (2.5% NEET)	97% (3% NEET)	2016-17 Prov 98.3% (1.7% NEET)	97% (3% NEET)					
	% Year 13 Leavers making successful transition to EET (October Careers Wales)	√	Prov Oct 2017 leavers	2016-17 Prov			2016-17 Prov						

			33 young people	97.6% (2.4% NEET)	98% (2% NEET)	96.9% (3.10% NEET)	97.6% (2.4% NEET)	96.9% (3.10% NEET)		<p>All secondary schools are now using the re-developed Vulnerability Assessment Profile tool, which uses a wider scope of characteristics to inform vulnerability. The development of new employability programmes and the impending launch of Capita Integrated Youth Support Services will continue to strengthen information sharing regarding young people at risk, and those not engaged, in education, employment or training.</p> <p>A wide range of partners continue to be engaged in shaping the Cardiff Commitment. To date, at least 100 employers have indicated a clear willingness to contribute to the strategy with physical pledges from 46 employers in Cardiff supporting opportunities such as work experience, mock interviews, careers events and apprenticeships.</p> <p>An enhanced digital platform, 'Digital Profile', has also been launched this quarter to enable employers, schools and young people to connect and share opportunities in the world of work. It is also available to job seekers, enabling them to identify and apply for opportunities that match their skill sets. This will continue to be rolled out over the next year – the ambition being to enable all Cardiff schools to use the platform.</p> <p><u>Early Help Family Support</u> The directorate will be supporting Children's Services in the roll out of the re-commissioned Families First services for schools. Further aspects of the programme, which are being led by the Education directorate, will be commissioned in the summer term.</p>
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Strategic Directorate Priority 8 – Improve the range and quality of services provided to schools by the Education directorate														
Page 463  Wellbeing objective 4.2 and 4.3	Measures	CP Corp Plan	Supporting Information	Q4 2017-18 Result	2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	2016-17 Result	Quarter 4 position against the Headline Actions in the DDP (3)	Red - 0	Red/Amber - 0	Amber/Green – 4	Green – 4	
	Revenue budget savings		-	£2.280m	£2.371m	£2.653 m	£2.280 m	£2.653 m	<u>Services to schools</u> The majority of schools are now using the SLA Online portal to purchase services from the Council. Over the Easter break the refreshed SLA documents and charges for the 2018/19 trading year will be uploaded ready for schools from the start of the Summer term. All the Education SEN teams are now offering training activities to schools via the portal. The Governor Services team have identified four schools to trail as a pilot scheme the Governing Body module.  <u>Finance</u> The Education Directorate has a savings target of £0.0778m for 2018/19. There are 13 schools, 6 Primary, 6 Secondary and 1 Special School, which carried forward a deficit balance. In 2015-16, there were 21 schools; 12 Primary, 8 Secondary and 1 Special School with deficit balances. Each school with a deficit budget has a medium term financial plan showing how it will reduce its deficit to a balanced position. There is an assigned monitoring officer for each school with a deficit, working closely with the school and governing body to monitor the delivery of the medium term plan.  <u>Sickness</u> Reducing sickness absence remains a key area of focus for the directorate. A review of sickness in the Education Catering Service has been completed in quarter 4, and an action plan is being implemented.  <u>PPDR compliance</u> Although there has been a slight improvement in the percentage of half yearly reviews completed across the directorate compared to last year, there is still further work to be done to improve PPDR compliance.					
	Trading position - Catering Services - Storey Arms - Music Service		-	(£0.288m) (£0.051m) (£0.301m)	£0.000m £0.000m £0.000m	Not available	(£0.300 m) £0.044 m £0.148 m	(£0.042 m) £0.027 m £0.109 m						
	Sickness Absence		-	12.12 days	7 days	11.86 days	8.08 days	11.86 days						
	PPDR compliance - Initiate objectives - Half yearly review - Full year review		- - -	89.28% (half yearly review)	100% all	87% (half yearly review)	87%	77% (full yearly review)						







Area	Good news	Challenges / next steps
 <b>CUSTOMERS</b>	<ul style="list-style-type: none"> <li>Final 2016-17 Key Stage 4 performance data, released in December 2017, shows that Cardiff's performance in the Level 2+ threshold (5 GCSEs A*-C including English/Welsh and Maths) is above modelled expectations. Modelled expectations are based on free school meal eligibility and include mainstream and maintained schools. The difference in Cardiff is 7.5 percentage points, (Cardiff Actual 60.6%/ Cardiff Modelled 53.1%), which is the greatest difference across Wales</li> <li>Provisional 2016-17 NEET data indicates further improvements in the proportion of young people progressing into education, employment or training</li> <li>Secondary offers were set out on schedule on March 1<sup>st</sup> 2018. Despite an increase in applications, there has been an increase in the percentage offered their first preference of community secondary school (84.4%, compared to 76.7% last year).</li> <li>Construction of the new primary schools for Howardian, Hamadryad, Glan Morfa is on programme.</li> <li>Ysgol Y Wern, which was inspected in January 2018, was judged to be excellent in the five key inspection areas. Estyn concluded that nearly all pupils take pride in their school, enjoy attending each day, and make excellent progress during their time at the school. The head teacher was praised for her confident and robust leadership and high expectations.</li> <li>The Welsh Government approved Cardiff LA's Welsh in Education Strategic Plan in March 2018. A draft implementation plan has been developed in consultation with WEF partners and is being finalised for 31st March 2018</li> <li>Construction of Cardiff West Community High School's new school building hit a major milestone as the building reached full height. The moment was marked by a topping out ceremony hosted by Richard Jones, Operations Director at Willmott Dixon, the company building the new school, and joined by invited guests including pupils, councillors, governors and teachers.</li> </ul>	<p>Outcomes at Key Stage 4 indicate that Cardiff secondary schools exhibited a higher degree of resilience to manage the changes to qualifications and key performance indicators than schools elsewhere in Wales. However, there are a number of key areas for improvement:</p> <ul style="list-style-type: none"> <li>Performance in the Level 1 threshold is 93.2% (5 GCSEs A*-G), which is below the Welsh average of 94%</li> <li>Improving outcomes for groups such as EOTAS (Educated Other Than At School) pupils and Looked After Children</li> <li>Reducing the gap in attainment between pupils eligible and not eligible for free school meals</li> </ul>
 <b>FINANCIAL</b>	<ul style="list-style-type: none"> <li>From a total of £6.207m of available services this year schools have decided to purchase £5.892m worth of those services from the Council which equates to 95%.</li> <li>Welsh Government have awarded the LA a specific grant of £2.095m covering the next four years to reduce Infant Class Sizes. In 2018/19 the funding will be used in 10 Primary schools to employ additional teaching staff</li> </ul>	<ul style="list-style-type: none"> <li>Reducing the out of county spend and achieving savings targets remain a key challenge. The Education Directorate has a savings target of £0.778m for the 2018/19 financial year.</li> <li>Welsh Government changes to the allocation of the MEAG (Ethnic Minority Achievement Grant)</li> <li>Welsh Government reduction to sixth form budgets for 2018/19 and 2019/20</li> <li>Welsh Government reduction in the Education Improvement Grant for 2018/19 and 2019/20</li> <li>Delivering the Asset Management Programme for 2017/18 to prioritise projects that need to address condition and suitability</li> </ul>
 <b>INTERNAL PROCESSES</b>	<ul style="list-style-type: none"> <li>The Digital Cardiff Board are supporting an information management review</li> <li>The online portal for all SLA services is now complete and all school purchases have been made</li> <li>A report to inform Cabinet of responses received following the public consultation on the Council's School Admission Arrangements 2019/20 was published in March 2018</li> <li>A review of the co-ordinated admissions process and further roll out is ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Improving data quality in the directorate and the preparing for the new General Data Protection Regulation (GDPR)</li> <li>In partnership with Children's Services, ensuring that the new Families First model enables schools the capacity to deliver and engage in Early Help</li> <li>Implementing additional 30 hour free childcare places through Flying Start</li> <li>Ensuring consistency in the Corporate Landlord model</li> <li>Consultation on the school buildings handbook</li> </ul>
 <b>EMPLOYEE &amp; WORKFORCE</b>	<ul style="list-style-type: none"> <li>Launch of the Cardiff well-being policy for schools, in partnership with Trade Union colleagues</li> <li>A clear system for deploying executive head teachers.</li> <li>Improved staff engagement</li> <li>There is now Welsh Medium capacity across the range of inclusion services.</li> <li>Year-end sickness data for 17-18 shows a slight increase compared to the previous year, 12.12 days in 17-18 compared to 11.86 days in 16-17.</li> <li>Q3 2017-18 half yearly review PPDR compliance shows a slight improvement compared to the previous year, from 87% to 89.28%. Q4 figures are not yet available</li> </ul>	<ul style="list-style-type: none"> <li>A Cabinet report around capacity and governance in the delivery of the Band B schemes will be published in April 2018</li> <li>Ongoing difficulties in recruiting school staff in the Welsh medium and Catholic sector</li> <li>Continuing to reduce sickness absence in certain areas of the directorate</li> <li>Continuing to increase PPDR compliance</li> </ul>

QUARTER 4 2017-18 DIRECTORATE PERFORMANCE REPORT												
Directorate: Governance & Legal Services					Director: Davina Fiore			Number of Employees (FTE): 95		Cabinet Member: Cllrs Thomas & Weaver		
Strategic Directorate Priority 1 – To ensure the Council’s decision making process is timely, inclusive, open, honest and accountable. [6 Headline Actions]												
Page 465 Wellbeing objective 4.2	Measures	Supporting Information	Year End 2017-18 Result	Year End 2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	2016-17 Result	Quarter 2 position against the Headline Actions in the DDP (6)	Red - 0	Red/Amber - 0	Amber/Green –	Green – 6
	The number of ‘live’ webcast hits. Full Council. [CP]	Q4 = 414	1,113	1,200	639	246	1849	<b>Develop effective Scrutiny arrangements. Green</b> Worked with Officers and Members to deliver joint working across functions, including joint task group inquiry re Drug Dealing. Scrutiny Chairs have ensured effective scrutiny arrangements by agreeing which Committee will lead on items that go across Committee terms of reference e.g. the Community & Adult Services Scrutiny Committee led on the scrutiny of the Cardiff & Vale of Glamorgan Care and Support Needs Area Plan 2018-2023 and ensured relevant comments were relayed to the Children & Young People Scrutiny Committee; Economy & Culture Scrutiny Committee led on scrutiny of the Cardiff Central Bus Station and ensured the Chair’s letters were copied to the Chair of the Environmental Scrutiny Committee, for information. In addition, Scrutiny Committees are ensuring information obtained via their scrutinies is shared, as relevant, to enhance the depth of scrutiny e.g. Economy & Culture Scrutiny Committee shared information relating to GLL’s improved performance on sickness absence with the Policy Review & Performance Scrutiny Committee, which has since investigated this further to inform their on-going scrutiny of Sickness Absence. <b>Implement the findings of the review of Scrutiny project.</b> - This headline action has been deleted/removed following Annual Councils decision to maintain the status quo for Scrutiny Committees during 2017-18  <b>Complete the transfer of the Member Enquiry Service to the Member Services Team. Green</b> Following the members survey, feedback in relation to the Member Services Team was positive with the majority of members aware of and using the service.  <b>Deliver the Member Induction Programme following the elections in May. Green</b> The member survey produced a mixed feedback with a number stating that the essential training was too prescriptive. The feedback was reviewed by the Democratic Services Committee and agreed that Essential training, going forward would be the following: <ul style="list-style-type: none"><li>• Code of Conduct, this has currently been completed by all 75 councillors, going forward sessions will focus on updates and changes to the Code of Conduct.</li><li>• Information Governance, further sessions in relation to changes as a result of the General Data Protection Regulation have been scheduled.</li><li>• Committee specific, no member can sit on a Regulatory Committee without undertaking the necessary training.</li><li>• Roles of Councillors as Corporate Parents, further sessions are being scheduled and</li><li>• Safeguarding, further sessions are being scheduled.</li></ul> There have also been issues with the All Wales Academy portal for online e-learning resources, which was discussed at a meeting of an All Wales Co-ordinator meeting, feed back from the meeting has not yet been received.  <b>Review Constitutional arrangements. Green</b> A number of different Constitution changes approved by full Council in March 2018 are to be implemented in May 2018, the changes include issues relating to the following: <ul style="list-style-type: none"><li>• Recording of Council Meetings;</li><li>• Ward Member Consultation;</li><li>• All Party Council Groups;</li><li>• Responsibility for Air Quality Management Functions; and</li><li>• The Contract and Finance Procedure Rules.</li></ul> The changes represent a significant improvement in governance arrangements.  <b>Ensure all new policies and budget proposals have supporting Equality Impact Assessments (EIAs). Green</b> Advice provided and all Budget proposal EIA’s have been completed.  <b>Implement year two of the Council’s second Strategic Equality Plan 2016-2020. Green</b> Annual Report produced.				
	The number of ‘live’ webcast hits. Planning Committee. [CP]	Q4 = 424	982	600	544	280	1001					
	The number of ‘live’ webcast hits. Scrutiny. [CP]	Q4 = 69 Only one scrutiny Committees was web cast in the first two quarters of the financial year due to a new administration being elected and new members being appointed and inducted to Scrutiny committees	205	400	28	129	119					
	The percentage of draft committee minutes published on the Council website within 10 working days of the meeting being held. [CP]	Q4 = 70% Staff sickness was an issue this quarter along with the volume of meetings, 57 compared with 16, 23 and 39 in previous quarters.	75%	80%	75%	77%	75%					
	The number of external contributors to Scrutiny meetings. [CP]	Q4 = 30 Results for 2017/18 agreed with Director following review of indicator definition and some validation of information provided.	188	140	New PI for 2017-18	121	New PI for 2017-18					



Strategic Directorate Priority 2 – To ensure that the Council delivers its services within the confines of legislation. [3 Headline Actions]													
Measures	Supporting Information	2017-18 Result	2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	2016-17 Result	Quarter 2 position against the Headline Actions in the DDP (3)			Red - 0	Red/Amber - 0	Amber/Green – 0	Green – 3
							<p><b>To review and update, as necessary, the Council’s Contract Standing Orders and Procedure Rules, following the County Council elections in May.</b> Green</p> <p>The amended Contract Procedure Rules were approved by the Constitution Committee in March and will come into effect on 1st July.</p> <p><b>Prepare for County Council and Community Council Elections.</b> Green</p> <p>No activity was scheduled for this quarter in relation to this Headline Action</p> <p><b>Deliver the Voter Registration Campaign.</b> Green.</p> <p>No activity was scheduled for this quarter in relation to this Headline Action</p>						

Strategic Directorate Priority 3 – To support the Council in meeting the requirements of the Welsh Language Standards. [3 Headline Actions] (Including the Commitment under Well-being objective 3.4 - Work with partners to double the number of Welsh speakers in Cardiff by 2050 through the Bilingual Cardiff Strategy, in line with Welsh Government’s vision.)												
Page 466	Measures	Supporting Information	Year End 2017-18 Result	2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	2016-17 Result	Quarter 2 position against the Headline Actions in the DDP (3)	Red - 0	Red/Amber - 0	Amber/Green – 0	Green – 3
	The number of complaints of breaches of the Welsh Language Standards that are confirmed as <b>breached</b> by the Welsh Language Commissioner. [DP]	Q4 - 0	6	N/A	Annual	2	4	<b>Lead on the Implementation of the Welsh Language Standards across all Council Directorates and prepare Annual Monitoring Report to meet legislative requirements. Green</b>  Information has been collated from the Directorates and the report completed. The report will be presented to SMT [17/04] Bilingual Cardiff Group [23/04] and Cabinet and Council in June.  <b>Implement the city wide Bi-lingual Cardiff Strategy 2017-2022 to promote and facilitate the Welsh language in Cardiff. Green</b>  Information has been collated from partner agencies and the report completed. The report will be presented to SMT [17/04] Bilingual Cardiff Group [23/04] and Cabinet and Council in June.  <b>To explore opportunities to expand and promote translation and simultaneous translation services to other public organisations. Green</b>  Draft SLAs are with partners and it is anticipated that a new contract will begin in April.				
	The number of complaints of breaches of the Welsh Language Standards that are confirmed as <b>not breached</b> or are <b>discontinued</b> by the Welsh Language Commissioner. [DP]	Q4 -0	5	N/A	Annual	2	5					
	The number of Council employees who have undertaken <b>Welsh Language Awareness</b> training. [DP]	Q4 - 64	304	N/A	Annual	99	800					
	The number of Council employees who have undertaken <b>Welsh Language training.</b> [CP]	Q4 - 64	171	N/A	Annual	2	184					
	Number of words translated for Cardiff Council by Bilingual Cardiff. [DP]	Q4 – 1,403,781	6,782,122	N/A	New PI for 2017-18	1,870,331	New PI for 2017-18					
	Number of words translated for other authorities/organisations by Bilingual Cardiff. [DP]	Q4 – 740,281	2,245,528	N/A	New PI for 2017-18New	456,900	New PI for 2017-18					

Area	Good news	Challenges / next steps
 <b>CUSTOMERS</b>	<ul style="list-style-type: none"> <li>Electoral Services were involved with #vote100 campaign which marked 100 years since Parliament passed a law which allowed the first women to vote for the first time</li> <li>Welsh Music day was supported by Welsh music being played on phone lines and a Welsh tune of the day being chosen each day during the week on social media.</li> <li>Glamorgan Archives have retained their Archive Accreditation status on review and won't have to resubmit for another 3 years. Archive Service Accreditation is the UK standard for archive services. The standard defines good practice and identifies agreed standards, thereby encouraging and supporting development. It is managed by the National Archives and supported, in Wales, by MALD, the Welsh Government's department for Museums, Archives and Libraries. The award notice reports: <i>The Panel were delighted to see the archive service continuing to deliver at a high level. They recognised the major challenge in resourcing which had faced the service in recent years, and commended the strong management and partnerships which had enabled the service to sustain the quality of its offer despite this.</i></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
 <b>FINANCIAL</b>	<ul style="list-style-type: none"> <li>The directorate has managed within its budget for 17/18, with a small underspend at the end of the year</li> </ul>	<ul style="list-style-type: none"> <li>The webcasting contract has been extended for one year, following the Welsh Government consultation green paper 'Strengthening Local Government, Delivering for People'. Following this it is possible that funding from Welsh Government may become available to support webcasting.</li> <li>The external legal spend budget is under pressure as workloads for staff are challenging and children's cases are increasing in number and complexity</li> </ul>
 <b>INTERNAL PROCESSES</b>	<ul style="list-style-type: none"> <li>To meet the requirements of Standard 98 a new internal use of Welsh policy has been developed that brings together a Mission Statement, internal use of Welsh policy and guidance in relation to training all in a single place.</li> <li>An independent review of the City Wide Bilingual Cardiff strategy has been commissioned and is due to report mid April.</li> <li>Constitution updates have been agreed making clearer the need to consult with councillors on significant issues, updating the rules on filming and recording meetings and streamlining the processes at full Council meetings</li> </ul>	<ul style="list-style-type: none"> <li>Further work needs to be done on updating the constitution, for example incorporating a petition scheme</li> <li>Work on our links with community councils is continuing</li> </ul>
 <b>EMPLOYEE &amp; WORKFORCE</b>	<ul style="list-style-type: none"> <li>Three members of staff that undertook the intensive Welsh language training have completed the course and were all successful in the exam they undertook in January, and all will be sitting a second exam in June.</li> <li>A member of the Caerdydd Dwyieithog/Bilingual Cardiff Team continues to provide Welsh Language training for Directors and Senior Managers.</li> <li>Head of Electoral Services has been appointed, with a start date of 21<sup>st</sup> May</li> <li>Head of Democratic Services has been appointed; a start date is to be agreed.</li> </ul>	<ul style="list-style-type: none"> <li>Caerdydd Dwyieithog/Bilingual Cardiff have had issues in relation to workload and capacity in relation to both policy related work and translation services. Completing the combined policy to meet Standard 98 and the volume of translation requests.</li> <li>Workloads in Legal and Democratic Services continue to be challenging</li> </ul>

QUARTER 4 2017-18 DIRECTORATE PERFORMANCE REPORT												
Directorate: Resources					Director: Christine Salter			Number of Employees (FTE): 581		Cabinet Member: Cllr Weaver		
Strategic Directorate Priority 1 – Maximise Economic, Social, Environmental and Cultural Well-being												
Wellbeing objective 3.3	Measures	Supporting Information	Q4 2017-18 Result	2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	2016-17 Result	Quarter 3 position against the Headline Actions in the DDP (2)	Red - 0	Red/Amber - 0	Amber/Green – 1	Green – 1
	Number of accredited Living Wage employers	N/A	62	40	N/A	40	26	<b>Make Cardiff a Living Wage City - Green</b> Work has continued on publicising the Accreditation Scheme including an article in South Wales Chamber of Commerce Magazine. The number of Cardiff based accredited employers has increased to 62. The Council has been shortlisted in the UK Living Wage Champion Awards 2018 in the Local Authority Leadership Category.				
	Number of apprenticeships and work placements delivered through Council contracts.	<b>R&amp;M Williams</b> 1 apprenticeship, 1 traineeship, 1 graduate placement <b>Ian Williams</b> – 4 apprenticeships, 4 traineeships, 6 graduate placements <b>Kier</b> – 6 apprenticeships	23	N/A	N/A	N/A	N/A					
Strategic Directorate Priority 2 – To continue to implement the workforce strategy to develop and appropriately skill the workforce to meet the changing needs and demands of the Authority												
Wellbeing objective 4.3	Measures	Supporting Information	Q4 2017-18 Result	2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	2016-17 Result	Quarter 3 position against the Headline Actions in the DDP (4)	Red - 1	Red/Amber - 0	Amber/Green – 0	Green – 3
	The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence (CP)	120,332.69 sickness day lost in 2017-18	11.27	9.0	10.77	8.03	10.77	<b>Reduce sickness absence through continued monitoring, compliance and support for employees and managers – Red</b> The year-end figure for sickness absence was 11.27 which is 0.5 days lost per FTE higher than 2016-17 and 2.27 days lost higher than the target of 9.0. Work has commenced on implementing the APSE action plan, with a focus groups being carried out with frontline staff and drilling into areas that have high proportions of sickness to understand the specific issues of those areas.  <b>Personal Review - Green</b> Feedback on the half year Personal Review survey has been given to SMT and distributed via the intranet and staff app. Communications have taken place regarding the Personal Review close down process; a video has been prepared with "All you need to know" and skills & delivery workshops are being offered via Cardiff Academy. Compliance for year-end reviews is 95% meeting the target of 95%. 5050 Employees have participated in a personal review out of 5324 employees.  <b>Increase provision of apprenticeships and trainees for young people – Green</b> The council has continued to increase the number of paid apprentices and trainees during quarter 4 and is now at 123% of its target for 2017/18. Through the engagement work undertaken with Directorates internally, and attendance at schools and careers fairs across the City there has been 123 opportunities for apprentices and trainees in 2017/18  <b>Achieve the Silver Level of the Corporate Health Standard by March 2018 – Green</b> Following a 2 day assessment, the Council was successfully awarded the Silver Corporate Health Standard. A full report will be received, including highlights and areas for development. The next focus will be working on the development areas and embedding the good progress made, to work towards going for the Gold standard over the next 18 months to 2 years.				
	No. of apprenticeships and trainees created by the Council in 2017-18 (NEW) (CP)	N/A	123	100	N/A	102	N/A					
	% of Personal Reviews completed for permanent staff (CP)	5050 PRs completed 5324 Staff	95%	95%	92.43%	96%	92%					
	The % of middle managers to complete the Cardiff Managers Programme	Completed: 259 Not completed: 79 Eligible: 338	76.63%	90%	N/A	74.26%	55.45%					
	% of customers who were satisfied with their experience of HRPS "First Point of Contact"	146 - Good or Excellent. Total responses 162	90.1%	92%	92.49%	87.1%	92.8%					
% of permanent, fixed-term and temporary employees between 16-25	830 employees are aged 16-25 (inc apprentices) out of 13,373 employees	6.21%	4%	3.02%	6%	3.02%						

**Strategic Directorate Priority 3 – Support the development and implementation of the Council’s strategic vision and its contribution towards achieving city-wide Outcomes**





Wellbeing objective 4.2	Measures	Supporting Information	Q4 2017-18 Result	2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	2016-17 Result	Quarter 3 position against the Headline Actions in the DDP (4)	Red - 0	Red/Amber - 1	Amber/Green –1	Green – 2
	Maintain customer/citizen satisfaction with Council Services (Annual) (CP)	N/A	57.4%	70%	N/A	N/A	68.12%	<p><b>Implement the new Performance Management Strategy (PMS) across the organisation – Amber/Green</b> Work is being undertaken with Communications team to launch the PMF at the end of May 2018. Any further work in relation to the PMF will be identified post launch based on feedback from the organisation.</p> <p><b>Provide business and policy support– Red/Amber</b> The draft Corporate Plan was approved by Cabinet and will be considered by Council in May. Work is currently being undertaken to establish governance arrangements to deliver the Capital Ambition. This will include stream lined and integrated corporate and partnership performance reporting arrangements, integrated delivery arrangements and a delivery methodology that is compliant with sustainable development and the 5 ways of working</p> <p><b>Deliver communications content and public relations campaigns - Green</b> Through quarter 4, engagement in Social Media has continued to grow; analytics are being used to see how engagement can be increased further. This may involve fewer posts but improved content, using the findings from the analytics. Facebook remains the key focus, the audience has grown to an excess of 15,000 which is a 50% increase over 2017-18. Analysis has been undertaken on video content engagement, conclusions show that only certain types of video have been successful. A new social media plan will be developed taking this into account, this will involve only creating video content that works for the Council and is easy to construct, and this will include some live streams and be subtitled in English and Welsh.</p> <p><b>Lead the development of the city’s Well-being Plan – Green</b> The consultation on the Wellbeing Plan has taken place and the plan amended based on the recommendations from the consultation. The wellbeing plan was approved by the PSB and formally approved by the Cabinet and Council and all other statutory PSB members. The plan will be formally approved by the PSB on the 1st May 2018.</p>				
	% of people that think their local council provides high quality services (PAM) (NEW)	N/A	N/A	57%	N/A	N/A	57%					
	Increase the % of “Likes” on Facebook (NEW)	15,532 Likes 6,228 increase on Q4 2016-17	66.94%	50% increase	N/A	36.06%	N/A					
	Increase the % of “Followers” on Twitter (NEW)	87,391 Followers 12,655 increase on Q4 2016-17	16.93%	10% increase	N/A	11.42%	N/A					

**Strategic Directorate Priority 4 – Change our way of working through digitalisation, reflecting changes in customer preference by enabling them to interact with our services through their preferred methods and to enable the Council to adopt more efficient working practices**

Wellbeing objective 4.3	Measures	Supporting Information	Q4 2017-18 Result	2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	2016-17 Result	Quarter 3 position against the Headline Actions in the DDP (3)	Red - 0	Red/Amber - 2	Amber/Green –1	Green –0
	Number of users operationally using SharePoint	870 “Live” users 388 in deployment	1,258	4,000	N/A	1,141	658	<p><b>Implement the Corporate SharePoint – Red/Amber</b> Recruitment for additional posts has taken place and the 4 additional team members are in post, this will enable the delivery of SharePoint to be accelerated. There are currently 870 users live on SharePoint and 388 in deploy, these figures are not much changed from Quarter 3 due to various factors including, staff leaving areas which are live in SharePoint and priorities for delivery changing which has seen an update in the roadmap. An increase in numbers should be seen in the new financial year.</p> <p><b>Further enhance agile and mobile working – Amber/Green</b> The Pilot for Office 365 has been complete and work will be undertaken in Quarter 1 to roll it out across Social Services. Training and guidance documents have been prepared, however there are issues with access to calendar between those staff who have access to O365 and those who don't, discussions are ongoing between Social Services, ICT and Finance in respect of whether O365 licenses are purchased for all staff. Skype messages for the last month have exceeded 50,000 messages showing an increasing adoption of the tool and through the increase in the number of staff with access to mobile devices, data analysis shows that over 1,300 staff logged in remotely during the snow days at the beginning of March.</p> <p><b>Develop a customer facing mobile application– Red/Amber</b> The mobile app business case has been approved by IRB and a roadmap of releases through to the end of March 2019 has been drafted. The development of the app is progressing well although two months behind schedule. Waste reminders and Fly tipping modules as well as the core mobile app functionality are complete. The council tax module is being finalised before beta testing of the application commences, this will take place in Quarter 1 with a go live for V1 at the end of May</p>				
	Increase the % of agile and mobile devices across the organisation (NEW)	2,121 Mobile Devices 3,866 Fixed Devices 5,987 Total Devices	35.43%	32%	N/A	34.85%	26.7%					
	Internal Customer Satisfaction of ICT services	N/A	92.65%	90%	91.77%	93.06%	89.40%					
	Reliability of top 10 applications (as defined by Socitm)	N/A	99.67%	99.90%	99.99%	99.98%	99.96%					



Strategic Directorate Priority 5 – To continue to ensure that the finances of the Council are appropriately resourced, resilient, safeguarded and transparent													
Wellbeing objective 4.3	Measures	Supporting Information	Year End 2017-18 Result	Q4 2017-18 Result	2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	2016-17 Result	Quarter 3 position against the Headline Actions in the DDP (3)	Red - 0	Red/Amber - 0	Amber/Green – 1	Green – 2
	The % of Council Tax collected	Received - £158,560,423 Outstanding - £3,791,533 Total to collect - £162,351,956		97.66%	97.52%	97.52%	81.82%	97.52%	<b>Budget preparation for 2018/19 – Green</b> The Budget was approved at Council at the end of February and the medium term budget has been set at part of the budget process.				
	The % of non-domestic rates collected (net of refunds)	Received - £188,419,046 Outstanding - £508,179 Total to collect - £193,500,833		97.37%	96.45%	96.45%	82.92%	96.45%	<b>Improve internal and external process and the take up of self service options – Amber/Green</b> The E-billing module was implemented at the end of Quarter 4, in time for a communications insert in the Council Tax bill for 2018-19. By the 31st March approx. 1,000 households had signed up for E-billing. The Procure 2 Pay project is scheduled to go live in early Quarter 1 2018-19.				
	The % of Freedom of Information requests meeting the statutory deadline	366 On time out of 403 due	87.84%	90.82%	85%	88.41%	88.97%	88.53%	<b>Further improve the quality of the organisational controls in place across the Council - Green</b> Social Services attended Audit Committee in January and Economic Development in March, feedback from both Audit Committee and Directorates has been positive in the approach being taken. 80% of the audit plan for 2017-18 has been implemented, which is an improvement on the previous year and over 50% of audit recommendations reported have been actioned.				
	The % of Data Protection requests meeting the statutory deadline	111 On time out of 121 due	86.69%	91.74%	85%	93.66%	88.24%	94.69%					

Area	Good news	Challenges/next steps
 <b>CUSTOMERS</b>	The Wellbeing Plan has been approved by Cabinet and Council  E-billing has been successfully launched and approx. 1,500 customers have signed up for it so far!	
 <b>FINANCIAL</b>	Council Tax and NNDR collection rates are up on the amount collected in 2016-17 by 0.14% and 0.90% respectively.  Atebion Solutions is trading at a profit in its first year of operation	The scale of budget savings in the medium term pose a significant challenge for all fiduciary support services at a time when strong controls are paramount
 <b>INTERNAL PROCESSES</b>	The Council have been shortlisted in the 2018 UK Living Wage Champion Awards in the Local Authority Leadership category  The Contract Standing Orders and Procurement Rules were approved by Constitution Committee in March, making it mandatory to deliver community benefits on all contracts above £1m  Socially Responsible Procurement Policy was approved by Cabinet in February  Wales Pensions partnership has successfully appointed its operator to undertake its pooling of all pension fund investments across Wales  The pension's team have received external verification and compliments regarding the processes put in place to manage and administer the pension fund.	Challenges relating to producing programme briefs for the Capital Ambition Delivery Programme and getting feedback and timely content from services to input into the programmes, this has addiotnaly been affected by the Senior Management recruitment  Capacity isuses relating to developing progarmme closure reports
 <b>EMPLOYEE &amp; WORKFORCE</b>	The Council achieved the Silver level of the Corporate Health Standard  As the 'Beast From the East' caused chaos throughout the city, our Cardiff Council Comms and Emergency Management teams worked tirelessly around the clock to make sure that our communities and citizens were safe, had access to our services and were communicated with. This 'one council' approach made clear to residents that #WorkingForYou is more than just a Capital Ambition slogan.	Corporate services remain under pressure in relation to the pace of change required by the organisation together with current risks to the ability to recruit and retain appropriately skilled and qualified staff. This is anticipated to increase with the prioritisation of value added change projects.  The outturn figure for sickness absence for the Resources is 8.19 days lost per FTE, this is 2.39 days above the target of 5.80. This equates to 5,643.79 days lost, of this 3,443.44 days are attributed to Long-term sickness.

