

CABINET: THURSDAY, 11 JULY 2019 at 2.00 PM

A Cabinet Meeting will be held in Committee Room 3, County Hall on Thursday 11 July 2019 at 2.00 pm

A G E N D A

- 1 Minutes of the Cabinet meeting held on 13 June 2019 *(Pages 3 - 8)*

Leader

- 2 Cardiff Council Statutory Well-being report *(Pages 9 - 198)*

Children & Families

- 3 Strategic Plan to Deliver Excellent Outcomes for all our Children *(Pages 199 - 250)*

Social Care, Health & Wellbeing and Children & Families

- 4 Local Authority Social Services Annual Report 2018/19 *(Pages 251 - 356)*

Culture & Leisure

- 5 Public Space Protection Orders - Dog Controls *(Pages 357 - 396)*

Education, Employment & Skills

- 6 21st Century Schools, Band B: Early Years, Primary and Secondary School Provision to Serve Adamsdown and Splott *(Pages 397 - 508)*

Finance, Modernisation & Performance

- 7 Corporate Risk Management - Quarter 4 2018/19 *(Pages 509 - 542)*
- 8 Draft Counter-Fraud and Corruption Strategy *(Pages 543 - 576)*
- 9 Budget Strategy 2020/21 and the Medium Term *(Pages 577 - 628)*
- 10 Annual Complaints Report *(Pages 629 - 662)*
- 11 Review of Cardiff Works and Matrix agency provision *(Pages 663 - 668)*

Housing & Communities

12 HMO Licensing Renewal (*Pages 669 - 688*)

Investment & Development

13 Indoor Arena (*Pages 689 - 1528*)

PAUL ORDERS

Chief Executive

4 July 2019

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

**CARDIFF COUNCIL
CYNGOR CAERDYDD**



MINUTES

CABINET MEETING: 13 JUNE 2019

Cabinet Members Present:	<p>Councillor Huw Thomas (Leader) Councillor Peter Bradbury Councillor Susan Elsmore Councillor Russell Goodway Councillor Graham Hinchey Councillor Sarah Merry Councillor Lynda Thorne Councillor Chris Weaver Councillor Caro Wild</p>
Observers:	<p>Councillor Joe Boyle Councillor Keith Parry Councillor Adrian Robson</p>
Also:	<p>Councillor Ramesh Patel (Min 2)</p>
Officers:	<p>Paul Orders, Chief Executive Chris Lee, Section 151 Officer Davina Fiore, Monitoring Officer Joanne Watkins, Cabinet Office</p>
Apologies:	<p>Councillor Michael Michael</p>

124 MINUTES OF THE CABINET MEETING HELD ON 16 MAY 2019

The minutes of the Cabinet meeting held on 16 May 2019 were approved.

125 TO RECEIVE THE REPORT OF THE ENVIRONMENTAL SCRUTINY COMMITTEE ENTITLED 'LITTER & FLYTIPPING IN CARDIFF'

Councillor Ramesh Patel presented the report of the Environmental Scrutiny Committee entitled 'Litter & Flytipping in Cardiff'. The report contained a number of recommendations covering areas such as Resource Allocation and Technology, Enforcement and Fines, Education and Awareness, Bins, Volunteering, Litter in general, Fast food, Flytipping, Dog fouling, Smoking related litter and Chewing Gum.

RESOLVED: that the report Environmental Scrutiny Committee entitled 'Litter & Flytipping in Cardiff' be received and a response be provided by October 2019

126 **WELSH LANGUAGE STANDARDS: ANNUAL REPORT 2018-19**

Cabinet considered the Welsh language standards report for 2018-19 which was a statutory requirement of the Welsh language standards introduced in 2016. The report detailed the Council's performance in relation to the Welsh language across a number of areas. The report also included a new action plan for the Bilingual Cardiff Strategy, in accordance with the recommendations of an external review into the strategy last year.

RESOLVED: that Council be recommended to:

- (1) Approve the Welsh Language Standards Annual Report 2018-19 (attached as Appendix A) and agree the report prior to publication in accordance with the Welsh Language Standards (Welsh Language (Wales) Measure 2011).
- (2) Approve the revised Bilingual Cardiff Strategy Action plan (attached as Appendix 1)

127 **CABINET RESPONSE TO THE ECONOMY & CULTURE SCRUTINY REPORT 'EVENTS IN CARDIFF'**

The Cabinet received the response to the Economy and Culture Scrutiny Committee report entitled Events in Cardiff. 11 recommendations were accepted either fully or partially and one recommendation was rejected. Cabinet noted that Cardiff was widely recognised as a city that excelled at delivering events.

RESOLVED: that the response to the 'Events in Cardiff' report of the Economy & Culture Scrutiny Committee as set out in Appendix A to the report be approved

128 **21ST CENTURY SCHOOLS BAND 8: REDEVELOPMENT OF CANTONIAN, RIVERBANK AND WOODLANDS SCHOOLS**

A report containing details of the responses received during the consultation on proposals regarding the redevelopment of Cantonian High School, Riverbank Special School and Woodlands High School was received. It was reported that there was a broadly positive response to the proposals although there had been some concerns raised regarding traffic in the area although it was noted that transport assessments would be carried out. Concerns relating to the shared space on site were to be mitigated by reducing the proposed expansion of Riverbank Special School.

RESOLVED: that

1. statutory notices be issued to:

- Increase the capacity of Cantonian High from 6 forms of entry (6FE) to eight forms of entry (8FE) with sixth form provision for up to 250 pupils in new build accommodation;
- Expand the Specialist Resource Base (SRB) for learners with an Autism Spectrum Condition (ASC), hosted at Cantonian High School from 20 to 30 places in purpose built accommodation in the new school buildings;

- Transfer Woodlands Special School to the Doyle Avenue site and increase the capacity from 140 places to 240 places in new build accommodation;
 - Transfer Riverbank Special School to the Doyle Avenue site and increase the capacity from 70 to 112 places in new build accommodation.
2. It be noted that if objections to the published statutory notice are received, the Council would publish a summary of these objections and the Council's response to those objections.
 3. It be noted that within 35 days of the end of the objection period the Council will forward copies of the statutory objections in addition to the objection report to the Welsh Ministers for determination of the proposal.
 4. It be noted that the Cabinet will receive a subsequent report on further proposals to increase the number of special school places for primary age children with complex learning needs.

129 AIR QUALITY FEASIBILITY STUDY FINAL PLAN - FULL BUSINESS CASE AND CITY CENTRE TRANSPORT IMPROVEMENTS

The Cabinet received a report outlining the preferred option to address the legal direction Cardiff Council received from Welsh Government- Environment Act 1995 (feasibility study for Nitrogen Dioxide Compliance) Air Quality Direction 2018. The preferred option identified measures that are aimed at achieving compliance with legal limits and reducing air pollution as low as reasonably practicable to protect and improve the public health of Cardiff citizens. One of the key elements of the measures were the city centre transport schemes and approval for progressing these schemes was sought.

RESOLVED: that

1. the outcome of the public consultation on the Preferred Option as set out in paragraphs 66-71 of the report be noted
2. the Clean Air Feasibility Study Final Plan (Full Business Case) for submission to Welsh Government no later than the 30th June 2019 be approved
3. authority be delegated to the Director of Planning, Transport and Environment, in consultation with the Cabinet Member for Strategic Planning & Transport, to make any necessary amendments to the Final Plan, provided no fundamental changes to the agreed Preferred Option occurs as result of the amendments.
4. the wider Clean Air Strategy and Action Plan included as Appendix C in the Final Plan be approved
5. authority be delegated to the Director of Planning, Transport and Environment in consultation with the Cabinet Member for Strategic Planning & Transport to

assess the feasibility of implementing a Low Emission Zone for Buses and/ or Quality Partnership Scheme.

6. the undertaking of public consultation on the concept designs of proposed City Centre Improvement Schemes be approved namely:
 - a. City Centre North
 - b. City Centre West
 - c. City Centre East
7. Authority be delegated to the Director of Planning, Transport and Environment, in consultation with the Cabinet Member for Strategic Planning & Transport, to progress and approve detailed design of works, taking account of feedback to the public consultation and to progress the necessary Traffic Regulation Orders.
8. Having regard to legal and procurement advice (and the caveats set out in paragraph 135 of the report) approval be given to proceed to Tender of a contractor on the following schemes;
 - a) City Centre West Phase 1
 - b) City Centre North Phase 1
 - c) City Centre East Phase 1,
9. a further report on the City Centre Schemes be received prior to contract award.

130 **OUTTURN REPORT**

The Cabinet considered the Outturn report for 2018-19 which advised of the financial position for the Council at the end of the 2018-19 financial year. It was reported that a balanced position had been achieved with the Council maintaining its spending within its overall net budget of £609 million in 2018/19 after contributions to and from earmarked reserves. It was reported that schools balances had decreased and the HRA showed a balanced position.

RESOLVED: that

- (1) the report and the actions taken in respect of the Council's accounts for 2018/19 be approved
- (2) it be noted that this report will form an Appendix to the Financial Statements report to be considered at the Council meeting in September 2019

131 **CARDIFF BUS - LOAN FOR ACQUISITION OF ELECTRIC VEHICLES**

Cabinet considered a report outlining details of a request received from Cardiff Bus in relation to the Council providing the bus company with a loan of £3.8 million over a three year period for investment in electric vehicles. This would facilitate a grant offer of up to £5.7 million from the Department for Transport. It was proposed that ensure that there is no impact on the council tax payer the rate chargeable on the loan would be in excess of that which the Council would access from the Public Works Loans Board and that security would be sought for the loan.

RESOLVED: that

1. the granting of a loan to Cardiff Bus from the Council for £2.0 million for the purchase of electric vehicles subject to conclusion of a legal agreement, to include appropriate security arrangements, between the Council and Cardiff Bus in respect of the terms of the loan
2. In line with the Council's Budgetary Framework, further Council approval be sought when required and if appropriate, in terms of spend commitments and in line with DFT grant conditions, for a further loan to Cardiff Bus for £1.8 million.
3. the Corporate Director Resources in consultation with the Director of Governance & Legal Services and the Cabinet Member for Finance, Modernisation and Performance be delegated the authority to prepare and conclude of the legal agreements between the Council and Cardiff Bus in respect of approved loans.

This page is intentionally left blank

**CARDIFF COUNCIL
CYNGOR CAERDYDD**



CABINET MEETING: 11 JULY 2019

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

LEADER (COUNCILLOR HUW THOMAS)

AGENDA ITEM: 2

Reason for this Report

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

Background

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

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

is supported by the city's partnership delivery framework, adopted by the Cardiff Public Services Board in May 2018. The Annual Report of the Cardiff Public Services Board, containing an update on progress against the Well-being Plan and the city's partnership delivery framework, is attached as Appendix 3.

Council Performance

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

Corporate Performance- Challenge and Improvement Priorities

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

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

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

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

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

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

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

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

Policy Review and Performance Scrutiny Committee

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

Reason for Recommendations

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

Financial Implications

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

Legal Implications

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

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

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

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

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

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

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

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

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

HR Implications

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

RECOMMENDATIONS

Cabinet is recommended to approve the Council Annual Statutory Improvement Report for submission to Council in July 2019.

PAUL ORDERS

Chief Executive
5 July 2019

The following appendices are attached:

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

- Appendix 1b: Update against the Steps included within the Corporate Plan 2018-21
- Appendix 2: Update against the Council's Capital Ambition Delivery Programme
- Appendix 3: Cardiff Public Services Board Annual Report
- Appendix 4: Letter from Chair of Scrutiny

This page is intentionally left blank

Annual Well-being Report 2018/19



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

WORKING FOR CARDIFF,
WORKING FOR YOU
Page 19



Leader's Introduction

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

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

I am proud of the progress we are making.

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

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

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

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

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

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

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

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

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



Cllr Huw Thomas

Leader of Cardiff Council

Contents

About this report	Page 3
The Council at a Glance – Serving the City	Page 4
Engaging with our Citizens	Page 7
Review of Well-being Objectives	Page 8
How We Self-Assess our Well-being Objectives	Page 9
Well-Being Objective 1.1 – Cardiff is a great place to grow up	Page 11
Well-Being Objective 1.2 – Cardiff is a great place to grow older	Page 14
Well-Being Objective 1.3 – Supporting people out of poverty	Page 17
Well-Being Objective 1.4 – Safe, confident and empowered communities	Page 20
Well-Being Objective 2.1 – A capital city that works for Wales	Page 23
Well-Being Objective 3.1 – Cardiff grows in a resilient way	Page 26
Well-Being Objective 4.1 – Modernising and integrating our public services	Page 30

About this Report

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

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

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

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

The Corporate Plan 2018-21 includes:

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

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

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

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

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

The Annual Well-Being Report includes:

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

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

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

A clear indication of whether targets have been met.