QUARTER 3 2017-18 DIRECTORATE PERFORMANCE REPORT													
Directorate: Social Services			Director: Sarah McGill				Number of Employees (FTE): 930			Cabinet Member: Cllr Susan Elsmore and Cllr Graham Hinchey			
Strategic Directorate Priority 1 – Safeguarding - Children and adults are protected from significant harm and are empowered to protect themselves													
Wellbeing objective 2.1	Measures	Supporting Information	Q4 2017-18 Result	Year End 2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	2016-17 Result	Quarter 4 position against the Headline Actions in the DDP (2)	Red - 0	Red/Amber - 0	Amber/Green – 1	Green – 1	
	SSWB 27 (CP) - % of re-registrations of children on local authority Child Protection Registers	4 / 96	4.2%	N/A	3.9%	9.9%	3.8%	<b>Safeguarding Vision &amp; Strategy</b> <b>Amber / Green</b> The development of a Vision and Strategy for Safeguarding in Cardiff was originally targeted for completion by 31 <sup>st</sup> March 2018. Vacancy related delays mean that this action has been carried over into 2018/19. Quarterly performance meetings are in place to monitor performance information with regard to safeguarding adults.  <b>Engagement with communities</b> <b>Green</b> Further work with the Muslim Council of Wales is planned to discuss how the ‘Safeguarding our Children: Guidance for Mosque Schools and Islamic Studies Settings’ can be applied to and taken up by other faith groups across Cardiff. This work will be taken forward in 2018/19.					
	SSWB 28 - Average length of time for all children who were on the Child Protection Register during the year	21,514 / 101	213 days	N/A	259 days	260 days	230 days						
	SSWB 18 (CP) - % of adult protection enquiries completed within 7 working days	348 / 357	97.5%	99%	98.8%	96%	98.0%						
Strategic Directorate Priority 2 – Prevention & Independence - Children, young people and adults are supported to live safely and independently with their families and communities with the lowest appropriate level of intervention													
Page 471  Wellbeing objective 2.3	Measures	Supporting Information	Q4 2017-18 Result	2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	2016-17 Result	Quarter 4 position against the Headline Actions in the DDP (5)	Red - 0	Red/Amber - 0	Amber/Green – 2	Green – 3	
	SSWB 24 - % of assessments completed for children within statutory timescales	367 / 520	70.6%	80%	77.3%	71.5%	86.3%	<b>Direct Payments</b> <b>Amber / Green</b> The new Direct Payments Support Service commenced on 31 <sup>st</sup> July 2017 and is being further embedded. The new provider Dewis Centre for Independent Living (CIL) is in the process of recruiting a “pool” of Personal Assistants (PAs) to offer a system of cover for users of the scheme if their PAs are unavailable (e.g. sickness or annual leave). There were 908 children and adults on the Direct Payment scheme during the year. During Quarter 4, 24 adults started Direct Payments and 24 ceased (of which, the main reasons were deceased and care home / respite admission); 12 children and 46 adults were working towards the scheme in Quarter 4.					
	SSWB 25 (CP) - % of children supported to remain living within their family	864 / 1,694	51.0%	59%	55.2%	52.0%	55.2%						
	SSWB 26 (CP) - % of looked after children returned home from care during the year	91 / 1,042	8.7%	12%	11.6%	7.6%	11.6%	<b>Young Carers</b> <b>Amber / Green</b> Implementation of the regional young carers’ action plan is ongoing and will facilitate better awareness of this group and the support available to them.  <b>Signs of Safety</b> <b>Green</b> Implementation of the Signs of Safety approach within Children’s Services is ongoing and the milestones set out in the Directorate Plan have been met. The Signs of Safety approach was officially launched during Quarter 4 - lots of positive news was shared along with supporting evidence of the approach being adopted across the service.					
	SSWB 23 - % of adults who have received advice and assistance from the Information, Advice & Assistance function and have not contacted the service during the year	1,947 / 2,329	83.6%	TBC	Collated annually in 2016/17	84.4%	86.2%						
	SSWB 20 - % of adults who completed a period of reablement and a) have a reduced package of care and support 6 months later b) have no package of care and support 6 months later	656 / 769 594 / 769	85.3% 77.2%	TBC	Annual	Annual	66.7% 83.4%	<b>Dementia Friendly City</b> <b>Green</b> We have achieved ‘working towards’ Dementia Friendly City status. The Welsh Government (WG) Dementia Action Plan for Wales 2018-2022 was released in February 2018. The Cardiff and Vale Dementia Strategy 2017-2027 (fully aligned and consistent with the WG plan) will be signed off at the next Steering Group meeting (date TBC). The plan will be monitored and reviewed on a regular basis by Dementia Strategy Working Group.  <b>Day Opportunities</b> <b>Green</b> Work is ongoing and is on target to meet the milestones set out in the Directorate Plan. The refurbishment at Grand Avenue Day Centre is on target and in partnership with Neighbourhood Regeneration Services the quality of the build will be compliant in preparation for site sign off.					
	SCAL 25a (CP) - Total number of children and adults in receipt of care and support using the Direct Payments Scheme		908	910	Collated annually in 2016/17	869	933						



**Strategic Directorate Priority 3 – Care & Support (including transitions) - Adults and looked after children experience the best care and support to help them recognise their abilities, have aspirations and achieve what matters to them; and Young people have the necessary skills and support to prepare them and their carers for a smooth transition to adult life and optimum independence.**

Wellbeing objective 1.2 and 2.1

Measures	Supporting Information	Q4 2017-18 Result	2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	2016-17 Result	Quarter 4 position against the Headline Actions in the DDP (4)	Red - 0	Red/Amber - 0	Amber/Green – 2	Green – 2
SCC/025 (CP) - % of statutory visits to looked after children due in the year that took place in accordance with regulations	529 / 570	92.8%	95%	94.7%	95.1%	95.1%	<b>Disability Futures</b> <b>Amber / Green</b> The Disability Futures Strategy is making strong progress in a highly complex partnership environment and is effectively driving the changes needed in relation to models for a Complex Needs Service, regional recommissioning of services, transition, autism services and integrated respite for children. The amber / green rating reflects project and change capacity within the programme being stretched from the additional services being developed and the advent of a new Integrated Autism Service, as required by Welsh Government. This action will continue to be monitored in 2018/19.  <b>Corporate Parenting</b> <b>Green</b> At the first meeting of the new Corporate Parenting Advisory Committee (CPAC) a new way of progressing the key actions of the Corporate Parenting Strategy was agreed. Individual councillors and key officers have been identified to focus on individual areas and have started meeting to develop work plans for each theme.  <b>Delayed Transfers of Care (DToC)</b> <b>Green</b> Work in relation to reducing Delayed Transfers of Care is ongoing and is on target to meet the milestones set out in the Directorate Plan. A recent Adult Services benchmarking report has identified an overall 17% reduction in Delayed Transfers of Care for Social Care Reasons when comparing April to February 2016/17 (118) to April to February 2017/18 (98) for adults aged 18+. The number of Delays for Social Care Reasons for adults aged 75+ is also showing a reduction with 47 (April to February 2017/18) from 53 for the same period in 2016/17. As a result of sustained improvements in DToC performance during 2017/18, Cardiff has been nominated to contribute to the National Complex Discharge Group.  <b>Carers Assessments</b> <b>Amber / Green</b> Work in relation to Carers Assessments is ongoing and we are showing a much improved annual outturn result for 2017/18 compared to 2016/17. 87.2% of carers have been offered an assessment (2,899 offers for 3,326 carers) compared to 79.5% for 2016/17 (2,833 offers for 3,563 carers). The number of carer’s assessments completed during Quarter 4 is 254 compared to 166 for the same period last year.				
SCC/022a (CP) - % attendance of looked after pupils whilst in care in primary schools	Annual	96.6%	98%	Annual	Annual	96.9%					
SCC/022b (CP) - % attendance of looked after pupils whilst in care in secondary schools	Annual	95.4%	93%	Annual	Annual	94.5%					
SSWB 34a (CP) - % of all care leavers who are in education, training or employment at 12 months after leaving care	Annual	Annual	60%	Annual	Annual	58.5%					
SSWB 34b (CP) - % of all care leavers who are in education, training or employment at 24 months after leaving care	Annual	Annual	40%	Annual	Annual	38.2%					
SSWB 35 (CP) - % of care leavers who have experienced homelessness during the year	Annual	Annual	10%	Annual	Annual	17.3%					
SSWB 19 (CP) - Rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	47 / 23,565	1.99 Part result Jan & Feb	2.8	2.38	1.49	2.38					
SCA/018a (CP) - % of eligible adults who are caring for adults that are offered a carers assessment during the year	2,899 / 3,326	87.2%	90%	79.5%	66.3%	79.5%					





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**Strategic Directorate Priority 4 – Workforce - Cardiff is the destination of choice for committed social work and social care professionals**

Wellbeing objective 2.1	Measures	Supporting Information	Q4 2017-18 Result	2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	2016-17 Result	Quarter 4 position against the Headline Actions in the DDP (1)	Red - 0	Red/Amber – 1	Amber/Green – 0	Green – 0
	Staff 1 (CP) - % of social work vacancies in all teams	N/A	24.3%	18%	23.3%	22.3%	23.5%	<b>Social Worker Vacancies – Children's Services Amber / Red</b> Whilst it would appear that the improvement shown in Quarter 2 has not been maintained in Quarters 3 and 4, closer examination shows that some existing staff have been appointed to newly created posts, leaving their substantive posts as vacancies. This is, however a good news story as it reflects career progression for, and retention of, existing staff. If these posts were excluded, the PI result would be for the quarter would be 20.9%. Addressing the vacancy position continues to be a priority and recent recruitment activity has yielded positive results. It is anticipated that vacancy rates will improve as the newly appointed staff begin to take up post in Quarter 1.				

**Strategic Directorate Priority 5 – Resources - Social Services are provided on the basis of the most efficient and effective use of resources**

Wellbeing objective 4.3	Measures	Supporting Information	Q4 2017-18 Result	2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	2016-17 Result	Quarter 4 position against the Headline Actions in the DDP (1)	Red - 0	Red/Amber - 0	Amber/Green – 1	Green – 0
	N/A	N/A	N/A	N/A	N/A	N/A	N/A	<b>Integrated Finance and Service Strategy Amber / Green</b> Overall the programmes of strategic change have been highly effective in focusing teams and managers on the need to reform our approach to integration with Health and regionally. The programme has provided a set of work streams in Adult Services to parallel the earlier work initiated in Children's Services and taken together these will make a significant contribution to ensuring that Social Services are delivered on a more financially sustainable basis going forward. There is a broader context within which these programmes will now sit in the context of the Parliamentary Review and they provide a good platform for that overall direction and further strategic development and change in pursuit of better outcomes for citizens.				

Area	Good news	Challenges / next steps
 <b>CUSTOMERS</b>	<p>Cardiff Council, along with Alzheimer’s Society Cymru are offering <b>Dementia Friends sessions</b> to retail staff within St David’s Shopping Centre. The sessions will ensure that businesses learn more about their existing and potential customers that are affected by dementia and the challenges they face. Businesses can also learn more about the Dementia Friendly City and the opportunity to pledge to become part of the network that is developing within the City. The sessions are due to take place at St David’s Centre on the 3<sup>rd</sup> and 10<sup>th</sup> April 2018. They are free to attend and open to all retail businesses within St David’s.</p> <p>The number of people receiving <b>Domiciliary Care</b> is at its lowest since December 2015; this is in part a result of:</p> <ul style="list-style-type: none"> <li>• The work carried out by Independent Living Services (ILS) providing advice and support at the First Point of Contact (FPoC) and holistic visits and support to help people remain independent for longer.</li> <li>• Effective working relationships between the Adult Services Social Worker team and ILS within FPoC.</li> <li>• A reduction in domiciliary packages being put through to brokerage by the hospital teams and Community Resource Team.</li> </ul>	<p><b>Mounting evidence of increasing numbers of children requiring intervention to prevent significant harm as a result of multiple complex factors</b></p> <p>The number of looked after children has continued to increase from 802 at 31<sup>st</sup> December 2017 to 830 at 31<sup>st</sup> March 2018. This is despite preventative initiatives, such as the Adolescent Resource Centre (ARC) and Rapid Response that are succeeding at preventing children from starting to be looked after. In Quarter 4, 20 young people were prevented from being accommodated by the ARC. The primary reason for the recent increase is due to new born babies needing to be looked after from birth. During Quarter 4 we launched a regional Reflect Service which will undertake focussed work with women who have had 1 or more children removed from their care in the last 3 years. The overall aim is to prevent repeat pregnancies and removal, although it will take some time for the initiative to have an impact. During Quarter 4, a review of the latest admissions to care was undertaken and the decisions to accommodate were confirmed as correct.</p>
 <b>FINANCIAL</b>	<p>The <b>Adult Services budget</b> shows a projected underspend of £990,000 for month 11, against a budget of £104.779m. This represents an increased underspend of £890,000 compared to the month 10 position. The increased underspend largely reflects the additional allocation of £850,000 of specific grant funding from WG to cover winter pressures. It is assumed that the additional funding will largely offset costs previously factored in to the projections. The position also reflects a projected reduction in domiciliary care costs for older people. The number of care hours provided in this area has reduced in recent months and there has been a corresponding reduction in referrals. There has been a small offsetting increase in residential and nursing costs.</p>	<p>The <b>Children Services budget</b> shows a projected overspend of £4.090m against a budget of £48.704m for month 11. Although the position remains unchanged from month 10, there are movements within the overall figure. Increases in the number of looked after children and increased costs relating to supported accommodation for those leaving care would have added £100,000 to the projection for month 11. However, an examination of the commitments against the additional specific grants allocated to Children’s Services in 2017/18 suggests that there will be a greater offset against existing costs than previously assumed. At this stage it is projected that the increased grant offset will be sufficient to cover the additional in cost pressures identified, therefore the position for month 11 remains unchanged.</p>
 <b>INTERNAL PROCESSES</b>	<p><b>Support4Families</b> (the Early Help Front Door) is operational and early signs indicate that it is diverting low level calls away from the Multi Agency Safeguarding Hub (MASH). Between 29<sup>th</sup> January and 9<sup>th</sup> March 2018, Support4Families received 839 calls, 719 of which were diverted from MASH. However, whilst referrals into Support4Families are taking pressure off MASH, the majority of referrals are coming from the MASH divert number rather than directly to Support4Families. Work needs to be undertaken to promote the “Family Gateway” in order to increase the number of referrals that come direct to Support4Families. The number of calls to MASH continue to exceed those to Support4Families and it is expected over time that these will decrease as the Support4Families referrals increase.</p> <p>The new <b>People and Communities Directorate</b> has been established and we are considering opportunities for synergy and integration, and how we can work together to further support demand management and prevention.</p>	<p><b>Creation of a step change in allocation of resources to support effective prevention and early help across all age and service groups</b></p> <p>The challenge in relation to effective early intervention is around partners (Health, Education and the Police) recognising their role and responsibilities in intervening earlier to prevent children’s needs from escalating to the point that they require statutory interventions. Work in this area is progressing well and funding has been secured and progressed through the Disability Futures Programme via the allocation of Integrated Care Fund monies. A permanent Operational Manager has been secured to oversee the implementation of the Disability Futures Programme across Cardiff, the Vale of Glamorgan and Cardiff and Vale University Health Board.</p> <p><b>First Point of Contact</b> - during 2017/18 the Social Workers Team Managers role within the First Point of Contact (FPoC) team was extended to cover both the FPoC for University Hospital Llandough (UHL) and University Hospital Wales (UHW). This is helping to develop and embed a clear and consistent approach / pathway for citizens who access the Adult Services FPoC (Front Door) across both communities and hospitals i.e. the whole of Adult Services.</p>
 <b>EMPLOYEE &amp; WORKFORCE</b>	<p>Celebrating <b>World Social Worker Day</b> - World Social Worker Day is the key day in the year when social workers worldwide stand together to celebrate the achievements of the profession. The Directorate, in partnership with Communications &amp; Media, took this opportunity to highlight and celebrate the Directorate’s amazing work taking place within the community. Feel-good stories surrounding the care and support the Directorate’s social workers provide to the vulnerable children and adults of Cardiff were showcased throughout the day on the intranet and on the Council’s Facebook / Twitter pages. Individuals and/or teams across the Directorate were nominated and recognised for their wonderful work.</p>	<p><b>Workforce succession, retention and recruitment, including preparation for the Regulation and Inspection of Social Care (Wales) Act 2016</b></p> <p>Whilst it would appear that the improvement shown in Quarter 2 has not been maintained in Quarters 3 and 4, closer examination shows that some existing staff have been appointed to newly created posts, leaving their substantive posts as vacancies. This is, however a good news story as it reflects career progression for, and retention of, existing staff. Of the 22 posts created from the 2017/18 financial pressures bid, 9 have been recruited to. 5 of these appointments were made in Quarter 4, all of which were existing social workers thereby creating 5 more vacancies. This is in addition to the 3 vacancies created during Quarter 3, which are still vacant. If these posts were excluded, the PI result would be for the quarter would be 20.9%. Addressing the vacancy position continues to be a priority and recent recruitment activity has yielded positive results. It is anticipated that vacancy rates will improve as the newly appointed staff begin to take up post in Quarter 1. Increasing numbers of social worker vacancies in Adult Services is an emerging issue and this reflects the national picture. As a result the Directorate started to monitor vacancy rates for social worker posts in Adult Services during the latter part of 2017-18. As at 15<sup>th</sup> January 2018 there were 15.2% vacancies; 138.9 social worker posts with 21.1 vacant posts.</p> <p>Robust regional workforce partnership arrangements are now in place, and the coming challenge for partner agencies will be to ensure that implementation of the Regional Workforce Board’s priorities is effective in promoting cultural change amongst the workforce and enabling a large cohort of employees to meet the requirements of the Regulation and Inspection of Social Care (Wales) Act 2016 over the next 3 years.</p>

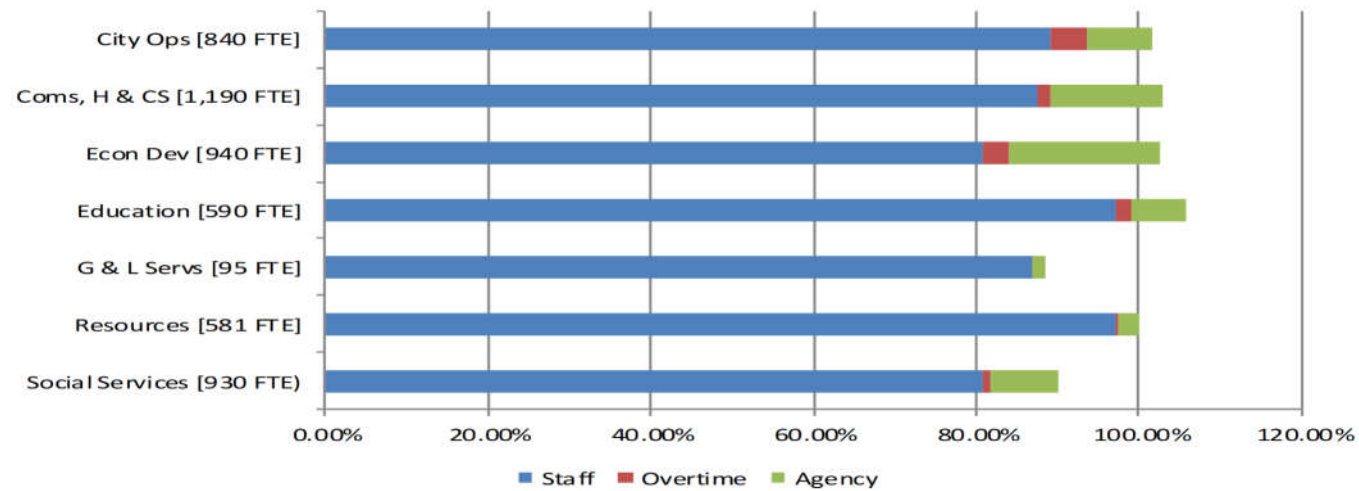
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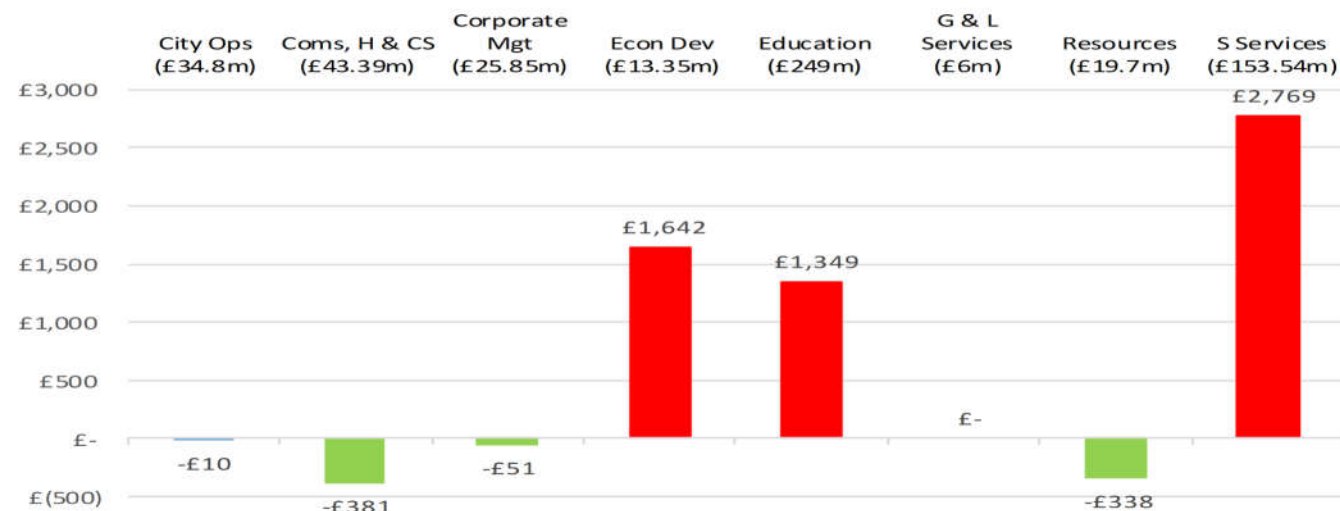
# Council Overview Scorecard Quarter 4 2017-18

## Financial - Tracking financial success and value

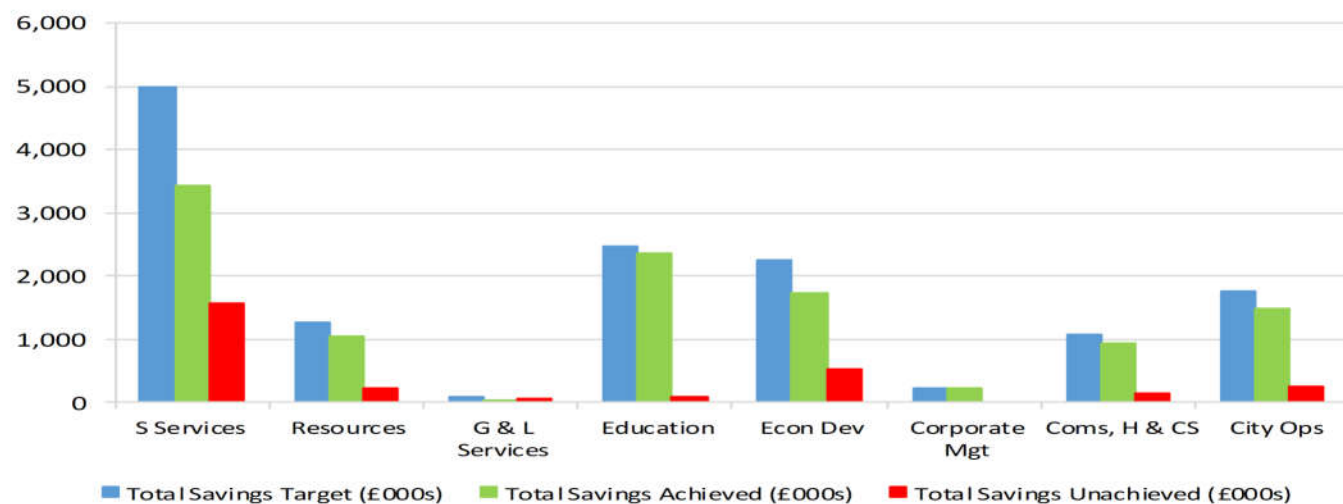
### Staff Budgets, Overtime & Agency



### Budget Variance in £000s



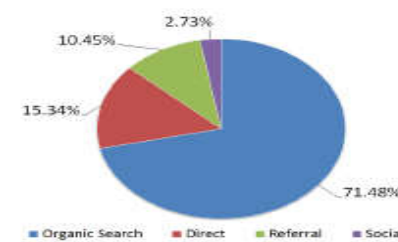
### Outturn Savings 2017-18 in £000s



## Customer - Providing information, clarity and help to citizens

### About our visitors...

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



3,090 arrived via Twitter

8,178 arrived via Facebook

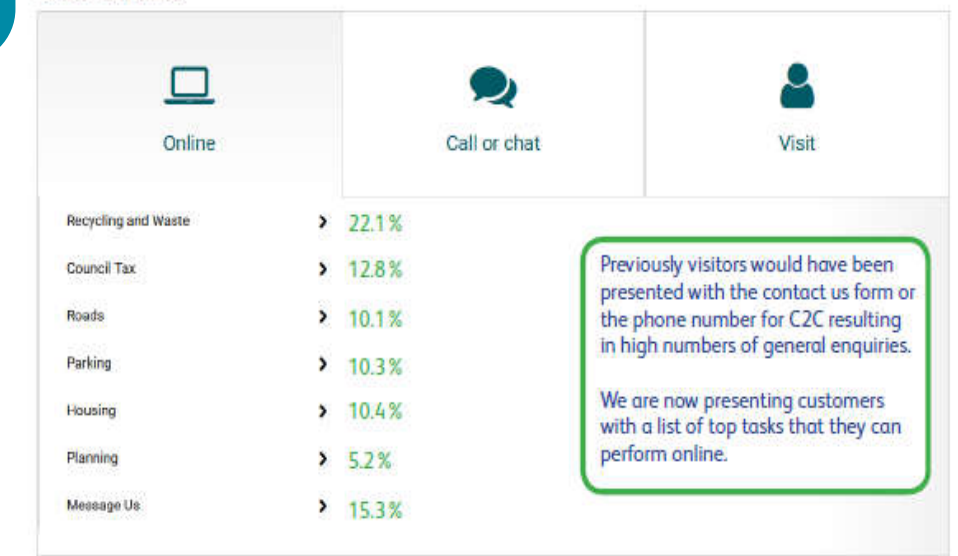
**Customer focus:** Since we launched a new contact page in December evidence shows that customers are using fewer generic contact forms that need more officer time and possibly further customer contact.

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

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

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

### General enquiries



Previously visitors would have been presented with the contact us form or the phone number for C2C resulting in high numbers of general enquiries.

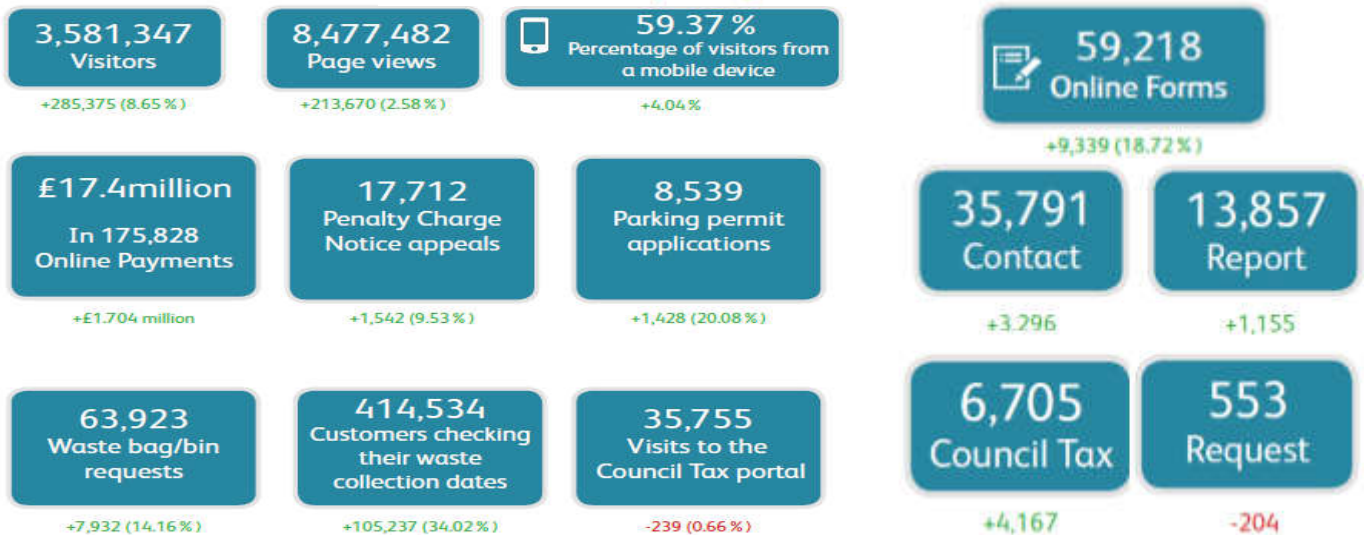
We are now presenting customers with a list of top tasks that they can perform online.

Cardiff.gov.uk

2017-18

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

\*Compared against 2016/17



### Information Requests

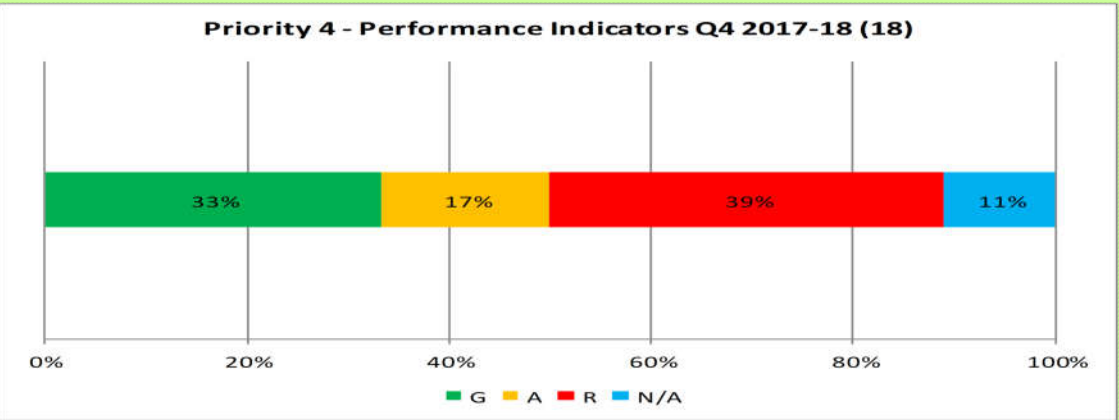
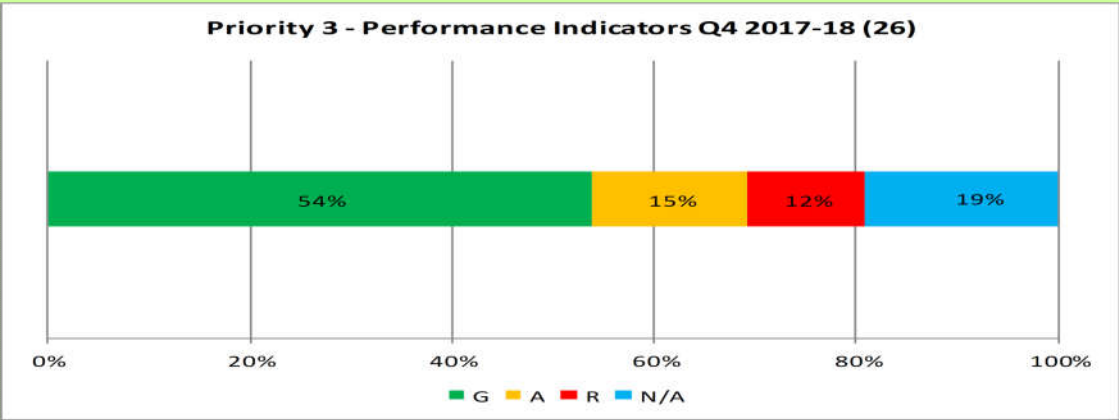
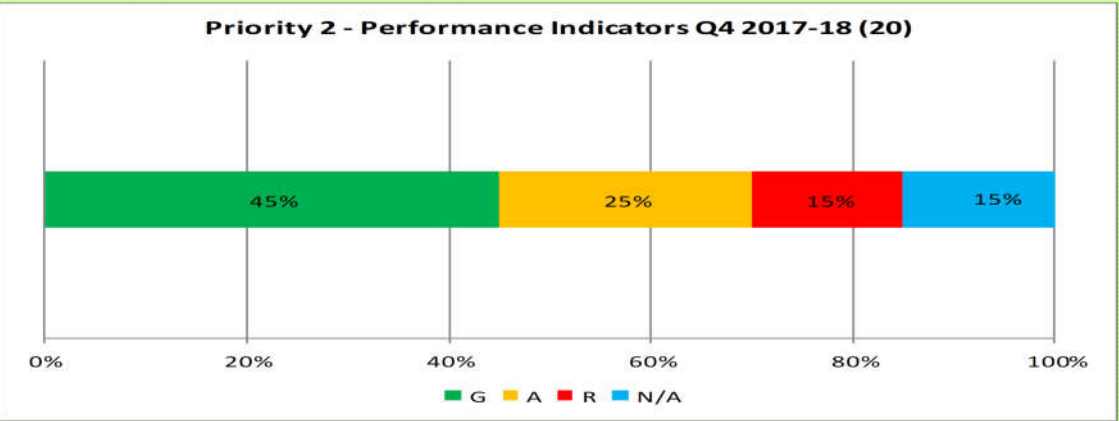
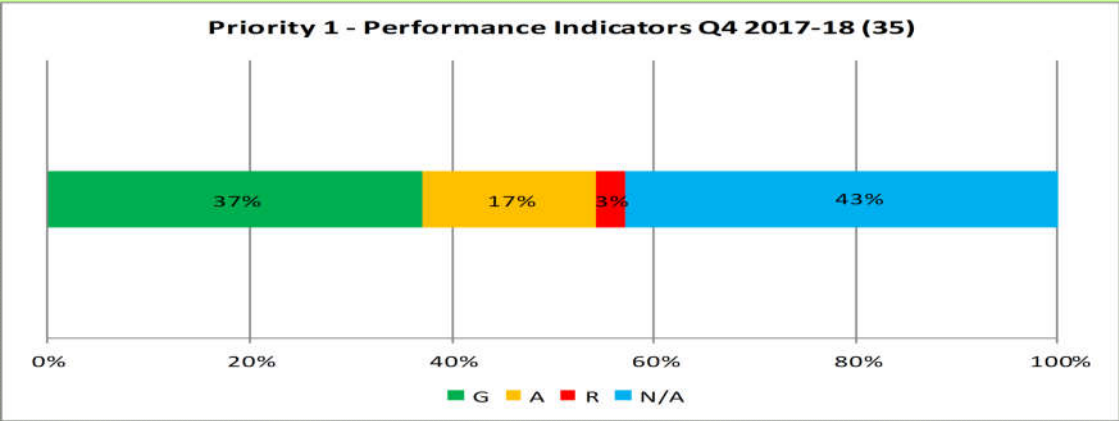
The outturn figure for information requests compliance for both Data Protection requests and Freedom of Information requests were above target at 86.69% and 87.84% respectively. Processes with requests under Data Protection are being redesigned to comply with the General Data Protection Regulation (GDPR)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

Council Overview Scorecard Quarter 4 2017-18

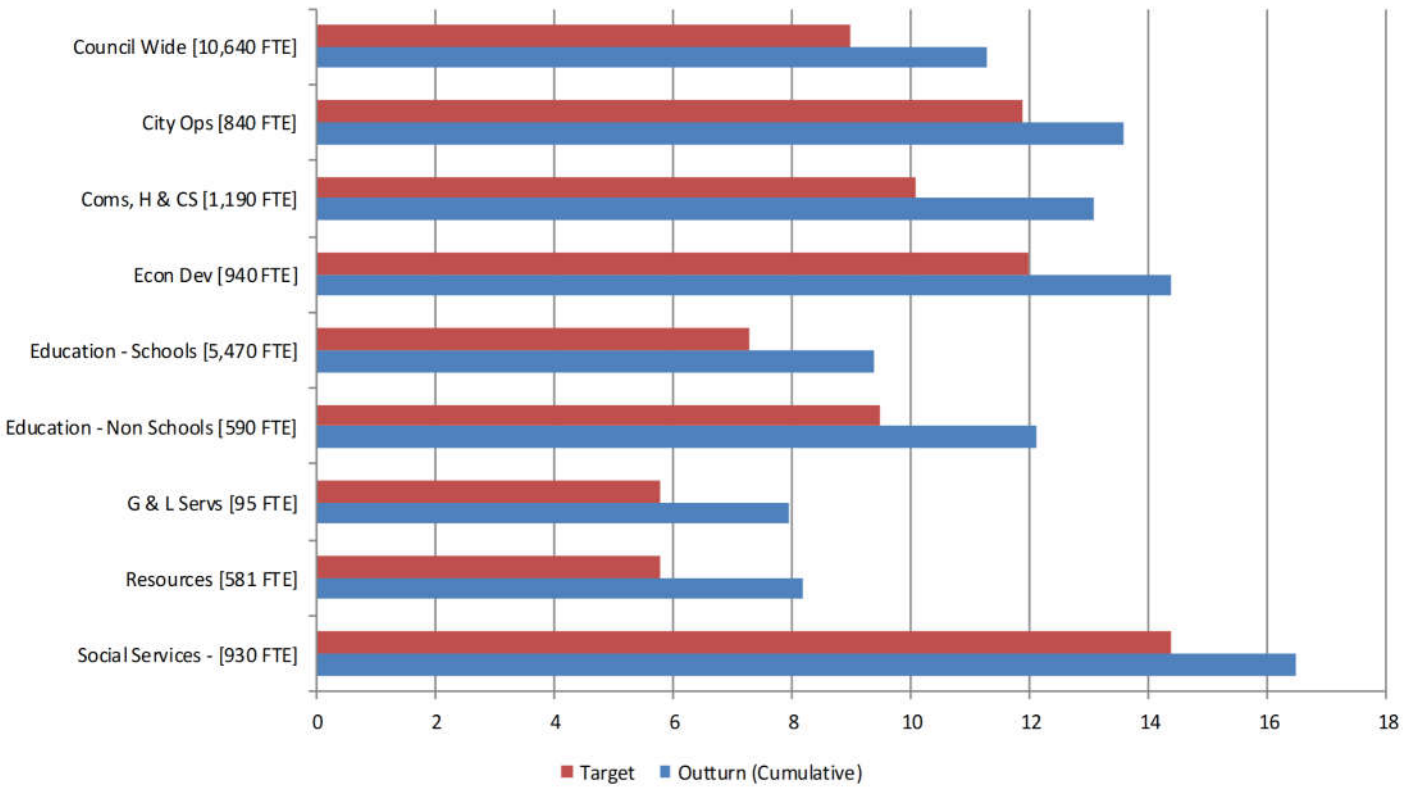
Internal Processes - Transforming the way that we do things

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

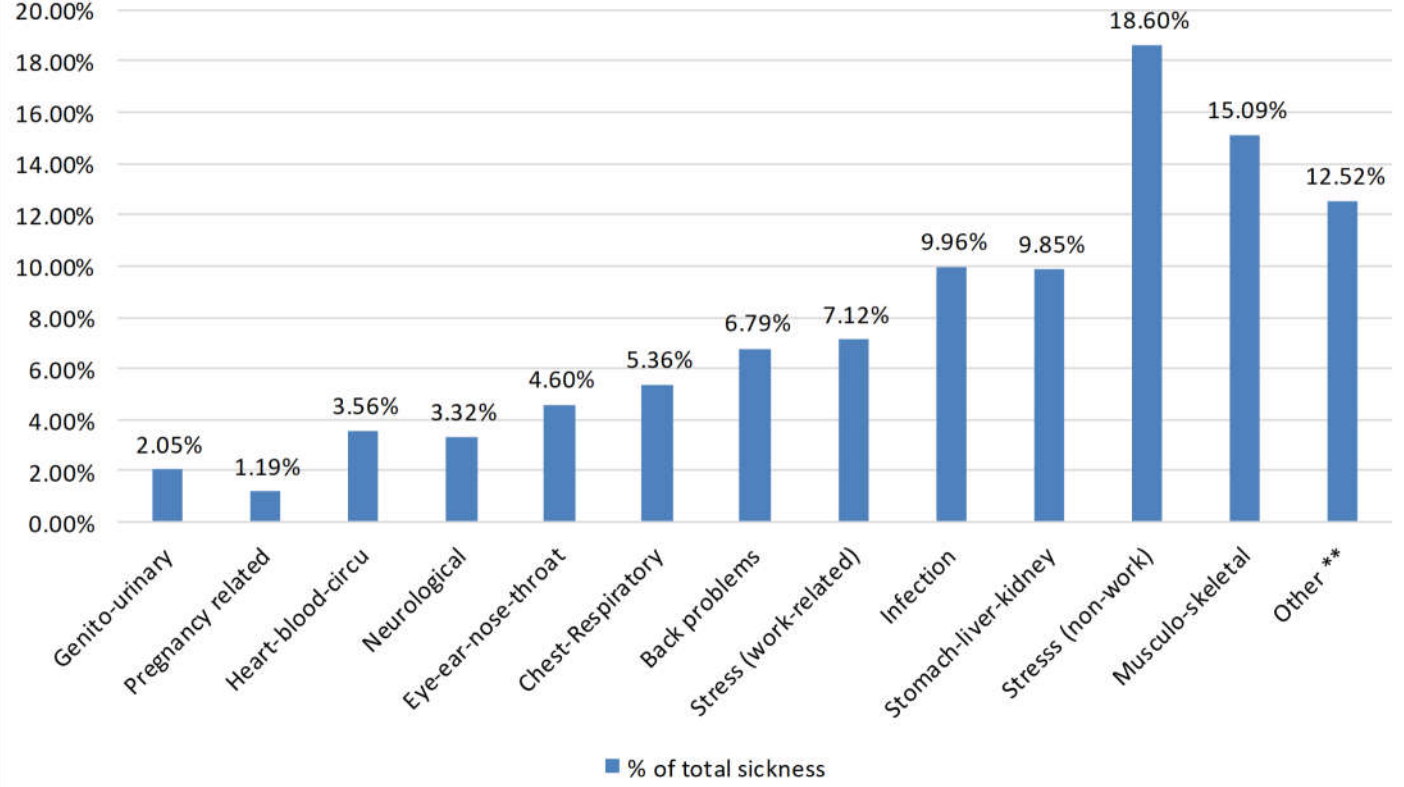
Corporate Plan Performance Indicator Performance by Priority



Sickness Absence - FTE Days Lost Per Person



Sickness Type by Percentage



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

Date: 28 June 2018



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

Neuadd y Sir  
Caerdydd,  
CF10 4UW  
Ffôn: (029) 2087 2088

Councillor Chris Weaver,  
Cabinet Member Finance, Modernisation & Performance,  
Cardiff Council,  
County Hall,  
Cardiff  
CF10 4UW

Dear Councillor Weaver,

### **Policy Review & Performance Scrutiny Committee: 20 June 2018**

Thank you for attending the Policy Review and Performance Scrutiny Committee for consideration of Quarter 4 Performance 2017/18. Would you also please pass Members' thanks to the officers who attended in support of this item? The Committee welcomes your genuine request for feedback in respect of the accessibility of the published performance documents, and your willingness to continue working with the Committee's Performance Panel as we move into Quarter 1 2018/19. However, we have some concerns; therefore, Members agreed that I pass on the following observations.

- **Presentation** – Firstly, we note you are continuing to refine the presentation of quarterly performance information in the first quarter of 2018/19. We wish to stress that the current presentation of the Corporate Plan Scorecard is very difficult to read on screen. If Members are expected to access this information digitally by default, then it will require a re-design. If not, and there is no re-design, then we would request that in future an A3 colour scorecard is sent well in advance to aid Members preparation for Committee. We welcome your suggestion that the Performance Panel is consulted on emerging refinements to the information that will ensure a less is more approach to data, focussing on what really matters, and based on the structure of the 2018/19 Corporate Plan .



- **RAG Assessment** -.Members are puzzled by the RAG self-assessment. We are also confused about the relationship between a Commitment (Measure) assessed as Red, for a Performance Indicator assessed as Amber/Green. It would appear that a service can achieve a Commitment set out in the Corporate Plan, and have failed to achieve the target it set itself. This does not tell us sufficient about the organisation's performance, and we therefore feel there may be a case for the Committee to better understand the criteria that are being applied to the internal RAG self- assessment. This may be an area of work for the Performance Panel to consider.
- **Self-Evaluation** - Similarly, the Committee continues to be concerned about the quality of self-evaluation, and how effectively the organisation is questioning the effectiveness of its performance. We take on board your view that the robustness of target setting in the latest Corporate Plan will improve the situation. We also concur with officer's view that some indicators are more important than others are, and where this is the case there is a need for more detail.
- **Consequences** We were pleased to hear the Chief Executive's clear view that missed targets and budget overspends by Directorates are not without consequence, he is prepared to make a judgement as to the reasons why, and take action where appropriate. We are concerned about the overspend of £1.665m in Commercial Services, and were reassured it had been monitored throughout the year, therefore was expected for a number of reasons, and we note the challenging conversations that take place at a senior level. We wish to re-iterate that in the future the organisation may not have the capacity to address overspends, as there will be fewer contingencies. We endorse your view that managing spend needs to strengthen across the board. Similarly, whilst sickness absence is a complex matter, you reassured us that the consequences of failure are understood.
- **Benchmarking** - We were pleased to hear you confirm that significant progress continues to be made in creating appropriate data set comparisons for the Council, both with core cities and with those that face comparable challenges to Cardiff.

Finally, we note the change in external improvement assessment coming in October 2018, and will factor the new *Annual Well-being Report* that supersedes the *Annual Improvement Report* into our work programme for 2018/19.

My sincere thanks once again for the time you continue to commit to Scrutiny. I look forward to working with you and officers as you continue to evolve the reporting of performance throughout 2018/19.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'David Walker', with a stylized, cursive script.

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

cc Members of the Policy Review & Performance Scrutiny Committee  
Paul Orders, Chief Executive  
Sarah McGill, Corporate Director, People & Communities  
Christine Salter, Corporate Director Resources.  
Joseph Reay, Head of Partnership & Performance  
Joanne Watkins, Cabinet Office Manager  
Heather Warren, Cabinet Support Officer.

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**CARDIFF COUNCIL  
CYNGOR CAERDYDD**



**CABINET MEETING: 5 JULY 2018**

**OUTTURN 2017/18**

**FINANCE, MODERNISATION & PERFORMANCE (COUNCILLOR  
CHRIS WEAVER)**

**AGENDA ITEM: 7**

**Reason for this Report**

1. This report serves to inform the Cabinet of the Council's financial position in respect of the year ending 31 March 2018.

**Background**

2. The report compares the outturn for the financial year ending 31 March 2018 with the budget for the year for both revenue and capital expenditure and also provides a summary Treasury Management Statement in respect of investments and borrowing. All figures are subject to external audit.
3. The final revenue outturn position indicates that the Council has maintained its spending within its overall net budget of £587 million in 2017/18 with a balanced position reported after contributions to and from reserves. Favourable variances within the Summary Revenue Account (SRA) including the previously reported savings of £500,000 from the Council Tax Reduction Scheme (CTRS) contingency budget and £900,000 from lower than anticipated costs of insurance has enabled contributions to be made to a number of strategic reserves that will support financial resilience and benefit the Council in the medium term. These include allocations to the Strategic Budget Reserve, the Capital Ambition Delivery Reserve and the Employee Changes Reserve.
4. During the year the Council's monitoring process identified financial pressures in a number of directorates, notably Social Services, Economic Development and Education & Lifelong Learning. This reflected a range of factors including increased demographic and cost pressures, shortfalls in income and the failure to fully achieve the savings targets set as part of the 2017/18 budget. This is reflected in the overall directorate outturn position which shows an overspend of £4.982 million, a reduction of £222,000 compared to the monitoring position at month nine. The overall position on directorate budgets includes overspends of £2.770 million in Social Services, £1.643 million in Economic Development and £1.349 million in Education & Lifelong Learning however these were partly offset by savings in other directorates. The directorate overspends were also partially offset by the £3.0 million general contingency budget which was

maintained as part of the 2017/18 budget in order to reflect the quantum, risk and planning status of the proposed savings in 2017/18. The overall position also includes overspends of £850,000 on capital financing and £97,000 on Discretionary Rate Relief. These were offset by savings in other areas including Council Tax collection, NDR refunds on Council properties and the Summary Revenue Account.

## **Issues**

5. An overall summary of the position shows:

- A comparison of revenue spend against budgets shows a balanced position following transfers to reserves and the funding of voluntary severance costs in 2017/18.
- Directorate budgets showed an overspend of £4.982 million at the year end with overspends of £2.770 million in Social Services, £1.643 million in Economic Development and £1.349 million in Education & Lifelong Learning. The issues faced by these directorates were set out clearly in monitoring reports during the year. These were offset by underspends in other directorates and by the £3.0 million General Contingency Budget.
- Overall, schools increased their individual reserves by £3.076 million (net). In addition, a deficit position in respect of the Mutual Supply Fund has been offset against school balances. This deficit totals £1.296 million and when this is taken into account the overall increase in school balances is £1.780 million.
- The Housing Revenue Account (HRA) shows a surplus of £545,000. This sum has been transferred to the HRA Revenue Balance and is available for spending on HRA related issues only.
- The Council spent £138.265 million on capital expenditure. A comparison of the capital spend against the budget shows an underspend of £30.234 million.

## **Revenue**

6. Appendix 1 shows the financial summary for the year while Appendix 2 provides further details in respect of variations against budget by directorates.
7. The 2017/18 savings targets are set out in Appendix 3(a) to this report together with the final outturn positions in terms of savings achieved and shortfalls against targets. An overall shortfall of £2.854 million is reported against the £14.157 million directorate savings targets for 2017/18 with a further shortfall of £2.195 million against the savings targets carried forward from 2016/17 as set out in Appendix 3(b). Compared to the position at month nine this represents an increased shortfall of £695,000 against the 2017/18 savings and £194,000 against the savings targets carried forward from 2016/17. The shortfalls are reflected in the directorate

monitoring positions although where possible these have been offset by savings in other budget areas within the directorates. The £3.0 million General Contingency Budget which was allocated to reflect the risk and planning status of the proposed savings in 2017/18 partly offsets these shortfalls. The shortfalls do however represent a significant challenge particularly given the level of further savings targets approved as part of the 2018/19 Budget and the amounts required in future years. The risk of these savings not being achieved was considered as part of the 2018/19 budget process and as a result £306,000 of these budget savings were written back in the budget. This still leaves an on-going shortfall of £4.743 million to be achieved in 2018/19 in addition to the budget savings approved as part of the 2018/19 budget process itself. It is essential therefore that the directorates continue to progress any outstanding savings from 2016/17 and 2017/18 so that these are fully achieved in the current financial year. This will be reviewed as part of the financial monitoring process in 2018/19.

8. The Summary Revenue Account (SRA) consolidates the overall revenue position for the Council and includes various adjustments to the Council's accounts including the revenue impact of changes to the Council's bad debt provisions, the revenue effect of balance sheet adjustments and any prior year revenue items which have impacted on the overall revenue position of the Council. It also consolidates the final position in relation to contingency budgets and any adjustments arising from these and includes a number of commitments including transfers to earmarked reserves and provisions. Favourable variances within the SRA including the previously reported savings of £900,000 from lower than anticipated insurance costs and £500,000 from the CTRS contingency budget has enabled a number of contributions to be made to earmarked reserves at the year-end including contributions that will continue to support and enhance financial resilience in the Council over the medium term. These include £2.0 million to the Employee Changes Reserve to support voluntary severance and other employee costs arising from change management and budget decisions in future years and £1.5 million to the Strategic Budget Reserve to assist the Council in managing the impact of budget reductions over the three year budget period within the Medium Term Financial Plan. An allocation of £500,000 has also been made to the Capital Ambition Delivery Reserve in order to support the on-going programme of work and future initiatives. A number of contributions to and from provisions were also reflected in the SRA. The most significant of these was the write back of £158,000 in relation to a previous provision for taxi licensing costs which is no longer required.
9. In total, the redundancy costs incurred during the year amounted to £1.241 million which is slightly higher than in 2016/17 (£1.051 million). The £1.241 million includes £504,000 in respect of school-based staff and £40,000 which was funded via the Housing Revenue Account. In line with the Code of Practice on Local Authority Accounting these figures include provision in the 2017/18 accounts for payments relating to severance costs paid in 2018/19 as a result of budget savings agreed in 2017/18. As previously planned, the balance of £812,000 on the voluntary severance budget was transferred to the Employee Changes Reserve in order to



support staff costs associated with organisational change including the future impact of voluntary severance on the Council's budget. A further sum of £676,000 was also allocated at the year-end in order to reflect the anticipated pressures on this reserve in future years. In addition, pension costs charged to the Council arising as a result of voluntary severance in 2017/18 total £1.254 million. These will be initially funded via the Pension Fund and will be repaid to the Fund over a five-year period.

10. A surplus of £232,000 was reported in relation to Council Tax collection, an increase of £129,000 compared to the position projected at month nine. The surplus is mainly due to a higher than anticipated collection rate which has the impact of reducing the required contribution to the Council Tax Bad Debt Provision. This was partly offset by a reduction in the anticipated number of properties and a higher level of exemptions mainly in relation to student properties as compared with the assumptions reflected in the Council Tax Base Report approved in December 2016. The surplus represents a variance of 0.1% of the estimated gross debit. A saving of £1.462 million was also reported in relation to refunds of non-domestic rates (NDR) on Council properties achieved through the appeals process, an increase of £131,000 compared with the position reported at month nine. These backdated sums represent an exceptional and one-off source of income to the Council. The Council's budget includes an amount of £350,000 to support requests for discretionary rate relief. In 2017/18 this showed an overspend of £97,000 reflecting an increase in the level of demand for such relief.
11. During the year expenditure of £754,000 was incurred on various corporate initiatives. These include funding contributions towards the Volvo Ocean Race, the Tour of Britain, the Extreme Sailing Event, Tafwyl and the Children's Literature Festival. The final outturn position on corporate initiatives showed an underspend of £230,000 which was transferred to the Corporate Events and Cultural Services Reserve in order to provide funding for corporate events and initiatives in future years.
12. School balances currently stand at £6.023 million surplus, which is a total increase in balances of £1.780 million compared to 2016/17. This overall balance contains a net deficit balance totalling £1.296 million in relation to the Mutual Supply Fund (MSF). This figure represents the cumulative MSF liability incurred over a number of financial years. This balance has been offset against overall net school balances pending recovery during future years. Excluding the MSF liability from the net balances means that individual school balances total £7.319 million and have increased by £3.076 million. The increase in surplus balances can be partly explained by the fact that the deficit in relation to the former federation between Michaelston Community College and Glyn Derw High School was written off during 2017/18.
13. The table below sets out the balances held by individual schools as at 31 March 2018 –

<b>2017/18</b>	<b>£m</b>	<b>% of Delegated Budget</b>
Primary	6.914	5.65
Secondary	(0.496)	(0.49)
Special	0.901	7.25
<b>Total – Individual Schools</b>	<b>7.319</b>	<b>3.10</b>

14. The individual figures within the above table show a mixed trend with 30% of the schools across the phases reducing their balances and 70% increasing their balances.
15. Although the overall percentages of balances represent less than 4% of the total school budget, there are significant variations between schools. The number of primary schools holding balances in excess of the School Funding (Wales) Regulations guideline of £50,000 has increased from 46 to 59, whilst eight secondary / special schools hold balances in excess of the recommended level of £100,000.
16. It was anticipated, during the year, that primary schools, as a group, would reduce their balances considerably. However, a combination of the late award of Welsh Government grant funding of £1.4 million for maintenance, part of which related to secondary and special schools, and planned reductions in expenditure in anticipation of a challenging 2018/19 budget settlement has led to greater than anticipated balances. The reduced total net deficit balances for secondary schools is partly the product of agreed medium term plans for the reduction in deficit balances held by individual schools, late notification of grant funding and the aforementioned write off of the deficit balance relating to the former federation.
17. In setting individual school budgets for 2018/19, indications are, once again, that individual school balances in surplus are being used to set balanced budgets. However, this was also the case in 2015/16, 2016/17 and 2017/18 and overall school balances still increased in totality. The Council will continue to review individual school balances that are in excess of the Welsh Government recommended limits, and locally agreed thresholds, and consider if there is a need to claim back any excess surplus. Currently, the intention remains for it to only be where it is clear that the school is unable to spend their reserves in a responsible and reasonable manner.
18. It should be noted that there are 9 schools in Cardiff with negative balances amounting to £1.606 million. This represents a significant improvement compared to the 14 schools that were in deficit at the end of the 2016/17 financial year. Each of these schools has a medium term financial plan agreed with the Council. Of that figure, £1.505 million is in respect of five schools in the secondary sector. Work will continue in partnership with the individual school governing bodies to ensure that these deficits are managed downwards over a period of time. Of the secondary schools, two have had financial delegation withdrawn from the Governing Body: Cantonian High School and Eastern High School, although Eastern High School currently holds a surplus balance.

19. In line with standard accounting practice a number of budgeted and anticipated contributions to and from reserves have been reflected in the 2017/18 accounts with the overall position excluding school balances and the HRA showing a net increase of £321,000 in 2017/18. Significant net contributions to earmarked reserves include £2.099 million to the Employee Changes Reserve mainly to support voluntary severance and other employee costs arising from change management and budget decisions in future years and £1.5 million to the Strategic Budget Reserve to assist the Council in managing the impact of budget reductions over the three year budget period within the Medium Term Financial Plan. Other significant net contributions include amounts previously funded via the Financial Resilience Mechanism in 2017/18 but which have yet to be completed. These include £298,000 to the Central Market Reserve to fund refurbishment of the market roof and a net contribution of £266,000 to the City Wide Management and Initiatives Reserve which includes sums to support various transport initiatives and the refurbishment of sports facilities. Four new reserves were also created, albeit for technical reasons associated with movements on the Balance Sheet. These are £675,000 relating to Rent Smart Wales, £566,000 in respect of Highways S.278 contributions, £318,000 in relation to the South East Wales Schools and Public Buildings Construction Framework (SEWSCAP) and £135,000 in respect of the Wales Interpretation & Translation Service (WITS). Significant net drawdowns from reserves include £2.966 million from the School Organisational Plan Reserve in order to meet planned commitments, £948,000 from the Waste Management Reserve and £534,000 from the Corporate Landlord Reserve to meet expenditure in these areas and £415,000 from the Major Projects Reserve reflecting funding for the Champions League Final.
20. Following transfers to earmarked reserves and provisions the revenue outturn shows a balanced position. The table below sets out the movement in the accounts that make up that figure.

	£000
Net service position - Deficit	4,982
Contingency	(3,000)
Capital Financing	850
Summary Revenue Account	(1,235)
Discretionary Relief	97
Council Tax collected in excess of budget	(232)
NDR refunds on Council properties	(1,462)
<b>Net Revenue outturn – Balanced Position</b>	<b>0</b>

21. A balanced position is reported in relation to the net revenue outturn for 2017/18 and therefore there is no consequential impact on the Council Fund Balance. The Balance at 31 March 2018 therefore remains in line with the previous financial year and stands at £14.255 million.

22. The Section 151 Officer has reviewed the Council Fund Balance and considers the balance prudent given the unbudgeted risks that the Council faces albeit that the position will be further reviewed as part of the 2019/20 budget preparation. These financial risks were set out in the 2018/19 Budget Report.

### Civil Parking Enforcement

23. Civil Parking Enforcement (CPE) manages parking, parking enforcement and moving traffic offences throughout the city. The income from these activities is used to support the operational costs and enforcement service with any surplus or deficit being transferred to the Parking Enforcement Reserve.
24. The following table provides a summary of the budget and outturn position.

<b>2016/17 Outturn £000</b>		<b>2017/18 Budget £000</b>	<b>2017/18 Outturn £000</b>	<b>2017/18 Variance £000</b>
	<b>Income</b>			
(4,362)	On street car parking fees	(4,425)	(4,575)	(150)
(1,042)	Off street car parking fees	(1,086)	(1,087)	(1)
(330)	Residents parking permits	(300)	(346)	(46)
(2,019)	Penalty charge notices	(2,129)	(1,973)	156
(3,256)	Moving Traffic Offences (MTO's)	(3,656)	(3,792)	(136)
(104)	Camera Car	(160)	(200)	(40)
(0)	Other income	0	(55)	(55)
<b>(11,113)</b>	<b>Total Income</b>	<b>(11,756)</b>	<b>(12,028)</b>	<b>(272)</b>
	<b>Expenditure</b>			
1,037	TRO, operational costs, parking a/c	876	698	(178)
4,607	Enforcement service	5,164	5,276	112
<b>5,644</b>	<b>Total Expenditure</b>	<b>6,040</b>	<b>5,974</b>	<b>(66)</b>
<b>(5,469)</b>	<b>Annual Surplus</b>	<b>(5,716)</b>	<b>(6,054)</b>	<b>(338)</b>

25. The position for 2017/18 showed a net trading surplus of £6.054 million. This was £338,000 above target reflecting increased income primarily from on-street car parking fees and Moving Traffic Offences (MTO's) plus an overall reduction in expenditure.
26. Total income generated was £12.028 million. This included £4.575 million from on-street and £1.087 million from off-street parking fees with a further £346,000 from Residents Parking Permits. Enforcement generated £1.973 million from Penalty Charge Notices, £3.792 million from MTO's and £200,000 from the Camera Car. A further £55,000 was generated from various activities.

27. Total expenditure was £5.974 million and was £66,000 below budget. Lower employee costs due to managed recruitment and reductions in commission and cash handling fees following the introduction of digitalised services enabled earlier loan repayment in respect of the set up costs associated with the Moving Traffic Offences and the funding of replacement equipment.

### **Parking Enforcement Reserve**

28. The use of the reserve is governed by Section 55 of the Road Traffic Regulations Act 1984. This specifies that the surplus may be used to fund operational costs including subsidising the enforcement service, supporting public passenger transport services, transport planning and road safety, maintaining off-street car parks and highway and environmental maintenance and improvements.

29. The following table illustrates the movements in the Parking Enforcement Reserve and the balance carried forward.

<b>2016/17 £000s</b>		<b>2017/18 £000s</b>
371	Brought forward balance	351
5,469	Annual trading surplus	6,054
<b>5,840</b>		<b>6,405</b>
	<b>Utilisation</b>	
5,025	Contribution to overall provision for transportation, highways and environmental maintenance and improvements	5,025
174	Budgeted contribution - Cardiff West Bus Interchange—design and contract	0
79	20 mph zones and 75% residential parking (lines and signage)	0
96	Digital, new signs, school keep clear zones, lining/patching	58
15	Car Free Day	0
100	A4232/A47 Resurfacing	0
0	Bus Corridors	335
0	Contribution to Bay Edge Walkway improvements	35
0	HSBC – cycling contribution	50
0	Public Space Protection Officer	30
0	Off Road Motorcycling	31
0	Digitalisation of Environmental Enforcement	59
0	Transport Policy Improvements-LDP/Green Paper	68
0	Bike Hire Scheme	13
<b>5,489</b>		<b>5,704</b>
<b>351</b>	<b>Parking Reserve Balance</b>	<b>701</b>

30. When the 2017/18 trading surplus of £6.054 million is applied to the brought forward figure of £351,000 the balance in the Parking Reserve is increased to £6.405 million.
31. Eligible expenditure totalling £5.704 million was drawn down from the reserve leaving a balance of £701,000 at 31 March 2018. The drawdown included a budgeted sum of £5.025 million to support a range of Council services including ongoing support and improvements to transport, parking, highways and environmental services. It also included specific drawdowns for various improvement schemes and initiatives. These were approved by the Director of Planning, Transport & Environment in consultation with the Cabinet Member for Transport, Planning and Sustainability and the allocation from the reserve was approved by the Corporate Director of Resources.

### **Housing Revenue Account**

32. The Housing Revenue Account (HRA) shows an underspend of £545,000 an increase of £109,000 compared to the position reported at month nine. The overall position as set out in Appendix 5 includes a number of variances, the most significant of which is a £1.808 million underspend in the Housing Repairs Account. This is in line with previous projections and is mainly due to lower than budgeted external contractor spend on both general repairs and vacant property works. There is also evidence of reduced demand in some areas where high volume spend has been incurred in previous years including external work such as fencing. As previously reported, the procurement of a new Building Maintenance Framework also led to lower than anticipated spend due to the demobilisation and transition periods for the new contract arrangements. Internal works also showed an underspend with employee savings and underspends on material costs mainly due to decreased demand for general repairs.
33. Other variances within the HRA include an underspend of £227,000 on other premises costs mainly due to underspends on utility costs and site clearance and an underspend of £145,000 on supplies and services largely due to reduced insurance costs. A surplus of £310,000 was also reported in relation to income with additional rental income as a result of lower void rent loss and higher than anticipated income from lettings in Hubs and staff recharges to capital schemes partly offset by a lower than budgeted drawdown from reserves. An overspend of £580,000 was reported in relation to support services reflecting higher than anticipated staff and premises recharges both from within the Communities, Housing & Customer Services Directorate and from other directorates together with abortive capital costs relating to the Channel View Regeneration Project that have now been charged to revenue. Other overspends include £101,000 due to an increased contribution to the Bad Debt Provision, £76,000 on employee budgets and £12,000 on transport costs. Overall, the position on capital financing showed an overspend of £976,000. This reflects the decision reported earlier in the year to utilise £1.0 million of in-year surpluses to fund additional repayment of borrowing. This will assist in alleviating pressure on the HRA borrowing cap for Cardiff and supports



the budget planning for investment and development of housing including new build proposals.

34. As part of the year-end review of reserves and balances it was identified that the balance of £200,000 on the Tackling Overcrowding Reserve was no longer required for this purpose. This was therefore brought into the Revenue Account and subsequently transferred to the HRA Welfare Reform Reserve in order to support anticipated future pressures in this area. The overall surplus of £545,000 on the HRA Revenue Account has transferred to the General Housing Balance and will support the on-going investment and development of housing in Cardiff.

### **Activities Inherited from Cardiff Bay Development Corporation including Harbour Authority**

#### **Cardiff Harbour Authority**

35. Welsh Government funding for Cardiff Harbour Authority is subject to 3-year agreements. The existing agreement was scheduled to expire on 31 March 2017, however Welsh Government advised that they would like an opportunity to review current arrangements and wished to extend the previous business period by twelve months, up until 31 March 2018, during which period such a review would take place.
36. The impact of this arrangement was that for the financial year 2017/18, Cardiff Harbour Authority initially operated under the same budget allocation of £5.891 million as in 2016/17. However, in March 2018, Welsh Government awarded an additional asset renewal budget of £97,000 and in the same month, an additional claim for £56,000 in respect of agreed works outside of the fixed costs schedule was approved. This resulted in a total budget of £6.044 million.
37. The outturn position indicates an annual draw down of £5.963 million, resulting in a variance of £81,000.

<b>Budget Category</b>	<b>Budget £000</b>	<b>Out-turn £000</b>	<b>Variance £000</b>
Expenditure	6,365	6,429	76
Income	(820)	(890)	(70)
<b>Fixed Costs</b>	<b>5,545</b>	<b>5,539</b>	<b>(6)</b>
Asset Renewal	346	316	(30)
Asset Renewal Additional	97	52	(45)
<b>Total - Asset Renewal</b>	<b>443</b>	<b>368</b>	<b>(75)</b>
Additional Claim	56	56	0
<b>Approved Budget</b>	<b>6,044</b>	<b>5,963</b>	<b>(81)</b>

38. The Fixed Cost budget shows an underspend of £6,000 and included savings generated against the environment and groundwater budgets, in addition to lower maintenance dredging expenditure. Furthermore, an increase in income was achieved mainly through additional car parking fees,

although higher levels were also attained from harbour dues, water activities and various other sources. This enabled essential maintenance and improvement work to be undertaken on a range of activities.

39. In accordance with the Agreement any underspend against the Fixed Cost budget is to be shared equally between the Council and the Welsh Government. The Council's share of £3,000 has therefore been transferred to the Project & Contingency Fund.
40. The under spend of £75,000 against the Asset Renewal budget reflected lower than anticipated costs against some schemes, including the refurbishment of the Bascule Bridges due to delays in the procurement process.
41. The Harbour Authority maintains a Project and Contingency Fund, which is used to support small-scale projects and provides a contingency if the approved budget is exceeded. The Fund receives contributions from a combination of receipts from the sale and disposal of land and past year underspends on the Fixed Cost budget. The balance in the Project and Contingency Fund at 1 April 2017 was £591,000, however this will increase by £3,000 in respect of the Council's share of the 2017/18 underspend on fixed costs. Drawdowns from the Fund consisted of £112,000 to fund capital works at Alexandra Head, plus £100,000 in respect of an additional claim to Welsh Government for de-shoaling works on the River Taff. This leaves a net balance at 31<sup>st</sup> March 2018 of £382,000 that will be retained to fund the remainder of the Volvo Ocean Race hosting fee, Alexandra Head works and as a contingency against any unscheduled maintenance, which may exceed the Fixed Cost budget, in accordance with the Agreement.

### **Capital Outturn 2017/18**

42. Expenditure of £138.265 million was incurred across a range of services with £24.824 million of this in relation to Public Housing (HRA).
43. The delivery of capital projects is complex and influenced by a number of external and internal factors. Whilst some slippage is unavoidable as a result of receipt external of grants later in the year, directorates are regularly reminded of the need to set achievable expenditure profiles and to identify slippage of projects at an early stage.
44. The paragraphs below summarise the outturn position of the Capital Programme for both the General Fund and Public Housing, with further detail on schemes provided in Appendices 5 and 6.

### **General Fund Expenditure and Funding**

45. Expenditure was £113.441 million, with a variance of £22.471 million. This is represented by a net underspend of £127,000 together with slippage of £22.344 million. The main areas of slippage are highlighted in Appendix 5 and include grant received from WG for roads and footpath resurfacing allowing the carry over of Council funding; delay in the start of works at the proposed transport interchange in the West, Cardiff Royal Infirmary; as

well as review of economic development schemes at Dumballs Road and International Sports Village. The main items of expenditure during the year are described in the following table:-

<b>Schemes</b>	<b>Detail</b>	<b>£m</b>
Housing, Neighbourhood Regeneration & Hubs	Disabled adaptation grants, allowing people to live independently in their homes; environmental and shop front improvements; a comprehensive regeneration scheme for Maelfa Centre in Llanedeyrn; opening of hubs in Llanishen, Llandaff North and Llanedeyrn.	10.9
Education & Lifelong Learning	Completion of the new Eastern Community Campus; start of construction of a new high school in the West, three new primary schools and extensions of facilities at a number of schools; investment in the condition of school buildings to address electrical and other safety compliance works.	57.9
Highways & Transportation	Road and footpath reconstruction and resurfacing; LED street lighting energy efficiency, Greener Grangetown rainwater management scheme; public transport and road safety improvements; cycling strategy implementation and cycle new hire scheme; investment in safe routes in communities.	16.2
Leisure Facilities & Parks	Investment in leisure sites retained by the Council as well as sites operated by GLL; parks play equipment replacement and infrastructure improvements.	3.8
City Development & Major Projects	Public realm improvements at Central Square and pre development costs towards central square and new transport interchange; Alexandra Head events area infrastructure.	11.5
City Deal	Contribution towards first project of Cardiff Capital Region City Deal – Semiconductor facility	5.7
Other	Modernising ICT to improve business process; Energy efficiency measures in Council buildings; harbour asset renewal; completion of new Lamby Way Household Waste Recycling Centre; day centre improvements; new facilities to support service delivery for children.	7.4

46. The expenditure was funded from a number of sources as shown in the table below and included external grants and contributions, sale of assets and also by borrowing money. Borrowing and any associated interest costs must ultimately be repaid from the existing and future income of the Council.

<b>General Fund - Funding Source for 2017/18 Capital Expenditure</b>	<b>Amount £000</b>	<b>Percentage of Funding (%)</b>
WG Supported Borrowing	8.412	7.42
WG General Capital Grant	5.119	4.51
WG and other external grants	30.487	26.88
Additional Unsupported Borrowing	14.072	12.40
Invest to Save Unsupported Borrowing	36.928	32.55
Revenue & Reserves	2.760	2.43
Capital Receipts	7.124	6.28
External Contributions	8.539	7.53
<b>Total</b>	<b>113.441</b>	<b>100.00</b>

47. The Council received General Capital funding from Welsh Government of £13.531 million in 2017/18. This was made up of a cash grant of £5.119 million and capital financing support within the revenue budget settlement to undertake £8.412 million of borrowing. In addition the Council can enter into unsupported borrowing which has to be fully met through the revenue budget in future years. In 2017/18, the Council used unsupported borrowing of £51.0 million to support General Fund expenditure. Of this £14.072 million of borrowing was required to balance Capital Programme commitments and £36.928 million was for 'Invest to Save' borrowing, repayable from directorate revenue budgets. The latter includes 21<sup>st</sup> Century School building investment as well as schemes predicated on receiving income or making savings such as energy use reduction. The timing and availability of external grants remains uncertain, with some approvals only received during the year. This makes long term planning difficult.

### General Fund Capital Receipts

48. The Capital Programme approved by Council in February 2017 included an estimate of £2 million for non earmarked General Fund capital receipts, after making a deduction for revenue costs of disposal. The majority of receipts have been earmarked for specific schemes and for future expenditure. The significant cash receipts received during the year are shown in the following table-

	£000
<b>General Fund – Non Earmarked</b>	
Former Library Trelai	80
The Rise Penhill, Llandaff	1,600
<b>Total</b>	<b>1,680</b>

<b>General Fund - Earmarked for Specific Capital Schemes</b>	
Central Square	19,000
Proceeds from Investment Properties	112
<b>Total</b>	<b>19,112</b>

49. During the year, sites to the value of £2.159 million were appropriated to the HRA for the development of Council housing and included land at Willowbrook Drive, Willowbrook Park and the former Bulldog Public House in Fairwater.
50. With a significantly increased target set for non earmarked capital receipts in the 2018/19 budget, Cabinet will consider a detailed disposal strategy in the next few months.

### Public Housing (HRA) Expenditure and Funding

51. Expenditure in 2017/18 on Public Housing schemes was £24.824 million. Investment was made in estate regeneration, housing stock remodelling,

the fabric of dwellings, disabled adaptations and in the development of new Council Housing to meet new build targets.