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

We welcome your feedback on this report, please contact:

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

E-mail: performance@cardiff.gov.uk

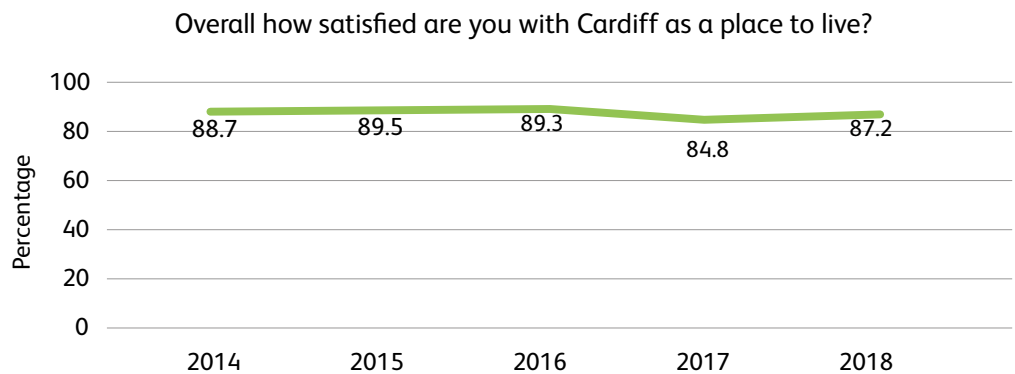
The Council at a Glance - Serving the City

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

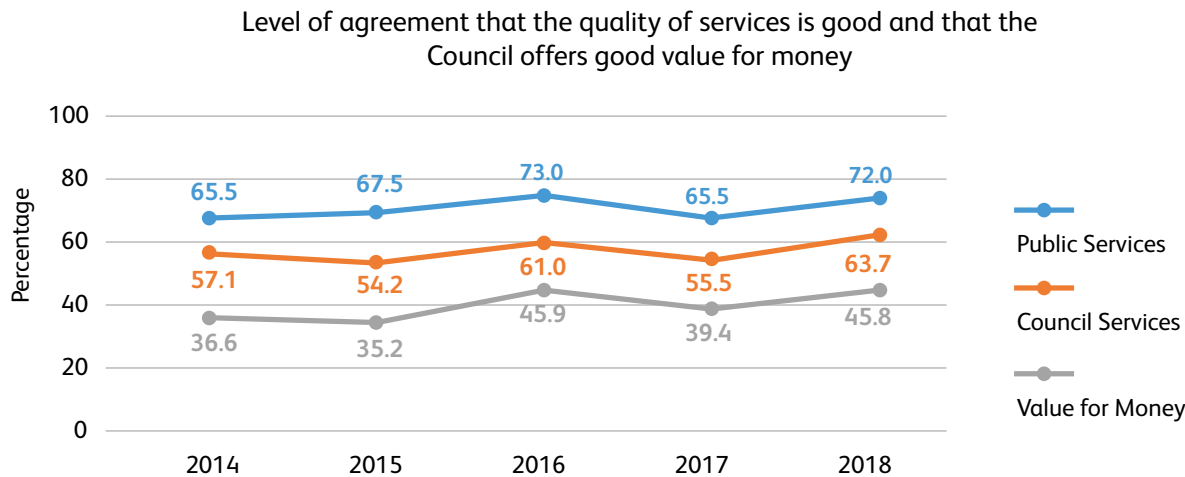
- Collecting bins
- Cutting grass and cleaning streets
- Providing services for older people and people with disabilities
- Running schools
- Managing housing stock
- Looking after children who are in care
- Maintaining roads and highways
- Street cleaning
- Maintaining parks

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

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



Source: Ask Cardiff



Source: Ask Cardiff

Cardiff in 2019: A Fast Growing and Changing City

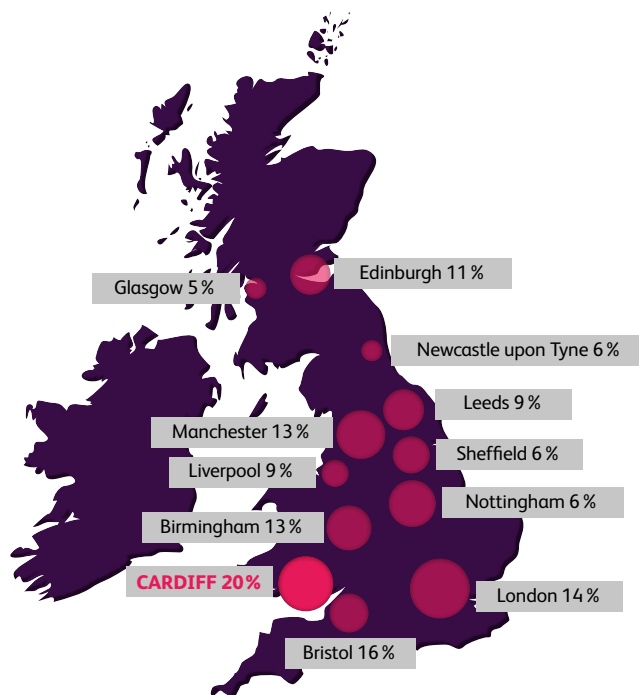
Over the last decade Cardiff grew by around 11 %, or 34,600 people, and this growth is set to continue, with the Welsh capital projected to be the fastest-growing major British city.

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

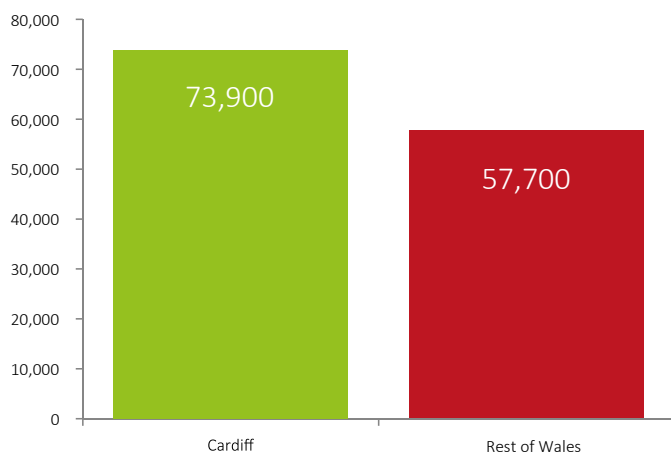
That so many people are choosing to live and work in Cardiff is good news, but it will strain our city's infrastructures and put new demands on our public services. This is because the city's population growth will not be spread evenly across age groups. For example, the expected 24 % increase in school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

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

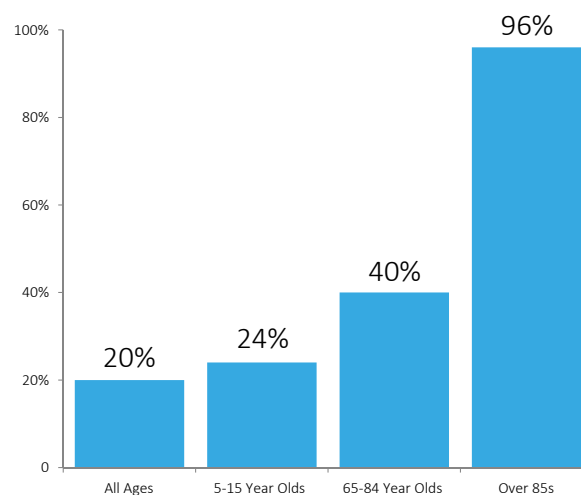
Projected Population Growth within selected UK cities 2018-38



Projected Population Growth 2018-2038



Projected Population Growth 2018-2038 by age group

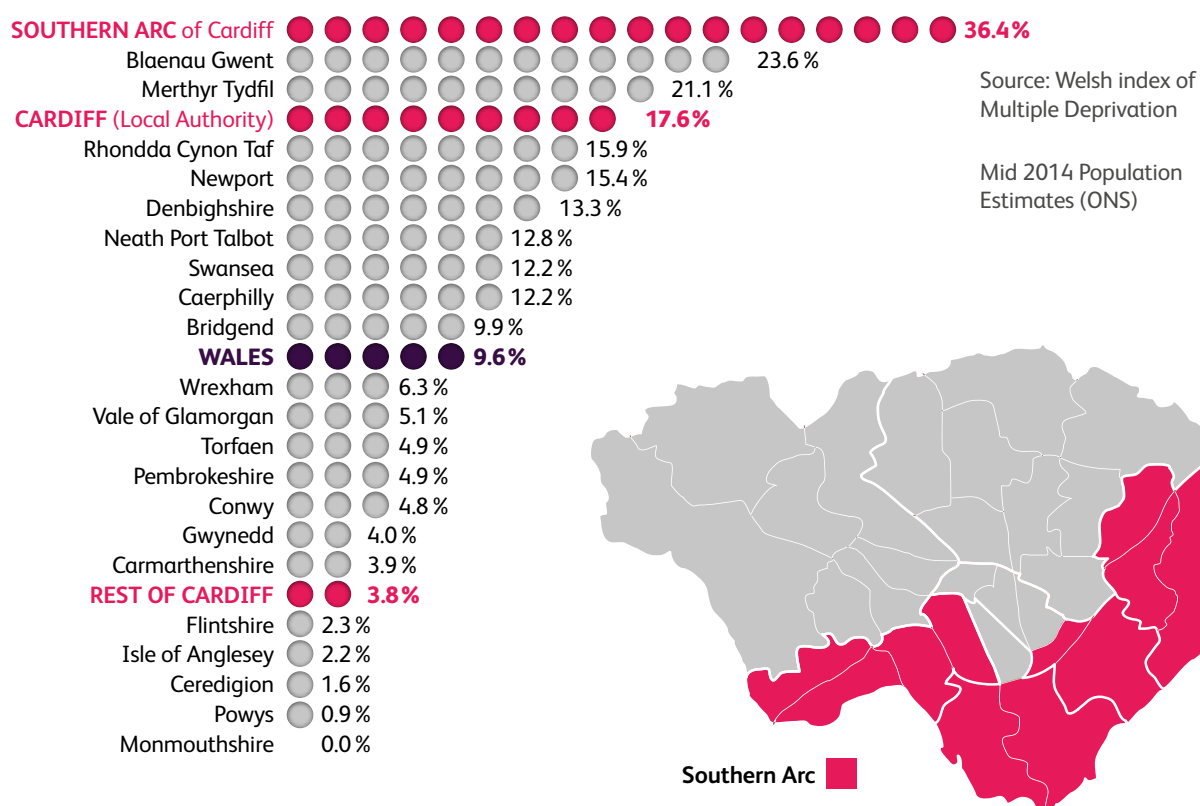


An unequal city

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

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

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



Financial Outlook: No end to austerity

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

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

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

Engaging with our Citizens

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

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

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

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

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



Review of Well-being Objectives

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

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

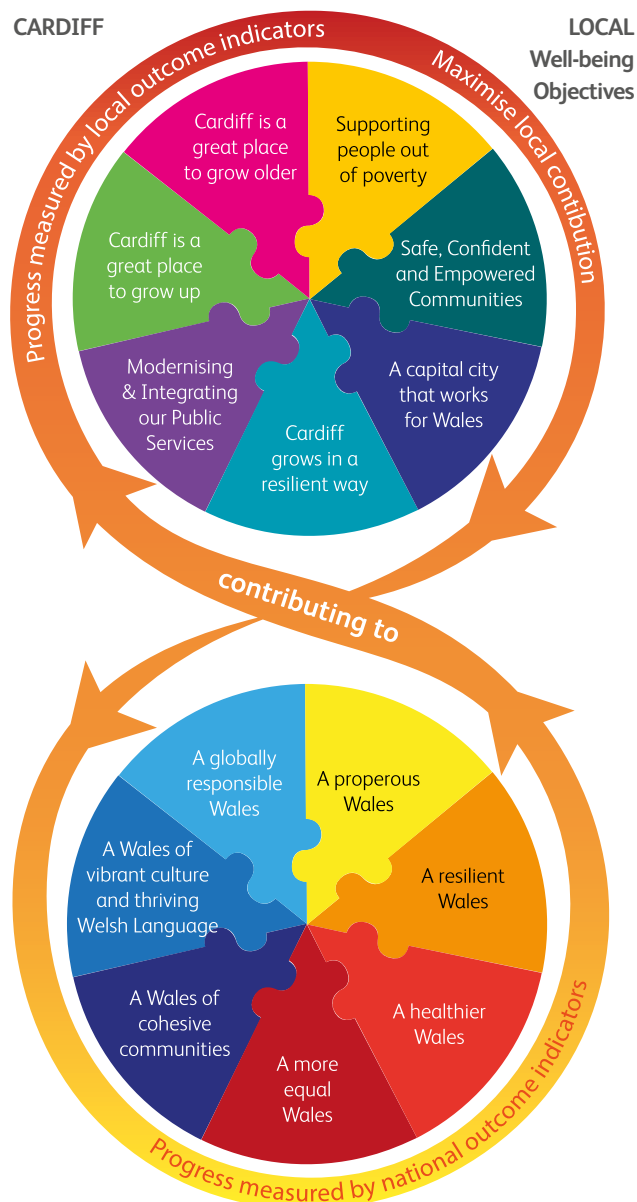
Contribution to National Well-being Goals

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

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

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

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



How we Self-Assess our Well-being Objectives

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

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

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

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

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

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

Self-Assessment of Performance for 2018/19

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

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

Well-being Objective 1.1:

Cardiff is a great place to grow up

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

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

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

Key Successes in 2018/19

Work towards becoming a Child Friendly City

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

Ensure every school in Cardiff is a great school

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

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

Support vulnerable children and families

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



Key Challenges and Risks

Improving attainment for vulnerable children

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

Supporting routes into employment, particularly for more vulnerable groups

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

Ensuring sufficiency and improving the learning environment

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

Meeting demand pressures in Children's services

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

Forward Look: Areas of Focus

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

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

Well-being Objective 1.2:

Cardiff is a great place to grow older

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

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

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

Key Successes in 2018/19

Join up Social Care, Health and Housing

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

Becoming an Age Friendly and Dementia Friendly City

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

Key Challenges and Risks

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

Forward Look: Areas of Focus

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

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



Well-being Objective 1.3:

Supporting people out of poverty

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

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

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

Key Successes in 2018/19

Tackling Poverty

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

Encouraging Local Employers to Be Socially Responsible

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

Tackling Homelessness and Rough Sleeping

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

Key Challenges and Risks

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

Forward Look: Areas of Focus


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



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

Well-being Objective 1.4:

Safe, confident and empowered communities



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

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

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

Key Successes in 2018/19

Safeguard and support vulnerable people

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

Encourage safe and inclusive communities

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

Regenerate local communities and citizen-centred services

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

Support sports, leisure, culture and green spaces

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

Key Challenges and Risks

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



Forward Look: Areas of Focus

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

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

Well-being Objective 2.1:

A capital city that works for Wales

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

Key Successes in 2018/19

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



Key Challenges and Risks

Brexit

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

Future of Regional Funding

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

Visitor Market Demand

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

Proposed Regional Working Arrangements:

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

Forward Look: Areas of Future Focus

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

major events.