52. The table below shows how capital expenditure was paid for:-

<b>Public Housing - Funding Source for 2017/18 Capital Expenditure</b>	<b>Amount £m</b>	<b>Percentage of Funding (%)</b>
Major Repairs Allowance (WG grant)	9.532	38.40
Additional Unsupported Borrowing	1.778	7.16
Revenue & Reserves	7.633	30.75
Other WG Grants and Contributions	2.323	9.36
Capital Receipts	3.558	14.33
<b>Total</b>	<b>24.824</b>	<b>100.00</b>

### **Public Housing Capital Receipts**

53. Capital Receipts of £3.446 million were generated from the sale of Council dwellings still eligible under the now ceased Right to Buy scheme. A further £460,000 has been generated from the sale of various freeholds and retained equity held from previous Council and developer home ownership support schemes.

### **Treasury Management**

54. The Council's Treasury Management activities were undertaken in accordance with the strategy approved at Council in February 2017. During the year periodic reports on Treasury Management were submitted and reviewed by the Council's Audit Committee as well as at Cabinet and Council meetings.

### **Investments**

55. At 31 March 2018, investments arising from temporary cash balances stood at £59.1 million. The balance of investments is taken at a point in time and will fluctuate depending on the timing and certainty of income and expenditure in the Council's bank account e.g. payments to suppliers, receipt of grants and capital receipts. The organisations with whom the Council invests were set out in the Council's Investment Strategy for 2017/18 and where possible, investments were diversified across organisations.
56. The overall level of interest receivable from treasury investments totalled £366,000 with the average rate achieved for 2017/18 being 0.44%, which compares favourably against the 7 day LIBID rate of 0.22% and the 3 Month LIBID rate of 0.29%. The low rates of return can be attributed to the Bank of England Official Bank Rate which had remained at a low of 0.25% until it was increased to 0.5% in November 2017.
57. The organisations with whom the Council invests, were closely monitored in accordance with the criteria set out in the Council's Investment Strategy

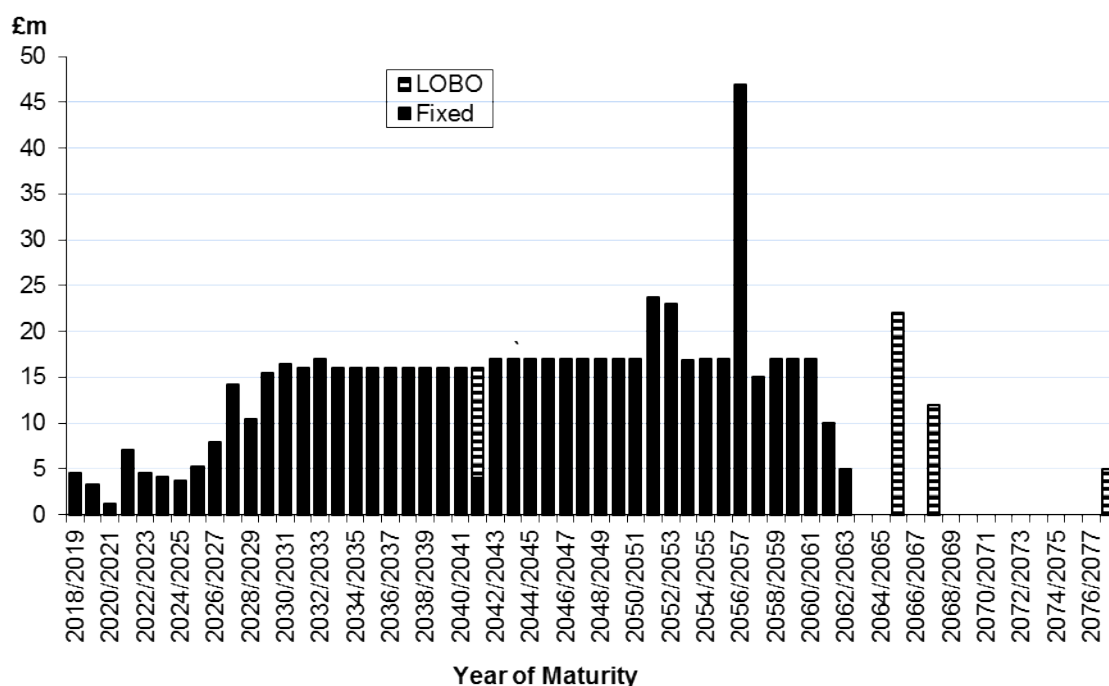
for 2017/18 and where possible diversification was sought across organisations.

## Borrowing

58. At the 31 March 2018 the Council's total external borrowing was £693 million. This was predominantly made up of fixed interest rate borrowing from the Public Works Loan Board (PWLB) payable on maturity.

31 March 2017			31 March 2018	
£m	Rate (%)		£m	Rate (%)
617.2		Public Works Loan Board	631.8	
51.0		Market (Lender Option Borrower Option)	51.0	
3.0		Welsh Government	4.6	
2.8		Other	5.9	
<b>674.0</b>	<b>4.74</b>	<b>Total External Debt</b>	<b>693.3</b>	<b>4.64</b>

59. The average rate on the Council's borrowing reduced during the year, from 4.74% to 4.64% primarily as a result of additional external borrowing at a lower rate. Total interest payable on external debt was £31.805 million, of which £11.780 million was charged to the Housing Revenue Account (HRA). All borrowing is in the name of the Council and a single pool of debt is maintained rather than having separate loans for the HRA.
60. The maturity profile of borrowing at 31 March 2018 is shown in the following chart.

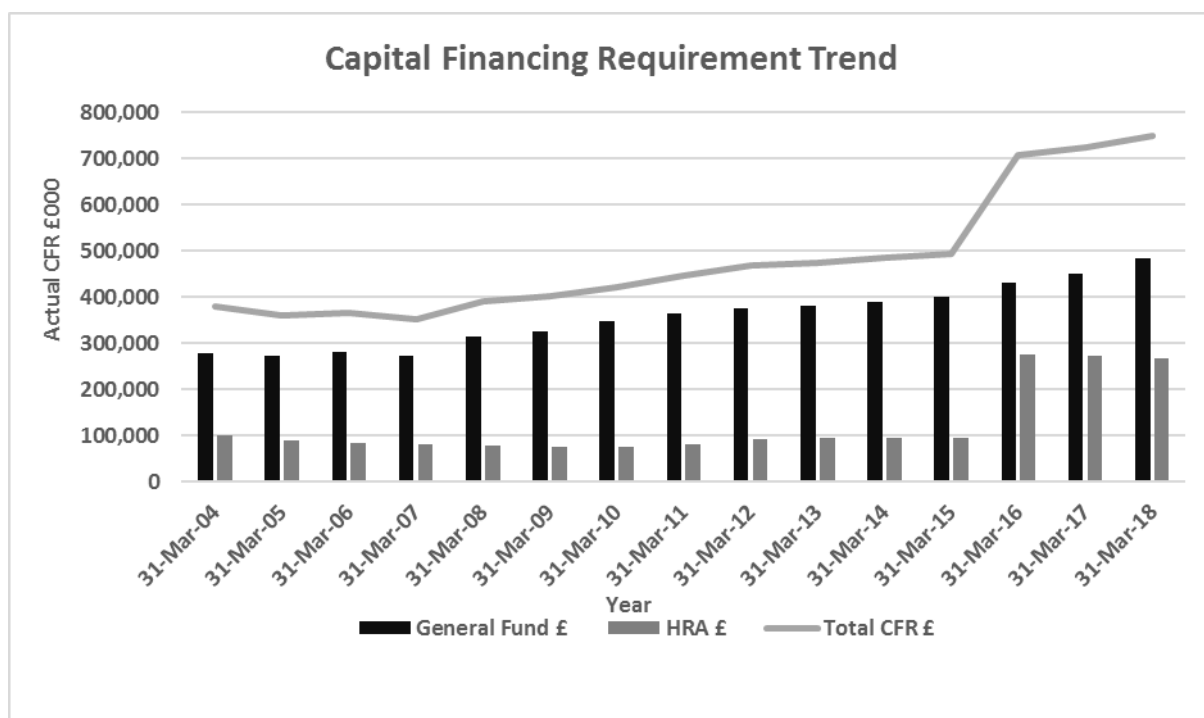


61. During 2017/18 the Council repaid £5.776 million of maturing loans. Whilst borrowing rates have remained higher than investment rates in 2017/18, the Council has undertaken internal borrowing which involves using



temporary cash balances in the short term rather than undertaking external borrowing. In addition to the short term financial benefits, this also reduces exposure to credit risk. The risk attached to internal borrowing is that the Council may have to borrow at higher rates in the future when borrowing becomes a necessity. The Council's level of internal borrowing at 31 March 2018, subject to audit, is £56 million.

62. In recognition of these risks, £20 million of the Council's long term borrowing requirement was undertaken to mitigate the risk of rising longer term rates. This new borrowing was taken at an average rate of 2.38% and has an average maturity of 41 years. In addition, interest free loans from Salix and WG were received for specific capital projects totalling £5.004 million.
63. The Council's Capital Financing Requirement (CFR) i.e. capital expenditure incurred but not yet paid for is estimated £749 million at 31 March 2018, £482 million for the General Fund and £267 million for the Housing Revenue Account. The trend in the CFR is shown in the following chart.



## Reasons for Recommendations

64. The report is for information and serves to complete the financial monitoring processes for 2017/18.

## Legal Implications

65. The report is submitted for information as part of the Authority's financial monitoring process. The Council's constitution provides that it is a Council responsibility to set the budget and policy framework and to approve any changes thereto or departures there from. It is a Cabinet responsibility to

receive financial forecasts including the medium term financial strategy and the monitoring of financial information and indicators

### **Financial Implications**

66. The final revenue outturn position indicates that the Council has maintained its spending within its overall net budget of £587 million in 2017/18 with a balanced position reported after contributions to and from reserves. This is in line with the position reported at month nine.
67. Directorate budgets showed an overspend of £4.982 million at the year end with overspends of £2.770 million in Social Services, £1.643 million in Economic Development and £1.349 million in Education & Lifelong Learning. These were offset by underspends in other directorates and by the £3.0 million general contingency budget. The overall position also includes overspends of £850,000 on capital financing and £97,000 on Discretionary Rate Relief. These were offset by savings in other areas including Council Tax collection, NDR refunds on Council properties and by savings arising from accounting adjustments within the Summary Revenue Account.
68. A shortfall of £2.854 million was reported against the £14.157 million directorate savings targets for 2017/18 with a further shortfall of £2.195 million against the savings targets carried forward from 2016/17. Although £306,000 of these shortfalls was written back as part of the 2018/19 Budget this still leaves an on-going shortfall of £4.743 million to be achieved in 2018/19 in addition to the budget savings approved as part of the 2018/19 budget process itself. It is therefore essential that directorates continue to progress any outstanding savings from 2016/17 and 2017/18 so that these are fully achieved in the current financial year.
69. Overall, excluding school balances and the HRA the earmarked reserves held by the Council increased by £321,000 in 2017/18. This includes contributions to the Employee Changes Reserve and to the Strategic Budget Reserve that will benefit the Council in the medium term and will serve to improve the Council's overall financial resilience.
70. The Council Fund Balance at 31 March 2018 is £14.255 million. The Section 151 Officer has reviewed this and considers the balance prudent given the unbudgeted risks that the Council faces albeit that the position will be reviewed as part of the 2019/20 budget preparation.
71. Overall, schools increased their individual reserves by £3.076 million (net). although a deficit position in respect of the Mutual Supply Fund has been offset against school balances. This deficit totals £1.296 million and when this is taken into account the overall increase in school balances is £1.780 million.
72. The Capital Programme Outturn for 2017/18 for the General Fund and Public Housing is £113.441 million and £24.824 million respectively. The table below shows the movements in projected slippage from Month 4 through to Outturn. Directorates are regularly reminded of the need to set

achievable profiles and identify slippage accurately at an early stage. Whilst unavoidable in some instances, the resources and factors needed to be in place before a scheme can progress needs to be considered at an early stage. This will be reinforced in future years budget monitoring and budget setting process.

<b>Slippage</b>	<b>Month 4 reported slippage</b>	<b>Month 6 reported slippage</b>	<b>Month 9 reported slippage</b>	<b>Outturn slippage</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
General Fund	4,016	11,446	24,387	22,344
Public Housing	(300)	2,269	300	6,514
<b>Total</b>	<b>3,716</b>	<b>13,715</b>	<b>24,687</b>	<b>28,858</b>

73. General Fund Capital expenditure in 2017/18 required £51 million of unsupported borrowing, of which, £36.928 million relates to funding required to be repaid by savings in the revenue budgets or income generation. As highlighted in the 2017/18 and 2018/19 budget reports, consideration needs to be given to the medium and long-term impact of additional borrowing on the Council's revenue budget. Accordingly, local affordability and other indicators will be continually reviewed and monitored to ensure investment is prioritised and the impact of increased levels of debt is sustainable and affordable.

## **RECOMMENDATIONS**

The Cabinet is recommended to:

- (1) Approve the report and the actions taken in respect of the Council's accounts for 2017/18
- (2) Note that this report will form an Appendix to the Financial Statements report to be considered at the Council meeting in September 2018

<b>SENIOR RESPONSIBLE OFFICER</b>	<b>CHRISTINE SALTER</b> CORPORATE DIRECTOR RESOURCES
	<b>29 June 2018</b>

*The following Appendices are attached:*

- Appendix 1 - Revenue 2017/18
- Appendix 2 - Directorate Variances
- Appendix 3 (a) - Budget Savings - 2017/18 Savings
- Appendix 3 (b) - Budget Savings - 2016/17 Savings
- Appendix 4 - Housing Revenue Account 2017/18
- Appendix 5 - Capital Scheme Updates
- Appendix 6 - Capital Programme 2017/18

APPENDIX 1

REVENUE 2017/2018

	CASH LIMIT BUDGETS			OUTTURN			VARIANCES		
	Gross Controllable Budget £000's	Income £000's	Net Expenditure £000's	Gross Controllable Spend £000's	Income £000's	Net Expenditure £000's	Gross Expenditure £000's	Income £000's	Net Expenditure £000's
<b>Service Area</b>									
City Operations	86,177	(51,377)	34,800	88,177	(53,387)	34,790	2,000	(2,010)	(10)
Communities, Housing & Customer Services	231,619	(188,229)	43,390	234,548	(191,539)	43,009	2,929	(3,310)	(381)
Corporate Mgt	25,892	(41)	25,851	25,899	(99)	25,800	7	(58)	(51)
Economic Development	66,307	(52,949)	13,358	68,562	(53,561)	15,001	2,255	(612)	1,643
Education & Lifelong Learning	331,027	(81,877)	249,150	331,921	(81,422)	250,499	894	455	1,349
Governance & Legal Services	8,431	(2,376)	6,055	9,539	(3,484)	6,055	1,108	(1,108)	0
Resources	30,446	(10,737)	19,709	30,218	(10,847)	19,371	(228)	(110)	(338)
Social Services	185,080	(31,531)	153,549	187,916	(31,597)	156,319	2,836	(66)	2,770
Capital Financing	38,036	(4,319)	33,717	38,896	(4,329)	34,567	860	(10)	850
General Contingency	3,000	0	3,000	0	0	0	(3,000)	0	(3,000)
Summary Revenue Account	4,983	(928)	4,055	7,607	(4,787)	2,820	2,624	(3,859)	(1,235)
Discretionary Rate Relief	350		350	447	0	447	97	0	97
<b>Total</b>	<b>1,011,348</b>	<b>(424,364)</b>	<b>586,984</b>	<b>1,023,730</b>	<b>(435,052)</b>	<b>588,678</b>	<b>12,382</b>	<b>(10,688)</b>	<b>1,694</b>
Council Tax Collection	0	0	0	0	(232)	(232)	0	(232)	(232)
NDR refunds on Council properties	0	0	0	0	(1,462)	(1,462)	0	(1,462)	(1,462)
<b>Total</b>	<b>1,011,348</b>	<b>(424,364)</b>	<b>586,984</b>	<b>1,023,730</b>	<b>(436,746)</b>	<b>586,984</b>	<b>12,382</b>	<b>(12,382)</b>	<b>0</b>

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The main variances against directorate revenue budgets were as follows:

**Capital Financing +£850,000**

**+£630,000 Month 9**

The overall outturn position for the Capital Financing Budget shows an overspend of £850,000 an increase of £220,000 compared to the position reported at month nine. The overall position reflects a combination of factors including additional costs of £409,000 as a result of an increase in the provision for the repayment of debt following finalisation of the amount of capital expenditure incurred in 2016/17 paid for by unsupported borrowing, having taken into account the estimated useful life of the assets funded by this borrowing. The overspend also includes a reduction in the level of interest receivable from the Housing Revenue Account reflecting changes to the overall debt structure and the impact of internal borrowing in reducing the consolidated rate of interest within the overall pool of Council debt. There is also a shortfall of £50,000 against the budgeted dividend from Cardiff Bus reflecting the decision by the Board of Cardiff City Transport Services Limited not to award a dividend in that year.

As previously reported, these additional costs have been partly offset by savings arising from the decision taken during the year to defer any external borrowing to meet capital expenditure commitments in 2017/18 to the last quarter of the year. This is consistent with the Council's Treasury Management Strategy approved by Council which recognises the short term savings achievable by utilising existing cash balances rather than taking external borrowing. This is because interest rates on investments are less than interest rates payable on borrowing. The timing of borrowing decisions continues to be subject to interest rates and advice from Treasury management advisors.

**City Operations (£10,000)**

**(£112,000) Month 9**

The Directorate recorded a final underspend of £10,000, compared to the £112,000 underspend projected at month nine. The decrease predominantly reflects additional expenditure within Neighbourhood Services and lower than previously forecast income levels in connection with Sport & Outdoor Leisure. These were partly offset by further in-year savings within Infrastructure Services and a carbon reduction payment saving within Energy & Sustainability. The overall position included shortfalls against cross-directorate savings targets, although these were more than offset by underspends across a range of divisions, most notably Energy & Sustainability, Infrastructure Services, Planning & Building Control and Management & Support. Within the overall position was a shortfall against 2017/18 savings targets totalling £250,000, compared to a target of £1.749 million. In addition, there were savings shortfalls of £183,000 in respect of unachieved 2016/17 savings carried forward. The individual variances can be seen in Appendices 3(a) and 3(b) to this report.



The overall position in relation to cross-directorate budgets was an overspend of £221,000. This is due to savings shortfalls against proposals to increase commercialisation and digitalisation within the Directorate and, whilst, there is a planned programme in place, the savings will take time to materialise. In addition, an overspend of £193,000 was recorded within Neighbourhood Services, due to additional operational costs, and an overspend of £134,000 occurred within Sport & Outdoor Leisure, due to unfunded toilet maintenance and a further overspend at the Channel View Centre which has been affected by the major refurbishment of the gymnasium. Furthermore, School Transport reported an overspend of £91,000, primarily due to it not being possible to achieve a 2017/18 saving proposal relating to transport to the Pupil Referral Unit and not fully realising a saving against the pilot scheme for the travel support allowance for pupils with additional learning needs.

More than offsetting these overspends were underspends within Infrastructure Services, due to a saving against the Concessionary Fares budget and managed maintenance savings, and Energy & Sustainability, where carbon reduction scheme payment savings more than offset savings shortfalls. These underspends totalled £451,000 and £194,000 respectively. Other underspends included additional income totalling £52,000 within Planning & Building Control and a £53,000 saving within Management & Support following the recharging of costs to externally funded activities. The other underspends within the directorate total £15,000 and relate to Cardiff Dog's Home, Leisure & Play Services and Parks. Other notable overspends included Transport Planning, Policy & Strategy and Bereavement & Registration Services, which recorded overspends of £59,000 and £57,000 respectively. These overspends were both partly due to lower income recovery within these divisions. The other divisions recorded balanced positions, including the Civil Parking Enforcement account where income generated was greater than anticipated and subsequently transferred to the Parking Reserve.

### **Communities, Housing & Customer Services (£381,000) (£202,000) Month 9**

The overall position reflects an underspend of £381,000, which represents an increase of £179,000 on the position reported at Month nine. The change is primarily due to grant income within Preventative Services that had not been awarded when figures were reported earlier in the year. The overall position largely comprised underspends against the Housing & Communities, Partnership Delivery and Neighbourhood Regeneration divisions, partly offset by overspends in relation to Customer Services. The final position included achievement of savings totalling £929,000 against the 2017/18 target of £1.083 million, leaving a shortfall of £154,000. In addition, a shortfall of £300,000 was recorded against unachieved savings targets brought forward from 2016/17. This shortfall was due to income shortfalls in relation to the Alarm Receiving Centre. These shortfalls are reflected in the overall Directorate position outlined below.

The Housing & Communities Division reported an underspend of £609,000. This included an underspend of £290,000 in relation to Preventative Services,

which was mainly due to disabled facility fee income in excess of target, in-year savings due to vacancies, additional capital allocations within the Joint Equipment Stores and the aforementioned grant income. An underspend of £207,000 was also recorded in relation to Assessment & Support functions predominantly due to in-year staffing savings, resulting from vacancies. Included within the position were increased premises costs relating to the Housing Options Centre, and increased drainage and security costs relating to the traveller sites. Face to Face Customer Services and Housing Grants underspent by £85,000 and £28,000 respectively, due to vacancy savings. All other budgets within this division recorded balanced positions. Included within the overall position was a drawdown of £361,000 from the specific contingency budget set aside to meet increased costs in relation to the Council Tax Reduction Scheme. This represented a reduction of £38,000 on the figure reported at Month nine. The level of demand within the scheme in 2017/18 was significantly lower than anticipated within the budget and this mirrors the trend in recent years. As such, the ongoing budget requirements will therefore be reviewed as part of the 2019/20 budget process.

Customer Services' final overspend was £335,000, primarily in relation to the aforementioned £300,000 savings shortfall in connection with the Alarm Receiving Centre. A number of income opportunities have been identified, however these will not materialise until the 2018/19 financial year. In addition, there was a shortfall in Telecare fee income, although this particular overspend is partly mitigated by employee savings within the Contact Centre and additional Meals on Wheels income. The Wales Interpretation and Translation Service (WITS) and Rent Smart Wales both recorded balanced positions. A £52,000 underspend occurred within Partnership & Delivery after managed underspends against Communities First transition budgets and Neighbourhood Working were realised. Neighbourhood Regeneration underspent by £45,000, due to vacancies and an underspend of £12,000 was recorded within Supporting People, after all grant funding had been fully utilised. Variances recorded within other divisions largely offset one another, including Libraries and Into Work Services who both recorded balanced positions, despite income shortfalls offset by managed underspends within Libraries and employee savings within Into Work Services.

#### **Corporate Management (£51,000)**

**(£50,000) Month 9**

The Corporate Management outturn shows an underspend of £51,000 which is broadly in line with the position reported at month nine. All budget savings targets were fully achieved. The overall position includes a range of savings including £53,000 due to a reduction in contributions to the Mid Glamorgan Superannuation Fund relating to past employees, a £34,000 saving on project budgets and other costs and £24,000 from insurance commission earned. Savings were also reported in relation to senior management budgets and audit fees. These were partly offset by a shortfall of £61,000 in the budget for the release of savings through voluntary schemes including the purchase of leave and by overspends on bank charges and the Coroner's Service.

**Economic Development +£1,643,000****+£1,000,000 Month 9**

A final overspend of £1.643 million has been recorded for the Directorate, representing an increase of £643,000 on the position reported at month nine. The change is primarily due to a number of significant adverse changes in respect of Recycling Waste Services and a deterioration in the Corporate Buildings and Security position, partly offset by a significant improvement in the trading positions for St David's Hall and the New Theatre. The overall position included a significant overspend of £1.665 million in relation to Commercial Services, as well as net overspends within Culture, Tourism & Events and City Centre Management. Underspends within Business & Investment, Major Projects and Office Rationalisation partly mitigated the overall position. Included within the position were savings shortfalls of £520,000 in respect of 2017/18, against a target of £2.260 million, and £485,000 in relation to unachieved savings targets carried forward from 2016/17. These shortfalls are reflected in the overall Directorate position outlined below.

The overspend in respect of Commercial Services was predominantly the result of an overspend totalling £1.337 million within Recycling Waste Services. This included a significant overspend within Waste Treatment due to higher third party payments associated with the treatment of recyclates, made worse by the continuing adverse impact of world markets in relation to the demand for materials, and the loss of income due to the expiration of the contract with Caerphilly Council. Additional spend resulted in relation to the purchase of bags with Waste Transfer Station income also lower than anticipated. The use of earmarked reserves provided some mitigation against the overall position. As well as the in-year pressures already outlined, savings shortfalls within Recycling Waste Services totalling £471,000, relating primarily to directorate-wide efficiencies and digitalisation, contributed towards the overall overspend.

The Council's 2017/18 budget included specific contingencies totalling £729,000 in relation to waste disposal, reflecting the difficulty of predicting tonnage figures and the consequent impact on disposals, and £350,000 to offset potential income shortfalls in relation to the MRF to reflect the volatility in the market for recyclate materials. As approved as part of the month six report, the full contingency budget for the MRF was allocated, and an amount of £693,000 was also allocated in respect of the impact of increased tonnages. These allocations were incorporated within the Directorate position.

Elsewhere within the Commercial Services division, there was an overspend of £384,000 in relation to Total Facilities Management, a balanced position within Fleet Services and a surplus of £56,000 within Construction & Design. Within the Total Facilities Management position there was an overspend in relation to Corporate Buildings and a deficit in relation to Security Services income generation. These overspends were partly offset by a surplus on the Accommodation Account, due mainly to external income, and an overall

Building Services surplus. The balanced position within Fleet Services covered significant shortfalls against fleet rationalisation savings targets, a workshop deficit and additional fuel costs incurred by service users. This was offset by additional savings generated in Fleet Services in relation to the direct costs of vehicle procurement and fleet management. The surplus position within Construction & Design reflects additional income, having assumed a balanced position throughout the year.

Other overspends within the Directorate include a significantly reduced overspend of £229,000 in relation to Culture, Tourism & Events. This is partly due to a significant improvement, leading to overall surpluses, in the trading positions for St David's Hall and New Theatre. These surpluses, however, were more than offset by income shortfalls within Retail Catering, Cardiff Castle and Mansion House, and a deficit within the budgets relating to the Old Library building. Commercial Activities reported an overspend resulting from a shortfall against unachievable parks sponsorship income targets and additional expenditure in connection with the Tour of Britain event. Tourism, Events and the Cardiff Caravan Park all reported underspends due to a combination of staffing savings, additional income and general operational savings. The other significant overspend, totalling £121,000, was within City Centre Management and was the result of banner income shortfalls and overspends against Night Time Economy staffing.

These overspends were partly offset by underspends in relation to Business & Investment, Office Rationalisation and Major Projects. The Business & Investment underspend totalled £136,000 and was due to additional bus shelter and other advertising income, partly offset by an overspend on Youth Foods. The Office Rationalisation underspend totalled £78,000 because of premises cost savings in relation to a number of buildings vacated or transferred during the financial year. In addition, Major Projects recorded an underspend of £147,000 comprising reduced pool subsidy payments, partly offset by a shortfall in staff recharges to capital schemes. Workshops reported a surplus of £11,000, and both Service Management and Property recorded minor variances. The Property position was despite shortfalls against rental income targets, however these were offset by additional staff recharges and in-year staffing savings.

## **Education & Lifelong Learning +£1,349,000**

**+£998,000 Month 9**

The final position reflects an overspend totalling £1.349 million, which represents a significant increase compared to the £998,000 reported at Month nine. The change is largely the result of a significant increase in the deficit against the Music Service, additional costs connected with the temporary accommodation at Cantonian High School and a change in the Catering position. It should be noted that the overspend relating to Out of Area Placements reduced slightly from the position projected at month nine, although this remained the most significant overspend within the Directorate. The overall position also reflects the Music Service deficit and additional SOP costs, partly offset by savings against the budgets for Centrally Held School Funds, and Early Years. Total savings of £2.373 million were achieved against the 2017/18 savings target of £2.471 million, leaving a shortfall of

£98,000. In addition, there was a shortfall of £560,000 against the unachieved savings targets brought forward from 2016/17. These shortfalls are reflected in the Directorate outturn position outlined below.

An overspend of £935,000 resulted in relation to the budgets for Out of Area Placements & ALN. Within this position were a number of offsetting variances, as well as a £935,000 overspend in relation to the cost of out of area placements, the majority of which was due to the shortfall of £560,000 against savings targets brought forward from 2016/17. Although the intention of the savings proposal was to reduce both the cost and number of placements, increased costs of, and demand for, placements meant that this has not proved achievable to date and, overall, costs have continued to increase. In addition, there was an overspend of £28,000 in connection with the budget for the Pupil Referral Unit (PRU), which relates to the 2017/18 savings proposals and the commissioning of a school to oversee the provision from September 2017. Although the commissioning arrangement was finalised, the residual costs for the first five months of the year exceeded the available budget. The budget for the EOTAS tuition service was overspent by £56,000, which partly relates to the hospital tuition service where a deficit was recorded. An underspend against the Services of a Specialised Nature budget, due to additional grant income and in-year staffing savings, offset the EOTAS and PRU overspends, despite the one-off cost of digitalisation of records having been incurred.

Further overspends were recorded in relation to the central provision element of the Lifelong Learning division. The overspend totalled £54,000 and related to the running costs of the unoccupied space within the Friary Centre from September 2017 to March 2018, for which there was insufficient funding available. The Youth Service element of this division recorded an underspend of £3,000, facilitated by additional grant income, against the backdrop of significant savings over the last three financial years. A further overspend of £298,000 occurred in relation to Management & Support Services. This overspend was largely the result of additional hire and installation costs in relation to temporary accommodation at Cantonian High School, increased agency costs within the Admissions service, and savings shortfalls totalling £70,000 in relation to a review of central staffing, partly offset by in-year employee savings due to vacancies and an underspend within Education Welfare. In addition, there was an adverse variance of £66,000 in relation to Catering, due to the impact of bad weather, and £24,000 against various grant budgets.

The impact of the deficits in relation to the Music Service and the Outdoor Pursuits Centre meant that Centrally Held School Funds overspent by £186,000, despite significant in-year savings following the delegation of costs associated with school licences and subscriptions. Further in-year savings against this budget included savings against the budget for reimbursements to schools in respect of trade union duties and estates management. In addition, an underspend of £142,000 was recorded in relation to Early Years & Childcare, mainly as a result of the reduced costs of non-maintained settings. A further underspend of £68,000 was achieved within Wellbeing & Compliance due to the reduced costs of training provision.

## **Governance & Legal Services - Balanced Position**

**(£103,000) Month 9**

The final overall position represents a balanced position, compared to the underspend of £103,000 projected at Month nine. The change in the position is largely the result of approved transfers of underspends in certain divisions to earmarked reserves. The overall position includes a shortfall against 2017/18 savings targets of £55,000, in relation to external legal expenditure.

Within the overall position, all divisions recorded balanced positions, aside from Democratic Services and Member Services which had offsetting variances, due to staffing underspends, as a result of vacancies and recruitment delays, and one-off supplies and services expenditure respectively. In the case of Legal Services, there were significant variances within the net position, including significant staffing underspends, due to the time taken to recruit to new posts created following the centralisation of legal budgets, additional income and an overspend in relation to external legal services. This high level of external expenditure, which was offset by the use of earmarked reserves, was the result of the vacant posts and the increase in the number and complexity of childcare cases. All other divisions had underlying underspends, which facilitated the aforementioned transfers to earmarked reserves. This included Scrutiny Services and the Monitoring Officer budget, where staffing underspends were recorded. In relation to Electoral Services, staffing underspends and additional grant money contributed to the underlying underspend. In relation to Bilingual Cardiff, additional income allowed for the transfer to earmarked reserves.

## **Resources (£338,000)**

**(£317,000) Month 9**

The outturn for the Resources Directorate shows a saving of £338,000, an increase of £21,000 compared to the position reported at month nine. The change includes improved positions in Human Resources, Enterprise Architecture and Performance & Partnerships partly offset by increased costs and reduced savings in other areas within the Directorate. Total savings of £1.046 million were achieved against the 2017/18 target of £1.268 million, leaving a shortfall of £222,000. A shortfall of £275,000 was also reported in relation to unachieved savings targets brought forward from 2016/17. This relates to council-wide targets for digitalisation savings. It is anticipated that these will be fully achieved in 2018/19 largely through an initiative to implement a hybrid mail approach within the Council.

An underspend of £289,000 was reported in relation to Human Resources with savings on employee budgets due to vacancies, additional income within HR Services and savings on supplies and services and capital financing budgets in relation to HR Systems. A surplus of £17,000 was also reported in relation to Cardiff Works which is over and above the budgeted surplus for this service. Other areas which reported underspends include Performance & Partnerships, Commissioning & Procurement and ICT. These reflect a range of savings including underspends on employee budgets as a result of staff vacancies, increased income and a reduction in external spend.



These were partly offset by overspends of £87,000 in the Finance Service and £30,000 in Health & Safety. The overspend in Finance was mainly due to additional costs and income shortfalls within the Revenues Service including overspends on employee and supplies and services budgets and a shortfall against the income budget in relation to the recovery of penalty charge notices. The overspend in Revenues is partly offset by vacancy savings and additional income in other areas of Finance. The overspend in Health & Safety was mainly due to a shortfall in internal income which occurred during a period of significant change for this service. All other areas within the Resources Directorate reported a balanced position.

## **Social Services +£2,770,000**

**+£3,990,000 Month 9**

The Directorate outturn shows an overspend of £2.770 million, a reduction of £1.220 million compared to the position reported at month nine. The overall position includes an overspend of £3.996 million in Children's Services partly offset by a saving of £1.226 million in Adult Services. The significant reduction in the overspend compared to month nine is mainly due to an allocation of £850,000 in specific grant funding from Welsh Government in order to fund winter pressures together with a further allocation of Intermediate Care Fund Grant from the University Health Board. Notification of these allocations were made in February and April 2018 respectively and are reflected in the improved position for Adult Services.

The overspend in Children's Services reflects the impact of demographic pressures with a significant increase in the number of placements and cost for looked after children during the year. Although demographic and cost pressures were also evident in relation to Adult Services these were contained within the budgets allocated by Council and by the additional grant funding received. Additional grant funding also assisted in supporting costs in Children's Services during the year. The overall position also reflects a shortfall against budget savings targets both in respect of the 2017/18 budget and in relation to on-going shortfalls against 2016/17 savings targets which have yet to be achieved. Total savings of £3.442 million were achieved against the Directorate's 2017/18 savings target of £4.997 million leaving a shortfall of £1.555 million. In addition a shortfall of £392,000 was reported against the savings targets carried forward from 2016/17. These shortfalls are reflected in the Directorate outturn position with details of the individual variances set out in Appendices 3(a) and 3(b) to this report.

## **Adult Services – (£1,226,000)**

**(£100,000) Month 9**

The Adult Services budget showed a saving of £1.226 million despite on-going demographic and cost pressures particularly in relation to domiciliary and nursing care. The outturn position was heavily influenced by an exceptional level of grant funding which was received during the year. This included additional Welsh Government grant funding to support fee increases in Adult Services together with an amount of £850,000 to fund winter pressures, the notification for which was received in February 2018. Allocations of Intermediate Care Fund Grant from the University Health Board

were also received during the year including an additional allocation for which notification was received in April 2018. The additional grant funding received at the year-end is the main reason for the increased saving since month nine. The overall position also reflects the significant additional funding provided as part of the Council's 2017/18 Budget including a budget realignment of £2.3 million, funding for demographic and cost pressures of £2.9 million, additional funding set aside to meet fee increases including the impact of the National Living Wage and a number of other specific financial pressures. The Directorate also introduced a number of measures and efficiencies during the year to try to control costs and demand including managing the timing of appointments to vacant posts. This was in order to offset the continuing pressures in relation to domiciliary care and nursing home placements for older people and supported living placements for people with learning disabilities. The overall position includes a shortfall of £1.024 million against the savings targets for 2017/18 and carried forward from 2016/17 and this is reflected in the analysis of the variances below.

Overall, commissioning budgets reported an overspend of £272,000. This included an overspend of £745,000 on People with Learning Disabilities with offsetting underspends reported in relation to other client groups. The overspend in Learning Disabilities was mainly due to an increase in external supported living costs with an overspend of £500,000 resulting from a 4% increase in placements. There were also increases in residential care and direct payments to service users with learning disabilities and a shortfall in the budget saving for emergency accommodation. These were partly offset by savings in domiciliary care. An underspend of £319,000 was reported in relation to mental health services including a significant reduction in residential MH placements together with lower than anticipated levels of activity in relation to Deprivation of Liberty Safeguards (DOLS). Services for Older People and People with a Physical Disability/Community Drug and Alcohol services reported underspends of £101,000 and £53,000 respectively. In both these areas but particularly in Services for Older People the availability of additional grant funding has significantly impacted on the outturn position offsetting significant service pressures in relation to domiciliary and nursing care. Domiciliary and direct payment care hours for older people for example increased by 5.5% in the past 12 months resulting in additional costs of £1.0 million. There has also been an increase of around 10% in the price of a nursing home bed during this period increasing costs within Services for Older People by £1.7 million.

Internal Services reported an underspend of £1.5 million. This is mainly due to a saving of £1.1 million in Assessment and Care Management reflecting staff vacancies within the service and the use of grant funding in this area, particularly via the Integrated Care Fund. Savings of £169,000 in Internal Support & Management and £354,000 in Day Care and Reablement Services were also reported, the latter reflecting staff vacancies and a significant element of grant funding. These were partly offset by an overspend of £136,000 in relation to Learning Disabilities Supported Living and Day Care mainly as a result of shortfalls against savings targets carried forward from previous years.

**Children's Services +£3,996,000**

**+£4,090,000 Month 9**

The Children's Services budget showed an overspend of £3.996 million, a reduction of £94,000 compared to the position reported at month nine. The overspend takes into account the drawdown of the £950,000 specific contingency budget set aside to meet increased costs in relation to placements for looked after children, with this drawdown having been incorporated into the Directorate budget position in this report. Although Children's Services received an additional budget realignment of £3.3 million and funding for other specific pressures as part of the 2017/18 budget process, on-going pressures in relation to the increasing numbers of looked after children and subsequently on the budgets for external placements and leaving care support costs have nevertheless led to an overspend in 2017/18. The number of looked after children for example rose by 141 (20%) from 690 to 831 during the period December 2016 to March 2018. These pressures have been alleviated to an extent by mitigating actions taken in respect of guardianship allowances and by savings in Child Health & Disability commissioning budgets, Early Intervention & Prevention services and Social Work budgets. The allocation of additional Welsh Government grant funding to support initiatives in Children's Services has also provided a degree of flexibility in relation to costs and commitments in 2017/18. The overall position includes a shortfall of £923,000 against the savings targets for 2017/18 and carried forward from 2016/17 and this is reflected in the analysis of the variances below.

An overspend of £4.795 million was reported in respect of external placements for looked after children with a significant rise in the number of external fostering placements in particular resulting in increased costs in this area. This is after allowing for the drawdown of the £950,000 contingency budget which was set aside specifically to meet increased costs associated with external placements. The position includes a shortfall of £773,000 against the budget savings targets in this area with only partial savings having been achieved in relation to a number of initiatives including the establishment of an Adolescent Resource Centre. An overspend of £350,000 was also reported in relation to leaving care support costs for children aged 16+ reflecting the on-going high cost of supported accommodation and other support for those leaving care. The increase in the number of looked after children also resulted in an overspend of £294,000 in Internal Fostering & Adoption with increases in both the number of children adopted and in the number of internal fostering placements. Other overspends included £116,000 on Management & Business Support and £17,000 on Safeguarding budgets.

A saving of £649,000 was reported in relation to budgets for Early Intervention and Prevention mainly due to the availability of additional grant funding to support costs in this area. A saving of £382,000 was also reported in relation to guardianship orders with no increase being made to the level of residential order allowances during the year. Despite significant staff agency costs, social work budgets also reported an underspend of £320,000. This was mainly due to staffing savings as a result of vacancies during the year but also included the impact of additional grant funding. Other savings included £200,000 in Child Health & Disability commissioning budgets mainly

in respect of domiciliary and respite care and £25,000 in the Youth Offending Service.

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REF	Directorate 2017/18	Directorate Savings 2017/18	Total Saving (£000)	Savings achieved in 2017/18 (£000)	Savings not achieved in 2017/18 (£000)	Comments
1	City Operations	<b>Realignment of Public Transport Income Budget</b> To reflect existing income levels identified in the 2016/17 monitoring position.	130	130	0	The new concessionary fares regional administration process delivered this saving.
2	City Operations	<b>Commercialisation - improved charging and income generation projects</b> Increased fees and charges across city operations and improved collaboration with the directorate's advertising partner.	187	107	80	The income targets were apportioned across various activities throughout the directorate based on achievability. A balance of £80,000 was left and, whilst the directorate continue to strive to achieve this, it has not been achieved in 2017/18.
3	City Operations	<b>Contract Rationalisation &amp; Improved Business Process Efficiencies (Electrical and Structure &amp; Tunnels)</b> Full Year effect of savings generated in 2016/17 following implementation of new contracts and efficiencies.	67	67	0	The new contractual arrangements were introduced in 2016/17. This saving represents the full year effect and was achieved.
4	City Operations	<b>Maintenance Operations - Develop Asset Management System &amp; Shared Depots</b> Allows scheduling of work to reduce travel time and associated cost.	20	20	0	The phased programme of reviewing depot requirements enabled the saving to be achieved.
5	City Operations	<b>Review the Delivery of Maintenance Work Currently Undertaken by External Companies in Areas Including Housing and Parks</b> Work to improve performance in order to enable additional work to be undertaken internally, bringing external contracts back in-house for Infrastructure & Maintenance.	50	50	0	An internal project board was established and ensured delivery of the saving.
6	City Operations	<b>Directorate Transport - Vehicle Reduction/Rationalisation</b> Working with Central Transport Services to release under utilised vehicles & plant.	25	25	0	This saving was achieved in full, in conjunction with CTS.
7	City Operations	<b>Street Lighting Recharging</b> Maximising opportunities for recharging both design and inspection to Capital and Section 278 budgets, and increasing charges for these services to external companies.	10	10	0	A new procedure was introduced in April 2016 to ensure staff time is accurately recorded to enable the costs to be recharged to external bodies.
8	City Operations	<b>Transportation Policy - Improved Recharging</b> Maximising opportunities for recharging for services and a set income target for Road Safety, Transport Assessments & Pre-Planning Applications.	32	32	0	Revised procedures were put in place to achieve the income target.
9	City Operations	<b>Planning Fee Income</b> Maximising additional planning fee income from an anticipated increase in the volume of Planning Applications.	100	100	0	Additional volume of applications meant that this saving was achieved.
10	City Operations	<b>Parks - Plant Production Nursery (Retail / Wholesale Sales)</b> Generate additional income by expanding customer base to increase sales of bedding plants, hardy nursery stock and horticultural sundries.	10	10	0	A supply contract was won with the Business Improvement District and the saving was achieved.
11	City Operations	<b>Parks - Tree Management</b> Generate additional income by expanding customer base to increase sales of both Technical and Professional elements of the service (surveys & works).	15	15	0	The additional income required was achieved.
12	City Operations	<b>Parks - Outdoor Sports</b> Reflects savings made through reduction in operational expenditure in 2016/17.	25	25	0	The saving was realised from a reduction in the Sports Development budget.
13	City Operations	<b>Parks - Royal Horticultural Show</b> Subsidy removed due to the ability of the event to be financially sustainable without financial support from the Council.	25	25	0	The saving was achieved through a funding model that eliminates Council expenditure and places opportunity and risk with the RHS



REF	Directorate 2017/18	Directorate Savings 2017/18	Total Saving (£000)	Savings achieved in 2017/18 (£000)	Savings not achieved in 2017/18 (£000)	Comments
14	City Operations	<b>Registration, Births, Deaths &amp; Marriages</b> Generate additional income through a combination of volume and price increases.	10	10	0	New fees and charges were introduced in April 2017. A number of new initiatives were introduced, ensuring this target was achieved.
15	City Operations	<b>New Operating model for Leisure Centres</b> Result of the procurement exercise and transfer of the operation of Cardiff Council's Leisure Centres to the new operator.	414	414	0	The contract arrangements with the new leisure operator delivered this saving.
16	City Operations	<b>Improve Driver Training &amp; Awareness within Cleansing</b> Resulting in a reduction in accident and damage claims.	22	22	0	On-going training was provided and delivered the saving.
17	City Operations	<b>Regulatory Collaboration</b> Reflects a further year's saving for Cardiff from the creation of a single shared service for Environmental Health, Trading Standards and Licensing functions of Cardiff, Bridgend and the Vale of Glamorgan Councils under a single management structure.	47	47	0	The saving was achieved in line with the agreed incremental reduction in the payment to the SRS.
18	City Operations	<b>Additional Learning Needs - Review of Transport for Pupils Within 2/3 Miles (Primary/Secondary)</b> Review and challenge transport for statemented pupils who live within 2 miles from primary school and 3 miles from secondary. This will be done on an individual case basis, to take into account the individual child's needs based on the Additional Learning Needs transport policy.	38	38	0	Procedures were put in place to achieve this saving.
19	City Operations	<b>School Transport - Replace Taxis/Buses with Bus Passes (Cardiff IFF cards) for Pupil Referral Units - Phased Approach</b> Pilot scheme to run at Greenhill School initially and if successful transfer to other PRU areas.	48	0	48	The pressure to maintain this service at current levels meant that this saving was not achieved.
20	City Operations	<b>Introduce Travel Support Allowance - Pilot Scheme</b> Replace taxi/bus provision with an advanced payment to parents. Parents would then be responsible for pupils' transport to school. This will be provided on a termly basis.	100	43	57	The uptake of the option was successful and the saving was achieved. However payments are now being made to parents previously not on the scheme thereby incurring additional costs.
21	City Operations	<b>School Transport - Phased Increase in cost of Bus Passes</b> Continuation of the phased increase in cost of bus passes to ensure actual costs match the provision.	5	0	5	A price increase occurred in September 2017. However some routes are now commercially operated and some routes are at capacity making it not possible to sell seats.
22	City Operations	<b>School Transport -Additional Learning Needs Route Optimisation and Retendering of Routes/Mergers</b> Reviewing on a case by case basis, working closely with Education and individual schools. Review and challenge current transport provision to ensure it fits the needs of pupils.	189	189	0	The review to maximise the efficient use of transport provision took place. The saving was achieved in full, despite an increase in the demand for places.
23	City Operations	<b>Renewable Energy Generation</b> Income will be derived from a number of renewable energy schemes through incentives related to energy generation (Feed In Tariffs, etc.), the sale of energy to the grid and/or other rental income.	10	0	10	The outturn position indicated a shortfall against the total Renewable Energy income target so this saving was unachieved.
24	City Operations	<b>Energy - Change in Energy Procurement Strategy</b> Currently energy is procured through Welsh Purchasing Consortium arrangement with 16 other Welsh Authorities. A change to this arrangement would allow a flexible approach that is tailored to the City of Cardiff's requirements, including the ability to purchase energy directly from the renewable generation capacity that the Council and others are installing in Cardiff, in turn generating savings.	20	0	20	The Energy Management Team produced a comprehensive report to evidence the achievement of the saving. However, due to the fact that energy budgets sit within another directorate, it was not possible to realise the saving in budgetary terms. It should, however, be achievable in 2018/19.

REF	Directorate 2017/18	Directorate Savings 2017/18	Total Saving (£000)	Savings achieved in 2017/18 (£000)	Savings not achieved in 2017/18 (£000)	Comments
25	City Operations	<b>Energy Efficiencies Within Council Buildings</b> Identify projects through use of the RE:Fit framework for complete building energy retrofit as well as alternative external funding for individual projects.	30	0	30	The Energy Management Team produced a comprehensive report to evidence the achievement of the saving. However, due to the fact that energy budgets sit within another directorate, it was not possible to realise the saving in budgetary terms. It should, however, be achievable in 2018/19.
26	City Operations	<b>Energy - Reduction in bills across the estate through improved management and behaviour change (Carbon Reduction Strategy)</b> The approved Carbon Reduction Strategy sets out a series of actions that will manage and reduce the Council's energy consumption. Part of this strategy relates to better management of energy consumption and behaviour change amongst building managers and other staff.	40	40	0	Multiple actions including smaller scale (non Re-Fit) measures meant this saving was achieved.
27	City Operations	<b>Street Lighting - Conversion to LED</b> Replace main route lighting with LED to reduce long term energy expenditure. Start date Mid November 2016.	60	60	0	A number of schemes have been implemented and this saving was achieved in full.
28	City Operations	<b>Traffic Signals/Bollard - Conversion to LED</b> Replace traffic signals and bollard lighting with LED to reduce long term energy expenditure. Start date January 2017.	20	20	0	The contractor completed the work of converting seven sites and as a consequence the saving was achieved through lower energy costs.
<b>City Operations Total</b>			<b>1,749</b>	<b>1,499</b>	<b>250</b>	
29	Communities, Housing & Customer Services	<b>Grants Review</b> A review of the current grants process including externally funded programmes to identify areas where delivery can be joined up together with a review of grants to realign costs and/or realise efficiencies is being undertaken.	176	176	0	Following a consultation process with the organisations concerned, budgets were subsequently reduced and this saving was achieved in full.
30	Communities, Housing & Customer Services	<b>Additional income in relation to Adult Community Learning</b> In future, to ensure the service operates at nil subsidy, only courses funded by WG grant or those that are self financing will be delivered.	49	49	0	This saving was achieved in full as all Adult Community Learning courses offered were self financing or fully grant funded, ensuring the service operated at a nil subsidy.
31	Communities, Housing & Customer Services	<b>More effective library stock management</b> New technology has enabled delivery of stock direct to branch and reduces the need for a central warehouse. This has prompted a full review of the Dominions Way facility, which the Council currently leases. The new purchasing software enables more intelligent led purchasing of books to ensure user requirements are met more effectively, to reflect the library strategy that includes the aim of addressing the digital literacy needs of our users.	200	200	0	This saving was achieved in full due to the planned recharging for space utilised at the Central Library by other users.
32	Communities, Housing & Customer Services	<b>Into Work Services - grant funded delivery</b> In future the outcomes of the Into Work services will be funded from Universal Credit, Face to Face Services and grant funding and the alignment of the Adult Community Learning (ACL) Grant.	193	193	0	This saving was achieved in full with match funded grant income from the European Social Fund and other grant funding.
33	Communities, Housing & Customer Services	<b>Commercialisation</b> Initial income target in relation to additional income opportunities within the Directorate, including - commercial sponsorships and partnerships - utilising the assets within the Directorate more commercially - sale of current services to realise additional income	46	0	46	Whilst this saving was not achieved in 2017/18 it was mitigated by other managed underspends within the directorate.

REF	Directorate 2017/18	Directorate Savings 2017/18	Total Saving (£000)	Savings achieved in 2017/18 (£000)	Savings not achieved in 2017/18 (£000)	Comments
34	Communities, Housing & Customer Services	<b>New Approach to Locality and Neighbourhood Service Delivery</b> At present the Council provides funding for a team of Neighbourhood Partnership Officers, and a separate fund for small scale projects led by community groups. This has enabled the Council and its partners to work more effectively together. The next step is to integrate services from the point of view of the citizen, so that main budgets are used in a fully joined up way. To achieve this, existing neighbourhood partnership arrangements will be changed to better consult local communities by identifying their priorities and utilise existing local networks which include Neighbourhood Police Teams, Community Hubs, community organisations and Tenant/Residents Groups. This proposal will create Locality Planning and Delivery Officers to better use council and partners time delivering targeted projects.	150	105	45	Delays to the implementation of the new structure resulted in a shortfall, although this was mitigated by managed underspends within this area.
35	Communities, Housing & Customer Services	<b>Disabled Facilities Fee Income</b> The Council is committed to support residents to remain at home and reduce or delay the need for more costly Residential or Nursing Care. As a result more capital finance has been allocated to delivering disabled adaptations and this will be administered within existing resources enabling an increased target for income generation.	114	114	0	Disabled adaptations expenditure increased this year as a result of additional capital financing available. As each adaptation generated an administration fee this saving was achieved in full.
36	Communities, Housing & Customer Services	<b>Recharging of utilities at Rover Way &amp; Shirenewton</b> At the Gypsy & Traveller sites some utilities cannot currently be allocated to actual pitches. Part of this will require the installation of individual water meters, which will enable usage to be charged directly to the users.	100	92	8	Due to unforeseen delays to the installation of individual meters, electricity and water recharges did not commence until August and December respectively. However, the onset of individual charging raised awareness of individual usage and resulted in a considerable reduction in utility expenditure which, combined with income from prepaid token sales, ensured that the shortfall in this saving was just £8,000.
37	Communities, Housing & Customer Services	<b>Llanover Hall - Sub lease</b> To ensure the long term sustainability of Llanover Hall as a community arts venue and to better utilise the building, the Council wishes to enter into a partnership sub-lease with a partner. The intention is to find a partner that would co-locate and allow the Learning for Life offering to continue in the building; it is hoped that this would also have a positive effect on uptake of Learning for Life courses in Llanover Hall.	55	0	55	This saving was not achieved as the directorate were unable to secure a partner. However, this shortfall was mitigated by managed underspends within the service area.
<b>Communities, Housing &amp; Customer Services Total</b>			<b>1,083</b>	<b>929</b>	<b>154</b>	
38	Corporate Management	<b>Reduction in the amount available to support events and market the City</b> Reducing the amount available to support events, market the City and take advantage of opportunities presenting themselves during 2017/18. However, the City may begin to benefit from activities supported specifically by the Business Improvement District or through a potential new Destination Marketing organisation.	84	84	0	This saving was achieved in full.
39	Corporate Management	<b>Precepts and Levies</b> Achievement of the 1% targeted reduction in precepts and levies as set out in the Budget Strategy Report.	8	8	0	This saving was achieved in full.
40	Corporate Management	<b>Insurance</b> In line with recent claims experience following Ministry of Justice reforms in 2013.	135	135	0	This saving was achieved in full.
<b>Corporate Management Total</b>			<b>227</b>	<b>227</b>	<b>0</b>	
41	Economic Development	<b>Increase in Income - Economic Development</b> Generate additional income through advertising sites within the City's infrastructure.	178	178	0	The saving was achieved in full through bus shelter advertising income generated within the service.

REF	Directorate 2017/18	Directorate Savings 2017/18	Total Saving (£000)	Savings achieved in 2017/18 (£000)	Savings not achieved in 2017/18 (£000)	Comments
42	Economic Development	<b>Increase in Income - Tourism</b> Generate additional income through tourism related commissions and progression of the marketing plan.	56	56	0	This saving was achieved in full through attracting businesses to membership of the Visit Cardiff Network. Sales of related membership fees were based on product offers and promoted via social media and networking events.
43	Economic Development	<b>Increase in Income - Culture, Venues and Events Management</b> Generate additional income across the portfolio of cultural venues through reflecting current income streams, increasing footfall and planned new attractions.	473	473	0	Although cost pressures impacted significantly on the services included here, this saving was achieved in full in line with the challenging income targets included within the proposal.
44	Economic Development	<b>St. David's Hall</b> Review of costs, income and service delivery	215	215	0	Limited savings were achieved in year in relation to the service restructure as part of the Enhanced In House model. This restructure is progressing and should release further savings in 2018/19. However, there were other mitigating outcomes which resulted in full achievement of the targeted savings. This included operational underspends across both venues and additional retained income above target, particularly within St David's Hall.
45	Economic Development	<b>New Theatre</b> Review of costs, income and service delivery	201	201	0	Limited savings were achieved in year in relation to the service restructure as part of the Enhanced In House model. This restructure is progressing and should release further savings in 2018/19. However, there were other mitigating outcomes which resulted in full achievement of the targeted savings. This included operational underspends across both venues and additional retained income above target, particularly within St David's Hall.
46	Economic Development	<b>Increase in Income - Strategic Estates</b> Increase income from the investment portfolio and operational estate	105	94	11	Savings were partly achieved through additional rental income received in respect of rent reviews, lease re-gears, new lettings, acquisitions and licence income generated this financial year.
47	Economic Development	<b>Increase in Rental Income - Strategic Estates</b>	90	0	90	This saving was not achieved this financial year. Whilst additional rental income has been generated throughout 2017-18 in respect of rent reviews, lease re-gears, new lettings, acquisitions and licence income, this has been offset by unachieved savings from prior years.
<b>Economic Development</b>			<b>1,318</b>	<b>1,217</b>	<b>101</b>	
48	Economic Development	<b>Materials Recycling Facility Auto sorter for plastics or plastics and paper (Treatment &amp; Disposal)</b> Further automate areas of recycling processing plant and increasing capacity for further trading.	138	138	0	This saving was achieved following the awarding of the contract.
49	Economic Development	<b>Treatment &amp; Disposal - Increase in productivity</b> Improving maintenance regimes and work schedules to remove down time and loss of productive time.	70	70	0	The processes were reviewed and plans were put in place to deliver the saving.
50	Economic Development	<b>Domestic - Round Performance Management</b> Includes the introduction of new 'in cab' technologies to remove errors, wasted journey time and improve efficiencies. Further round balancing to improve efficiencies in resources and vehicle configurations.	170	0	170	There was a delay to the introduction of the 'in cab' technology and therefore this saving was not achieved. It is expected that the saving will be achieved in the following year.
51	Economic Development	<b>Waste - Third Party Treatment</b> Additional income generated from waste transfer treatment facilities.	50	50	0	Increased income levels were achieved.

REF	Directorate 2017/18	Directorate Savings 2017/18	Total Saving (£000)	Savings achieved in 2017/18 (£000)	Savings not achieved in 2017/18 (£000)	Comments
52	Economic Development	<b>Domestic Waste Collection - Improve Attendance at Work</b> Reduce dependency on agency across the recycling and waste service team.	50	0	50	The directorate continue to pro-actively improve attendances which will drive down the reliance on agency staff. However, the outturn position does not suggest that the saving was achieved.
53	Economic Development	<b>Commercial Trade - Expanding markets</b> Continuing to grow the Council's market share in Cardiff and exploring opportunities of working in partnership. This will generate additional income of £200k with an associated cost of £100k.	100	100	0	Income levels achieved this year meant that the saving was achieved in full.
54	Economic Development	<b>Pest Control - Expanding Market Share</b> Exploring opportunities for expanding the Council's market share through exploring opportunities for working with the private sector and other public bodies.	20	20	0	The performance achieved in 2016/17 and the continuous capture of additional customers meant that this increased income target was achieved.
55	Economic Development	<b>Commercialisation - improved charging and income generation for Security Services</b> Will be delivered through improved security services and income via internal and external bodies	44	0	44	A review of the Security Service by the Council's Commercial Partner was undertaken and the implementation of improvement recommendations will commence shortly. However, the achievement of the saving is likely to take place during 2018/19.
56	Economic Development	<b>Reducing Vehicle Costs in Commercial Services Fleet</b> Reducing damage and insurance claims through better reporting, monitoring and training, supported by new fleet management system and supported driver training.	66	0	66	There was a delay to the introduction of the 'in cab' technology and therefore this saving was not achieved. It is expected that the saving will be achieved in the following year.
57	Economic Development	<b>Waste Services - Efficiency Improvements</b> Back office and scheduling approaches to make further efficiencies through scheduling technology for resourcing support services in addition to the 'In-cab' solutions that is being secured in 2016/17.	89	75	14	There was a delay to the introduction of the 'in cab' technology and therefore this saving was not achieved. A proportion of other efficiencies generated a small saving against the target.
58	Economic Development	<b>Income generation from Building Cleaning services</b> To be delivered through a new commercial marketing and service delivery plan.	20	20	0	The achievement of the savings in relation to Cleaning were achieved through the implementation of an improvement plan for the delivery of cleaning services and also through a reduction in sickness and hence a reduction in usage of agency workers.
59	Economic Development	<b>Central Transport Services income generation</b> Utilising capacity in the fleet maintenance facility to insource work and increase external income, supported by new fleet management system.	75	0	75	The income target was not achieved, however the shortfall was absorbed within the overall balanced position for CTS.
60	Economic Development	<b>Review cost base on external contracts for Building Services</b> Review opportunities to deliver in house at lower cost.	50	50	0	The saving was achieved through improve income recovery and improved productivity.
<b>Commercial Services</b>			<b>942</b>	<b>523</b>	<b>419</b>	
<b>Economic Development Total</b>			<b>2,260</b>	<b>1,740</b>	<b>520</b>	
61	Education and Lifelong Learning	<b>Rationalisation of staff and costs centrally retained to provide services of a specialised nature</b> In 2014/15 the Education Directorate delegated to schools the budget and responsibility for staff employed to support schools in their Special Education Needs provision for pupils. These savings will be achieved by passing onto schools the responsibility for the remaining resources used by these teams.	140	140	0	The delegation of these additional costs was undertaken and the saving was achieved in full.

REF	Directorate 2017/18	Directorate Savings 2017/18	Total Saving (£000)	Savings achieved in 2017/18 (£000)	Savings not achieved in 2017/18 (£000)	Comments
62	Education and Lifelong Learning	<b>Rationalisation of costing base for Traded Services</b> Over the past four financial years the Education Directorate has moved towards a net nil subsidy position for its three traded services: Music Services, the Storey Arms outdoor pursuits centre and, in 2017/18, the School Meals Service. However, in moving towards that position, there is now a requirement for a thorough review and realignment of the support costs attributable to those services, thus releasing budget elsewhere within the Directorate.	500	500	0	An exercise was undertaken to ensure that staff recharges were maximised and income was used to offset other costs wherever possible. This achieved £200,000 with the remaining £300,000 achieved via additional catering income.
63	Education and Lifelong Learning	<b>Central Staffing Costs</b> Saving to be achieved through a reduction of staffing following a reorganisation/ rationalisation of the staffing structures within the Directorate - taking into account all opportunities to offset costs through additional income or use of grants. Staffing reductions will be effective from September 2017, with full year effect from April 2018.	175	105	70	The directorate continue to review the establishment in order to identify options for achieving this saving. However, any further changes to the structure are unlikely to be implemented until next financial year, resulting in an in-year shortfall.
64	Education and Lifelong Learning	<b>Rationalisation of the costs of the Pupil Referral Unit</b> The Council has a statutory duty to provide an appropriate quality education to children between the ages of 5 and 16. Where pupils of secondary age are unable to remain in a secondary school due to behavioural issues, the Council has a Pupil Referral Unit based on its Mynachdy site which can cater for pupils at Key Stage 4 (14 to 16) to provide an alternative education provision retaining these pupils in the education system. Although not a school the Pupil Referral Unit is externally inspected by Estyn using the same Inspection Framework as schools. This savings target would be achieved through the delegation of the Pupil Referral Unit facility by commissioning a school to manage the provision. This would enable the financial responsibility for this provision to be passed onto the Schools Delegated budget enabling the realisation of savings from centrally retained budgets. There would be no reduction to the funding level available for the PRU.	382	354	28	The budget for the PRU was delegated for the period September 2017 to March 2018, in line with the academic year and the proposal for a secondary school to take responsibility for overseeing the management of the provision. The process for commissioning a school to manage the PRU was completed and Cathays High School were commissioned. The costs for the first five months of the year exceeded the residual budget by £28,000.
65	Education and Lifelong Learning	<b>Rationalisation of centrally held budgets for school related issues</b> A reduction in centrally held budgets that fund school initiatives which will fall out in 2017/18. This will include savings identified nationally, through the revision of the All Wales Service Level Agreement with the Welsh Joint Education Committee for the provision of educational services to schools and the current energy efficiency invest to save scheme.	260	260	0	The costs of various invest to save initiatives ended and WJEC subscriptions reduced, therefore this saving was achieved in full.
66	Education and Lifelong Learning	<b>Reduction in contribution towards the Central South Consortium</b> The Council currently contributes £1.6m towards the costs of providing an Education School Improvement Service across the Central South region of Wales. This accounts for 35% of the total costs of the service. This saving will be achieved through passing at least a 5% reduction in contribution onto the Consortium.	80	80	0	A 5% reduction in the overall contributions required from local authorities was agreed by the Directors Group and, therefore, this saving was achieved in full.
67	Education and Lifelong Learning	<b>Youth Service Budget</b> This is a continuation of the 2015/16 budget decision to fundamentally change the provision of Youth Services in Cardiff and through this to save £1.7m of revenue budget over the medium term. This third year target of £250k will be achieved through full year staffing savings and finalisation of savings on premises budgets.	250	250	0	This saving represents the full year effect of savings agreed in previous years and therefore, this saving was achieved in full.
68	Education and Lifelong Learning	<b>Increase in price of School Meals</b> This saving will be achieved through an increase of 10p in the price of a school meal from April 2017.	484	484	0	The 10p increase was agreed and this saving was achieved in full.



REF	Directorate 2017/18	Directorate Savings 2017/18	Total Saving (£000)	Savings achieved in 2017/18 (£000)	Savings not achieved in 2017/18 (£000)	Comments
69	Education and Lifelong Learning	<b>Reduction in Central budget for the Education Welfare Team</b> In recent years much work has been done between schools and the Central Team to improve the attendance service, which has resulted in a significant improvement in pupil attendance across the city. This budget saving will be achieved through a reduction in the staffing capacity within the service.	100	100	0	A restructure was completed and this saving was achieved in full.
70	Education and Lifelong Learning	<b>School Organisation Plan</b> Following a review of the latest financial modelling information this amount can be released.	100	100	0	The reduction was applied to the budget and this saving was achieved in full.
<b>Education and Lifelong Learning Total</b>			<b>2,471</b>	<b>2,373</b>	<b>98</b>	
71	Governance & Legal Services	<b>Centralisation of External Legal Spend</b> Achieve efficiency savings by centralising external legal spend from across the Council	55	0	55	There was an overall overspend against centralised external spend budgets. This was mainly due to a delay in recruitment to vacant posts and the need to use external services in the interim. This shortfall was offset by a drawdown from earmarked reserves.
72	Governance & Legal Services	<b>Overhead Expenditure</b> Review of overheads across the service.	47	47	0	This saving was achieved in full.
<b>Governance &amp; Legal Services Total</b>			<b>102</b>	<b>47</b>	<b>55</b>	
73	Resources	<b>Automation of forms, E billing and transactional website</b> To generate channel shift from telephone in respect of Council tax and Non Domestic Rates (NDR) recovery.	154	118	36	Savings were achieved through deletion of posts and staff vacancies together with increased income from PCNs. A £36k saving through the implementation of a scheme to reduce postage costs has not been achieved.
74	Resources	<b>Business Support Restructure</b> Will reflect process and technological changes such as flexitime, post room and business support.	98	98	0	The necessary posts were deleted and the saving fully achieved.
75	Resources	<b>Accountancy - Post Reductions</b> Further reduction in posts in Accountancy following review of responsibilities.	90	90	0	The necessary posts were deleted and the saving fully achieved.
76	Resources	<b>Internal Audit - Review of Staff Resource</b> Review and reduction of management costs within Internal Audit.	15	15	0	This saving was fully achieved.
77	Resources	<b>Information Governance</b> Increasing income from services provided.	10	10	0	This saving was fully achieved.
78	Resources	<b>Reduction in external telephony spend</b> Reduction in spend on telephony licences, network maintenance, and telephony support and maintenance. Replacement of Integrated Services Digital Network (ISDN) telephony with Internet Protocol (IP) telephony. This will include negotiations with suppliers and retendering to drive down costs.	50	0	50	The retendering process for telephony resulted in increased prices and this saving was not achieved.
79	Resources	<b>ICT Staffing Budget</b> Reduction of one post in ICT.	35	35	0	This saving was fully achieved.
80	Resources	<b>External ICT Spend</b> Reduction in ICT spend through a review of ICT funded licences and support contracts.	204	204	0	This saving was fully achieved.

REF	Directorate 2017/18	Directorate Savings 2017/18	Total Saving (£000)	Savings achieved in 2017/18 (£000)	Savings not achieved in 2017/18 (£000)	Comments
81	Resources	<b>Review of staff structure in Organisational Development</b> Achieved through reducing posts that are currently filled on a temporary basis, through an increase in the vacancy provision to reflect staff turnover and through the recovery of staff costs against specific projects where applicable. The implementation of agile working within the team will increase productivity. Where additional resources are required in order to effectively manage the level of support required by the Council then this will be facilitated through the use of reserves.	172	172	0	Changes to processes and structures have enabled a reduction in posts together with the achievement of additional income.
82	Resources	<b>Income Generation - Enterprise Architecture</b> Utilising the Enterprise Architecture function to generate income from either delivered internal projects or external services provided to other public sector bodies.	120	41	79	The shortfall is due to a lower than anticipated number of ICT projects requiring EA input in 2017-18. Savings on employee costs has offset this shortfall in the current year and work is continuing to identify further projects in 2018/19.
83	Resources	<b>Income generation - Cardiff Academy</b> The total income target will be met from a commercial approach to all external training provision. Income to be delivered through the promotion of the Academy principally to other public sector organisations. This will include the sale of accredited Institute of Leadership & Management and Service Improvement courses. Additional opportunities will come from providing Health & Safety training to employees, but also to contractors working for the Council as well as hiring out the Academy's new and extended facilities for training and/or small conferences.	46	46	0	A detailed plan was put in place to ensure the achievement of this saving.
84	Resources	<b>Human Resources Business Efficiencies</b> Deletion of two FTE posts via existing vacancy and possible VS application. Residual resources would need to be realigned to areas of priority to ensure delivery against existing Service Level Agreements (SLAs), some support provided may have to reduce or cease altogether. Savings relate to posts that undertake transactional duties.	52	52	0	This saving was fully achieved. One vacant grade 4 post was deleted. A further post was also deleted following the voluntary severance of the post holder. Salary costs incurred whilst trialling redeployment were met by savings from other part year vacancies.
85	Resources	<b>Policy &amp; Partnerships - Alternative Model for Funding Potential Key Events</b> This budget is not earmarked for specific events, but provides the flexibility to react to one-off, unplanned events such as sports fixtures/large events in the city centre. Whilst reducing the budget would reduce this flexibility, further work will be undertaken to investigate the possibility of alternative funding being found on an ongoing basis.	20	20	0	This saving was fully achieved.
86	Resources	<b>Reduction in Cabinet Office</b> Staffing reduction in the Cabinet Office and Policy Team.	27	27	0	A post was deleted and the saving fully achieved.
87	Resources	<b>Emergency Management</b> Streamlining ICT and other office resource, enhancing remote working practices and targeting income generation from public & private sector bodies.	5	5	0	This saving was fully achieved.
88	Resources	<b>Commissioning &amp; Procurement Local Authority Trading Company</b> A reduction in the fixed costs of the Strategic Procurement Team through the charging of full costed staff time to the recently approved local authority trading company.	70	13	57	Although Atebion Solutions Ltd have built up a significant order book of contracts, the timing of the work meant that there was an in-year shortfall in recharges in respect of Council staff to the company. It is anticipated that the saving will be fully achieved in 2018/19.
89	Resources	<b>Savings from reduction in Support Cost for HRPS system</b> Savings arising from planned reduction in support cost for HRPS IT systems. The costs associated with this were previously funded by post reductions in HR as required in the original business case model.	100	100	0	This saving was fully achieved through a reduction in support costs for HRPS IT systems. The costs associated with this were previously funded by post reductions in HR.
<b>Resources Total</b>			<b>1,268</b>	<b>1,046</b>	<b>222</b>	

REF	Directorate 2017/18	Directorate Savings 2017/18	Total Saving (£000)	Savings achieved in 2017/18 (£000)	Savings not achieved in 2017/18 (£000)	Comments
90	Social Services	<b>Locality based service delivery</b> Mapping on a pilot basis in the current financial year, would appear to indicate opportunities for improved service delivery and reduced costs through service redesign on a locality focused basis. This would include consideration of accommodation models, commissioned services and community opportunities. It is likely however that significant work will be required to implement a revised commissioning model for care services, with a roll out likely to take place over a number of financial years.	250	0	250	A pilot scheme was initially implemented, however the outcomes were not as originally anticipated. No specific savings are currently identifiable, however the position may change as the project is reviewed.
91	Social Services	<b>Adolescent Resource Centre (ARC)</b> Second year impact of saving proposed for 2016/17. Saving predicated on step downs to lower cost forms of care, shorter stays, quicker return to families, reduced numbers entering care following referral and change in age profile of those in care.	400	256	144	The permanent site became operational in 2017/18. Cost avoidance savings were identified based on interventions by the ARC which delayed or prevented admissions to expensive fostering or residential external placements. The shortfall in relation to the 2016/17 saving did however prevent the full 2017/18 saving from being achieved.
92	Social Services	<b>Safer Families Initiative</b> Second year impact of 2016/17 savings proposal - utilise and encourage volunteering in the community to provide a mentoring service aimed at reducing Looked After Children admissions. Based on pilots in other authorities, it is anticipated that the scheme will reduce the numbers of children coming into the care system.	240	25	215	This proposal was re-focused to pursue a more preventative service with increased emphasis on children on the edge of care. In partnership with Tros Gynol, an early help model was developed aimed at reducing the need for referrals. Other early help initiatives such as rapid response were also introduced and strengthened. A cost avoidance saving was achieved, however a significant part of this was used to offset the unachieved saving carried forward from 2016/17, leaving a shortfall in 2017/18.
93	Social Services	<b>Reduction in the Number of Children Placed in Out Of Area Placements</b> Second year impact of 2016/17 savings proposal. Aim to move children who are currently in residential care into alternative care settings, including enhanced fostering. Combine with other preventative initiatives aimed at reducing the number of looked after children in external placements.	1,331	917	414	Significant savings were achieved in 2017/18 in relation to 15 children who stepped down from high cost out of county placements to independent living or to lower cost forms of care. More locally based, cost effective, residential provision was also identified. It, however, proved difficult to identify a sufficient number of step downs to achieve the target given that savings have been generated in this area in previous years.
94	Social Services	<b>Early Help Strategy</b> Second year impact of 2016/17 savings proposal. To promote and facilitate early interventions to tackle problems emerging for children, young people and their families. Steering Group developed with partners to establish and develop a multi-agency approach, promoting early support, better outcomes and more cost effective delivery of services. The aim is to reduce demand for external placements over a three year period.	488	488	0	Significant cost savings were identified in 2017/18 as part of the early help proposals, notably in relation to rapid response. The savings were, however, largely preventative, were focused on cost avoidance and were predicated and calculated on the basis of the cost of the care placements that would have been required if the interventions had not taken place. Any savings can however be offset by cost increases linked to the underlying growth in the number of looked after children, as was the case in 2017/18..