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

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

Well-being Objective 3.1:

Cardiff Grows in a Resilient Way

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

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

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

Key Successes in 2018/19

Housing

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

Transport

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

Key Successes in 2018/19

Waste and recycling

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

Clean streets

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

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

Key Challenges and Risks

Meeting the Clean Air challenge by 2021

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

Keeping streets clean, particularly in inner-city wards

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

Key Challenges and Risks

Achieving statutory recycling targets

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

Coastal erosion

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



Forward Look: Areas of Future Focus

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

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

Well-being Objective 4.1:

Modernising and Integrating Our Public Services

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

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

Key Successes in 2018/19

Digital

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

Assets and property

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

Workforce

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

Citizen Satisfaction with Council Services

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

Key Challenges and Risks

Finance and budget

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

Rising long-term, stress-related sickness absence

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

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

Digital skills and culture

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

Forward Look: Areas of Future Focus

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

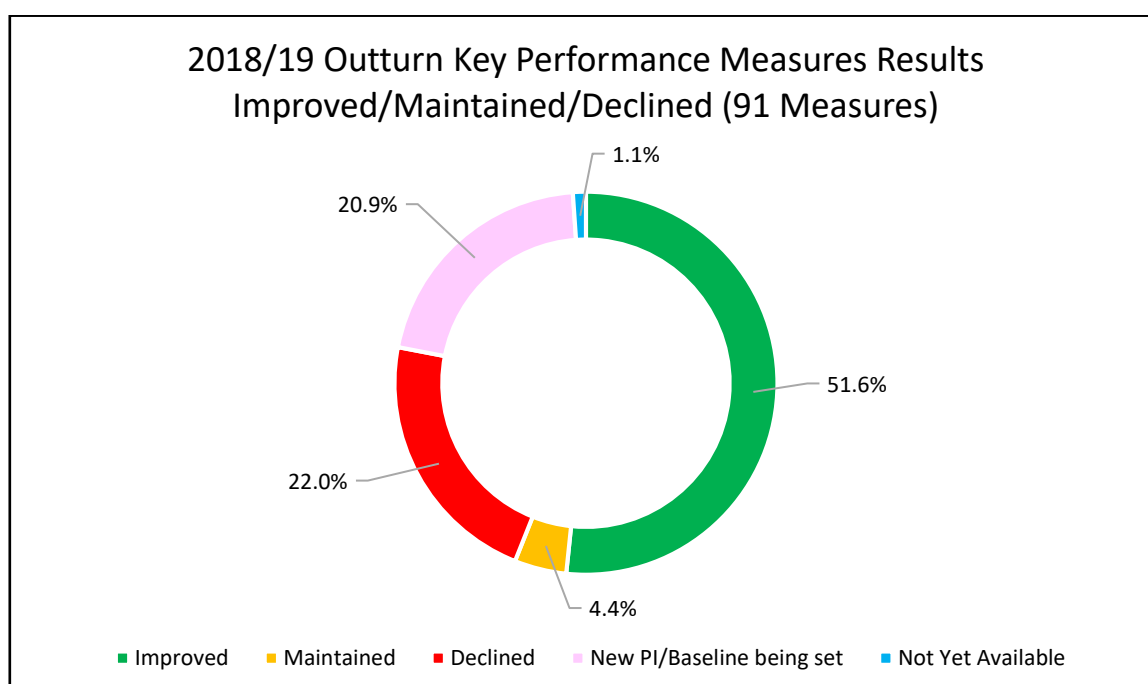
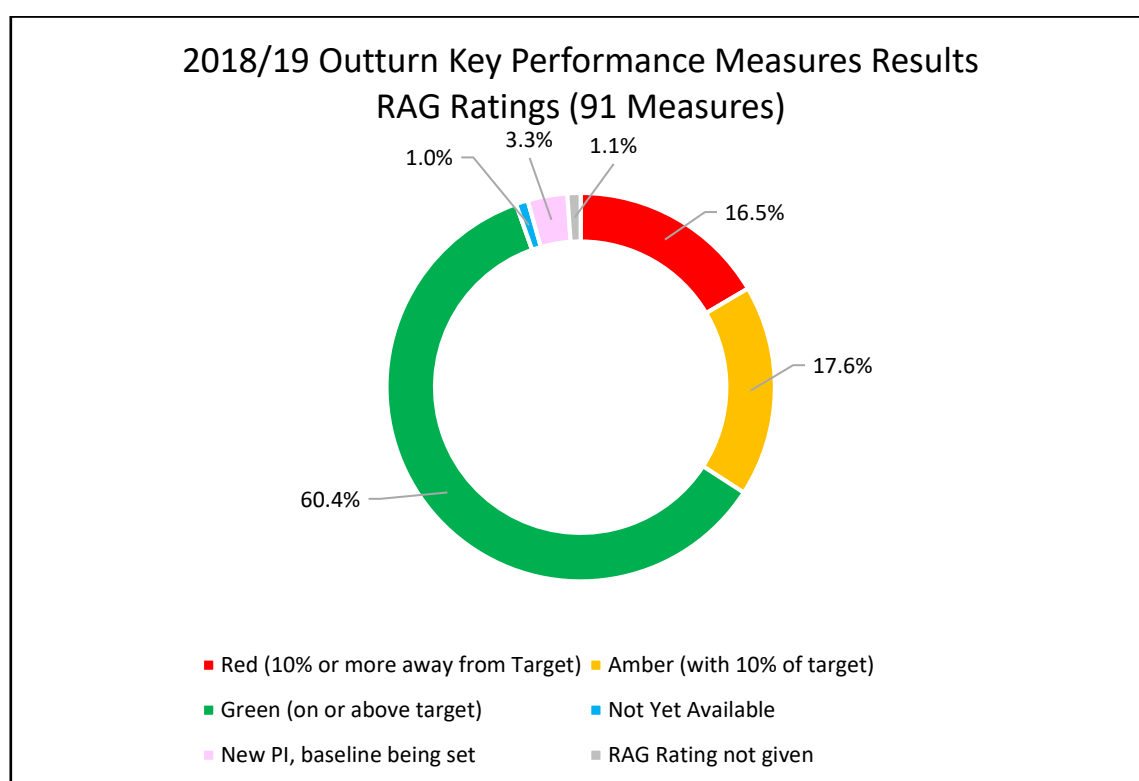
they are now carried out by the next level of management. Moving forward, the Council will need to ensure compliance with the new approach as well as monitoring the impact. Other areas of future activity will include a focus on Manager and Employee Guidance Documents, which will include reasonable adjustment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

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

Appendix 1a – Key Performance Measures 2018/19

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

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



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

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

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

Summary of Measures – 20

20%	45%	35%
-----	-----	-----

Red (10% or more away from target) (4)	Amber (within 10% of target) (9)	Green (on or above target) (7)	Baseline being set (0)	RAG not appropriate (0)	Result not available (0)
--	----------------------------------	--------------------------------	------------------------	-------------------------	--------------------------

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

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

Summary of Measures – 8

12.5%	37.5%	37.5%	12.5%
-------	-------	-------	-------

Red (10% or more away from target) (0)	Amber (within 10% of target) (1)	Green (on or above target) (3)	Baseline being set (3)	RAG not appropriate (1)	Result not available (0)
--	----------------------------------	--------------------------------	------------------------	-------------------------	--------------------------

Well-being Objective 1.3: Supporting people out of poverty

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

Summary of Measures – 10

10%	90%				
Red (10% or more away from target) (0)	Amber (within 10% of target) (1)	Green (on or above target) (9)	Baseline being set (0)	RAG not appropriate (0)	Result not available (0)

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

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

Summary of Measures – 17

23.5%	5.9%	70.6%
-------	------	-------

Red (10% or more away from target) (4)	Amber (within 10% of target) (1)	Green (on or above target) (12)	Baseline being set (0)	RAG not appropriate (0)	Result not available (0)
--	----------------------------------	---------------------------------	------------------------	-------------------------	--------------------------

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

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

Summary of Measures – 4

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

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

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

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

Summary of Measures – 18

16.7%	83.3%
-------	-------

Red (10% or more away from target) (0)	Amber (within 10% of target) (3)	Green (on or above target) (15)	Baseline being set (0)	RAG not appropriate (0)	Result not available (0)
--	----------------------------------	---------------------------------	------------------------	-------------------------	--------------------------

Well-being Objective 4.1: Modernising and integrating our public services

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

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

Summary of Measures – 14

28.6%	7.1%	57.1%	7.1%
-------	------	-------	------

Red (10% or more away from target) (4)	Amber (within 10% of target) (1)	Green (on or above target) (8)	Baseline being set (0)	RAG not appropriate (0)	Result not available (1)
--	----------------------------------	--------------------------------	------------------------	-------------------------	--------------------------

Appendix 1b – Narrative Updates against Steps

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

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

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

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

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

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

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

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

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

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

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

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

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

Well-Being Objective 1.3: Supporting people out of poverty

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			Cardiff Harbour Festival, the 2018 Extreme Sailing Series and the National Eisteddfod.		
Support the development of the creative sector and help unlock investment opportunities by working with partners from the Universities and the Creative Economy on bids to the Arts, Humanities and Research Council	Cllr Peter Bradbury	Economic Development	<p>Cardiff has been successful in securing a £10 million Arts and Humanities Research Council's (AHRC) Creative Industries Cluster bid. This is one of nine creative clusters in the UK to have been awarded significant research funding by the AHRC as part of its £80 million Creative Industries Cluster Programme and will support Cardiff's position at the cutting edge of screen innovation and to lead the way in developing new ways to consume digital content and stories.</p> <p>We are a key partner in helping to deliver Cardiff's Clwstwr Creadigol project, which is being led by Cardiff University, working closely with University of South Wales, Cardiff Metropolitan University and other institutions, such as the Welsh Government, and commercial partners, including BBC Cymru, S4C, Boom Cymru and others. The Council has committed resources over five years in support of the project including an office base for the Clwstwr Creadigol delivery team at Cardiff City Hall.</p> <p>Cardiff also won the UK national bid to host the Creative Cities Convention in 2019. This high profile media convention will bring together key media organisations to shape the future of the media sector in the UK and offers an opportunity to showcase the city. Senior high profile broadcasters from across the UK will meet in Cardiff to discuss the future of broadcasting in the UK.</p>	Green	Ongoing

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Delivering the Capital Ambition Programme Review and Self-Assessment

1. Background

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

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

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

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

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

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

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

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

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

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

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

Modernisation: Corporate Landlord

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

Modernisation: Digital & Customer

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

Modernisation: Service Reviews

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

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

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

Resilient Services: Improving Outcomes for Children

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

Resilient Services: Improving Outcomes for Adults

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

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

Resilient Services: Inclusive Growth

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

Resilient Services: Total Street

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

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

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

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

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

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

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

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

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

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

4. Forward Look: Priorities for 2019/20

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

Modernisation Programme:

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

Resilient Services:

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

Progress Update by Programme

1. Progress Update – Modernisation Portfolio

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

1.1 Programme: Corporate Landlord

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

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

• People and Change Project

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

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

• Customer One Front Door Project

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

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

- **Architecture Technology Project**

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

- Strategic Estates are the first service area to implement this new system, and this is to be introduced over two phases commencing in May 2019.

- **2nd Generation Buildings Maintenance Frameworks Project**

New Building Maintenance Frameworks for contracts commenced on the 1st April 2019.

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

- **Strategic Asset Management Principles Project**

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

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

Next steps

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

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

1.2 Programme: Digital & Customer

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

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

• Hybrid Mail Project

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

• Cardiff.gov App Project

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

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

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

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

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

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

- **Virtual Agent Technology Project**

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

- **Education Information Management Project**

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

- **Office 365 Project**

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

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

- **SharePoint Project**

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

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

- **Smarter Working Project**

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

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

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

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

Next Steps

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

1.3 Programme: Service Reviews

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

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

The reviews completed to date are:

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

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

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

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

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

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

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

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

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

Next steps

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

2. Progress Update – Resilient Services Portfolio

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

2.1 Programme: Improving Outcomes for Children

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

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

• Child Placements Project

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

The Fostering Project has been established to:

- increase the number of in-house foster carers.

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

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

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

• **Child Friendly City Project**

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

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

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

The key progress to date includes:

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

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

- **Early Help Project**

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

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

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

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

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

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

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

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

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

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

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

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

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

• **Disability Futures Project (DFP)**

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

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

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

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

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

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

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

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

Next steps

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

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

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

2.2 Programme: Improving Outcomes for Adults

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

Key measures of success include:

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

• First Point of Contact – Get Me Home Project

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

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

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

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

- **Review Community Resources Team Project**

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

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

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

The outcomes of the systems review were twofold:

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

This would inform the second element to:

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

- **Care and Housing Review Project**

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

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

Supporting this are a number of key aims, to:

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

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

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

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

In addition, it has also been agreed that all partners would provide any specifications/policies they have regarding development e.g. all ground floor accommodation to be developed as one bedroom accessible homes.

The Programme Board has agreed that there should also be a focus on refurbishment and remodelling of existing accommodation (rather than new build) as potentially this may be more economical.

- **Dementia Friendly City Project**

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

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

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

Some of the key achievements to date are:

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

Next steps

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

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

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

2.3 Programme – Inclusive Growth

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

Key measures of success include:

Outcome indicators:

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

Output KPIs:

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

• Into Work Service Development

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

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

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

- **Improving Employer Engagement**

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

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

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

- **Targeting Services at the Most Vulnerable**

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

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

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

- **Work Experience and Volunteering**

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

- **Social Responsibility Project**

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

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

Next steps

Employment Pathways & Volunteering

Overseeing the further development of Into Work Services:

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

Socially Responsible Procurement

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

Ensuring the needs of the most vulnerable are met

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

2.4 Programme – Total Street

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

The key aims and outcomes of the programme are:

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

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

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

- **Waste (Bartec) Project**

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

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

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

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

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

- **Cleansing Round Re-design Project**

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

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

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

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

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

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

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

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

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

Key achievements to date include:

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

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

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

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

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

To date, the project team has:

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

- **64% Recycling Project**

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

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

To date the project deliverables have included:

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

Next Steps

Localities Working Programme

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



Cardiff Well-Being Plan 2018–2023

Draft Annual Report 2018/19



Contents



Foreword	4
Introduction	5
Cardiff's Well-being Objectives	
1 - A Capital City that Works for Wales	7
2 - Cardiff grows in a resilient way	13
3 - Safe, Confident and Empowered Communities	19
4 - Cardiff is a great place to grow up	25
5 - Supporting people out of poverty	31
6 - Cardiff is a great place to grow older	37
7 - Modernising and Integrating Our Public Services	43

“

Together we can make Cardiff
a great place to live for all our
residents”



Foreword

To meet the challenges of today and tomorrow, the public sector needs to adapt and respond as one.

Cardiff Public Services Board provides the forum for this to happen - for public sector partners to work together to drive forward economic growth for all, to address the causes of poverty and inequality and to manage demand for services and the impact of climate change in a resilient and sustainable way.

In May 2018, our Cardiff Well-being Plan 2018-2023 set out the steps we will take to tackle these challenges. A year in and the PSB has led the way in responding to some of the key issues facing the city – from responding to Brexit, advocating the Living Wage, making the shift to active modes of transport and developing an integrated approach to the planning of new communities.

The focus has also been on the voice of the child, with the launch of Cardiff's Child Friendly City Strategy and the new Family Support Service ensuring children and families are given the right support, in the right way and at the right time.

This annual report includes many more examples of the partnership work undertaken this year. It is clear that the PSB has already made significant strides forward in delivering its Well-being Plan and making Cardiff a greener, fairer and more prosperous city.



Huw Thomas
Chair, Cardiff Public Services Board
Leader of Cardiff Council

“

Meeting the challenges of today and tomorrow”

Introduction

About the Annual Report of the Cardiff PSB

This annual report outlines the work that the Cardiff Public Services Board has undertaken over the past 12 months to deliver on its [Well-being Plan](#) and provides an update on how the city is performing against the plan's outcome indicators.

The Well-being Plan sets 50 indicators for measuring the city's performance. [Cardiff in 2019](#) provides an interactive platform for comparing performance against the UK's Core Cities and other Welsh Local Authorities.

What is Cardiff's Public Services Board?

Cardiff's Public Services Board (Cardiff PSB) brings together the city's public service leadership and decision-makers, including those from the Local Authority, Health Board, Natural Resources Wales, Welsh Government, the Third Sector and the Fire, Police and Probation services. The purpose of the PSB is to improve the economic, social, environmental and cultural well-being of Cardiff by strengthening joint working across the city's public services.

What is a Well-being Plan?

Cardiff Well-being Plan 2018-2023 sets out the Cardiff PSB's priorities for action over the next 5 years, and beyond. The plan focusses on the areas of public service delivery which fundamentally require partnership working between the city's public and community services, and with the citizens of Cardiff.