REF	Directorate 2017/18	Directorate Savings 2017/18	Total Saving (£000)	Savings achieved in 2017/18 (£000)	Savings not achieved in 2017/18 (£000)	Comments
95	Social Services	<b>Remodelling of Children's Services</b> As part of the remodelling of Children's Services it is proposed that the centralised Family Intervention and Support (FISS) teams are disbanded and merged with the case-management teams in Targeted Services. It is not envisaged that this will reduce the level of service but it will provide an opportunity to make a saving against management and business support costs associated with delivering a central family support service. Separately, this proposal includes the reduction of a Child Health and Disability (CHAD) related home support worker post, reflecting changing workloads resulting from the increased take up of direct payments.	150	150	0	A number of posts were deleted and the saving was achieved.
96	Social Services	<b>Review Emergency Accommodation Service for Learning Disability Service Users</b> Review the service and consider remodelling the social care crisis service to merge with the reprovion of the respite service.	290	0	290	A review of the service was undertaken and re-modelling options considered. It is evident however that there is an ongoing demand for the service and there are limited options in the short term. It is proposed that by absorbing similar respite services into the current EAS provision a limited saving can be achieved. This change will now be implemented in 2018/19 with the balance of the unachieved saving written off as part of the 2018/19 budget.
97	Social Services	<b>Incentivise and work with external providers to improve efficiencies and reduce costs</b> Utilise the commissioning and procurement process to encourage providers to develop the skills and strengths of people to reduce reliance on services. Also consider block purchasing or internal provision of services utilising appropriate funding streams.	53	53	0	Savings were achieved via a reduction in funding to external organisations.
98	Social Services	<b>Reinforce process for Continuing Healthcare (CHC) funding where primary health needs have been identified</b> Reinforce and robustly challenge through the Quality Assurance Process cases that are eligible for CHC funding and work closely with partners to address. In 2017/18 potential CHC funding for older people with particular emphasis on those in the community who have identified primary health needs will be actively pursued.	350	350	0	A significant saving was achieved in 2017/18 due to increased CHC (Health) funding for a number of care packages which were previously funded either wholly or jointly by the Council. The number of packages successfully reviewed for additional Health funding slowed in the latter part of 2017/18, however the savings achieved were supplemented by additional WG funding for learning disability college placements.
99	Social Services	<b>Retender Mental Health (MH) Supported Living Service</b> Review the specification and retender existing service in order to improve efficiencies and value for money.	150	86	64	This proposal initially involved the re-tendering of existing spot contracts for MH supported living. A revised timetable had to be considered due to the proposed joint commissioning of a service with Health partners. However, existing provision was reviewed in advance of the wider re-tendering and a number of move-ons and step downs of care packages were identified. A related saving was therefore achieved albeit this was less than the original target.
100	Social Services	<b>Retender/reconfigure external provider contract with University Health Board (UHB) for specialised day care</b> To jointly review with the UHB, the needs of specialist day care services for service users currently utilising external provision and map the needs of young people in transition, to ensure that service delivery is appropriate and proportionate. To enter discussions with providers to deliver care in the most effective and efficient manner.	170	170	0	This proposal involved the review of existing day services in learning disabilities and the possible re-commissioning of services with Health. The ongoing process of review led to a significant cost reduction in relation to externally commissioned day care services in 2017/18.

REF	Directorate 2017/18	Directorate Savings 2017/18	Total Saving (£000)	Savings achieved in 2017/18 (£000)	Savings not achieved in 2017/18 (£000)	Comments
101	Social Services	<b>Review domiciliary model of delivery</b> Continue to work closely with providers to identify efficiencies. Also explore different models of service delivery including the introduction of framework contracts etc. The proposal is to review the model of domiciliary care services in order to reduce overall cost. This will include working with care providers looking at a range of issues and service models which impact on the delivery of care.	125	125	0	A number of initiatives were put in place in an attempt to reduce the domiciliary care spend. These included a review of all double handed cases, an informal price ceiling and the continuation of a bridging team which provides an extended reablement service. Indications are that these impacted both on the hourly rate paid for domiciliary care and the overall level of demand.
102	Social Services	<b>Reduce and prevent reliance on statutory services utilising Information Advice and Assistance assessment and review</b> The proposal is to support the enhancement of a model of care which recognises the strengths and skills of individuals requesting care and support, recognises and encourages access to preventative services, to reablement, and recovery models of care and recognise that individuals experience episodes of requiring care. It is proposed that encouraging and supporting individuals in this way will help to reduce over reliance on long term services. This approach will help manage demand and will be in line with the spirit of the Social Services and Well-being (Wales) Act 2014.	250	250	0	A strengthened review function has been introduced (including enhanced FPOC) and evidence suggests overall numbers are being controlled. It is however likely that savings generated will be cost avoiding in nature. There are linkages to the initiatives referred to in line 101 above and the combined saving achieved was sufficient to meet the targets set for the two proposals.
103	Social Services	<b>Re-modelling of skill mix within Adults Social Work Teams</b> The proposal is to review the mix of skills within the Adults Social Work teams. This will include consideration of the potential to re-designate some posts from qualified to unqualified positions. The action to be taken will ensure that the proposal will not result in unqualified staff taking on duties which are the responsibility of qualified social workers and currently undertaken by them.	100	100	0	Posts were identified for deletion and the saving was achieved.
104	Social Services	<b>Review the level of Learning Disability (LD) college placements</b> Work in collaboration with Cardiff and Vale College and Careers Wales to review all applications for residential college placements.	100	100	0	Increased staff scrutiny and review in relation to prospective LD college placements facilitated challenge in relation to level of Council funding in this area. Reduced contributions in relation to 13 placements were agreed with WG resulting in a significant saving in 2017/18. The savings achieved were in excess of the target and was part used to supplement the saving related to Health contributions to care packages.
105	Social Services	<b>Review of Social Work Resource in Hospitals</b> The proposal is to review the provision of the Hospital Based Social Work Service to identify the potential to change the model to manage resource more effectively, to adjust the skills mix of social work staff and to establish alternative delivery models.	90	90	0	Posts were identified for deletion and the saving was achieved.
106	Social Services	<b>Review level of third sector expenditure</b> Review all third sector day spend and consistently apply a percentage reduction to the spend. Work with third sector organisations to develop more sustainable business models for the future utilising other external funding opportunities.	100	100	0	A reduction in payments to external organisations was confirmed and the saving achieved.
107	Social Services	<b>Recommission of Children's Respite/Short breaks service</b> Recommission the current contract for respite care/short breaks at Ty Storrie. New provision to reflect reduced demand for occupancy.	50	0	50	Proposals for this service were reviewed with a possible in-house solution considered for 2018/19. No saving was achieved in 2017/18.
108	Social Services	<b>Review level of continuing health care funding for children's placements</b> Review with health partners, relative contributions to children's residential placements.	150	182	(32)	CHC funding was agreed for one child, which was more than sufficient to meet the savings target.

REF	Directorate 2017/18	Directorate Savings 2017/18	Total Saving (£000)	Savings achieved in 2017/18 (£000)	Savings not achieved in 2017/18 (£000)	Comments
109	Social Services	<b>Reduce Therapy Costs in Children's Services</b> The proposal is to work with Health colleagues in the provision of Psychological Services for children and young people. Health have appointed a part time Psychologist specifically to provide services to Looked After Children. The proposal is to work with Health colleagues to negate the need to commission private assessment / therapy providers for a small group of children in long term care.	30	0	30	Increasing demand for this service meant that costs increased in 2017/18.
110	Social Services	<b>Joint commissioning of residential and nursing home beds with Health to create efficiencies</b> Joint commissioning with Health to create efficiencies through a new procurement model.	130	0	130	Although joint procurement is being considered as part of the general process of integration involving the UHB and Vale Councils, no firm proposals in relation to joint commissioning are currently in place. Informal controls were put in place to limit price levels, however, overall market conditions mean that costs in this area are still increasing.
<b>Social Services Total</b>			<b>4,997</b>	<b>3,442</b>	<b>1,555</b>	
<b>COUNCIL TOTAL</b>			<b>14,157</b>	<b>11,303</b>	<b>2,854</b>	



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REF	Directorate 2017/18	Directorate Savings 2016/17	Total Saving (£000)	Saving achieved in 2016/17 (£'000)	Balance of savings to be found (£'000)	Saving achieved in 2017/18 (£'000)	Saving not achieved in 2017/18 (£'000)	Comments
1	City Operations	<b>Alternative delivery for Leisure</b> - a new operating model in Leisure.	850	0	850	850	0	A new operator was appointed with effect from 1 Dec 2016. The agreed subsidy payment enabled this saving to be realised.
2	City Operations	<b>New model for Children's Play</b> - a new delivery model for Children's Play responsive to the needs of children and young people. Play, including after school club activities, will in future be run from a range of community facilities within Neighbourhood Partnership areas.	270	172	98	98	0	The delay and complications around the CATs created a shortfall against the overall target. The transfers of some sites has been completed and was sufficient to realise the saving in full.
3	City Operations	<b>Reshaping of grounds maintenance service</b> - reshaping of grounds maintenance services to protect core services whilst increasing productivity.	450	395	55	55	0	The shortfall related to CTS vehicle recharges (£40,000) and Parks Catering Concessions (£15,000). The CTS element was dependent on further discussions with CTS to try and seek agreement, which was achieved. The catering element was successfully reallocated against other income targets throughout the Parks division.
4	City Operations	<b>Landscape design fees - improve recharging process</b> - a new mechanism for fees and charges will be introduced as part of a review of the landscape design service.	128	96	32	0	32	Whilst a large proportion of the original saving was realised in 2016/17 the sum brought forward was dependent on the transfer of the Parks Landscape Design Team to the Highways Design & Delivery Team. This plan will no longer take place and the ability to achieve the target remains challenging.
5	City Operations	<b>New Operating Model for City Operations</b> - the business case for reshaping services within City Operations.	418	0	418	418	0	This saving was achieved in full through a combination of staff reorganisation, voluntary redundancy and flexible retirements.
6	City Operations	<b>Public Transport</b> - saving to be realised through transfer of Heliport to new operator.	40	0	40	40	0	The transfer to a new operator was completed last financial year and the saving was achieved in full.
7	City Operations	<b>Maintenance Operations</b> - review of additional staff payments.	50	0	50	50	0	Changes were made to working and supervisory arrangements, improved awareness of the need to work smartly was acknowledged and the practice of charging to external clients and transferring costs wherever possible to achieve the savings target across the directorate was put in place. Whilst this did not deliver any of the saving in 2016/17, it enabled the saving to be achieved in full in 2017/18.
8	City Operations	<b>One Directorate Synergies</b> - alignment of core processes within the new City Operations Directorate will result in synergies.	157	58	99	99	0	This saving was achieved in full through a combination of staff reorganisation, voluntary severance and flexible retirements.
9	City Operations	<b>Commercialisation</b> - improved charging and income generation projects within the Transport Portfolio.	200	110	90	39	51	A detailed plan continues to be developed to improve commercialisation across the directorate. This generated additional income, enhanced with increased staff recharges against externally funded schemes. As these plans often take time to develop before they deliver savings, an on-going shortfall remains.
10	City Operations	<b>Improved digitalisation of services and payments</b> - introduce E-auctioning to all areas of the City Operations directorate.	100	0	100	0	100	A detailed plan continues to be developed to introduce and improve digitalisation and commercialisation across the directorate. This is likely to require upfront funding, the source of which will need to be identified. The saving may take time to be realised.
11	City Operations	<b>Street Lighting Dimming</b> - The Council approved an invest to save scheme for the dimming of street lights in residential areas. The scheme is to be implemented over three years with a total of approximately 24,000 street lights being dimmed. It is planned to complete the installation of dimming units on 8,000 street lighting units this financial year with the result that savings will start to be made next year.	35	0	35	35	0	A number of schemes were implemented and the saving target was achieved from the consequential reduction in energy costs.

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12	City Operations	<b>Street Lighting Conversion to LED</b> - Replace main route lighting with LED to reduce long term energy expenditure.	150	79	71	71	0	A number of schemes were implemented and the saving target was achieved from the consequential reduction in energy costs.
		<b>Total City Operations</b>	<b>2,848</b>	<b>910</b>	<b>1,938</b>	<b>1,755</b>	<b>183</b>	
13	Communities Housing & Customer Services	<b>Alarm Receiving Centre Additional Income</b> - further realisation of income opportunities following the creation of the Alarm Receiving Centre.	300	0	300	0	300	This savings target was not achieved this year although it is expected to be achieved in 2018-19 with the commencement of identified projects.
14	Communities Housing & Customer Services	<b>Continued roll out of the Libraries/Hub Strategy</b> - this saving will be delivered through implementing the recommendations of the Cabinet Report in relation to Roath Library and the vacation of the Dominions Way storage facility.	250	167	83	83	0	This saving was achieved in full.
		<b>Total - Communities, Housing &amp; Customer Services Total</b>	<b>550</b>	<b>167</b>	<b>383</b>	<b>83</b>	<b>300</b>	
		<b>Total - Corporate Management</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
15	Economic Development	<b>Capitalisation of posts - Major Projects</b> - appropriate charging of staffing costs within Major Projects (two full time and one part time post) to reflect capital works undertaken.	86	45	41	41	0	This saving was fully realised through recharges to capital schemes including Public Realm, Dumballs Road and the Bus Station.
16	Economic Development	<b>Alternative model for the delivery of the Taxi Marshalling service</b> – release revenue funding through a new approach to funding the taxi marshalling service for night time economy in the city centre on weekends.	82	0	82	5	77	Limited savings were achieved this financial year, however new operational arrangements are set to take effect and as a result it is anticipated that these savings will be realised during 2018-19.
17	Economic Development	<b>Increase in City Centre Management Income</b> - through increased use of activity sites in the city centre.	45	0	45	45	0	Additional income was generated through the promotion of sites throughout the city centre and as a result this saving was achieved in full.
18	Economic Development	<b>Income and Business Process Efficiencies - Strategic Estates</b> - generate additional rental income from the Council's property estate through the periodic rent review process.	56	0	56	56	0	This saving was achieved in full through additional rental income in respect of completed rent reviews, lease re-gears, new lettings, acquisitions and licence income received this financial year.
19	Economic Development	<b>Office Accommodation</b> - next phase of savings from the office rationalisation programme. Ensuring more effective use of the Council's existing property estate and considering opportunities to rationalise where possible.	1,250	703	547	547	0	Following the relinquishment of the lease at Global Link, and the disposal of other smaller council buildings within the Office Rationalisation division, this saving was achieved in full.
		<b>Total - Economic Development</b>	<b>1,519</b>	<b>748</b>	<b>771</b>	<b>694</b>	<b>77</b>	
20	Economic Development (Commercial Services)	<b>One Directorate Synergies</b> - alignment of core processes within the new City Operations Directorate will result in synergies.	33	0	33	0	33	It was not possible to identify an appropriate saving to deliver this saving.
21	Economic Development (Commercial Services)	<b>One Directorate Synergies</b> - alignment of core processes within the new City Operations Directorate will result in synergies.	50	0	50	50	0	The saving was achieved through a voluntary severance request processed at the end of May 2017.
22	Economic Development (Commercial Services)	<b>Improved automated security at Lamby Way depot</b> - security operation replaced by CCTV.	68	0	68	0	68	The saving shortfall was caused by the delayed opening of the new HWRC at Lamby Way. The site opened in the summer, however the saving cannot be realised until barriers are in place to secure the site allowing two security posts to be released.

REF	Directorate 2017/18	Directorate Savings 2016/17	Total Saving (£000)	Saving achieved in 2016/17 (£'000)	Balance of savings to be found (£'000)	Saving achieved in 2017/18 (£'000)	Saving not achieved in 2017/18 (£'000)	Comments
23	Economic Development (Commercial Services)	<b>Further increasing income opportunity from renewal of landfill gas generator contract</b> - contract negotiations in place.	100	0	100	100	0	The operator reduced the number of generators reflecting the lower levels of gas extracted from the landfill. As a consequence this saving was not achieved in-year. However, the continued operation of the landfill site for external customers until June/July 2017 was sufficient to cover this shortfall in 2017/18. It is hoped that a renegotiation of contract terms with the gas operator should enable additional income for future years to enable the savings target to be achieved going forward.
24	Economic Development (Commercial Services)	<b>Improved digitalisation of services and payments</b> - introduce E-auctioning to all areas of the City Operations directorate.	100	0	100	30	70	Part of the saving was achieved through the revised 'Tidy Text' facility. The directorate continue to consider how the remainder of this saving can be achieved but, as there is no detailed plan, it is possible the shortfall will remain.
25	Economic Development (Commercial Services)	<b>Alternative Delivery Model</b> - Security and Cleaning.	135	54	81	81	0	The saving was achieved through the implementation of an improvement plan for the delivery of cleaning services and also through a reduction in sickness and consequent reduction in the usage of agency workers.
26	Economic Development (Commercial Services)	<b>Vehicle replacement programme</b> - efficiencies through procurement.	68	0	68	68	0	The procurement changes were implemented. The leased vehicles that have gone past their expiry date have been re-contracted for another year and the full saving realised.
27	Economic Development (Commercial Services)	<b>Reduction in Agency (Sickness &amp; General) &amp; General Staffing Savings - CLEANING</b>	56	8	48	48	0	The saving was achieved through the implementation of an improvement plan for the delivery of cleaning services and also through a reduction in sickness and consequent reduction in the usage of agency workers.
28	Economic Development (Commercial Services)	<b>Vehicle Utilisation</b>	400	79	321	84	237	An amount of £84,000 was secured in 2017/18 (plus a further £41,000 for 2018/19). Following consideration by SMT, it was agreed to support the progression of the project and achievement of the savings where service areas were resisting the removal of the fleet of low utilisation vehicles. The Organisational Development Team has been requested to provide the resource for the required data analysis in order to progress this Corporate project in 2018/19.
		<b>Total - Economic Development (Commercial Services)</b>	<b>1,010</b>	<b>141</b>	<b>869</b>	<b>461</b>	<b>408</b>	
		<b>Grand Total - Economic Development</b>	<b>2,529</b>	<b>889</b>	<b>1,640</b>	<b>1,155</b>	<b>485</b>	
29	Education & Lifelong Learning	<b>Reduction in OOC Costs:</b> Reduction in costs of placements with other Local Authorities Reduction in number of Looked After Children placed Out Of County Reduction in number of new placements	930	370	560	0	560	A significant amount of work is still required to achieve this saving. A working group has been established to look at the issue, however this is still in the early stages. Despite this, the growth in placements continues to be high and places the achievement of this target in the next financial year at risk.

REF	Directorate 2017/18	Directorate Savings 2016/17	Total Saving (£000)	Saving achieved in 2016/17 (£'000)	Balance of savings to be found (£'000)	Saving achieved in 2017/18 (£'000)	Saving not achieved in 2017/18 (£'000)	Comments
30	Education & Lifelong Learning	<b>Reduction in central costs for the Education of Children not in School</b> - over the past three financial years there has been a reduction in the level of central subsidy for pupils who are not educated in school. This saving will be achieved through the examination of a different delivery model for tuition through the commissioning of an external agency as opposed to direct employment of tutors which will reduce the overall cost of the service. Whilst it is expected that the full saving will be deliverable in this manner any shortfall will be recouped through an additional charge being levied on schools for providing tuition to pupils on roll in a school but educated elsewhere.	149	0	149	149	0	The working group continues to look at EOTAS provision across the board, part of which will be a focus on the Tuition Service. It is anticipated that a new model of operation will be identified. However, although the saving was achieved in 2017/18, there remains a risk of overspends going forward.
31	Education & Lifelong Learning	<b>Reduction in staffing for Performance Management</b> - the Performance and Information team provide a central resource to gather, analyse and disseminate the relevant pupil led, school level and authority level data necessary to allow the Council to discharge its statutory reporting duties. This saving will be achieved through a restructuring of this team which will align itself with other data functions both inside and outside the Council.	35	0	35	35	0	The restructure took place but was unable to deliver the required saving without compromising service delivery. The directorate identified an alternative saving to offset this issue for 2017/18 and future years.
		<b>Total - Education and Lifelong Learning</b>	<b>1,114</b>	<b>370</b>	<b>744</b>	<b>184</b>	<b>560</b>	
32	Resources	<b>Extension of Income Enforcement Service</b> - continue with recent changes to bring more of the enforcement of Penalty Charge Notices (PCNs) directly under the control of Local Authority staff. The majority of compliance and enforcement activity required to collect outstanding PCN notices will be carried out by directly employed Council staff.	150	85	65	65	0	The volume of PCN fines increased and the 2016-17 shortfall was achieved.
33	Resources	<b>Digitalisation - Council-wide savings based on efficiencies through increased digitalisation.</b>	875	600	275	0	275	Whilst this saving was not achieved in 2017/18, it is anticipated to be fully achieved in 2018/19, largely through the hybrid mail initiative.
		<b>Total - Resources</b>	<b>1,025</b>	<b>685</b>	<b>340</b>	<b>65</b>	<b>275</b>	
34	Social Services	<b>Establish an Adolescent Resource Centre</b> - this is a resource to assist in supporting young people to stay at home. It is based on a model operated in other authorities and will require some initial investment to establish the facility. This proposal is a gross saving with an associated cost included in the financial pressures.	700	218	482	482	0	A permanent site became operational in 2017/18. Cost avoidance savings were identified based on interventions by the ARC which delayed or prevented admissions to expensive fostering or residential external placements.
35	Social Services	<b>Safer Families Initiative</b> - utilise and encourage volunteering in the community to provide a mentoring service aimed at reducing Looked After Children admissions. Based on pilot in other authorities, it is anticipated that the scheme will reduce the numbers of children coming into the care system. Research suggests an average saving of £5.4k per child referred. Forty referrals are targeted for 2016/17. This proposal is a gross saving with an associated cost included in the financial pressures.	210	136	74	74	0	The proposal was re-focused to pursue a more preventative service with increased emphasis on children on the edge of care. In partnership with Tros Gynol, an early help model was developed, aimed at reducing the need for referrals. A number of other early help initiatives such as rapid response were also introduced, with cost avoidance savings sufficient to offset the unachieved saving carried forward from 2016/17.
36	Social Services	<b>Review of Commissioned Services</b> - a number of commissioning opportunities have been identified by the directorate to be targeted in 2016/17.	1,000	826	174	174	0	The residual saving was achieved via the full year effect of initiatives that started part way through 2016/17, notably in relation to extracare, CRT and the introduction of a grant funded bridging team offering extended reablement.
37	Social Services	<b>Review of administrative arrangements for Direct Payments</b> - This will include the current contract with a support provider. Consideration to be given to alternative service delivery focussing on quality and best use of resources whilst continuing to maintain existing service user support to those receiving a direct payment.	200	0	200	120	80	The procurement process was completed and the new provider commenced in August 2017. Costings suggested that the carry forward saving could be achieved in a full year, however only a part year saving was achievable in 2017/18.

REF	Directorate 2017/18	Directorate Savings 2016/17	Total Saving (£000)	Saving achieved in 2016/17 (£'000)	Balance of savings to be found (£'000)	Saving achieved in 2017/18 (£'000)	Saving not achieved in 2017/18 (£'000)	Comments
38	Social Services	<b>Reduction in external legal costs</b> - Proposed reduction in the external legal advice costs incurred in relation to Children's services, including the examination of alternative internal arrangements.	130	0	130	130	0	As part of the centralisation of external legal costs, the budget was transferred to Legal Services and forms part of the overall position within that directorate.
39	Social Services	<b>Locality based service delivery</b> - initial mapping on a pilot basis would appear to indicate opportunities for improved service delivery and reduced costs through service redesign on a locality focused basis. This would include consideration of accommodation models, commissioned services and community opportunities. It is likely however that significant work will be required to implement a revised commissioning model for care services, with a roll out likely to take place over a number of financial years.	250	124	126	0	126	A pilot scheme was initially implemented, however outcomes were not as originally anticipated. No specific savings were identifiable, however the position may change as the project is reviewed.
40	Social Services	<b>Travel/Mileage</b>	194	8	186	0	186	It was anticipated that moves to agile/mobile working would lead to reductions in costs associated with travel and mileage. However, a limited reduction in travel costs was evident.
41	Social Services	<b>Reduction in Agency (Sickness &amp; General) &amp; General Staffing Savings</b>	168	0	168	168	0	A significant reduction in agency costs was achieved in 2017/18.
		<b>Total - Social Services</b>	<b>2,852</b>	<b>1,312</b>	<b>1,540</b>	<b>1,148</b>	<b>392</b>	
<b>COUNCIL TOTAL</b>			<b>10,918</b>	<b>4,333</b>	<b>6,585</b>	<b>4,390</b>	<b>2,195</b>	



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**HOUSING REVENUE ACCOUNT 2017/18 - OUTTURN****APPENDIX 4**

	<b>2017/18 Estimate £000</b>	<b>2017/18 Actual £000</b>	<b>2017/18 Variance £000</b>
<b>EXPENDITURE</b>			
<b>Employees</b>	13,501	13,577	76
<b>Premises</b>			
Council House Repairs	18,600	16,792	(1,808)
Other Premises Expenditure	3,752	3,525	(227)
<b>Total Premises</b>	22,352	20,317	(2,035)
<b>Transport</b>	137	149	12
<b>Supplies &amp; Services</b>	2,258	2,113	(145)
<b>Support Services</b>	5,997	6,577	580
<b>Capital Financing</b>			
Capital Financing	23,730	22,935	(795)
DRF	5,000	6,771	1,771
<b>Total Capital Financing</b>	28,730	29,706	976
<b>Contributions to Funds/Doubtful Debts</b>	600	701	101
<b>Contribution to Reserves</b>	0	200	200
<b>GROSS EXPENDITURE</b>	73,575	73,340	(235)
<b>INCOME</b>			
<b>Rents</b>	(66,006)	(66,186)	(180)
<b>Service Charges</b>	(4,960)	(5,017)	(57)
<b>Other income and recharges</b>	(2,609)	(2,682)	(73)
<b>TOTAL INCOME</b>	(73,575)	(73,885)	(310)
<b>NET SURPLUS (-)</b>	<b>0</b>	<b>(545)</b>	<b>(545)</b>

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## **Appendix 5 - Capital Schemes Update**

The following provides an update of capital schemes to accompany the detailed list at Appendix 6.

### **City Operations**

1. The 2017/18 programme for the Directorate is £33.298 million, with an outturn variance identified of £10.884 million. This is primarily in relation to delays in implementation of schemes such as Energy Retrofit, Cardiff West Interchange, highways structures and as a result of receipt of Welsh Government grant for Highway improvements allowing council's own funding to be carried forward for additional investment.

### **Energy Projects & Sustainability**

2. Phase one of the Energy Retrofit Scheme is complete, the overall cost (including prior years spend) of £1.005 million across eight sites; Cardiff Castle, City Hall, Lamby Way Waste Depot, Radyr Comprehensive School, Fitzalan High School, Willows High, Plasmawr School and Llanedeyrn Primary School. Funded by a loan from the Welsh Government Green Growth Wales Fund, this will need to be repaid from savings arising from the measures introduced. A second phase will begin in 2018/19 subject to development and approval of a detailed business case.
3. Expenditure of £179,000 was incurred in LED lighting installation at various schools with projects funded by SALIX with the investment to be repaid by Schools from proposed energy savings.

### **Regulatory**

4. The regionalisation of regulatory services required a contribution to the development and purchase of new software, hardware and mobile working solutions to ensure maximisation of efficiencies. This scheme was completed in 2016/17 with no further commitments outstanding, resulting in an underspend of £117,000.

### **Parks & Green Spaces**

5. The Asset Renewal Buildings and Infrastructure budgets were used at Hailey Park and Maes y Coed changing rooms, for footpath and access improvements to parks and allotment sites as well as car park improvements at Waterhall Park and Riverside playing fields.
6. Play equipment replacement took place primarily at Sanatorium Road play area, however delays in putting together a programme of works has resulted in slippage of £56,000 for sites which include Parc Rhydypenau, Matthew Walk Crawford Drive, Tremorfa Park and Celtic Park.

7. Funding of £300,000 allocated as part of the financial resilience mechanism in the Council's 2017/18 revenue budget to allow refurbishment of various sports facilities in the city was not fully utilised. Expenditure was incurred only on Victoria Park Toilets and a feasibility study on Thornhill Playing Fields, with delays in preparing the programme of works and delivery method resulting in slippage of £265,000 being carried forward in an Earmarked Reserve to be spent in 2018/19. A clear delivery plan with timescales is being developed, with works to be completed in the short term including the demolition of Llandaff Fields changing rooms.
8. Flood prevention schemes have been completed at Morganstown Park, Hailey Park, Grange Gardens, Parc Coed y Nant, and Roath Park while investigations continue at Heol-y-Delyn, Lisvane and in respect of Roath Park Dam. Other schemes pending development include Keyston Road, Hill Snook Park and Craiglee Drive. Delay in the implementation of schemes means slippage of £58,000 has been identified into next year.
9. Projected expenditure this year at Parc Cefn Onn as part of the lottery funded project was £32,000. Asbestos in the roof of the toilets, the bespoke nature of some the works such as the raised boardwalk and capacity issues have delayed the start of improvements.
10. Until options are fully explored for the future use of Roath Park House, the £200,000 profiled for expenditure in 2017/18 is carried forward into future years to be considered along with other emerging priorities for investment in the park during 2018/19.

## **Leisure**

11. Of the £273,000 budget for priority one works to leisure sites prior to the transfer to Greenwich Leisure Limited (GLL), expenditure of £73,000 was incurred primarily for completion of fire alarm works at Pentwyn Leisure Centre with slippage of £67,000 towards lighting improvements at Llanishen and Pentwyn. The balance of £133,000 was used together with £322,000 from the asset renewal budget for a roof replacement at Llanishen Leisure Centre.
12. As part of the contract for the transfer of leisure sites to GLL, the capital programme includes a total of £3.5 million invest to save funding for investment in the transferred leisure sites in order to improve facilities and generate income. Expenditure during this year included upgrades to reception areas, gym facilities and new equipment in Llanishen, Maindy, Western and Pentwyn. Changing rooms were refurbished at Llanishen and new studios, including a group cycle room was installed. Any investment is required to be repaid on an Invest to Save basis.
13. A similar invest to Save scheme of £500,000 was also approved, alongside £51,000 of Asset Renewal funding for Channel View Centre which is retained by the Council. The investment was completed in May 2018 and extended the fitness suite and replaced equipment in order to attract new membership and support a reduction in subsidy.

14. Gym equipment for STAR centre was initially leased; however, this was purchased in full at a cost of £122,000 in accordance with the agreement with GLL. Funding was set aside in 2016/17 for this expenditure in an earmarked reserve.

### **Bereavement & Registration services**

15. Expenditure in the year included £230,000 for roof replacement of Thornhill crematorium chapel, which was completed in April 2018. Initial design and survey works of £83,000 were undertaken for development of new burial space in the North of the City, with expenditure incurred to be repaid through the generation of additional income from increased fees and charges.

### **Highway Maintenance**

16. Expenditure on the reconstruction of structurally deteriorated roads was £1.270 million and included Grand Avenue, Cae Glas Road, Caegwyn Road, Ty Gwyn Road, Llandennis Avenue, Rhydhelig Avenue, Ty Draw Rd and Amroth Rd.
17. In addition, highway and footway resurfacing treatments expenditure was £2.104 million. The award of £2.571 million of WG Grant in February 2018 allowed the Council's own resources to be carried forward as slippage to increase the level of investment in highways and footpaths in 2018/19. Slippage of £3.151 million is carried forward to meet existing contractual commitments and for additional investment.
18. The Bridges and Structures budget shows significant slippage of £972,000. Whilst this is partly due to the potential for additional costs for works for Windsor Road bridge in excess of the agreed £1.628 million contribution to Network Rail, there have been delays in scoping work requirements and design for culverts. The directorate will need to manage existing plans and emerging priorities for structures from within its existing budgets where feasible, including immediate works required to Llandaff Weir.
19. Expenditure of £236,000 from the street lighting renewal budget of £358,000 was spent replacing lanterns at Atlantic Wharf Canal side and low-level solar powered bollards. The balance is carried forward towards a programme of works at Eastern Avenue.
20. In respect of the LED lighting on principal roads the majority of the circa 13,600 lanterns have been replaced, with expenditure on conversion to be repaid from energy savings. Funding of £452,000 is carried forward towards completion including the replacement of non-standard lanterns installed in different parts of the city to ensure comprehensive coverage of LED lighting and control of that lighting from the new Central Management System.
21. Following receipt of a business case, an invest to save scheme was approved for the trial of LED lighting in residential areas. The trial in the Radyr ward involves converting 1,250 columns at an estimated cost of £337,000. Whilst



£100,000 was initially forecast to be spent this financial year, the scheme did not commence until April resulting in full slippage.

22. The Greener Grangetown scheme is being undertaken with funding partners Dwr Cymru and Landfill Community fund. The scheme has retrofitted sustainable drainage systems and improved the public realm such as road and footpath resurfacing. Due to delays, completion is now expected in June 2018. Whilst the total cost of the scheme was initially estimated to be £2.5 million, it is now expected to cost a minimum of £3.2 million, whilst further discussions take place with the contractor to address claims under the contract. The Greener Grangetown scheme enhances the Taff Trail cycle route and with additional grants for cycling schemes received during the year, the Directorate budget for cycling has been used to meet £387,000 of the additional costs with the balance also to be managed within existing budgets for 2018/19.
23. Whilst the budget of 2017/18 allocated £25,000 towards refurbishment of the crane in Bute Dock, further options need to be considered to determine a long term affordable approach.

### **Traffic & Transportation**

24. Expenditure of £1.208 million was incurred on a range of Transport, Traffic Management, and Telematics schemes. The replacement of fans in the Butetown Tunnel was completed and road safety schemes included traffic calming, crossings and parking restrictions at Heathpark Avenue and Allensbank Road, Baden Powell Primary School and Ysgol Bro Eirwg. Slippage of £338,000 is carried forward as match funding towards future WG grant funding bids.
25. From the initial £800,000 cycling budget, expenditure of £146,000 has been incurred primarily for Taff Trail upgrades and completion of the new pedestrian/cycling route over the River Ely. During the year, additional Local Transport Fund Grant was received to cover the costs of design works and upgrades to the North Road to Western Avenue cycle route and concept design of the cycle super highways that would otherwise have been paid for by the council. This has allowed budget displaced to be used towards the Greener Grangetown scheme as well as slippage of £305,000 for works to North Road to Western Ave route to be undertaken in 2018/19.
26. The Welsh Government grant allocations to Cardiff for Local Transport, Road Safety and Safe Routes in Communities were required to be fully utilised during the year and expenditure was £3.322 million, with works including:-
  - introduction of a new bike hire scheme
  - concept design of cycle super highways
  - A469 parallel cycle route
  - bus priority scheme on A4119 Cathedral Road
  - 20mph zones in Cathays, Gabalfa, Canton and Riverside
  - pedestrian safety improvements in Fairwater and Canton and design for future schemes and
  - replacement of safety cameras

27. Expenditure of £341,000 on an invest to save basis allowed the replacement of aged pay and display machines and the expansion of moving traffic offences, to be repaid from future parking and enforcement income.
28. Bus corridor improvements funded from £335,000 parking and enforcement income includes, the balance of payments due under contracts for A469 and A470 bus corridor improvement and design works for various schemes to support future grant bids to Welsh Government.
29. As part of Cabinet's approval to construct the new bus interchange at Waungron Road in the West of the City in February 2017, Council annual sum allocations for bus Corridor improvements in the five year programme were brought forward and reallocated to allow the interchange scheme to proceed. However, slippage of £1.45 million has been identified for this scheme as it is deemed more effective to undertake the works at the same time as housing development on the site, more likely in 2019/20.
30. Funding of £862,000 was allocated for upgrades to the CCTV Control Room to replace aged equipment and unsupported software, as well as control systems for the tunnel and traffic management. Installation began in the last quarter and is to be completed in 2018/19, resulting in slippage of £592,000.

### **Harbour Authority**

31. Harbour asset renewal expenditure was £395,000 and included various barrage structural works and the replacement of a sailing vessel. In addition, £556,000 of improvements to pedestrian routes were made to the Bay Edge Walkway, in advance of the Volvo ocean race.

### **Communities, Housing and Customer Services**

32. The 2017/18 programme for the Directorate is £13.014 million with an outturn variance identified of £2.160 million. The change is primarily due to the maximisation of grant income within Preventative Services, additional income and a general reduction in supplies and services expenditure across the directorate.

### **Citizen Hubs**

33. Phase 2 of the extension of St Mellons Hub is expected to be complete in Summer 2018. Issues with ground conditions have resulted in estimated total costs of the scheme being £4.1 million, which includes a £950,000 contribution from the Housing Revenue Account over the two years 2017/18 and 2018/19. A Welsh Government grant of £265,000 was awarded for the scheme in December 2017, which has contributed towards meeting additional costs.
34. Llanishen Hub opened in November 2017 after the conversion of the ground floor of Llanishen Police Station to accommodate a library, alongside training and

interview spaces. The total costs of the scheme are circa £550,000, including a £55,000 contribution from the Housing Revenue Account in 2017/18.

35. Llandaff North & Gabalfa Hub opened in May 2017 at a total cost of £1.4 million. This involved the refurbishment and re-modelling of the library and day centre to accommodate a wider range of community services and activities.
36. The Llanedeyrn Hub opened in July 2017 with total costs of £2.25 million. Additional costs were incurred due to the contract period and the nature of work involved in adapting an existing building. The Hub is an extension to the Powerhouse community centre incorporating hub, library and café on the ground floor and police office accommodation on the first floor.

### **Neighbourhood Regeneration**

37. The Neighbourhood Renewal schemes programme utilised £463,000 to complete several schemes across the City. These included Trenchard Drive and the Crystals environmental improvements, Heol y Delyn Park improvements, Burnham Avenue shop front improvements, Coed Y Gores play area and the Multi-use Games Area at Eastern Leisure Centre. The final scheme in the current programme, Hendre Park access improvements, will complete in 2018/19.
38. The community shopping centre programme of shop improvements continues in Penarth Road / Clare Road District Centre with the completion of phase 3 in April 2018 after delays due to trader sign up and contractor performance, resulting in a total slippage of £197,000. Following consideration of expressions of interest and affordability of a fourth and final phase of works, the whole scheme is expected to be complete in 2018/19.
39. The Maelfa Regeneration scheme includes the redevelopment of a new retail parade of nine units which is expected to be completed in November 2018 at a total cost of £2 million of which £1 million is on an invest to save basis. Slippage of £226,000 is carried forward towards the wider development costs of the scheme in 2018/19.

### **Housing (General Fund)**

40. The Disabled Facilities Service spent £4.235 million for mandatory and discretionary grants to housing owner-occupiers as well as for administration costs for the grants. This service compliments the preventative agenda, contributing to reductions in the cost of Domiciliary Care. Over 500 mandatory grants were awarded and over 1,200 clients supported with preventative works. Expenditure includes £395,000 funded by Welsh Government Intermediate Care Fund Enable grant, which requires the Council to work in partnership with Health, Social Care and the 3<sup>rd</sup> sector to support independent living. Slippage of £565,000 is recorded to reflect grants awarded but work not completed at the end of the year.
41. The estate environmental improvements capital allocation supports the costs of works to owner-occupier properties on housing and estate improvement

schemes. The funding is allocated towards the development of a scheme for energy wall insulation at Llandaff North and Rumney, for which a grant application has also been submitted to Welsh Government. Full slippage of £427,000 is shown against this scheme pending the outcome of the application.

42. Welsh Government Grant of £556,000 was utilised during the year to complete external wall insulation improvements to 78 homes in the Trowbridge area. A further 21 Council houses were funded from the Housing Revenue Account. The improvements initially started in 2016/17 were completed in October 2017 with a total grant of £733,000 used to fund the works.
43. A Welsh Government grant of £128,000 was received in 2017/18 to provide higher standards and additional spaces in several emergency accommodation sites including the Wallich Nightshelter, Huggard and Ty Tresilian. A total variance of £73,000 was slippage into 2018/19 when the improvements will be completed.
44. Works on the Domestic Abuse Centre to be located at Cardiff Royal Infirmary did not progress in 2017/18 due to the need to ensure any works required are undertaken in parallel with work being undertaken by the Health Board. Full slippage of £400,000 into 2018/19 is shown, with the scheme now likely to start towards the end of the financial year.

### **Economic Development**

45. The 2017/18 programme for the Directorate was £21.830 million, with an outturn variance identified of £7.675 million, predominantly in relation to the development of the International Sports Village temporary car park, Dumballs Road Regeneration and provision of loans under the Town centre loan scheme.

### **Business and Investment**

46. Town centre loan schemes are part of the Welsh Government vibrant and viable places programme. Repayable funding totalling £2.0 million is available with the focus being the regeneration of listed buildings within the Grangetown and Butetown wards to bring derelict spaces back into use. Applications being considered include the regeneration of the train station and Cory's building in Bute Street. Loans are subject to due diligence and preparedness of schemes being taken forward, this meant no expenditure was incurred in 2017/18.
47. The Council has developed a joint investment fund in Small to Medium Enterprises with S4C. The £150,000 investment has now been fully spent with loans to two further companies totalling £50,000 in the year. Social Innovation Fund grants of £19,000 to new or expanding social enterprises were made during the year, with the balance of £10,000 carried forward and prioritised for any new applications, following which, the scheme will cease.

## **City Development & Major Projects**

48. In 2016/17, budget of £12.075 million in relation to the Central Enterprise Zone (CEZ) was brought forward to purchase land at Dumballs Road, with little further expenditure during this year. The remaining capital allocations of £2.901 million invest to save funding and £1.6 million for additional land purchase, to be met by earmarked capital receipts, will be carried forward into future years whilst options for the site are considered.
49. Subject to confirmation of all sources of funding which includes land disposals to meet costs, work was planned to be undertaken to meet parking obligations to the International Pool by creating a temporary car park. As part of a planned revitalisation of the strategy for the International Sports Village, Cabinet on 15 March 2018 approved the acquisition of leasehold interests in the Toys 'R' Us site. This is to take place in 2018/19, however slippage of £1.226 million is shown for the Car Park scheme subject to confirmation of the overall strategy.
50. In relation to the development of the new bus interchange, costs of £6.805 million, primarily pre development costs towards design, planning and site preparation were paid to the developer in accordance with the pre planning agreement entered into by the Council. As outlined in the 28 March 2018 Cabinet report, following approval in principal of the Metro Delivery Partnership collaboration, capital receipts were received from WG of £12m to acquire the leasehold interest in the site and £3m for the transfer of the associated intellectual property included in pre development costs.
51. In relation to the development of the new bus interchange, costs of £6.805 million, primarily pre development costs towards design, planning and site preparation were payable to the developer. However, as outlined in the 28 March 2018 Cabinet report, following approval in principal of the Metro Delivery Partnership collaboration, capital receipts were received from WG of £12 million to acquire the leasehold interest in the site and £3 million for the transfer of the associated intellectual property.
52. The public realm element of the Central Square development is continuing to progress, with the developer delivering the scheme over the next two years. The Council contribution is anticipated at circa £9 million in total, with in-year expenditure being £3.276 million.
53. As part of proposals for further development of the House of Sport in Leckwith, the Council provided funding of £150,000 for allotment works. This amount is payable on completion of legal agreements and repayable as part of an option agreement to undertake a lease for land.

## **Commercial Services**

54. The new household waste recycling centre opened in July 2017. The total cost of the scheme across all years is £2.740 million, £800,000 in excess of the original contract awarded in July 2016. £300,000 of this was funded from the

Waste Management earmarked revenue reserve in 2016/17, with the balance of £500,000 also met from this reserve in 2018/19. The overspend reflects an increase in size of the recycling facility in order to future proof the requirement, the addition of a canopy to keep recycling streams dry, adverse exchange rates and additional costs in relation to civil engineering works.

55. A sum of £650,000 was included in the programme for an invest to save scheme to upgrade the waste materials recycling facility at Lamby Way in order to allow for more automated sorting and improve the quality of recycled material. This is due for completion in July 2018 with slippage of £520,000 in respect of payments to be made in accordance with milestones included in the contract.
56. Property Asset Renewal for administration buildings of £262,000 included County Hall disabled access works, replacement of stone balustrades, electronic bollards and security improvements at City Hall.
57. In addition kitchen facilities at County Hall are being upgraded in order to meet safety requirements and to support a new initiative for apprenticeships. At an estimated cost of £340,000, this is being funded by the Office Accommodation rationalisation budget (£100,000), an Invest to Save allocation (£140,000), and the property asset renewal budget (£100,000) and is expected to be complete in Summer 2018.

### **Venues and Cultural Services**

58. The property asset renewal budget of £305,000 was spent on boiler replacement at the Mansion House, resurfacing wartime tunnels at Cardiff Castle and to complete the refurbishment of escalators at St David's Hall.
59. Works to the New Theatre roof which started in 2016/17 were completed and the £358,000 slippage at both these sites is carried forward until a detailed plan for use is determined.

### **Property and Asset Management**

60. The Property Asset Renewal budget of £40,000 was spent on the replacement of heating controls at the Old Library in the Hayes.
61. Office Accommodation Rationalisation expenditure in 2017/18 included the acquisition of Action for Children's freehold share of the John Reynolds Centre to allow a simultaneous community asset transfer of the whole building to Llanrumney Phoenix Boxing Club (£51,000) and £20,000 to refurbish Cord House. Slippage of £30,000 is shown after transfer of £100,000 to be utilised for the County Hall Canteen project.
62. The Community Asset Transfer budget provides up to £25,000 for improvement works to buildings being taken on by third party organisations. Slippage is £73,000, with expenditure in the year towards Friends of Llwynfedw Gardens at Llwynfedw Pavilion and Cardiff Beach Volleyball at Victoria Park Pavilion.



63. In accordance with the strategy for investment property approved by Cabinet in November 2015, the purchase of industrial units at Senlan industrial estate was completed at a cost of £362,000 paid for from the disposal proceeds of investment properties. A commitment is in place to purchase an investment property at Womanby Street, however completion has not yet occurred and is now likely to take place in 2018/19.
64. An allocation of £300,000 was included in the 2017/8 Revenue Budget Financial Resilience Mechanism towards a partial refurbishment of the Central Market roof in order to prevent water ingress. The majority is shown as slippage pending the development of an application in September 2018 to the Heritage Lottery Fund to determine the feasibility and affordability of wider improvements.

### **Education & Lifelong Learning**

65. The 2017/18 programme for the Directorate is £58.275 million, with an outturn variance identified of £351,000. A number of key new build schemes are in progress such as new primary schools and high school in the West in order to complete the 21<sup>st</sup> Century Schools Band A programme.

### **Schools – Planning and Development and Other Schemes**

66. The Property Asset Renewal budget of £4.764 million was fully spent, with less required to be brought forward from future years than initially forecast. Significant schemes undertaken include Fitzalan High School Fire Precaution works (£1.6 million) and Willows High School electrical works (£1.2 million).
67. The Suitability budget of £1.040 million was used to install demountable units to provide capacity in schools, and was fully spent, with £69,000 also brought forward from 2018/19 budgets.
68. Expenditure of £653,000 was incurred to continue a series of accessibility improvement works at Whitchurch High School including internal adaptations and a lift on the upper site. Slippage of £322,000 is reported, which combined with the 2018/19 allocation of £1 million, will be used to purchase replacement demountable units for the upper and lower sites.
69. As part of an approved invest to save scheme, a programme was implemented to replace over 3,000 Wi-Fi access points prior to expiry of their licences. This was at a cost of £1.044 million in 2017/18, and will ensure the network remains effective and resilient in supporting education objectives.

### **Schools Organisation Plan – 21<sup>st</sup> Century Schools Band A**

70. In March 2015 the Authority submitted a re-aligned 21<sup>st</sup> Century Schools Programme (Band A) for investment totalling £164.1 million which was approved by Welsh Government.
71. Outturn expenditure is £49.935 million, an increase of £8.358 million on the £41.577 million anticipated at Month 9. This is due to progress made on large

new build schemes including; the High School in the West (£13.8 million); Ysgol Glan Morfa (£4.5 million); Howardian (£4.5 million); Ysgol Hamadryad (£2.7 million) and Ysgol Glan Ceubal/Gabalfa (£3.0 million).

72. The new Eastern Community Campus was completed and opened in December 2017 at a total cost of £41 million.

### **Resources**

73. The 2017/18 programme for the Directorate is £7.143 million, represented primarily by the addition of the Council's contribution for Cardiff Capital Region City Deal investment. Slippage of £652,000 is carried forward on technology projects as detailed below.

### **Technology**

74. Modernising IT to Improve Business Processes has utilised funding in year to support the ongoing implementation of the Electronic Document Management System and development of the Cardiff App for mobile devices. Slippage of £435,000 will be carried forward into 2018/19 for these projects, along with any other projects that support digitisation of processes.
75. ICT refresh expenditure was £312,000 on additional data and back up storage to support resilience, capacity and capability. £107,000 of slippage is carried forward towards goods ordered but not received at the end of the year.

### **Corporate**

76. The Corporate schemes expenditure in the year includes £5.744 million, part of the Council's approved contribution to the Cardiff Capital Region City Deal wider investment fund of £28.4 million. This was used for the semiconductor project, allowing HM Treasury grant funding to be preserved for use on revenue expenditure related projects in future, as approved by Regional Cabinet in January 2018.

### **Social Services**

77. The 2017/18 programme for the Directorate is £2.352 million with an outturn of £1.603 million. The variance of £749,000 relates to slippage for proposed works at Tremorfa Day Centre and Trelai Youth Centre.

### **Adult Services**

78. Integrated Care Fund (ICF) funding was made available by WG late in the year for improvements to several sites. This was utilised to improve Market Road and Tremorfa sites to improve accessibility, security and functionality to improve respite services. Slippage of £245,000 is carried forward into 2018/19 due to limited interest in the initial tender process with grant funding of £50,000 fully utilised in year in accordance with the grant terms towards initial design costs. All other ICF grants totalled £325,000 and were fully utilised in the year on Rapid

Response Adaptations, Assisted Living Technology and Joint Equipment Service schemes.

79. The refurbishment of Minehead Road Day Centre was completed in May 2017 with an overall cost of £254,000. Refurbishment work at Grand Avenue Day Centre will continue into 2018/19 with total costs anticipated to be £1.06 million of which £336,000 are funded from ICF grant. The works are expected to be completed by Summer 2018.

### **Children's Services**

80. Work is currently underway on the refurbishment of Gabalfa House to facilitate the relocation of Youth Offending Service from Penhill and its disposal. The refurbishment of Gabalfa House, now called the John Kane Centre, includes a new activity area and an IT breakout zone for the direct benefit of the young people at an estimated overall cost of £392,000.
81. Intermediate Care Fund grant of £300,000 has been awarded to refurbish and enhance several classrooms on the Woodlands Special School campus, making it accessible for children with learning disabilities and complex needs, for curricular and out of school activities. It would be accessible for use by Ty Gwyn and neighbouring special schools. The grant was fully spent in 2017/18 with future works to the site to be funded within the Education and Lifelong Learning Capital programme.

### **Housing Revenue Account (HRA)**

82. The revised Capital Programme for Public Housing is £32.587 million with a reported outturn of £24.824 million.
83. The Housing Development budget of £991,000 has been used to fund several schemes, including Edinburgh Court improvements and South Morgan Place balcony improvements. These ongoing schemes aim to encourage ownership of the estate and help to avoid anti-social behaviour. Total overspend at outturn is £231,000; the additional spend representing works pulled forward to counteract other projects that have underspent in the overall programme.
84. Estates regeneration budget has a variance of £2.008 million underspend. This is primarily in relation to the Channel View scheme being reviewed with a larger scheme being considered, alongside delayed schemes for Belmont Walk and Anderson Place improvements.
85. A total of £12.002 million was spent in 2017/18 to improve building exteriors and interiors. This reflected slippage of £2.396 million, of which £1.688 million relates to front door upgrades to flats, which was delayed due with withdrawal of contractors and delay in the tendering process for replacements.
86. Disabled adaptations expenditure was £2.190 million with over 350 mandatory grants provided and over 350 measures of preventative works in the year.

87. The Cardiff Living Programme is underway on four sites, with the target of building 1,500 properties across the whole of Cardiff of which 600 will be affordable homes. Phase 1 is progressing well on the Willowbrook West and the Braunton and Clevedon schemes sites, with construction work commencing on the Llanrumney Depot and at Ty-To-Mean sites. Expenditure is £6.321 million of which £2.309 million was paid for from affordable housing contributions.
88. As part of the Housing Revenue Account Outturn for 2016/17, an earmarked reserve was created to allow the purchase of private sector properties for sale that would help address affordable housing need. Five properties costing £863,000 were purchased, with a further seven awaiting completion at year end. Slippage of £1.719 million will be carried forward in the earmarked reserve to allow for further buybacks in 2018/19.
89. HRA contributions to the Modernising IT Programme totalled £70,000 this year, funding projects to enhance document management, update DigiGov hardware and develop the Cardiff App. A contribution of £655,000 was made towards the development of Hubs at Llanishen and St Mellons.

### **Section 106 and other contributions**

90. The table below shows the Section 106 and other contributions held at 31 March 2018 based on the area of expenditure. During the year, contributions are received in accordance with planning obligations or other agreements and then spent on capital or other schemes in line with those agreements. The amounts held below are proposed to be spent in future years, with the profile of expenditure to be updated at the next Cabinet monitoring report for 2018/9.

<b>Service Area</b>	<b>Balance as at 31.3.2018</b>
	<b>£000</b>
Traffic & Transportation	1,752
Parks & Sport	3,660
Neighbourhood Regeneration	1,273
Planning	205
Economic Development	553
Housing	1,541
Schools	654
Other	351
<b>Total</b>	<b>9,989</b>

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DIRECTORATE & SCHEME		2017-18 Programme	2016-17 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2017-18	Outturn	(Underspend) / Overspend GF	(Underspend) / Overspend Other	Invest to Save slippage/SOP 'reserve' £000	Slippage GCF	Slippage Other	Total Variance
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
CITY OPERATIONS														
Energy Projects and Sustainability														
1	Energy Retrofit of Buildings	2,023	0	82	0	0	2,105	1,005	0	0	(1,100)	0	0	(1,100)
2	Salix Energy Efficiency Loan Scheme (SEELS)	0	0	0	172	7	179	179	0	0	0	0	0	0
Total Energy Projects and Sustainability		2,023	0	82	172	7	2,284	1,184	0	0	(1,100)	0	0	(1,100)
Regulatory														
3	Shared Regulatory Services	117	0	0	0	0	117	0	(117)	0	0	0	0	(117)
4	S106 Schemes		0	12	0	0	12	0	0	0	0	0	(12)	(12)
Total Regulatory		117	0	12	0	0	129	0	(117)	0	0	0	(12)	(129)
Parks & Green Spaces														
5	Asset Renewal Buildings	63	0	0	0	0	63	63	0	0	0	0	0	0
6	Asset Renewal Parks Infrastructure	140	10	0	0	(4)	146	146	0	0	0	0	0	0
7	Play Equipment	90	52	0	0	4	146	90	0	0	0	(56)	0	(56)
8	Flood Risk Prevention	0	213	0	0	0	213	155	0	0	0	(58)	0	(58)
9	Parc Cefn Onn	490	28	0	0	8	526	32	0	0	0	(122)	(372)	(494)
10	Roath Park	200	0	0	0	0	200	0	0	0	0	(200)	0	(200)
11	3G Pitch - Grange Gardens	0	0	0	0	94	94	92	0	0	0	0	(2)	(2)
12	Roath Park Conservatory	0	0	0	0	28	28	28	0	0	0	0	0	0
13	Refurbishment of Sports Facilities	0	0	0	0	300	300	35	0	0	0	0	(265)	(265)
14	S106 Schemes	0	765	43	0	0	808	434	0	0	0	0	(374)	(374)
Total Parks & Green Spaces		983	1,068	43	0	430	2,524	1,075	0	0	0	(436)	(1,013)	(1,449)
Leisure														
15	Leisure Centres Priority Works	0	273	0	(133)	0	140	73	0	0	0	(67)	0	(67)
16	Asset Renewal Buildings	334	0	0	133	0	467	467	0	0	0	0	0	0
17	Leisure Centres (GLL)	500	1,000	0	0	0	1,500	1,288	0	0	(212)	0	0	(212)
18	Leisure Centres (Channel View)	551	0	0	0	0	551	511	0	0	(40)	0	0	(40)
19	STAR Centre Equipment	0	0	0	0	122	122	122	0	0	0	0	0	0
20	Insole Court Restoration	0	0	0	0	15	15	39	24	0	0	0	0	24
Total Leisure		1,385	1,273	0	0	137	2,795	2,500	24	0	(252)	(67)	0	(295)
Bereavement & Registration Services														
21	Asset Renewal Buildings	161	0	69	0	0	230	230	0	0	0	0	0	0
22	New Cemetery	0	0	0	0	83	83	83	0	0	0	0	0	0
23	Improvements funded by Bereavement reserve	150	0	(69)	0	(51)	30	30	0	0	0	0	0	0
Total Bereavement & Registration Services		311	0	0	0	32	343	343	0	0	0	0	0	0
Highway Infrastructure														
24	Highway Reconstruction	300	747	0	223	1,270	2,540	1,270	0	0	0	(1,270)	0	(1,270)
25	Highway Resurfacing	1,950	0	0	(13)	1,598	3,535	1,841	0	0	0	(1,694)	0	(1,694)
26	Footpath Resurfacing	535	0	0	(185)	0	350	169	0	0	0	(181)	0	(181)
27	Footpath Improvements around Highway Trees	125	0	0	(25)	0	100	94	0	0	0	(6)	0	(6)
28	City Tree Air Quality Transmitter	0	0	0	0	57	57	57	0	0	0	0	0	0
29	Bridges & Structures	750	330	0	0	0	1,080	108	0	0	0	(972)	0	(972)
30	Street Lighting Column Replacement	270	88	0	0	0	358	236	0	0	0	(122)	0	(122)
31	LED Lighting on Principal Roads (Invest to Save)	2,816	732	0	0	377	3,925	3,473	0	0	(452)	0	0	(452)
32	LED Lighting Residential (Invest to Save)	0	0	0	100	0	100	0	0	0	(100)	0	0	(100)
33	Greener Grangetown	0	1,775	0	387	0	2,162	2,162	0	0	0	0	0	0
34	Bute Crane Refurbishment	25	0	0	0	0	25	0	0	0	0	(25)	0	(25)
35	Rhiwbina Flood Defence scheme	0	21	0	0	27	48	27	(21)	0	0	0	0	(21)
Total Highway Maintenance		6,771	3,693	0	487	3,329	14,280	9,437	(21)	0	(552)	(4,270)	0	(4,843)



<u>DIRECTORATE &amp; SCHEME</u>		2017-18 Programme	2016-17 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2017-18	Outturn	(Underspend) / Overspend GF	(Underspend) / Overspend Other	Invest to Save slippage/SOP 'reserve' £000	Slippage GCF	Slippage Other	Total Variance
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<u>Traffic &amp; Transportation</u>														
36	Asset Renewal Transport & Traffic Management	335	0	0	0	50	385	385	0	0	0	0	0	0
37	Asset Renewal Telematics/Butetown Tunnel	50	340	0	0	150	540	536	0	0	0	(4)	0	(4)
38	Transport Grant Match Funding	375	250	0	0	0	625	287	0	0	0	(338)	0	(338)
39	Cycling Development Asset Renewal	800	38	0	(387)	0	451	146	0	0	0	(305)	0	(305)
40	Local Transport Fund Grant	1,500	0	(236)	0	1,300	2,564	2,564	0	0	0	0	0	0
41	Road Safety Grant	450	0	0	0	(94)	356	356	0	0	0	0	0	0
42	Safe Routes in Communities Grant	450	0	0	0	(48)	402	402	0	0	0	0	0	0
43	Moving Offences Enforcement - Parking Reserve	430	0	0	0	(28)	402	341	0	0	(61)	0	0	(61)
44	Bus Corridor Improvements - Parking Reserve	335	0	0	0	0	335	335	0	0	0	0	0	0
45	Cardiff West Interchange	1,175	350	0	0	0	1,525	75	0	0	0	(1,450)	0	(1,450)
46	CCTV System & Traffic Control Upgrade	525	337	0	0	0	862	270	0	0	0	(592)	0	(592)
47	Hostile Vehicle Mitigation	0	0	0	0	500	500	418	0	0	0	0	(82)	(82)
48	S106 schemes	0	354	104	0	351	809	610	0	0	0	0	(199)	(199)
<b>Total Traffic &amp; Transportation</b>		<b>6,425</b>	<b>1,669</b>	<b>(132)</b>	<b>(387)</b>	<b>2,181</b>	<b>9,756</b>	<b>6,725</b>	<b>0</b>	<b>0</b>	<b>(61)</b>	<b>(2,689)</b>	<b>(281)</b>	<b>(3,031)</b>
<u>Strategic Planning</u>														
49	S106 Schemes	0	111	93	0	(14)	190	153	0	0	0	0	(37)	(37)
<b>Total Strategic Planning</b>		<b>0</b>	<b>111</b>	<b>93</b>	<b>0</b>	<b>(14)</b>	<b>190</b>	<b>153</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(37)</b>	<b>(37)</b>
<u>Harbour Authority</u>														
50	Harbour Asset Renewal	380	0	15	0	0	395	395	0	0	0	0	0	0
51	Barrage Café	0	0	46	0	0	46	46	0	0	0	0	0	0
52	Bay Edge Walkway	0	0	0	0	556	556	556	0	0	0	0	0	0
<b>Total Harbour Authority</b>		<b>380</b>	<b>0</b>	<b>61</b>	<b>0</b>	<b>556</b>	<b>997</b>	<b>997</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL CITY OPERATIONS</b>		<b>18,395</b>	<b>7,814</b>	<b>159</b>	<b>272</b>	<b>6,658</b>	<b>33,298</b>	<b>22,414</b>	<b>(114)</b>	<b>0</b>	<b>(1,965)</b>	<b>(7,462)</b>	<b>(1,343)</b>	<b>(10,884)</b>
<u>COMMUNITIES, HOUSING &amp; CUSTOMER SERVICES</u>														
<u>Citizen Hubs</u>														
53	St Mellons Hub Phase 2	1,950	748	0	0	0	2,698	2,371	0	0	0	(327)	0	(327)
54	Llanishen Hub	0	436	0	0	0	436	415	(21)	0	0	0	0	(21)
55	Llandaff North & Gabalfa Hub	0	45	0	0	0	45	33	(12)	0	0	0	0	(12)
56	Llanedeyrn Hub	110	906	(80)	0	27	963	1,185	222	0	0	0	0	222
<b>Total Citizen Hubs</b>		<b>2,060</b>	<b>2,135</b>	<b>(80)</b>	<b>0</b>	<b>27</b>	<b>4,142</b>	<b>4,004</b>	<b>189</b>	<b>0</b>	<b>0</b>	<b>(327)</b>	<b>0</b>	<b>(138)</b>
<u>Neighbourhood Regeneration</u>														
57	Neighbourhood Renewal schemes	280	261	0	0	0	541	463	0	0	0	(78)	0	(78)
58	Local Shopping Centre Regeneration	360	214	0	0	0	574	377	0	0	0	(197)	0	(197)
59	Maelfa Centre Regeneration	1,400	(92)	0	0	0	1,308	1,082	0	0	0	(226)	0	(226)
60	Alleygating	50	15	0	0	0	65	15	0	0	0	(50)	0	(50)
61	S106 Schemes	0	0	276	0	(207)	69	67	0	0	0	0	(2)	(2)
<b>Total Neighbourhood Regeneration</b>		<b>2,090</b>	<b>398</b>	<b>276</b>	<b>0</b>	<b>(207)</b>	<b>2,557</b>	<b>2,004</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(551)</b>	<b>(2)</b>	<b>(553)</b>
<u>Housing (General Fund)</u>														
62	Disabled Facilities Service	3,800	605	0	0	0	4,405	3,840	0	0	0	(565)	0	(565)
63	Enable Adaptations Support for Independent Living	400	0	(1)	0	0	399	395	0	(4)	0	0	0	(4)
64	Estate Environmental Improvements	250	177	0	0	0	427	0	0	0	0	(427)	0	(427)
65	WG ARBED ECO Grant	0	0	0	0	556	556	556	0	0	0	0	0	0
66	WG Homelessness Provision	0	0	0	0	128	128	55	0	0	0	0	(73)	(73)
67	Domestic Abuse Centre	400	0	0	0	0	400	0	0	0	0	(400)	0	(400)
<b>Total Housing</b>		<b>4,850</b>	<b>782</b>	<b>(1)</b>	<b>0</b>	<b>684</b>	<b>6,315</b>	<b>4,846</b>	<b>0</b>	<b>(4)</b>	<b>0</b>	<b>(1,392)</b>	<b>(73)</b>	<b>(1,469)</b>
<b>TOTAL Communities, Housing &amp; Customer Services</b>		<b>9,000</b>	<b>3,315</b>	<b>195</b>	<b>0</b>	<b>504</b>	<b>13,014</b>	<b>10,854</b>	<b>189</b>	<b>(4)</b>	<b>0</b>	<b>(2,270)</b>	<b>(75)</b>	<b>(2,160)</b>

DIRECTORATE & SCHEME		2017-18 Programme	2016-17 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2017-18	Outturn	(Underspend) / Overspend GF	(Underspend) / Overspend Other	Invest to Save slippage/SOP 'reserve' £000	Slippage GCF	Slippage Other	Total Variance
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
ECONOMIC DEVELOPMENT														
Business & Investment														
68	Town Centre Loan Scheme	0	0	0	0	1,358	1,358	0	0	0	(1,358)	0	0	(1,358)
69	Council/S4C Investment Fund	0	50	0	0	0	50	50	0	0	0	0	0	0
70	Small Medium Enterprises	0	0	0	0	7	7	7	0	0	0	0	0	0
71	Cardiff Social Innovation fund	0	29	0	0	0	29	19	0	0	0	(10)	0	(10)
72	S106 Schemes	0	0	0	0	15	15	15	0	0	0	0	0	0
73	Llanrumney Hall	0	382	104	0	(377)	109	109	0	0	0	0	0	0
Total Business & Investment		0	461	104	0	1,003	1,568	200	0	0	(1,358)	(10)	0	(1,368)
City Development and Major Projects														
74	Dumballs Road Regeneration	1,600	0	0	0	0	1,600	0	0	0	0	(1,600)	0	(1,600)
75	Cardiff Enterprise Zone	2,500	(12,075)	12,500	0	0	2,925	24	0	0	(2,901)	0	0	(2,901)
76	ISV Temporary Car Park	1,300	113	(170)	0	0	1,243	17	0	0	0	(1,186)	(40)	(1,226)
77	Central Square Integrated Transport Hub	5,000	500	0	0	0	5,500	6,805	0	0	0	1,305	0	1,305
78	Central Square Public Realm Detailed Design	2,000	903	0	0	373	3,276	3,276	0	0	0	0	0	0
79	Leckwith Allotments	0	150	0	0	0	150	150	0	0	0	0	0	0
80	Volvo Ocean Race Events Area	0	0	0	0	1,254	1,254	1,254	0	0	0	0	0	0
Total City Development & Major Projects		12,400	(10,409)	12,330	0	1,627	15,948	11,526	0	0	(2,901)	(1,481)	(40)	(4,422)
Commercial Services														
81	New HWRC Lamby Way	0	345	0	0	499	844	844	0	0	0	0	0	0
82	Plastics Auto Sorter (Invest to Save)	650	0	0	0	0	650	130	0	0	0	0	(520)	(520)
83	Waste Material Recycling Facility Upgrades	45	0	0	0	0	45	25	0	0	0	(20)	0	(20)
84	Asset Renewal Buildings	531	0	0	0	0	531	262	0	0	0	(269)	0	(269)
85	County Hall Canteen Refurbishment	100	0	0	240	0	340	15	0	0	(140)	(185)	0	(325)
86	Asset Renewal - Vehicle Replacement	200	(4)	0	0	42	238	246	8	0	0	0	0	8
Total Commercial Services		1,526	341	0	240	541	2,648	1,522	8	0	(140)	(474)	(520)	(1,126)
Venues & Cultural Facilities														
87	Asset Renewal Buildings	75	230	0	0	0	305	305	0	0	0	0	0	0
88	New Theatre Roof	0	115	0	(32)	0	83	83	0	0	0	0	0	0
89	St David's Hall & New Theatre Priority Works	0	306	0	32	0	338	(20)	0	0	0	(358)	0	(358)
Total Venues & Cultural Facilities		75	651	0	0	0	726	368	0	0	0	(358)	0	(358)
Property & Asset Management														
90	Asset Renewal Buildings	40	0	0	0	0	40	40	0	0	0	0	0	0
91	Office Accommodation Rationalisation	200	0	0	(100)	0	100	70	0	0	0	(30)	0	(30)
92	Adamsdown Flying Start Relocation	0	0	0	0	44	44	44	0	0	0	0	0	0
93	Community Asset Transfer	50	44	0	0	0	94	21	0	0	0	(73)	0	(73)
94	Investment Property Strategy	0	0	0	0	362	362	362	0	0	0	0	0	0
95	Central Market Roof	0	0	0	0	300	300	2	0	0	0	0	(298)	(298)
Total Property and Asset Management		290	44	0	(100)	706	940	539	0	0	0	(103)	(298)	(401)
TOTAL ECONOMIC DEVELOPMENT		14,291	(8,912)	12,434	140	3,877	21,830	14,155	8	0	(4,399)	(2,426)	(858)	(7,675)