The Well-being Plan should therefore be seen as a complementary document to the strategic plans of each PSB member, focusing on delivering 'collaborative advantage' in areas of city life and public services which cut across all public and communities services.

The Plan contains Well-being Objectives, high-level priorities that the Cardiff PSB have identified as being most important. It also contains 'commitments,' or practical steps that the city's public services, together, will deliver over the next 5 years. The PSB's Wellbeing Objectives are:

1. A capital city that works for Wales
2. Cardiff grows in a resilient way
3. Safe, confident and empowered communities
4. Cardiff is a great place to grow up
5. Supporting people out of poverty
6. Cardiff is a great place to grow old
7. Modernising and integrating our public services

How is the Well-being Plan being delivered?

The Cardiff PSB has put in place a number of programme of work in order to deliver in these areas where delivering improvement fundamentally requires partnership working across the public services. The partnership delivery framework, agreed by the PSB in May 2018, can be found in [Appendix A](#).



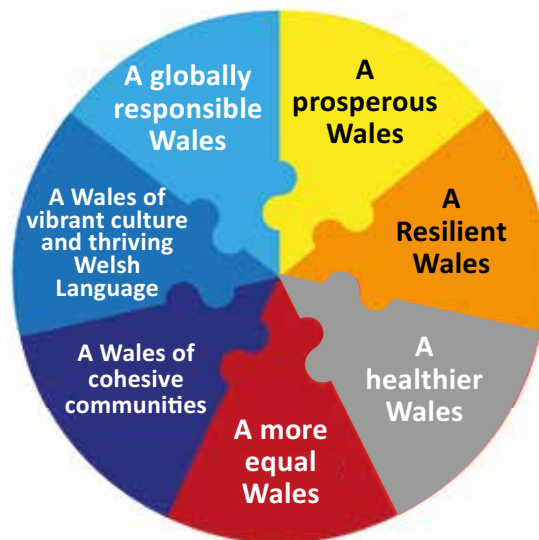
Well-being Objective 1

A Capital City that
Works for Wales

Introduction

Cardiff is the economic, political and cultural capital of Wales. As well as playing a vital role in creating jobs and attracting investment into Wales, it is the home of Welsh sport, politics, music and the arts, hosting major international sporting and cultural events, and provides specialist public services for the people of the wider Capital Region.

A successful Wales needs a successful capital city. PSB members are committed to working together to make sure that Cardiff continues to attract and deliver major sporting and cultural events, tourists, investment, businesses and students in to Wales and to position Cardiff as a capital city of international significance in a post-Brexit global economy.



Measuring Progress:

City Level Outcome Indicator PSB is seeking to impact		Cardiff in 2018	Cardiff in 2019	
Unemployment rate		6.1 %	5.2 %	
GVA per head		£29,723	£30,629	
Gross Disposable Household Income per head		£16,237	£16,558	
Employee jobs with hourly pay below Real Living Wage		20.7 %	21.5 %	
Population (16-64) qualified to NVQ4+		47.8 %	46.8 %	
% Been to any Arts Event in Wales*		66 %	79 %	
% Visited any historic places in Wales*		66 %	71 %	
% Visited a museum in Wales*		54 %	58 %	
% Attended at Least One Cultural Activity in last 12 months	Most depr	80.3 %	85.7 %	
	Next most depr	88.0 %	92.6 %	
	Middle	92.2 %	92.6 %	
	Next least depr	94.1 %	94.5 %	
	Least depr	93.6 %	94.9 %	
% Adults that Speak Welsh		9 %	9.6 %	

*measurement definition changed between years

Overview of PSB work in 2018-19

Cardiff's economy continues to grow, creating jobs and attracting investment. Over the course of 2018/19, Cardiff PSB contributed towards the development of the city's **new economic strategy** – 'More and Better Jobs' and to the development of the Cardiff Capital Region City Deal.

Although the city's economy is growing, the number of jobs with hourly pay below the living wage is also high and growing. PSB members have therefore reiterated their commitment to **becoming accredited as Living Wage employers**, acting as advocates for encouraging more of the city's 'anchor' employers to recognise the benefits of the real Living Wage, and supporting the city's bid to become a **UK Living Wage City by 2020**.

The impact of the UK leaving the European Union remains a strategic issue facing Cardiff economy, communities and public services. Cardiff is one of the British cities most economically exposed to the risks of the EU leaving the European single market, with 61 % of Cardiff exports going to EU countries. The ongoing uncertainty around Brexit also presents a

serious risk to community cohesion, though reported hate crimes remain stable compared to the previous year. The potential increase in participation in far and extreme right wing groups and activities is an emerging risk, particularly in the event of a 'no deal' Brexit or a second referendum.

Cardiff PSB has played a leading role in the city's response to **Brexit**. [The 'Brexit: Implications For Cardiff'](#) report on the implications for the economy and public services has led the way in ensuring a coordinated understanding and response to the risks arising from the UK leaving the European Union. Building on this, with the initial Brexit deadline of 29 March 2019 approaching, the PSB established a Brexit Preparedness Group which met regularly to discuss organisational preparations and support available for staff, service users and residents. The webpage '[Cardiff and Brexit](#)' signposts businesses, EU residents and individuals to guidance and support.

The city is working to double the number of Welsh speakers in Cardiff, in line with Welsh Government's vision for **1 million Welsh Speakers** in Wales by 2050. **Cardiff's Bilingual Strategy**, launched in 2017, has been praised as an exemplar. Partners are working together to publish a new action plan for the city.





Progress against our commitments for Cardiff:

Commitments	Update
Strengthen Cardiff's role as the economic, cultural capital city of Wales, supporting the development of the Capital Region and ensuring that the City Deal and the Cardiff Metro deliver for the people of Cardiff and Wales.	Cardiff Council's Economic White Paper 'Building more and better jobs' was considered by the Cardiff PSB Delivery Board. The PSB received an update on the City Deal in March 2018 and options for the Cardiff Metro were considered.
Seek to make sure that Cardiff has the funding and fiscal powers it needs to lead the Welsh economy and deliver capital city infrastructure and services on behalf of the people of Cardiff, the Capital Region and Wales.	A task and finish group, led by South Wales Police, is undertaking a review of the financial pressures created by Cardiff's major events programme and will propose options for addressing the funding gap/sustainable funding. This group will report in 2019 and feed into Welsh Government's Major Events strategy and the review of the Council's Tourism Strategy.
Understand the impact of Brexit on Cardiff's economy, public services and communities and develop the city's response, including the shape of any successor programmes for European Funding streams in Wales.	A Brexit Preparedness group was established to coordinate a cross public sector response in the run up to the Brexit deadline of 29 March 2019. The PSB issued a statement emphasising Cardiff's openness and welcome to all residents. The webpage ' Cardiff and Brexit ' signposts businesses, EU residents and individuals to guidance and support.
Continue to deliver major events in the city, building on the success of the Champions League Final, in partnership with Welsh Government and the private sector.	PSB members contributed evidence to the 'Events in Cardiff' Scrutiny Task and Finish Inquiry report and will respond to its recommendations when developing Cardiff Events & Festival Strategy 2019-20. As stated above, a Task and Finish group is currently working on a review of financial pressures and funding options for major events in Cardiff.
Aim to double the number of Welsh speakers in Cardiff by 2050 through supporting the delivery of the Bilingual Cardiff Strategy.	The Bilingual Cardiff Strategy was reviewed positively by an independent expert in 2018. The Welsh Language Commissioner commended the approach adopted to partnership working in support of the Welsh language. An action plan has now been developed and approved by the Bilingual Cardiff working group.

Priorities for 2019/20

The PSB will:

Ensure a cross-public service response to the challenges raised by **Brexit**.

Contribute to a **new Tourism and Major events strategy** for Cardiff, including exploring options for funding the impact on local public services of this important sector of the city economy.

Continue to support the delivery of the **Bilingual Cardiff action plan**.



Caerdydd
Ddwyieithog



Bilingual
Cardiff

The logo for Bilingual Cardiff features two large, stylized red speech marks. The first speech mark is positioned to the right of the text 'Caerdydd' and 'Ddwyieithog'. The second speech mark is positioned to the left of the text 'Bilingual' and 'Cardiff'.



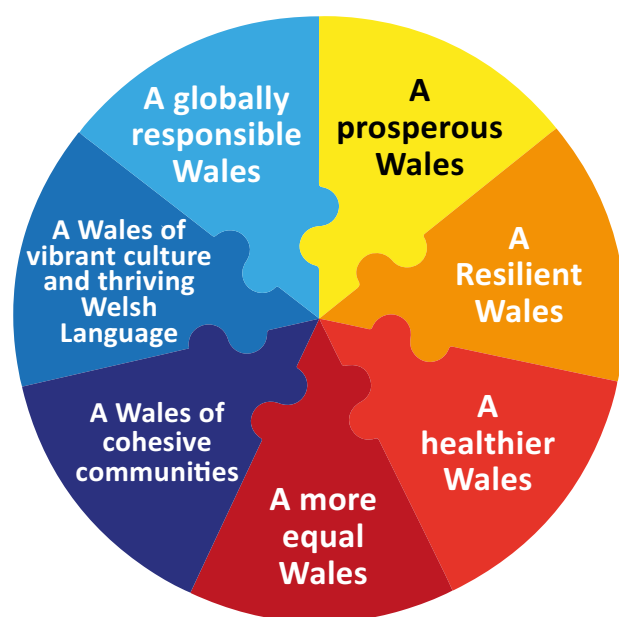
Well-being Objective 2

Cardiff grows in a
resilient way



Introduction

Cardiff is one of Britain's fastest growing cities, and is by far the fastest growing local authority area in Wales. Successful cities are those in which people want to live and this growth is welcomed and a sure sign of strength for the city. However, this growth will bring challenges too, putting pressure on both the city's physical infrastructures, community cohesion, its natural environment and public services. Managing the impacts of this population growth and of climate change in a resilient and sustainable fashion will be a major long term challenge for Cardiff.



Measuring Progress:

City Level Outcome Indicator PSB is seeking to impact	Cardiff in 2018	Cardiff in 2019	
Per capita CO2 emissions (t)	5.0	4.6	
% travel to work by sustainable transport	45.8 %	48.1 %	
Average NO2 concentration at residential locations	21	17	
Green Flag accredited parks	12	13	
Properties registered to NRW Flood Warning Service	8,480	8,204	
% municipal waste reused/recycled/composted	58.1 %	58.3 %	

Overview of PSB work in 2018-19

Foremost is the work of Cardiff Council and Cardiff and Vale UHB/Public Health Wales on **air quality and active travel**. To improve air quality the PSB has overseen the consideration of a number of mitigating actions to tackle air pollution and increase active travel in key areas of the city centre. From these discussions and in response to the Annual Report of the Director of Public Health 2017, 'Moving forwards: Healthy travel for all' an active travel task and finish group led by Dr Tom Porter, Consultant in Public Health Medicine, developed [Cardiff's Staff Healthy Travel Charter](#). Approved by the PSB in April 2019, its members and a number of other organisations including the National Museum, Welsh Ambulance, Public Health Wales, HMRC, National Assembly, Office of Future Generations Commissioner and SportWales signed up to supporting staff to make active and sustainable travel choices and set 3 year targets. Collectively these organisations have over 33,000 employees.

The [Office of the Future Generations Commissioner](#) has produced a video outlining the importance of the Charter and its benefits. Going forward it is hoped that the charter will be adopted by organisations in the private and third sectors, universities and neighbouring local authorities.

Transport was also a major theme of the PSB workshop held in September 2018 on adopting an integrated approach to the **planning of the new communities** in Cardiff. Attended by representatives from across the public services, the Plasdwr development was used as a case study. It was agreed that an integrated approach to planning was being adopted, however further work was needed on the integrated planning and delivery of public services in these new communities, with the city's Community and Wellbeing Hub approach a best practice model to build on.

Following **Storm Emma** in March 2018 – or 'The Beast from the East' as it was called - which produced heavy snowfall and disruption across the city, the PSB commissioned a review of response systems, which made a series of recommendations for improving the public service response to extreme weather events. In response to this review a new partnership approach to access specialist vehicles – in particular 4x4s – has been established.

PSB members visited the award winning **Greener Grangetown partnership project** between Cardiff Council, Dŵr Cymru Welsh Water and Natural Resources Wales, which used the latest sustainable drainage (SuDS) techniques to clean and divert rainwater directly into the River Taff instead of pumping it away and discharging it out to sea. The scheme is delivering a wide range of benefits, including improved climate change resilience, reduced energy use and improved green infrastructure making the area more attractive to residents.





Progress against our commitments for Cardiff:

Commitments	Update
Adopt an integrated approach to the planning and delivery of public services in the city's new communities.	In September 2018, a workshop for partners across the public services considered the approach taken to masterplanning of new communities , with the findings reported back to the PSB.
Aim for 50% of all journeys in Cardiff to be by sustainable travel by supporting the development and delivery of the Cardiff Sustainable Transport Strategy. Take a city-wide response to air pollution through supporting the development and delivery of a Cardiff Clean Air Strategy.	The Board considered air quality and transport on a number of occasions over the course of the year, culminating in the signing and launch of the Staff Healthy Travel Charter in April 2019.
Ensure that the city is prepared for extreme weather events associated with Climate Change, including raising awareness and encouraging behavioural change amongst residents, businesses and visitors to the city.	In response to Storm Emma that brought heavy snow in March 2018, the PSB commissioned a review of response systems to adverse weather . The recommendations were received by the PSB in November 2018 and partners agreed new arrangements for 4 by 4 provision and access to specialist vehicles.
Seek to reduce the carbon footprint of the city's public services by working to ensure that all public buildings are energy and waste efficient.	PSB partners are working together to review existing assets (buildings and land) and design the future specification of public services including the reduction of the city's carbon footprint.
Explore the potential for divesting public investments from fossil fuel companies .	Cardiff Council's Pensions Committee has considered a Climate Change Investment Policy in consultation with the Pension Fund's independent advisers and the other LGPS funds in Wales. Work is ongoing to develop the policy in response to the comments of Committee and Board members. The outcomes of this work will be brought to the PSB for consideration in 2019/20.

Priorities for 2019/20

The PSB will:

Contribute to the development and delivery of the **Cardiff Transport and Clean Air White Paper** which will be launched in autumn 2019.

Contribute to the development of **Natural Resources Wales Area Statement** in conjunction with the Section 6 duty on forward plans under the Environment (Wales) Act 2016.

Explore promotion of **Natural Resources Wales flood warning service** through community and public services hubs.

Make progress towards the targets set under the **Staff Healthy Travel Charter**; develop and launch versions of the Charter for businesses and the third sector, encouraging sign up to both

Consider joint working to ensure that all **public buildings are energy and waste efficient**.

Progress discussions on exploring the potential for **divesting public investments from fossil fuel companies**.





Well-being Objective 3

Safe, Confident and Empowered Communities



Introduction

Safe, confident and empowered communities are at the heart of well-being. They have a unique role to play when it comes to much of what we most value – our environment, safety, welfare, health and happiness. Moreover, communities often possess the knowledge, skills, passion, creativity and an understanding of the local area that service providers simply do not have. Ensuring that local communities are safe and empowered is therefore a fundamental component of a successful city.



Measuring Progress:

City Level Outcome Indicator PSB is seeking to impact	Cardiff in 2018	Cardiff in 2019	
% agreeing that they belong to the area; that people from different backgrounds get on well together; and that people treat each other with respect	53 %	56 %	Green
% able to influence decisions affecting their local area	28 %	21 %	Red
% agreeing people in Cardiff are safe and feel safe	73 %	71 %	Red
% offenders who reoffend	37.3 %	38.4 %	Red
% clients of substance misuse services who reported improvement in quality of life*	77.7 %	77.1 %	Red
% adults (aged 16+) who volunteer	30 %	28 %	Red

*Two years data available since publication of Cardiff in 2018. Most recent 2 years data compared

“

Safe, confident and empowered communities are at the heart of well-being ”

Overview of PSB work in 2018-19

Cardiff's successful programme of developing multi-agency **community and public service hubs** has continued, with the St Mellons Hub completed in the summer of 2018, consolidating the full range of local public services under one roof. Plans have also been agreed for the location of a new public services hub – including a café, library, information centre and a centre for domestic abuse services at the Cardiff Royal Infirmary.

In October 2018, a new partnership approach to **Community Safety** was approved by Cardiff PSB, including the establishment of a new Community Safety Board for Cardiff, co-chaired by the Police and Crime Commissioner, Alun Michael, and the Cabinet Member for Housing and Communities, Cllr Lynda Thorne. The group, which reports into the PSB, has agreed the following priorities for joint working between PSB members for the year ahead:

- City Centre and Street Sleepers
- County Lines and exploitation of the vulnerable
- Prevent and CONTEST
- Area Based Working

Work on each of these priorities will focus on both **building resilience** - helping communities to withstand and recover from adverse situations – and **addressing vulnerabilities** - identifying those in a community who are subject to harm or are likely to be exposed to harm and taking action at the earliest opportunity.

Cardiff's **Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV)** service was launched in 2018 and has been extended to enable support for children and young people. 'It's in our hands' was developed with partners and survivors of violence and abuse. At the heart of this service is working in partnership to challenge attitudes and behaviours that could result in VAWDASV, meet the needs of victims and explore new ways of working.

To develop a **jointly commissioned substance misuse service**, Cardiff and Vale Area Planning Board is in the process of strengthening its governance through the PSB and developing an alliancing approach to inform a new substance misuse services system. This will focus on harm reduction, improving outcomes for service users and ensuring effective and value-based services.

In December 2017, [Volunteer Cardiff](#) was launched, signposting Cardiff residents to all the opportunities, organisations and support available across the city. Volunteering has been expanded into all Hubs, libraries and Adult Learning settings with nearly 150 volunteers across the teams. Best practice is being shared to develop wider volunteering opportunities.

Cardiff's **Night Time Economy Strategy** was developed in partnership with the Business Improvement District and agreed by the PSB in 2017/18. In January 2019, Cardiff was awarded Purple Flag status in recognition of the quality, safety, diversity of its night time economy.





Progress against our commitments for Cardiff:

Commitments	Update
Invest in and involve communities in the delivery of integrated, locally-based public and third sector services in Community and Wellbeing hubs.	The new St Mellons Hub completed in summer 2018 offers a full range of Council and partner services for the local community. Plans have been agreed for conversion of the CRI Chapel to a library/café/ information centre and unused space at the CRI to a one-stop shop for domestic abuse services.
Give people a greater voice in shaping public services through developing and delivering co-created Community Involvement Plan/s .	Inclusion officers have been appointed to work in Community hubs , and will form an important part of the new approach to locality working, including: <ul style="list-style-type: none"> • The co-ordination of engagement opportunities • Building local knowledge and networks • Helping develop “active citizen” opportunities • Linking with other community based services
Promote volunteering and social action , including development of a city volunteering portal.	Volunteer Cardiff has been launched, signposting Cardiff residents to all the opportunities, organisations and support available to enable volunteering in the city.
Protect our most vulnerable citizens, adopting integrated approaches to tackling trafficking, child sexual exploitation and domestic abuse.	Cardiff’s Violence Against Women, Domestic Abuse and Sexual Violence service became operational in 2018-19. The service has been extended to enable support for more children and young people. Work is ongoing to develop a service to support male victims of abuse. A new process, led by Public Health Wales, has been agreed around Female Genital Mutilation (FGM). Barnardos have been commissioned to provide service for young people displaying Harmful Sexual Behaviour.
Tackle radicalisation in our communities by building cohesion and trust, and promoting an environment where people have the confidence to report extremist behaviour.	The establishment and development of a new Cohesion and Community Engagement team in Cardiff Council, and the delivery of cross-public service community engagement particularly with marginalised groups, will be a priority for 2019/20. Training resources for schools have been provided in relation to challenging discrimination, aligned to the work for the Child Friendly Cardiff Strategy.
Reduce offending and improve life opportunities for the 18-25 age group by developing an integrated, locally-focussed, approach to offender management.	Cardiff’s Youth Offending Service (YOS) worked with the Youth Justice Board (YJB) to inform individually tailored responses to case management. This work has helped judges understand improved ways of working with children and young people. A pilot scheme has also been developed to identify children and young people who are not in school and are at risk of entering the Criminal Justice System.

Commitments	Update
Reduce levels of drug use and substance misuse, and levels of reoffending, through delivering a jointly-commissioned substance misuse service .	The re-commissioning of the city's substance misuse services is being led by the Area Planning Board, reporting into the new Community Safety Leadership Group. Cardiff's Community Safety Leadership Board has responded to recommendations made by the Cardiff Council Scrutiny inquiry 'Preventing Young People's Involvement in Drug Dealing' , and has commissioned further analysis on the issue of drug related litter in Cardiff as part of a wider review of services provided to vulnerable groups in the South of the city.
Make sure that newcomers from the UK and overseas are welcomed and can build new lives in Cardiff , including delivering the 'Inclusive Cities' project.	An Inclusive Cities strategy and action plan has been developed and is to be launched at a conference in October 2019. Cardiff Safeguarding team has worked in partnership with local churches, mosques and partners to advise on safeguarding policies with regard to Community Sponsorship schemes for refugees.
Deliver a safe and vibrant night time economy , working in partnership with the Business Improvement District.	Purple Flag Status was awarded to Cardiff in January 2019 . (The Purple Flag standard allows members of the public to quickly identify town & city centres that offer an entertaining, diverse and safe night out).

Priorities for 2019/20

The PSB will:
Continue to develop the city's wellbeing and community hubs .
Publish Inclusive Cities strategy and action plan and host conference (October 2019), with a focus on ensuring that Cardiff is seen as an open, welcoming and tolerant city.
Hold a cross-public services conference on Community Safety in Cardiff in September 2019.
Finalise governance arrangements, and funding priorities and service model for a jointly commissioned substance misuse service to help reduce levels of drug and substance misuse, levels of reoffending and improve levels of sustained long term recovery.

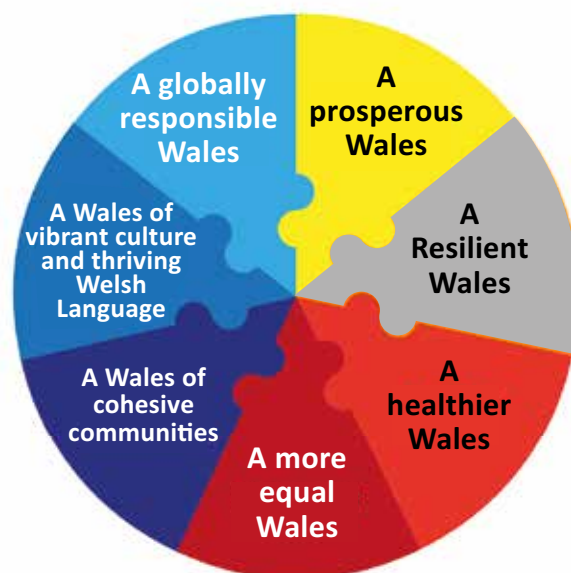


Well-being Objective 4

Cardiff is a great
place to grow up

Introduction

Cardiff is already a good place for many of its children and young people to grow up, with a fast improving school system alongside the advantages that a capital city can bring such as an extensive range of leisure, sporting and cultural opportunities. However, the inequality evident in Cardiff can have a profound effect on the lives of children and young people and their families, and children who are disadvantaged - whether through disability, poverty, family circumstances, illness, neglect or abuse - will require particular help and support from across the public and third sector services and from within their communities.



Measuring Progress:

City Level Outcome Indicator PSB is seeking to impact		Cardiff in 2018	Cardiff in 2019	
% children in low-income families		23.1 %	23.7 %	
% children aged 4 to 5 who are a healthy weight		76.1 %	77.6 %	
% uptake of MMR2 by age 4		83.0 %	88.1 %	
Mental well-being: children & young adults and adults		10.9 (Wales)	-	
Key Stage 2 Pupils Achieving the Expected Level (L4+) in the Core Subject Indicator	% achieving	89.4 %	-	
	FSM gap	13.0	-	
Key Stage 4 Pupils Achieving the Level 2+ Threshold including English/Welsh & Maths	% achieving	58.5 %	60.4 %	
	FSM gap	32.8	30.5	
% Year 11 and Year 13 school leavers that are not in education, employment or training	Year 11	1.6 %	1.7 %	
	Year 13	2.4 %	2.0 %	
% children cycling/walking to school		49.6 %	50.2 %	

Overview of PSB work in 2018-19

Good progress has been made in relation to this Wellbeing Objective, with the PSB's Improving Outcomes for Children programme delivering a number of multi-agency projects to improve the lives of the city's children.

Launched by the Cardiff PSB on World Children's Day (20 November 2019), the [Child Friendly Cardiff](#) strategy, places the rights and voices of children and young people at the heart of Cardiff's policies, strategies and services; involving them in decision making and addressing the barriers which limit their life chances. The strategy is a significant step towards Cardiff's aim of being internationally recognised as **one of the UK's first Unicef Child Friendly Cities**. Work is progressing on a delivery plan setting out key actions and identifying lead delivery officers from across partnership organisations.

[In the following video](#), the Chair of the Children and Young People Advisory Board, Rose Melhuish and Board Member, Naz Ismail describe the changes that becoming a Unicef Child Friendly City could bring to Cardiff.

This year has seen the development of the **Cardiff Family Advice and Support** service that works across Housing, Education, Health and Social Care to ensure children and families are given the right support, in the right way and at the right time. It brings together a range of existing and new information, advice and assistance services for families, young people and children in Cardiff through a single point of entry for Early Help referrals. This is a brand new service and remains under development. Next steps for the service include setting up a referral form pilot with key partners in Education, Health and Housing, developing a website with the assistance of parents and young people and examining links with the Multi-Agency Safeguarding Hub.

Cardiff PSB has continued its support for the **Cardiff Commitment**, an initiative that aims to ensure all young people engage and progress in education, training and employment on leaving school. 181 organisations are supporting the Cardiff Commitment from the public, private and third sector. 'Open your eyes' week provided an opportunity for schools to engage with businesses and organisations around opportunities and career pathways.





Progress against our commitments for Cardiff:

Commitments	Update
Place the voice and experience of young people at the heart of public services in Cardiff through adopting a Child's Rights approach and becoming a UNICEF 'Child Friendly City.'	The Child Friendly Cardiff Strategy was launched by the PSB at World Childrens Day, November 2018. This event was aligned with the launch of the Cardiff & Vale UHB Charter for Children's Rights and Cardiff and Vale Health Youth Board. An action plan is being developed.
<p>Adopt a 'Think Family' approach, making sure that public services are joined up and that children and families are given the right support, in the right way, at the right time, including:</p> <ul style="list-style-type: none"> • Development of an Early Help Single Point of Access • Commissioning a new Families First Programme • Develop a joined up approach to the first 1000 days of a child's life 	<p>Work to develop the new delivery model for Family Help and Support in Cardiff has progressed through 2018/19. It brings together existing services to create 3 new Council run family services:</p> <ul style="list-style-type: none"> • Family Gateway Service - the primary route in for all referrals and requests for help. • Family Help Service - will provide a rapid response to families needing short term intervention. • Family Support Service - will work with families facing more complex or severe issues. <p>The Family Gateway and Family Help Service and existing Flying Start, Childcare and Parenting teams will form the Early Help Service managed by Cardiff Council. Identified interventions for young people will be undertaken by a multi-agency team from the identified Hubs.</p>
Develop placed-based approaches to integrating public services for children and families in the city's most deprived communities through a 'Children First' pilot in Ely and Caerau.	Cardiff's 'Children First' pilot has been absorbed within the work to develop the new delivery model for Family Help and Support services above.
Develop innovative approaches to identifying those at risk of Adverse Childhood Experiences (ACEs) , putting in place multi-agency response to support children and families before they reach crisis point.	<p>Innovative approaches to identifying those at risk of Adverse Childhood Experiences will be progressed through the development of the Child Friendly Cardiff Strategy, Family Help and Support model and Community Safety engagement model.</p> <p>Referrals will be jointly risk assessed by social services and police making use of their databases to best identify safeguarding issues and appropriate interventions.</p>
Work with communities and across partners in the public and private sector to tackle Child Sexual Exploitation.	<p>Cardiff's Exploitation Strategy has been revised to a combined Child and Adult Exploitation Strategy and will be led by Cardiff and Vale Safeguarding Board.</p> <p>A 'Think Safe' team has been established to ensure that those children in need of specialist Child Sexual Exploitation (CSE) intervention are receiving the right level of support.</p>

Commitments	Update
Improve mental health and emotional wellbeing for young people by delivering an integrated approach to Children and Young People Emotional and Mental Health Support .	Through the Child Friendly Cardiff Strategy , partners have committed to “improve the emotional health and wellbeing of children and young people”. This will include creation of a single point of access for emotional wellbeing and mental health services, and activities aimed at raising awareness and reducing the stigma associated with these services, as well as developing the skills of frontline staff.
Support young disabled people and their families through the delivery of the Disabilities Futures programme .	Two successful Intermediate Care Fund schemes that ran throughout the year have been extended until the end of the 2019/20 financial year. These are: <ul style="list-style-type: none"> • Ymbarel – hosted by the Vale and delivered by Action for Children providing intensive interventions to parents who have additional learning needs and where there is significant harm to their children. • Cardiff and the Vale Parenting Attention Deficit Hyperactivity Disorder – hosted by Cardiff and delivered by Barnardos and providing family support by supporting parents, carers and families who have children diagnosed with ADHD. The establishment of both the Regional Transition Review Interface Group and the Cardiff and Vale of Glamorgan Regional Transition Steering Group has improved regional collaboration and partnership working between Social Services, Education and Health.
Make sure young people are prepared for and given opportunities to participate in the world of work through delivery of the ‘ Cardiff Commitment ’, in partnership with the private and third sector.	There are 181 organisations supporting the Cardiff Commitment from the public, private and third sector. ‘Open your eyes’ week provided an opportunity for schools to engage with businesses and organisations around opportunities and career pathways.