DIRECTORATE & SCHEME		2017-18 Programme	2016-17 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2017-18	Outturn	(Underspend) / Overspend GF	(Underspend) / Overspend Other	Invest to Save slippage/SOP 'reserve' £000	Slippage GCF	Slippage Other	Total Variance
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
EDUCATION & LIFELONG LEARNING														
Schools - General														
Planning & Development														
96	Asset Renewal Buildings	6,867	(2,103)	0	0	0	4,764	4,778	0	0	0	14	0	14
97	Suitability and Sufficiency	1,040	0	0	0	0	1,040	1,109	0	0	0	69	0	69
98	Early Years - Flying Start	0	64	(24)	0	87	127	127	0	0	0	0	0	0
99	Whitchurch High School	0	975	0	(70)	70	975	653	0	0	0	(322)	0	(322)
Total Planning & Development		7,907	(1,064)	(24)	(70)	157	6,906	6,667	0	0	0	(239)	0	(239)
Other schemes														
100	Schools ICT	100	0	0	0	544	644	1,044	0	0	0	400	0	400
101	Fire Precautions	250	0	0	0	0	250	192	0	0	0	(58)	0	(58)
102	Safeguarding Lobbies	100	0	0	0	0	100	0	0	0	0	(100)	0	(100)
103	St Mellons Primary	250	0	0	0	0	250	44	0	(206)	0	0	0	(206)
104	Period Poverty	0	0	0	70	0	70	0	0	0	0	(70)	0	(70)
105	Kitchen Improvements	100	0	0	0	0	100	42	0	0	0	(58)	0	(58)
Total Other schemes		800	0	0	70	544	1,414	1,322	0	(206)	0	114	0	(92)
Total Schools		8,707	(1,064)	(24)	0	701	8,320	7,989	0	(206)	0	(125)	0	(331)
Schools Organisation Planning														
106	21st Century Schools	49,987	15,022	(15,052)	0	(2)	49,955	49,935	0	0	(20)	0	0	(20)
Total Schools Organisation Planning		49,987	15,022	(15,052)	0	(2)	49,955	49,935	0	0	(20)	0	0	(20)
TOTAL EDUCATION & LIFELONG LEARNING		58,694	13,958	(15,076)	0	699	58,275	57,924	0	(206)	(20)	(125)	0	(351)
RESOURCES														
Technology														
107	Modernising IT to improve Business Processes	(796)	1,776	0	0	0	980	435	0	0	0	(545)	0	(545)
108	ICT Refresh	400	19	0	0	0	419	312	0	0	0	(107)	0	(107)
Total Technology		(396)	1,795	0	0	0	1,399	747	0	0	0	(652)	0	(652)
Corporate														
109	Contingency	200	0	0	0	(200)	0	0	0	0	0	0	0	0
110	Invest to Save annual allocation	500	0	0	(412)	(88)	0	0	0	0	0	0	0	0
111	City Deal - Council contribution to Investment Fund	0	0	0	0	5,744	5,744	5,744	0	0	0	0	0	0
Total Corporate		700	0	0	(412)	5,456	5,744	5,744	0	0	0	0	0	0
TOTAL RESOURCES		304	1,795	0	(412)	5,456	7,143	6,491	0	0	0	(652)	0	(652)

DIRECTORATE & SCHEME		2017-18 Programme	2016-17 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2017-18	Outturn	(Underspend) / Overspend GF	(Underspend) / Overspend Other	Invest to Save slippage/SOP 'reserve' £000	Slippage GCF	Slippage Other	Total Variance
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
SOCIAL SERVICES														
Adult Services														
112	Tremorfa Day Services (ICF)	250	0	0	0	50	300	55	0	0	0	(245)	0	(245)
113	Integrated Care Fund Grants	0	0	0	0	325	325	325	0	0	0	0	0	0
114	Day Centre Opportunities	1,132	35	0	0	0	1,167	866	0	0	0	(301)	0	(301)
Total Adult Services		1,382	35	0	0	375	1,792	1,246	0	0	0	(546)	0	(546)
Children's Services														
115	Children's Services Accommodation Strategy	260	0	0	0	0	260	292	0	0	0	32	0	32
116	Trelai Youth Centre/ Special Schools Campus (ICF)	0	0	0	0	300	300	65	0	0	0	(235)	0	(235)
Children's Services		260	0	0	0	300	560	357	0	0	0	(203)	0	(203)
TOTAL SOCIAL SERVICES		1,642	35	0	0	675	2,352	1,603	0	0	0	(749)	0	(749)
TOTAL GENERAL FUND		102,326	18,005	(2,288)	0	17,869	135,912	113,441	83	(210)	(6,384)	(13,684)	(2,276)	(22,471)
PUBLIC HOUSING (HRA)														
117	Housing Development	991	163	(163)	0	0	991	1,222	319	0	0	(88)	0	231
118	Estate Regeneration and Stock Remodelling	3,509	59	(59)	0	0	3,509	1,501	(1,613)	0	0	(395)	0	(2,008)
119	External and Internal improvements to buildings	14,250	1,699	(1,699)	0	0	14,250	12,002	148	0	0	(2,396)	0	(2,248)
120	Disabled Facilities Service	2,300	71	(71)	0	0	2,300	2,190	(110)	0	0	0	0	(110)
121	Cardiff Living New Builds	6,191	0	0	0	0	6,191	4,012	37	0	0	(2,216)	0	(2,179)
122	S106 Schemes ( Cardiff Living)	2,309	0	0	0	0	2,309	2,309	0	0	0	0	0	0
123	Property Buybacks	0	2,082	(2,082)	0	2,582	2,582	863	0	0	0	(1,719)	0	(1,719)
124	Hubs	355	0	0	0	0	355	655	0	0	0	300	0	300
125	Modernising IT to improve Business Processes	100	0	0	0	0	100	70	(30)	0	0	0	0	(30)
TOTAL PUBLIC HOUSING		30,005	4,074	(4,074)	0	2,582	32,587	24,824	(1,249)	0	0	(6,514)	0	(7,763)
TOTAL		132,331	22,079	(6,362)	0	20,451	168,499	138,265	(1,166)	(210)	(6,384)	(20,198)	(2,276)	(30,234)

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**CARDIFF COUNCIL  
CYNGOR CAERDYDD**



**CABINET: 5 JULY 2018**

**CORPORATE TRANSPORT SERVICES UPDATE**

**PORTFOLIO: INVESTMENT & DEVELOPMENT  
(COUNCILLOR RUSSELL GOODWAY)**

**AGENDA ITEM: 8**

**Reasons for this Report**

1. To report progress in relation to the implementation of the previously approved Corporate Transport Services Improvement Programme designed to secure improvements in the way the Council manages, operates and maintains its transport fleet.
2. To seek Cabinet approval to explore public/private partnership options designed to generate additional revenue streams through the optimum use of existing capacity within Council owned workshops.
3. To seek Cabinet approval for proposals relating to the Council's civic fleet and, in particular, interim arrangements for the maintenance and storage of the Rolls Royce Phantom V and the future use of its KG 1 registration plate.

**Background**

4. Since 2009 Corporate Transport Services (CTS) has provided and maintained a fleet of over 700 vehicles and plant used to deliver council services. CTS provides vehicles to service areas ranging from a variety of cars, vans and minibuses to specialist fleet such as civic vehicles, refuse collection vehicles and cherry pickers for street lighting. Service areas then manage their own drivers and vehicle numbers and type required. In addition, CTS also manages part of the "grey fleet" that covers the contracted provision, booking and use of pool cars and ad-hoc daily car hire. The Council also incurs further costs on casual mileage allowances and ad-hoc taxis as part of "grey fleet" costs not considered in this report.
5. Since the service was first established it has generated a range of savings but still currently has an annual total spend of some £8.630 million comprising:

Fleet Management (Compliance, monitoring and procurement and external contract management Overheads)	£1.002m
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Vehicle Leases, Hire and Plant Purchase (External Spend)	£4.136m
Fuel (External Spend)	£1.716m
Workshops (staff, premises parts and transport.)	£1.776m
<b>Total</b>	<b>£8.630m</b>

6. The vast majority of costs are recharged to service areas for their vehicles and external income is achieved from MOT's and servicing. However this external income only contributes £293k. It is necessary therefore to explore further the potential to secure additional financial savings through improved efficiencies, a reduction in the size of the fleet and achieving lower vehicle emissions and increased income generation.
7. In 2016, the Commercial Services Team assumed responsibility for CTS activities as part of an initiative which sought to introduce a wholesale change in the way the Council purchases, controls compliance, provides management information and support services to deliver improved services at reduced costs.
8. The previous administration engaged the Peopletoo consultancy to develop initiatives designed to drive out financial savings. The initiative identified a potential saving of £1.49 million over four years commencing in 2016/17 which included a £400k vehicle utilisation saving to be secured through improved vehicle usage and a consequent reduction in the size of the fleet. To date £448k of the £1.49 million target has been achieved from operational efficiencies, vehicle rationalisation, income and insourcing from external contracts.
9. In addition, the initiative required the Council to focus on revenue generating opportunities through the effective use of current spare CTS capacity through the marketing and selling of services to other public bodies, local businesses and individuals. These opportunities ranged from the provision of MOT services, heavy goods vehicle washing, fabrication services, fleet management, direct maintenance or the hire of part of the Council's vehicle maintenance facilities.
10. More recently, Cabinet has considered the impact of the Council's own operating fleet on air quality in the city as outlined by my colleague, Councillor Michael's report entitled *A Strategy for Cleaner, Greener Transportation Fuels*. That strategy sets out the Council's vision and associated actions necessary to begin the transition from the use of polluting fossil fuels to more sustainable energy sources. Evidence provided in the background study to that report demonstrates that a transition towards non-fossil fuels could result in lower "whole life costs" for the fleet that would also protect against the inevitable increases expected in fossil fuel costs in future years.
11. The Goods Vehicles (Licensing of Operators) Amendment Regulations 2017 came into effect in March 2018 which require a number of essential changes to ensure full statutory compliance for heavy goods vehicles and to demonstrate driver compliance across the Council.

## Issues

### Compliance

12. As part of its fleet of vehicles and plant, the Council currently operates 85 Large Goods Vehicles for the delivery of Waste, Highways, Street Lighting, Parks, Green Spaces, Burial services and Library services. To operate Large Goods Vehicles the operator must apply and be granted a Goods Vehicle Operators Licence. This is issued to the organisation by the Traffic Commissioner after satisfying a series of stringent requirements.
13. As the Council has to hold an Operators Licence, the operations of all its relevant fleet and drivers must also satisfy the stipulated requirements. The Operators Licence, must be managed by an appropriately competent person as the Operators Licence Holder. This is a statutory, senior, corporate wide role that also carries personal liability. Failure to demonstrate compliance carries the risk of losing the Operators Licence to operate heavy goods across the Council, that will significantly inhibit the Council's ability to complete a number of other statutory services, such as those of the Highways Authority or Waste Collection Authority.
14. A review of the Operators Licence requirements has identified a number of areas for improvement. It is important to note that to obtain an Operators Licence, an Operator must appoint a qualified and competent Transport Manager. The statutory definition of "Transport Manager" means 'a natural person employed by an undertaking who effectively and continuously manages the transport activities of that undertaking'. This means that a person (rather than an organisation) must effectively manage the day to day vehicle operations of an organisation (the Operator). This requirement is accounted for in the proposed Occupational Road Risk Policy and must similarly be identified in the Job Description of the Transport Manager role. This amendment is now in place for the current Transport Manager role and a recruitment exercise is underway.
15. As part of the planned improvements, it is intended to establish a database of all authorised Council drivers which will provide a centrally controlled and audited record of driver qualifications, in terms of the types of vehicles that drivers are authorised to drive, with corresponding training records and drivers hours. Also, to ensure that the Council effectively manages transport compliance matters in respect of school minibuses, it is proposed that school minibuses and their drivers be managed in the same way as other vehicles and drivers across the Council to align with the Council's insurance policies.
16. In response, CTS together with officers from key services across the Council have drafted an Occupational Road Risk Policy to encompass these matters. Key actions arising from the implementation of this policy will include education and training for all employees who drive, manage drivers, directly or indirectly and improved processes and procedures for the management of driving operations. The draft Occupational Road Risk Policy is currently being consulted upon and will then be considered as the subject of a further report to Cabinet, prior to its implementation, coupled with a clear communication plan.

## Digital First Technology

17. The Service Improvement Plan for CTS identified CTS's urgent digital needs, subsequently a Fleet Management IT (FMIT) system was procured and installed to improve the Council's fleet management and operations. By the start of the 2018/19 period, a number of improvements had been achieved:
  - Improved scheduling and workshop planning delivering improved workshop loading, capacity and measurable productivity;
  - Less vehicle downtime from improved workshop efficiency and effectiveness; and,
  - Improved management information to allow CTS to support front line operations leading to reduced maintenance costs.
18. The anticipated further benefits of this new FMIT system and where further work is required, include:
  - A facility for Service Areas to obtain full transparency on their costs and vehicles on hire at any one time,
  - In addition to visibility of work completed at any one time, accessible via a dedicated Customer Portal.
  - Improved management of vehicle hire and pool hire via a configurable on line booking system through dedicated portal access to CTS Hire Desk; and
  - New income opportunities to be exploited through increased workshop capacity and enhanced customer service offering to external clients;
19. The full implementation of the system will facilitate improvements in vehicle maintenance scheduling and workshop planning to be achieved and appropriate management information on workshop loading, capacity and productivity to be obtained. This will help with the development of appropriate KPI's and corresponding targets which will assist in the achievement of improvements in workshop management and compliance. Importantly this next phase will enable accurate, dynamic forecasting of capacity that can be used for income generation; this has not yet been available beyond the manual capacity of staff.
20. In quarter two of 2018/19, the customer portal will be provided to Service Area customers such that they can accurately see their demands for fleet, their costs and where services can in turn, make efficiencies, this will significantly improve customer interfaces. Further, improving both the management and control of the use of fuel is a key opportunity for service areas to both reduce costs while improving air quality.
21. Financial accountability for spend on the directly controllable items such as number of vehicles needed, their use, mileage and the volumes of fuel, repairs, damage and maintenance will be visible. Service areas will be held responsible for that spending and any respective savings. Equally, the quality and cost of procuring effectively, maintenance activities and fleet support services will be accurately tracked and the workshops held accountable for its efficiency, through

transparent performance measures made available to service users. Further financial analysis and delegation of controllable budgets will be required as a next step to embed this clarity of accountability.

#### Fleet Replacement Programme

22. As previously mentioned, the Council uses a relatively large fleet of vehicles to deliver its services. These vehicles have been procured through a number of different mechanisms, namely, capital purchase, lease or hire. Ideally, the majority of the fleet should be replaced on a 5 year rolling programme. However, nearly 30% of the fleet is now more than 5 years old with many vehicles now approaching or are beyond their useful life and hence need replacing.
23. A fleet replacement programme for the next 10 years is being finalised and will take into account forecast requirements of Service Areas and also particular Council objectives, for example, the future use of low emission, alternative fuelled vehicles and the need to improve vehicle utilisation.
24. There is currently insufficient budget provision to fund the vehicle replacement programme for a number of reasons. For example, the Council has not operated a depreciation policy in respect of vehicles purchased using capital funds. Hence, corresponding funds have not been set aside for the re-purchase of these vehicles. Also, in respect of vehicles on long term lease where the lease period has been extended with a corresponding 'peppercorn' rate, in years prior to 2016/17, the resulting lower cost has been taken as a budget saving.
25. Extensive work has been undertaken on vehicle utilisation and contract hire within the control of CTS. While this has resulted in a decrease in the number of Council vehicles by 35, the actual savings are lower than would be expected as a result of vehicles being purchased with no depreciation cost applied or that are on 'peppercorn' rates. These vehicles cost more to maintain and by removing them replacement costs of c£285k have been avoided and should be recognised as added value delivered from reducing vehicle numbers. The approval and implementation of the finalised Fleet Replacement Programme will therefore be subject to the necessary budgets being made available and services substantially challenging their need for the number of vehicles currently in use. It is intended to finalise this plan so that implications can be built into the Council's medium term financial plan from 2019/20.
26. Further opportunities could be realised through shared utilisation of vehicles across the Council. In January for example, an independent review of Schools transportation identified a number of opportunities where vehicles used by Adult Service and Meals on Wheels could potentially be made available for use to support Schools transportation. Further work between CTS and all relevant service areas is required to take these opportunities forward and to comprehensively review opportunities for multi-use right across the Council.

## Civic Fleet

27. Prior to 2012, the Council operated a civic fleet comprising two Jaguar XJ vehicles and a Volvo S80 for use by the Lord Mayor, Council Leader and Chief Executive respectively with registration numbers CA51 CCC, CB51 CCC and CC51 CCC (CA, CB and CC are the local identifiers for Cardiff and CCC is obviously for Cardiff County Council). In addition, the Council owns a 1963 Rolls Royce Phantom VI 6.2 litre limousine with the registration number KG1 which ceased to be used for civic purposes at the turn of the century.
28. In 2012, the incoming administration decided to dispose of the entire fleet, with the exception of the Rolls Royce, and replace it with a single vehicle to be shared by the Lord Mayor and Leader. An additional Ford Mondeo was acquired for use by the Lord Mayor in 2017.
29. The future of the Rolls Royce Phantom VI has been the subject of recent media speculation with suggestions ranging from it featuring as a museum piece to selling both the vehicle and its registration number. The Administration is inclined to retain the vehicle in order that it can be exhibited in an expanded Cardiff Story museum at a future date. The Administration is also reluctant, at this stage, to dispose of the KG1 plate, which dates back to 1904 following the enactment of the Motor Car Act 1903, which required all vehicles to be registered. Local Authorities were, at that time, the licencing authorities and KG1 was the first registration number issued by the then Cardiff Corporation, KG being the local identifier for Cardiff. Subject to Cabinet approval, it is proposed to approach the National Motor Museum with a view to loaning the vehicle on a temporary basis pending it being returned to Cardiff to be put on permanent display at an appropriate facility.

## Resources

30. To achieve the objectives of commercial growth and also improvements to service delivery, it was necessary to implement changes to the structure of CTS. Following consultations with Trades Unions and the team, most of the proposed changes and corresponding recruitment have now been completed.
31. Benchmarking with other similar roles, in both the public and private sector, demonstrated that the employment package offered to date has not been attractive to prospective employees with the required competencies to recruit a Transport Manager as part of the restructure. The role has been re-evaluated and a new recruitment process can commence to employ this critical position.
32. The absence of this key role has had a significant impact upon the capacity and capability of the team to progress the required change programme at the satisfactory pace, for example, the implementation of the new FMIT system and commercialisation of the service. An interim Transport Manager, recruited through APSE, was appointed in January 2018 and will remain in post until circa July 2018, when the new appointment should be completed.

33. As part of delivering the restructure it is recognised that the service still does not have sufficient depth of commercial capacity or expertise. Subsequently the selling of the available workshop capacity activities identified in the June 2016 report have not been progressed to the level required. The Service has had to concentrate, with its resources available (while carrying significant vacancy provision,) on addressing key financial controls, to rebase budgets, and address digital requirements to improve customer and management information, i.e. get the basics right. Therefore, the potential for future income generation from the key areas of opportunity aligned with the price-costing model and capacity analysis, remain.

## **Financial Control and Improvements to Date**

### Balancing of Service Area Budgets

34. Before the 2017/18 financial period, the charges made to Service Areas for vehicles and plant were based on the Service Area vehicle and plant costs that were consolidated when CTS was established on 1st April 2010. Since this time, the Service Area budgets and costs have been adjusted to account for changes in the number of vehicles in each Service. This also took account of prior year's top-slice savings applied as part of the annual Council budget setting process.
35. In the lead up to the implementation of the FMIT technology, working with Service Areas, a significant exercise was undertaken to realign costs and budgets across the Council so that at the start of the 2017/18 financial period, for the base fleet agreed with each Service Area, the costs and budget were aligned. As there was insufficient budget to cover all the Service Areas' base vehicle costs, the shortfall in 2017/18 was borne by and absorbed by CTS. Shortfalls in the corporate vehicle rationalisation savings were also absorbed within the CTS accounts, while an amount of £84,000 has been secured in 2017/18, a balance of £237K remains to be delivered through further rationalisation by service areas, supported by CTS.
36. In 2017/18 the CTS service balanced its budget through savings being met from income, staff vacancy provision and absorbing non-specialist work into direct labour of the workshops for basic repairs on specialist fleet, rather than through the lease maintenance arrangements.

### Operational Costs and Income

37. A key enabler from the service improvement plan is the establishment of a cost-pricing model for CTS workshops. This was completed at an early stage in the improvement programme and has helped the Service achieve cost efficiencies and a level of commercial growth. The model demonstrates that further cost efficiencies can be achieved in the workshop. This cost-pricing model methodology has since benefited other services including Building Services, Cleaning, Security and Pest Control.
38. Consequently changes have been made to reduce the base operating costs and overheads of CTS. For example, the restructure of the service to assist with



commercial growth and also improvements to how services are provided delivered £30K savings. Savings are being made through the more cost effective procurement of consumables etc. Additionally, c180 vehicles procured on a short term hire basis have since been converted to long term hire with a corresponding saving of £75k.

39. Income to date has been achieved as a result of marketing and promotional initiatives through a combination of means including: increasing the number of private MOT's undertaken; increasing the amount of private repair works undertaken; undertaking MOT's, inspections and repair work for a local building maintenance company; and vehicle washing. The income earned through the Fabrication Team has also increased with opportunities for continued growth by promoting the availability of the service across the Council. Furthermore, a significant amount of vehicle repair work circa £80K, previously outsourced to vehicle providers, was undertaken 'in-house' and it is intended to continue this trend going forward.
40. In terms of achievement against the original 'The Infrastructure Services – Alternative Delivery Models: Next Steps report', the following opportunities were identified:

	Yr.1 (part) 2016/17	Yr.2 2017/18	Yr.3 2018/19	Yr.3 2019/20	Yr.5 2020/21	Total
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Net Savings	25	440	345	350	330	1,490
Projected Breakdown of Total:						£'000s
Operational savings:						1,020
Supply Chain including insourcing:						140
Income:						330
<b>Total:</b>						<b>£1,490</b>

41. The CTS Budget outturn for 2017/18 was balanced. However, future financial improvements will require further delivery of the operational improvements through the benefits of technology, productivity and further vehicle cost reductions and an acceleration of income generation. In addition to achieving the balanced budget, it should be noted that the vehicle utilisation project has also delivered substantial cost avoidance savings of £284,000 as opposed to cashable savings. This is due to a proportion of the vehicles removed having no current annual lease costs, given peppercorn rents or being fully depreciated, but would have otherwise had to be replaced at full cost.

#### Commercial Partnerships

42. Progress in delivering the change and realising the full financial improvement potential needs to be accelerated to build on the work undertaken to date. This requires a mix of capacity and commercial expertise in addition to that currently within CTS even when a permanent Transport Manager is recruited, given the

extent of the change required to address performance and compliance matters council wide.

43. A key area for commercialisation is income generation particularly given that a further £230k of the original £330k target still needs to be achieved. The Council's relatively new fleet workshop provides excellent facilities and the feedback from external organisations has been very positive. However, there is substantial capacity in terms of the asset itself. This could be extended in terms of shift hours, which would then also support servicing out of hours with an added benefit to the Council's own vehicles being off-road less and thereby reducing contract spot hire. This also creates further employment opportunities and will balance the Council's overall skill mix and cost base and make the Council more competitive in the market.
44. The original cost/price modelling needs to be updated and provides a basis for determining a viable commercial model. The model was used originally to test the market and demonstrated that CTS can be competitive in a target market at a direct cost level before overheads, which are relatively fixed. Therefore, increasing income above the direct cost points would make a positive financial contribution to the Council.
45. It is recognised that the Council cannot compete at the lower end of the market. However, there is clearly a market for small to medium sized organisations including current suppliers to the Council and maintenance can be bundled with related services. Taxi companies are a further opportunity. In the initial market assessment, the private sector also identified overflow work as an opportunity even where they have their own facilities. Further opportunities exist in terms of local public sector work and initial discussions have been held with the NHS and the Ambulance Trust. The Council could also potentially use its trusted public sector brand to offer services to the public.
46. There is also potential to benefit from commercialisation within the Council's fabrication service where the Council currently spends externally. This work could be insourced and grown if additional capacity can be put in place in place to support it.
47. Given the recognised gaps in capacity and expertise, the Cabinet is requested to consider a commercial partnership approach to drive further income into CTS: to add capacity, commercial expertise and specific market knowledge. This could be achieved on the following principles:
  - Establish current baseline income level and realistic forecast on current activities;
  - Develop a commercial partnership or partnerships with external organisations using the current baselines to incentivise business growth;
  - Agree the baseline with the commercial partner(s) and structure a commercial model whereby the partner shares in the net contribution above the direct cost to the Council (labour and materials cost model principle already established);

- The contractual basis would be to have no fixed fees but only a share of net contribution thereby ensuring no financial risk or cost to the Council.
48. In line with the Cardiff Commitment and Workforce Strategy, a partnership would be expected to deliver a number of new jobs to the existing Council employee base, while promoting equality and diversity by adding employment opportunities for Trade Apprentices, trainees and supplementing the training and development experience to enhance the existing skilled workforce.
49. There is also the potential for a commercial partnership to offer benefits in the area of vehicle procurement costs, improving maintenance performance, and supplies and fuel, where buying power could be aggregated and combined with the commercial procurement. Cabinet are requested to approve the development of such a model in consultation with the appropriate Cabinet portfolio holders and officers.

### Governance

50. Given the challenges faced as outlined above in this report, it is recognised that a regular communication and stronger set of governance arrangements is required. It is therefore proposed to bolster the governance arrangements for the management of the Central Transport Services to ensure Service Areas are fully involved and aligned on decision making. It is proposed to establish of a new forum of relevant Cabinet Members with relevant senior officers responsible for CTS and from key service users to review decisions prior to presentation to Cabinet for formal approval.

### Response from PRAP Scrutiny

51. The PRAP Scrutiny Committee has an ongoing interest in the Infrastructure Business Model that commenced in July 2015, when it undertook a Joint Scrutiny Inquiry together with the Environmental Scrutiny Committee, to examine an Infrastructure Business Model and Alternative Delivery Options. At that time, the Central Transport Service was identified as a service open to an alternative delivery mechanism. The PRAP committee last received a progress update on Commercial and Collaboration services in January 2017, when Members felt that in a relatively short period of time significant improvements had been achieved in Fleet Services.
52. On 16<sup>th</sup> May 2018, PRAP Scrutiny received an update on progress. A written response has been received following the meeting attached at Appendix A, and summarised as follows:
- Committee concurs that it is worth exploring engagement with an external commercial partner to improve efficiency and reduce costs noting that a level of existing commercial risk will be transferred to a commercial partner, and that the new partnership could bring new risks to the Council.
  - Understands the proposal that budgets for vehicle maintenance should sit within service areas as this will provide greater accountability.

- Considers it important that budgets factor in overhead costs such as depreciation and the cost of replacement at the end of a vehicle's lifespan.
  - Encourages engagement in market planning and targeting to make full use of the facilities.
53. The comments are welcomed and accepted whilst also noting that any partnership would be expected to aid the growth of jobs and that the business offering must be sustainable in order to minimise the Council's risk.

### **Reasons for Recommendations**

54. To ensure that the Council has the requisite improvement plans, resources and governance in place to continue with the service improvement and modernisation of Council's Central Transport Service.

### **Legal Implications**

55. The report touches upon many complex areas and the appropriate detailed advice should be sought as and when required, by way of example only, insurance, HR and Health and Safety.
56. The report refers to consultation being undertaken. The carrying out of consultation gives rise to a legitimate expectation that the outcome of the consultation will be considered as part of the decision making progress. The decision maker should have regard to such consultation when making its decision
57. The Council has to satisfy its public sector duties under the Equalities Act 2010 (including specific Welsh public sector duties). Pursuant to these legal duties Councils must in making decisions have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics.
58. 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
59. As such decisions have to be made in the context of the Council's equality act public sector duties.
60. The decision maker should also have regard when making its decision to the Council's wider obligations under the Wellbeing of Future Generations (Wales)

Act 2015. In brief the act makes provision with regards promoting/improving wellbeing.

61. The report recommends delegating authority to the relevant Director to deal with all aspects of commissioning and any associated arrangements, which may be required. Legal advice should be sought on the proposals as the same are developed.
62. This report raises a number of areas that are to be the focus of further development within the Central Transport Services (CTS) improvement programme. More detailed analysis will be required to confirm the implications of any proposed changes for both CTS and the Council wide impacts.
63. Further delegation of vehicle operating costs budgets are proposed and this will need to consider a number of factors including , but not limited to:
  - a. Developing an equitable mechanism for devolving the budget to service areas.
  - b. Assessing the potential implications for the achievement of County wide objectives, both detailed such as the delivery of Vehicle Utilisation savings and county wide delivery of more strategic objectives such as the introduction of alternative fuel vehicles.
  - c. The potential implications for CTS if service areas divert their devolved budgets to other vehicle providers.

### **Financial Implications**

64. This report raises a number of areas that are to be the focus of further development within the Central Transport Services (CTS) improvement programme. More detailed analysis will be required to confirm the implications of any proposed changes for both CTS and the Council wide impacts.
65. Further delegation of vehicle operating costs budgets are proposed and this will need to consider a number of factors including , but not limited to:
  - a. Developing an equitable mechanism for devolving the budget to service areas.
  - b. Assessing the potential implications for the achievement of County wide objectives, both detailed such as the delivery of Vehicle Utilisation savings and county wide delivery of more strategic objectives such as the introduction of alternative fuel vehicles.
  - c. The potential implications for CTS if service areas divert their devolved budgets to other vehicle providers.
66. Further inter-related work on Vehicle Replacement Policy and funding mechanisms such as depreciation accounting are emphasised in the report. Given the continued financial pressures facing the Council in the medium term clarity on both the available funding and the mechanism by which vehicles will be replaced will be a fundamental requirement of any Policy. Given the desire

to include the implications in the Council's 2019/20 MTFP this activity will need to be completed with a degree of urgency. Depreciation will only be relevant for vehicles that the council purchases as leased or hired vehicles are not council assets as the council does not own these vehicles. The use of depreciation to create an earmarked reserve to underpin a vehicle replacement policy will require the identification of an appropriate budget to enable vehicle users to pay these additional charges.

67. The report identifies the principles that are required to move towards considering a commercial partnership. Further work will be required here to establish appropriate financial and performance baselines and to develop a business case. This would allow the identification of relevant risks and the potential benefits available from the proposed partnership compared to moving forward with an in-house provision. This should include an assessment of whether some of the other benefits, referred to in paragraph 45, in particular the commercial procurement approach are applicable to a Local Authority operating within public procurement rules. To maximise the financial benefits of any partnership the CTS improvement programme should have reached the stage where "quick wins" are fully retained by the Council and not shared with the commercial partner.
68. The 2017/18 Outturn position for CTS was balanced with shortfalls in vehicle utilisation savings and external income being offset by reduced expenditure primarily through vacancies and reduced vehicle operating costs. In addition to the outstanding saving required from vehicle utilisation highlighted in the report further savings of £60,000 from additional income generation and £60,000 from a reduction in vehicle costs have been included in the 2018/19 budget and the CTS improvement programme will need to ensure the delivery of these savings as a priority.

### **Human Resources Implications**

69. There are no direct HR implications arising from this report and its recommendations, it is important that trade union consultation takes place as matters progress.

### **RECOMMENDATIONS**

Cabinet is recommended to:

1. Note the progress made on the implementation of the Central Transport Services improvement programme and agree to the further work required as identified in this report.
2. Agree the principle of exploring a new approach with the private sector and to delegate authority to the relevant Senior Officers in consultation with the relevant Cabinet Members to deal with all aspects of commissioning a new approach including the award of contract(s) and any associated arrangements which may be required.



3. Agree that the Rolls Royce and number plate are both retained by the Council and that the Council approaches the National Motor Museum with a view to loaning the Rolls Royce on a temporary basis pending it being returned to Cardiff to be put on permanent display at an appropriate facility.

<b>SENIOR RESPONSIBLE OFFICER</b>	<b>Neil Hanratty</b> <b>Director of Economic Development</b>	<i>The following app</i>
	<b>29 June 2018</b>	

*endix is attached:*

Appendix A – Letter from Policy Review and Performance Scrutiny Committee

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

Cabinet Report June 2016: Infrastructure Services - Alternative Delivery Models: Next Steps

<http://cardiff.moderngov.co.uk/documents/s10882/Item%2010.pdf?LLL=0>

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

Date: 23 May 2018

Councillor Russell Goodway,  
Cabinet Member Investment & Development,  
Cardiff Council,  
County Hall,  
Cardiff  
CF10 4UW



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Dear Councillor Goodway,

### **Policy Review & Performance Scrutiny Committee: 18 April 2017**

Thank you for attending the Policy Review and Performance Scrutiny Committee last week to facilitate policy development scrutiny of proposals to commercially develop the Central Transport Service (CTS). I would be grateful if you would also pass on our appreciation to Tara King and her team for the presentation, and for assisting with members' inquiries. We discussed your proposals, and the Committee has requested that I pass on the following comments and observations to inform the Cabinet's consideration of CTS and the best way to proceed.

#### **Proposed new model**

The Committee noted the progress made since the centralisation of transport services, however the approach has not fully utilised the capacity for commercial growth and efficiency savings that exist within the service. We note the administration's political decision to retain these services in house and that in June there will be news of a new proposal to test a public - private partnership approach, with one or a number of external organisations.

We note your view that an external commercial partner has the potential to make improvements to the service and that there are a wide range of issues to be evaluated in taking such a decision. Whilst with this approach a level of existing commercial risk will be transferred to a commercial partner, you are clearly aware that a new partnership can bring new risks to the authority.

## **Budget implications**

Members were interested to hear that you have central sight of the overall costs to the Council of vehicle maintenance and note that they are increasing. We therefore understand your proposal that budgets for vehicle maintenance should sit within service areas, as you believe that this would provide greater accountability with vehicle usage clearly within service area cost control.

We note your view that some service areas are more forthcoming than others in co-operating to optimise vehicle usage, and that team behaviours can sometimes be an obstacle to maximising the potential for savings. You stated that when service areas are challenged they often offer reasons why some vehicles are not fully utilised.

Having clarified that the £8.6m budget for the vehicle maintenance service includes Council related internal service overheads, we commented that having budgets located in service areas provides the option of service areas looking elsewhere for vehicle maintenance services where they believe they are feasible and cost effective.

The Committee considers that budgets need to factor in depreciation and the cost of replacement at the end of a vehicles lifespan.

## **Exploring all markets/ opportunities**

The Committee wishes to stress that, if the Council decides to retain a central transport service, it must engage in better market planning and targeting.

Specifically, targeted exploration of opportunities for commercial partnerships or agreements, to make full use of the facilities. Some members believe there is an opportunity to increase the marketing of MOT's, particularly to staff and councillors.

## **Evaluating success**

The Committee considers it important that your proposals for a public –private partnership approach to the commercialisation of CTS includes a clear indication of how you will measure success. We note your view that the criteria for doing so might include the reduction of risk, and a share in any profits.

*To re-cap, following policy development scrutiny, the Committee*

- concurs that it is worth exploring engagement with an external commercial partner to improve efficiency and reduce costs noting that a level of existing commercial risk will be transferred to a commercial partner, and that the new partnership could bring new risks to the Council.
- understands your proposal that budgets for vehicle maintenance should sit within service areas as this will provide greater accountability.
- considers it important that budgets factor in overhead costs such as depreciation and the cost of replacement at the end of a vehicle's lifespan
- encourages you to engage in market planning and targeting to make full use of the facilities.

As this was policy development scrutiny, we will not expect a response at this stage. We will, however, maintain an interest in progress in forward work programming. Once again, on behalf of the Committee, please pass my sincere thanks to all who attended PRAP Scrutiny Committee for the consideration of the Central Transport Service.

Yours sincerely,



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

cc Members of the Policy Review & Performance Scrutiny Committee.  
Tara King, Assistant Director Commercial and Collaboration  
David Lowe, Operations Manager,  
Joanne Watkins, Cabinet Office Manager.  
Alison Taylor, Cabinet Support Officer.

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