Priorities for 2019/20

The PSB will:
Deliver the Child Friendly City action plan and make progress towards UNICEF accreditation .
Adopt an integrated approach to children and young people emotional and mental health support as part of delivering on Cardiff’s Child Friendly City Strategy.
Embed the new preventative delivery model for Family Support across the public services, and undertake further research on outcomes for vulnerable children.
Support schools to implement a core set of actions aimed at improve the food offer, food consumption and physical activity to deliver on the priorities in the Director of Public Health’s Annual report, Move More, Eat Well .



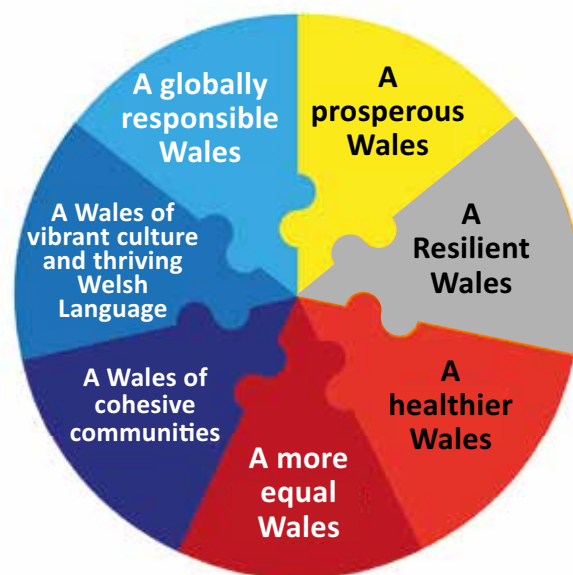
Well-being Objective 5

Supporting people
out of poverty

Introduction

Cardiff's strong performance across a range of well-being indicators disguises deep and entrenched inequalities across the city. Over 60,000 people in Cardiff live in the 10 % most deprived communities in Wales. If the 'Southern Arc' of Cardiff, from Ely in the West to Trowbridge in the East, was considered a single local authority area it would be the most deprived in Wales by a considerable margin.

Living in poverty can cast a long shadow over people's lives – life expectancy and other health indicators are lower in the more deprived wards of Cardiff, air quality is poorer, there is less access to green space and crime in the city is concentrated in these areas. How to ensure that all citizens benefit from the capital city's economic growth is one of the most complex and challenging issues facing Cardiff over the years to come.



Measuring Progress:

City Level Outcome Indicator PSB is seeking to impact		Cardiff in 2018	Cardiff in 2019	
Percentage of households in poverty (i.e. below 60 % of median income) by MSOA (after housing costs)		16 %	16 %	
Long-term JSA Claimants (i.e. over 12 months)		1,210	1,005	
Healthy life expectancy at birth (male & female)	Male	-	61.2	
	Female	-	61.1	
Percentage of low birth weight babies		5.3 %	4.9 %	
Percentage of adults eating 5 or more portions of fruit and vegetables a day		31.5 %	31.7 %	
Percentage of adults active for less than 30 minutes in a week		24 %	30.7 %	
Percentage of adults who are current smokers		14 %	16.2 %	
Housing Affordability: Ratio of house price to median gross annual salary		6.58	6.74	
Rough sleepers per 10,000 persons		2.5	2.8	
Food poverty		-	-	
Fuel poverty		23.81	-	

Overview of PSB work in 2018-19

The Inclusive Growth Board, which focusses on removing the barriers to employment and helping people, particularly those furthest from the labour market, into good quality work, has led a series of projects over the last year on behalf of Cardiff PSB. The most significant being the **integration of into work services**.

Previously, employment support services in Cardiff have been fragmented, with differing and complex eligibility criteria. This caused duplication in the services offered, as well as gaps in service provision, and made services unnecessarily complicated to access. The into work project has developed a fully integrated and comprehensive **Into Work Service**, that went live on the 1st April 2018, and has brought together a range of services and funding streams, providing **an easy-to-access Gateway to employment support services** in Cardiff.

The PSB has committed to being advocates for Cardiff **becoming a Living Wage city**. 93 employers have now been accredited through the Council's Living Wage Accreditation Support Scheme. This represents around 46 % of the total number of accredited employers in Wales.

Recognising the large and growing gaps in health outcomes across the city, the PSB commissioned research into **health inequalities**. This work, undertaken by Public Health Wales in April 2019, further demonstrated the scale of the health inequalities in Cardiff.

A further in depth analysis of data/intelligence and existing interventions is currently being undertaken to identify action around a discrete number of issues relating to health inequalities.

The quality, availability and affordability of food has a significant role to play in addressing poverty, health inequalities and supporting the local economy. **Cardiff's Food Strategy** has been developed on the back of a study commissioned to look at best practice and understand the views of partners. The finalisation of the strategy has been delayed in order to ensure alignment with Welsh Governments obesity strategy 'Healthy Weight: Healthy Wales' will be brought to the PSB for consideration in Autumn 2019.

Like all major British cities, Cardiff has experienced a rise in the number of people **homeless and rough sleeping** over recent years. With the reasons that lead people to lose their home being complex and varied, it is rarely, just a housing issue. As a consequence, there is a need to recognise that the challenge of homelessness and rough sleeping goes far beyond housing and requires a co-ordinated multi-agency response to encourage individuals into services that can support. Close multi-agency working has continued to take place on this issue over the past year, particularly relating to the issue which emerged in 2018/19 with the use of tents in the city centre.



Progress against our commitments for Cardiff:

Commitments	Update
Aim to provide more well-paid jobs in Cardiff through acting as an advocate for the Real Living Wage initiative across the public, private and third sector employers, and including its consideration in commissioning and funding decisions.	The majority of Cardiff PSB members are already paying the Living Wage and are looking to become formally accredited Living Wage employers . The number of accredited Living Wage employers in Cardiff now stands at 88, around 46 % of the Welsh total.
Support people who are adversely affected by welfare reform by providing an integrated approach, locally delivered in Community and Wellbeing Hubs.	All frontline staff within Community and Wellbeing Hubs have been trained to identify when families will be required to claim Universal Credit. Tailored support, advice and guidance is available in all Hubs and outreach locations across the city.
Develop an integrated approach to employment services in Cardiff , helping people to find work, stay in work and progress at work, working in partnership with Welsh Government, DWP and training providers.	Employment services across Cardiff have been reviewed and a single gateway has been established to undertake initial assessments and direct individuals to the services they require.
Ensure that the Welsh Government's flagship anti-poverty programmes (Communities First Exit Plans, Families First, Flying Start and Supporting People) are designed and delivered in a co-ordinated way .	Independent evaluation has been commissioned by Welsh Government on the Flexible Funding Pilot . A response will be developed following the publication of an interim report.
Seek to end rough sleeping in the city and tackle the causes of homelessness .	An enhanced multi-agency approach to supporting those sleeping on the streets was put in place in 2018.
Seek to increase the impact of public services as anchor employers on tackling poverty through adapting employment policies and exploring cross-public service approaches to 'Social Responsibility' policy and 'Community Benefits.'	Cardiff Council's Socially Responsible Procurement Policy was presented to Cardiff PSB in June 2018. Meetings have taken place to understand how this can be implemented and adopted in other public sector organisations. Cardiff PSB will consider Cardiff's Modern Slavery Statement in July 2019.
Support a city wide Food Partnership to ensure citizens have access to sustainable, healthy and affordable food.	<p>Cardiff Food Strategy has been developed in partnership through the Food Cardiff initiative. The implementation of the strategy has been delayed in order to ensure alignment with Welsh Governments obesity strategy 'Healthy Weight: Healthy Wales'.</p> <p>The UK Sustainable Food Cities conference was held in Cardiff, with 160 delegates attending from Sustainable Food Cities and Networks from around the UK. The UK Food Power conference was held as a follow-on event, looking at ways of alleviating food poverty and tackling inequalities.</p>

Commitments	Update
Undertake additional research on how best to tackle health inequalities and reduce the healthy life expectancy gap.	Research has been presented to the PSB outlining how health outcomes in Cardiff's Southern Arc would compare with other areas of Wales if considered as a Local Authority Area. Further work has been commissioned to analyse a small number of discrete issues and potential interventions.
Work to support delivery of Cardiff's Sport and Physical Activity Strategy to increase participation of current and future generations in sport and physical activities, particularly in our city's most deprived communities.	Sport Cardiff Met have agreed to lead on the development of the Sport Strategy involving existing and additional stakeholders. The strategy will align with Sport Wales' vision for "an active nation where everyone can have a lifelong enjoyment of sport". Aligned to the local work on health lifestyles, led by Public Health team, this will be a priority for 2019/20.

Priorities for 2019/20

The PSB will:
Work towards all its members being Living Wage accredited .
Lead on the development and delivery of Cardiff's Healthy Weight Strategic Action Plan - Move More, Eat Well
Further develop wellbeing and community hubs as vehicles for integrated public services.
Help promote and develop approaches to 'Social Responsibility', 'Community Benefits' and 'Ethnical Employment' delivering on Cardiff's Social Procurement strategy .

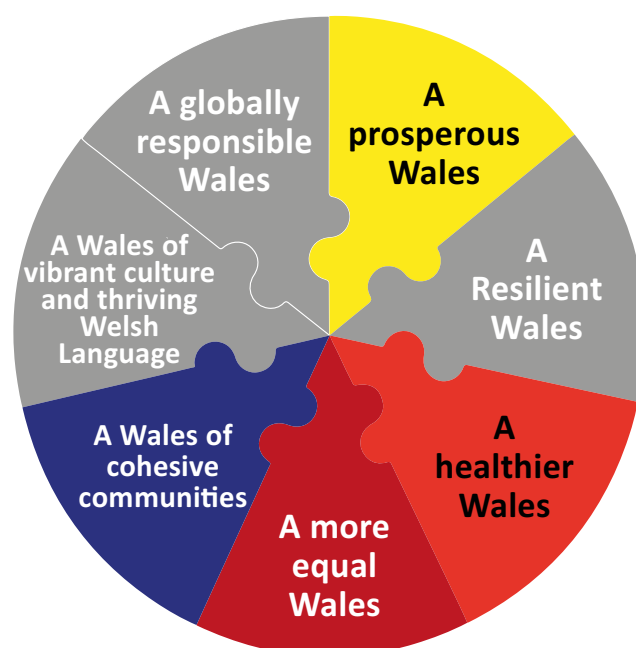


Well-being Objective 6

Cardiff is a great
place to grow older

Introduction

How a society treats people as they get older reflects its values and principles, and sends an important message to future generations. Cardiff's ambition is for the city to be a great place to grow older, where older people are more empowered, healthy and happy, supported by excellent public and community services and integrated within all areas of community life.



Measuring Progress:

City Level Outcome Indicator PSB is seeking to impact	Cardiff in 2018	Cardiff in 2019	
Percentage of people aged 65+ who reported their general health as being very good or good*		58.8	
Percentage of people aged 65+ reporting they felt involved in any decisions made about their care and support**	76.8	78.4	
Percentage of people aged 65+ reporting they received the right information or advice when they needed it**	82.5	80.2	
Percentage of people aged 65+ reporting they live in the right home for them**	89.2	86.2	
Percentage of people aged 65+ reporting loneliness**	83.5	86.0	
Life satisfaction among older people*	-	79.5	

* method of collection changed from data published in Cardiff in 2018

**two years data produced since publication of Cardiff in 2018

Overview of PSB work in 2018-19

The Improving Outcomes for Adults programme has led on the development of a series of successful multi-agency projects supporting older people over the past year, reporting progress into both the Cardiff PSB and the Cardiff and Vale Regional Partnership Board (RPB).

An expansion of the existing model for the **First Point of Contact to Adult Services** has been piloted to enable patients to access Health, Council and third sector services from the hospital, thereby enabling far greater join-up between primary health services, social care and other community services. Initial analysis of this project showed it to be worthwhile with long-term prospects. As a result, plans for full implementation in 2019/20 have been put in place. Results show that 99 % of clients felt able to live independently in their homes following support from the independent living services

During 2018-19 the Welsh Government (WG) approved the Cardiff and Vale Regional Partnership Board transformation proposals “**Me, My Home, My Community**”, securing £6 million investment into well-being, social care and health services in one region to deliver seamless services in line with “Healthier Wales”, WG’s health and social care plan.

Dementia Friendly Cardiff officially launched in 2018 as a collaboration between Cardiff Council, Alzheimer’s Society and the Health Board, with the support of the

Cardiff PSB. The project aims to deliver on a shared vision of working towards a city in which people affected by Dementia, as well as their families and their carers, can feel supported and live well with their diagnosis. Dementia Friendly Cardiff aims to make sure that people with dementia can live in supportive communities within the city and help them feel that they are not alone.

Some of the key achievements to date:

- There are now over 25,000 Dementia Friends across Cardiff and the Vale of Glamorgan who have participated in Dementia Awareness Sessions.
- A programme of face-to-face Dementia Friends Awareness sessions have been delivered to staff across the public sector.
- Dementia cafes have been delivered at Hubs and Libraries across the City.
- Grand Avenue Day Centre has opened as a Centre of Excellence to support those living with Dementia.
- A dementia friendly walk has been developed at Bute East Dock.

The **Get Me Home** project, progressed through the Improving Outcomes for Adults Programme Board, has improved the discharge process of patients receiving services at the University Hospital of Wales. A new collaborative way of working has been developed to improve the patient journey and increase integrated working between Cardiff Council, Health and Third Sector partners. Since the project commenced, the Get Me Home team has supported 166 patients and delivered 265 outcomes that have assisted discharge or helped independent living once patients return home.





Progress against our commitments for Cardiff:

Commitments	Update
Building on the First Point of Contact and Single Point of Access services , further develop easily accessible telephone, online and face-to-face access points for the region, for both professionals and the public.	<p>Expansion of the First Point of Contact to Adult Services to include people accessing services from hospital, has been piloted. Plans are in place for full implementation in 2019/20.</p> <p>Welsh Government (WG) approved the Cardiff and Vale Regional Partnership Board transformation proposals 'Me, My Home, My Community', securing £6 million investment into well-being, social care and health services.</p> <p>The 'Get Me Home' and 'Get Me Home Plus' projects have been successfully piloted.</p> <p>Direct Payments champions have been appointed.</p>
Develop resilient communities with local services, infrastructure and strong community networks to meet local needs where older people live.	Cardiff Older Persons Strategy was approved in March 2019. Implementation of the strategy will be overseen by the Cardiff and Vale Health, Housing and Care Programme Board.
Develop and provide a range of future accommodation options to meet demand and enable people to remain at home .	Cardiff Older Persons Strategy was approved in March 2019. Implementation of the strategy will be overseen by the Cardiff and Vale Health, Housing and Care Programme Board.
Develop improved assessment, diagnosis and care planning practices which are built upon genuine collaboration with older people and their carers and families, so that their plan reflects what is important to them and achieves the outcomes they seek.	Action against this step will be progressed by Cardiff and Vale Regional Partnership Board in 2019-20.
Make Cardiff a dementia friendly city	<p>A new Integrated Dementia Day Service on Grand Avenue in Ely was opened in March 2019 – a joint project between the Council and Cardiff & Vale University Health Board.</p> <p>Dementia Friend training has been rolled out across PSB organisations.</p>

Priorities for 2019/20

The PSB will:

Implement the Cardiff Older Persons Strategy

Develop a partnership approach to the well-being, health and care workforce.

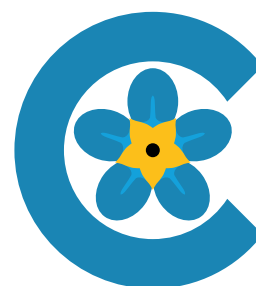
Reform pathways for **adult mental health services**, from protection to acute provision.

“

Cardiff's ambition ... where older people are more empowered, healthy and happy ”



Caerdydd
Dementia
Gyfeillgar



Dementia
Friendly
Cardiff



Well-being Objective 7

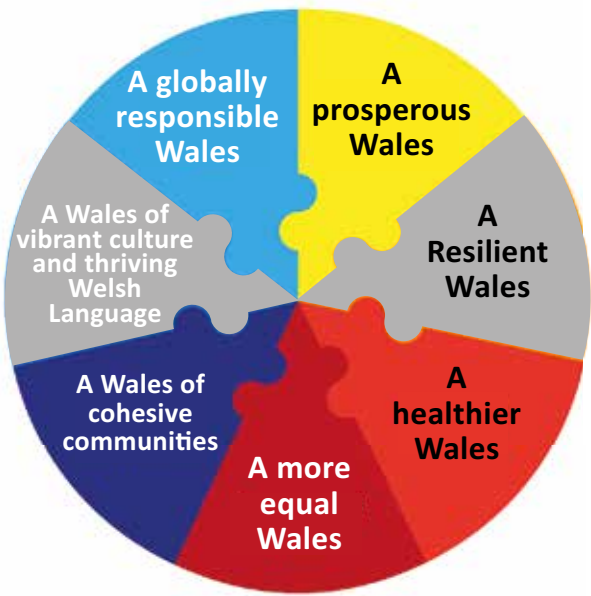
Modernising and Integrating our Public Services



Introduction

Public services in Cardiff are undergoing a period of rapid change. Over the years ahead they will need to continue to adapt in response to the rapid growth in population, the changing expectations of citizens, the consequences of poverty and significant and ongoing resource constraints.

No single service can meet the challenges they face alone. New, integrated approaches to service delivery will be needed, characterised by a drive to break down and reshape organisational boundaries, systems and cultures around the needs of those receiving the service and the communities in which they live. Service providers in Cardiff have a strong track record of working together, but this now needs to go up a gear to create a culture of one public service with one purpose - to deliver for the people of Cardiff.



Measuring Progress:

City Level Outcome Indicator PSB is seeking to impact	Cardiff in 2018	Cardiff in 2019	
To what extent do you agree that the quality of public services in Cardiff is good overall?	65.5	71.9	

Overview of PSB work in 2018-19

Through the **Partnership Asset Management** programme, PSB partners are working together to review existing assets (buildings and land) and design the future specification of public services. At the heart of this work is the delivery of greater operational efficiencies through reduced costs alongside the alignment of asset planning and service planning, most notably through the development of Community and Wellbeing Hubs which bring a range of local public services together under a single roof.

Community and Wellbeing Hubs will also be at the heart of the city's new approach to **locality working and community engagement**. New inclusion officers based in local hubs will work alongside a newly created 'cohesion and community engagement' team in Cardiff Council to better join up consultation and engagement work with communities, and increase the participation of 'seldom heard' groups in public debate and decision making.

Cardiff Council is currently working to develop its vision to become a **'Smart City'** - a collaborative space where people are better connected and the use of digital technologies and data is seamlessly woven into day-to-day activities to help a city to address and prevent the social, economic, health and environmental issues it may face.





Progress against our commitments for Cardiff:

Commitments	Update
Adopt a cross-public services approach to the management of public property and assets.	As part of Ystadau Cymru and Welsh Government's Making Assets Work Review (MAWR), the Cardiff and Vale Sub Regional National Assets Working Group has undertaken an asset review identifying where there are opportunities for new partnership service provision to be explored. Members of the assets working group includes Cardiff Council, Vale of Glamorgan Council, South Wales Police, Cardiff and Vale University Health Board, Welsh Health Estates and Welsh Government.
Develop and appropriately skill the city's public service workforce to meet changing needs and demands.	Proposals are being developed for training on 'collaborative leadership' across public and third sector organisations.
Develop a joined up approach to consultation, engagement and research (integrated with the Community Involvement Plans outlined in Objective 3).	Action against this step will be progressed by Cardiff Public Services Board in 2019-20.
Seek to deliver public and third sector services and workforce that are representative of the city and its communities , especially BAME communities.	Action against this step will be considered by Cardiff Public Services Board in 2019-20.

“

Working together ... to create a culture of one public service with one purpose ”

Priorities for 2019/20

The PSB will:

Develop the **master planning** of new communities and undertake a **public services assets/land review**.

Contribute to the **development of Smart City approaches** to the delivery of public services and city infrastructure, aligned with the Smart City Strategy.

Consider **cohesion and community engagement**, particularly work to increase participation from 'seldom heard' groups.

Take forward proposals for **Public Sector Collaboration**.



**CARDIFF COUNCIL
CYNGOR CAERDYDD**



CABINET: 11 JULY 2019

**STRATEGIC PLAN TO DELIVER EXCELLENT OUTCOMES FOR
ALL OUR CHILDREN**

**CABINET MEMBER FOR CHILDREN & FAMILIES (COUNCILLOR
GRAHAM HINCHEY)**

AGENDA ITEM: 3

Reason for this Report

1. A 3-year strategic plan to deliver excellent outcomes in Children's Services. It sets out how the Council and partners will develop prevention, improve practice, support and develop the workforce, improve the range of service offers and achieve improved performance.

Background

2. Cardiff is already a good place for many of its children and young people to grow up. In particular, young people identify the city's good health services, low crime rate, strong inclusive communities and the access to green spaces, sports, leisure and culture as some of the great things about living in the capital city.
3. Cardiff Council's Capital Ambition: Corporate Plan 2019 – 22 sets out how the Administration's priorities for Cardiff will be achieved, providing clarity on what will be delivered, and by when. One of the key well-being objectives is "Cardiff is a great place to grow up" and critical to the success of this is ensuring excellent outcomes for vulnerable children, and particularly for those who enter the care system. In addition, for the council to deliver on its other well-being objective "Safe, Confident and Empowered communities", this strategy enables the delivery of that in respect of safeguarding children and ensures that they are protected from harm or abuse, especially in relation to exploitation.
4. There are a range of legislation, regulations and social policy that has been taken into account when developing this strategy, including, but not limited to:
 - The Social Services and Well-being (Wales) Act 2014, along with the associated regulations and codes of practice,
 - A Healthier Wales: our Plan for Health and Social Care,
 - The Well-being of Future Generations (Wales) Act 2015,

- The Additional Learning Needs and Education Tribunal (Wales) Act,
- The Adoption and Children Act 2002 (Joint Adoption Arrangements) Wales Direction 2015.

Issues

5. The age profile of the population of Cardiff is expected to increase significantly. The number of children between the ages of 0-19 years is forecast to increase from 88,280 in 2017 to 107,630 in 2035, which is a significant increase of 18%.
6. Cardiff is the commercial heart of the Welsh economy and contains many of the nation's most prosperous communities. Despite this, over a quarter of dependent children under the age of 20 in the city are living in poverty. Growing up in poverty can have a detrimental impact on a child's future prospects and well-being, and a child's experiences at an early age (prior to entering school) can lead to delayed development in language, emotional and social skills and poor general health.
7. The Welsh Local Government Association (WLGA) and Association of Directors of Social Services (ADSS) Cymru set out in their August 2018 Position Statement on Children's Services, the four key areas where significant pressures are being experienced in relation to Children's Services in Wales:
 - External demands and complexities,
 - Placements,
 - Legislation and work with the Courts,
 - Workforce.
8. All of these pressures are evident in Cardiff. The number of children looked after has increased on average by 85 each year over the past 3 years (In March 2019 there were 900 children, an increase from 644 in March 2016).
9. The increasing numbers of children requiring placements has been putting more and more pressure on the limited number of foster carers and residential provision currently available.
10. The outcomes for children who have been looked after are worse than those of the general population. These children have often had multiple Adverse Childhood Experiences (ACEs). A national study in Wales found that children who had 4 or more ACEs were:
 - 3.7 times more likely to currently be receiving treatment for mental illness,
 - 9.5 times more likely to have ever felt suicidal or self-harmed,
 - 16 times more likely to have used crack cocaine or heroin,

- 20 times more likely to have been incarcerated in their life.
11. In line with these increasing demands, there is increasing budget pressures. Children's Services has a net budget of £58,454,000, with a further £2,000,000 held in contingency for possible growth in the number of looked after children. This budget has increased year-on-year substantially and whilst the increased spend demonstrates the Council's commitment to meet the rising demand for Children's Social Services, this is becoming unsustainable.
 12. The majority of this budget is currently being spent on placements, £32,957,000. The aim for the strategy will be to shift investment overtime from placements to more support services for children and their families.
 13. Welsh Government has been working with each local authority to set targets on reducing the need for children to enter care. The principle of this strategy is that every decision concerning the safety and well-being of children will be made in child's best interest. This means children will become looked after and remain looked after for as long as this is the case. This strategy sets out a host of enhancements across the whole of the child's journey that will have a positive impact on both the outcomes for children and potentially the overall number of children looked after. This includes the enhanced early help service and building on the success of our edge of care provision, to increasing the numbers of children being reunified with their families / achieving successful adoptions or onto special guardianship orders.

Addressing these challenges

14. The Cardiff Children's Services Strategy 2019 – 2022 attached in Appendix 1 brings together a range of service improvement projects under the creation of one 'delivering excellent outcomes in Children's Services' programme. It draws on other well-established plans including; the Corporate Parenting Plan, the Council's Capital Ambition Plan, the Child-Friendly City Plan and the pre-existing Improving Outcomes Programme.
15. The Strategy outlines the various improvement plans within the context of the child's journey and the guiding principles that we are aspiring to. It also describes the various practice and procedural changes that are required to achieve our ambition of excellent outcomes for children and young people.
16. This Strategy is a Cardiff Council document and has been created to inform officers, elected members, partners and communities of the direction of travel and our high ambitions for Children's Services in Cardiff. An associated practice manual is being developed to support social work staff and their managers to deliver a high quality service for the people of Cardiff.

Becoming a Child Friendly City

17. Cardiff is one of the five cities in the UK to be developing, in partnership with UNICEF UK, as a 'Child Friendly City'. This means we place the rights of children and young people at the heart of our policies and strategies; we involve young people in decision making and commit to addressing barriers which limit their lives.
18. Cardiff Children's Services place the child at the centre of everything we do. It is essential that children's voices are heard and their rights respected. Hearing the views of children and young people will be an integral part of driving forward our Delivering Excellence Agenda. As part of the development of this strategy a listening event was organised and the report is attached in Appendix 2.

Scrutiny Consideration

19. The Children and Young People's Scrutiny Committee is due to consider this report on 9 July 2019. Any comments received will be circulated at the Cabinet meeting.

Reason for Recommendations

20. To enable Cardiff Council to meet the challenges it is facing and ensure that the right support is available at the right time for children and young people through the implementation of this Children's Services Strategy.

Financial Implications

21. In 2019/20 Children's Services has a net budget of £58,454,000, with a further £2,000,000 held in contingency for possible growth in the number of looked after children. Whilst there are no direct financial implications arising from this report, any initiatives proposed as part of the strategy will need to be subject to separate approval, with due consideration of a business case where it is possible that any additional expenditure may be incurred.
22. This report outlines the Children's Services Strategy which defines a set of measures and outcomes that are being targeted to be delivered. The delivery of the strategy will be found from within the existing budgetary allocation of the service and any other grant funding streams identified for this purpose. The report and the strategy acknowledge the financial performance of Children's Services over the last five years which has resulted in significant overspends due to increasing demand of high cost placements. This strategy aims to manage and reduce the risk of significant overspends in future years through achieving better outcomes through targeted spend which will reduce the average cost of individual packages. However, this change will result in a transitional period where the overall aim is to reduce spend.

Legal Implications

Well Being of Future Generations (Wales) Act 2015

23. The Well-Being of Future Generations (Wales) Act 2015 ('the Act') places a 'well-being duty' on public bodies aimed at achieving 7 national well-being goals for Wales - a Wales that is prosperous, resilient, healthier, more equal, has cohesive communities, a vibrant culture and thriving Welsh language, and is globally responsible.
24. In discharging its duties under the Act, the Council has set and published well-being objectives designed to maximise its contribution to achieving the national well-being goals. The well-being objectives are set out in Cardiff's Corporate Plan 2019-22
25. When exercising its functions, the Council is required to take all reasonable steps to meet its well-being objectives. This means that the decision makers should consider how the proposed decision will contribute towards meeting the well-being objectives and must be satisfied that all reasonable steps have been taken to meet those objectives.
26. The well-being duty also requires the Council to act in accordance with a 'sustainable development principle'. This principle requires the Council to act in a way which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. Put simply, this means that Council decision makers must take account of the impact of their decisions on people living their lives in Wales in the future. In doing so, the Council must:
 - Look to the long term
 - Focus on prevention by understanding the root causes of problems
 - Deliver an integrated approach to achieving the 7 national well-being goals
 - Work in collaboration with others to find shared sustainable solutions
 - Involve people from all sections of the community in the decisions which affect them
27. The decision maker must be satisfied that the proposed decision accords with the principles above; and due regard must be given to the Statutory Guidance issued by the Welsh Ministers, which is accessible using the link below: <http://gov.wales/topics/people-and-communities/people/future-generations-act/statutory-guidance/?lang=en>

HR Implications

28. Initial consultation on the Strategy has taken place with the Trade Unions and staff within Social Services. More detailed consultation will take place with these groups as areas of the strategy are developed and put forward for implementation.

RECOMMENDATIONS

Cabinet is recommended to approve the Cardiff Children's Services Strategy 2019 - 2022

SENIOR RESPONSIBLE OFFICER	CLAIRE MARCHANT Director of Social Services
	5 July 2019

The following appendices are attached:

Appendix 1: Cardiff Children's Services Strategy 2019 – 2022

Appendix 2: Children's Services Strategy Development Listen Exercise

Cardiff Children's Services Strategy

2019 - 2022



Delivering Excellent Outcomes

Page 205



Contents

-
1. Introduction and comments by various children's participation groups
 2. Cabinet Member for Children and Families Councillor Graham Hinchey
 3. Cardiff Council Vision
 4. Children and young people in Cardiff
 5. Why are we developing this Strategy now?
 - Increasing demand and complexity
 - There are increasing pressures on budgets
 - a) Increasing range of legislation, regulations, social policy and guidance that we must have due regard to in our everyday work
 - b) We have set ourselves 25 key challenges
 6. How we will meet these challenges?
 8. Delivering high quality social work supervision is an integral part of our Workforce Development Plan
 9. Developing an overarching set of guiding principles
 10. Reshaping and restructuring the service delivery model
 11. Following the child on their journey
 12. Developing our commissioning arrangements
 13. Shifting the balance of care
 14. Early Help
 15. Multi Agency Safeguarding Hub
 16. Intake & Assessment
 17. Care and Support Plans
 18. Child Protection and Safeguarding
 19. Public Law Outline and Permanency Planning
 20. Children Looked After
 21. Adoption
 22. Leaving Care and Pathway Planning
 23. Supporting children who have a disability, additional learning needs or neurodevelopmental diagnosis
 24. Youth Offending Service
 25. Emerging areas of practice and development that will enable us to deliver on our key priorities
 - 1. Family Network Meetings
 - 2. Resource Panels
 - 3. Reviewing our arrangements for Kinship Carers to support our aim of shifting the balance of care
 - 4. Multi-Agency Exploitation Strategy
 - 5. We will review and reshape our Fostering Service to support our aim of shifting the balance of care
 - 6. Adopting a Strength Based Approach to practice by implementing Signs of Safety
 26. Conclusion

1. Introduction and comments by various children's participation groups

Introduction:

This document sets out a single Strategy for Children's Services over the next three years. It brings together a range of service improvement projects under the creation of one 'Delivering Excellent Outcomes in Children's Services' programme. It draws on other well established plans including; the Corporate Parenting Plan, the Council's Capital Ambition Plan, The Child Friendly City Plan and the pre-existing Improving Outcomes Programme.

This Strategy sets out the context in which Children's Services are operating and the key challenges that we are facing. It highlights where we want to make a difference and how we are going to achieve those changes.

The Strategy outlines the various improvement plans within the context of the child's journey and the guiding principles that we are aspiring to. It also describes the various practice and procedural changes that are required to achieve our ambition of excellent outcomes for children and young people.

This Strategy is a Cardiff Council document and has been created to inform officers, elected members, partners and communities, of the direction of travel and our high ambitions for Children's Services in Cardiff. An associated practice manual is being developed to support social work staff and their managers to deliver a high quality service for the people of Cardiff.

Cardiff Children's Services place the child at the centre of everything we do. It is essential that children's voices are heard and their rights respected. Hearing the views of children and young people will be an integral part of driving forward our delivering excellence agenda. Some example comments from children, young people and their families are included below.

As part of the development of this strategy a listening exercise was undertaken young people from **Bright Start Forum, 11 Plus Team and Adolescence Resource Centre**. The full report available, however a selection of their comments are included throughout this strategy.

“ I want to thank my social worker for all the support she has given me, supporting me every step of the way and checking to see how I am. Last year I went through a very hard time, you helped me through my court case and gave me a lot of courage and confidence, I was lucky you were by my side. I was very rude to you at the start which I am truly sorry for, but even then you were calm and patient with me. You have done so much for me and my son, I respect you more than anyone, now it's time to say goodbye I will miss you a lot. ”

“ My social worker is amazing, so hard working and gives her all into anything she does. I'm so grateful to have someone like her as my social worker. I feel like I don't praise her enough for the things she does for me so I want her to know, I'm such a proud girl with her helping me achieve my goals. ”

“ Thanks for all your help and thanks for letting me live with my auntie and uncle and for all your support. ”

“ The social worker who arranged the adoption of my children had a really positive impact on my life. ”

“ The social worker's primary consideration was my children's best interests ”

2. Cabinet Member for Children and Families Councillor Graham Hinchey



Welcome to Cardiff Council's Children's Services Strategy.

Cardiff's children and young people are the future of our city. This strategy is designed to help meet their needs, working with them to fulfil their ambitions and achieve the best outcomes for them.

I would like to thank the conscientious and committed staff on the front line within children's services for all of their continued hard work and efforts.

We are proud of our achievements in recent years but recognise there remain a number of key challenges and areas for improvement. We have built strong and effective partnerships and laid down the foundations to secure improvements by working together. We remain committed to improving the outcomes for children and young people and want to help them to build a better life for themselves.

The challenges facing social services across the country have received increasing attention in recent years. The effect of austerity on people, communities and local government budgets is that the challenges of deprivation can cause an increasing need for Social Services involvement, and we have seen this particularly in Children's Services.

There have been really positive developments in Children's Services – the new approach to Early Help and Prevent; the impact of the Adolescent Resource Centre and Think Safe in supporting children and young people at the edge of becoming looked after and at risk of exploitation is very encouraging. It is also heartening to see the progress being made to implement signs of safety across all Children's Services teams.

It is pleasing to see the honest and transparent approach to strengths, areas for improvement and priority actions within this report. We are committed to addressing the challenges in respect of recruiting and maintaining our workforce in Children's Services. We are enhancing prevention and early intervention for children and young people, including the development of the Early Help Service.

We are concerned about the supply and quality of accommodation and support for our looked after children, and the number who live outside of Cardiff and neighbouring authorities. We are implementing new services closer to home to support more children to live in Cardiff when it is in their interest to do so.

This strategy is an exciting opportunity to respond to the many challenges faced by children and young people in Cardiff. We aim to make our city an even better place to live so that every child and young person can fulfil their potential and lead a safe, happy and healthy life.

Cllr Graham Hinchey
Cabinet Member for Children & Families

3. Cardiff Council Vision

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

Becoming a Child Friendly City

Cardiff is one of the five cities in the UK to be developing, in partnership with UNICEF UK, as a 'Child Friendly City'. This means we place the rights of children and young people at the heart of our policies and strategies; we involve young people in decision making and commit to addressing barriers which limit their lives.

Supporting Vulnerable Children and Families

Parents have the most significant influence on children and on their future lives. Outcomes for children are best when they are supported to grow and achieve within their own families. In all cases, we will adopt a 'Think Family' approach which looks at the family as a whole and co-ordinates support across the public services, tailored to each family's needs and strengths. Public and third sector partners including teachers, health practitioners, social workers, youth workers, third sector practitioners, early years practitioners and play workers will work together to deliver a joined-up approach to enable the right conversations to take place at the right time, between the right people and for solutions to be found at the earliest possible stage, particularly for the most vulnerable children and families.

The identification and protection of vulnerable children needs to be everybody's business. Within our local communities we want individuals to feel empowered to identify where they feel a child is at risk – this may be a shop keeper asked to serve a child cigarettes for their parents, or refuse collectors who identify broken bottles and rubbish next to well used children's toys – raising concerns that may not be picked up through the provision of universal services for families. This will be supported by a Children's Services approach which places an emphasis on prevention and early intervention to give children the best possible outcomes and better manage the pressure on public services.



4. Children and young people in Cardiff

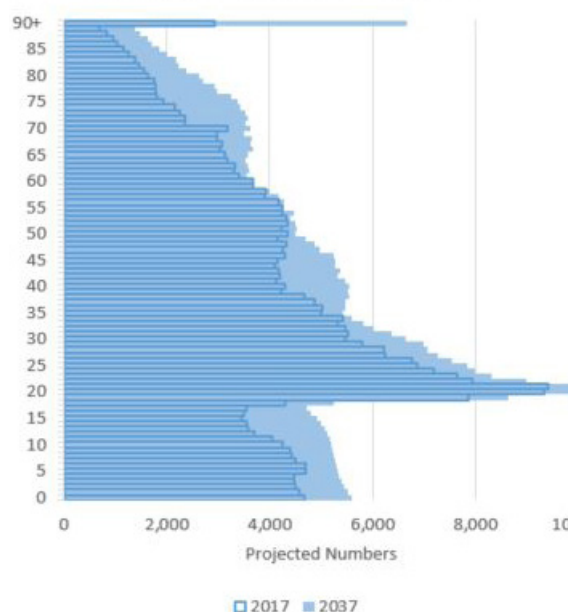
Cardiff is already a good place for many of its children and young people to grow up. In particular, young people identify the city's good health services, its low crime, strong inclusive communities and the access to green spaces, sports, leisure and culture as some of the great things about living in the capital city.

Although Cardiff is the commercial heart of the Welsh economy and contains many of the nation's most prosperous communities, over a quarter of dependent children under the age of 20 in the city are living in poverty. Growing up in poverty can have a detrimental impact on a child's future prospects and well-being and a child's experiences at an early age, prior to entering school, can lead to delayed development in language, emotional and social skills and poor general health.

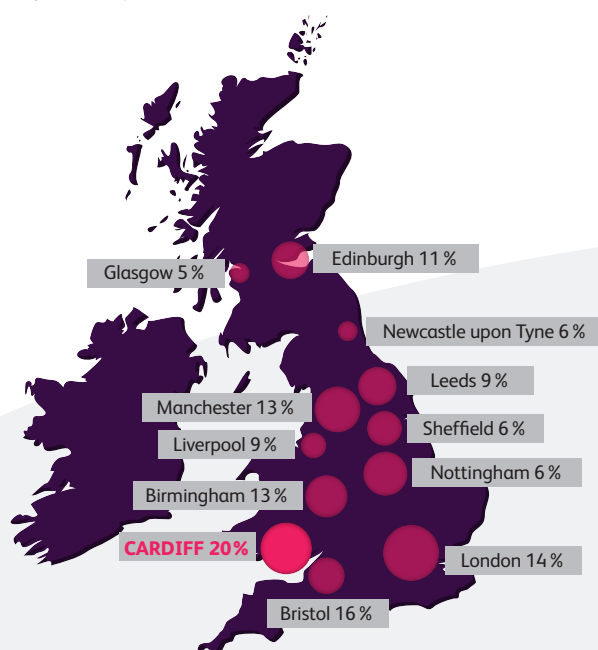
There are significant intra-city differences in the percentage of dependent children aged under 20 living in low-income families. In Ely, Splott and Adamsdown approximately 40 % of children are living in low-income households.

Cardiff's rapid growth will not be evenly spread across age-groups. While there will be significantly more people of a working age there will also be more school children and more people over 65 years old – two groups who will need more support from public services. The number of young people (under 18s) in Cardiff is projected to increase by 25 % over the next 20 years, compared to an all-Wales increase of 0.8 %.

Projected Population Growth 2018-2038 by age group



Projected Population Growth within selected UK cities 2018-38



5. Why are we developing this Strategy now?

We have looked at information from a number of sources and listened to what a variety of people have told us about Children's Services to inform our three year strategy.

This has included reviewing data, case records, compliments and complaints, inspection reports, queries from elected members, performance information and feedback from children and young people, parents and carers, our workforce and our partner agencies.

WE WILL:

Develop a whole system approach to improving and monitoring performance that will use report cards that are accurate, up to date, clear and concise and meaningful.

We know we need to get better about listening to children and young people and ensuring their voices are heard and that they are more involved in decisions that affect them and the wider service.

WE WILL:

Use the Child Friendly Cardiff Framework to ensure this happens.

We also know we need to improve our partnership working with parents to ensure that they are supported to care for their children wherever possible and that they are able to better influence decisions that affect them directly and the wider service.

WE WILL:

Develop a parent's participation charter and ensure that it is co-produced by parents for parents.

We want to find more effective ways of engaging with our workforce; we already have workforce champions that are the key links between senior managers and the workforce, monthly extended meetings between the Assistant Director and the whole management team and regular open events where main grade staff have the opportunity to ask questions of the Director.

WE WILL:

Ask workers via a survey for ideas on how they can better participate in shaping the service and we have already planned a series of rolling roadshows as part of improving engagement.



Increasing demand and complexity

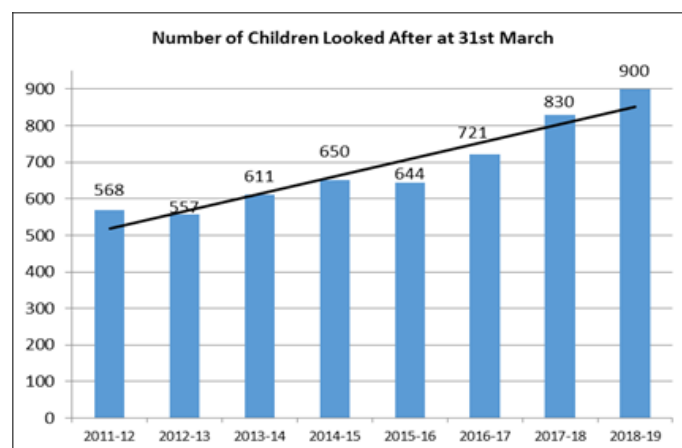
The Welsh Local Government Association (WLGA) and Association of Directors of Social Services (ADSS) Cymru set out in their August 2018 Position Statement on Children's Services. The four key areas where significant pressures are being experienced in relation to Children's Services in Wales:

- External demands and complexities
- Placements
- Legislation and work with the Court
- Workforce

These pressures have been acknowledged in Cardiff. The numbers of children looked after in Cardiff has been increasing year on year with rates of increase far exceeding increasing young people's population. The placement types that have seen the biggest increase are in residential, and those placed with parents.

The WLGA and ADSS Position Statement set out three key messages:

- Recent years have seen an increase in expenditure on Children's Services at a time when Councils' overall budgets have been cut.
- Over the last decade the number of children in the care system in Wales has increased significantly.
- Services for the care and protection of vulnerable children are now, in many areas, being pushed to breaking point.



Placement	31 st March 2019	31 st March 2018	31 st March 2017
Kinship	101	74	41
In house fostering	101	102	89
Agency fostering	391	391	361
Residential	70	54	55
PWP	142	119	93
Independent Living	33	46	58
Placed for adoption	33	32	20
Other	21	12	4
Total	900	830	721

There are increasing pressures on budgets

The Council wide context

Cardiff Council's 2019/20 budget totals £624m of which the Social Services budget is £169m and includes £58m for Children's Services (with an additional £2m held in contingency).

Schools and Social Services account for 66 % of the current budget in 2019/20. When the requirements of capital financing and non-controllable budgets are taken into account just 14 % of the Council's budget remains.

Children's Services budgets and spend

It can be observed that the greatest area of spend is to outside bodies and for placements. Over the last four years the Children's Services budget has been overspent by the following amounts:

- 2015/16 £2,013,000
- 2016/17 £4,277,000
- 2017/18 £3,996,000
- 2018/19 £4,240,000

Whilst the increased spend demonstrates the Council's commitment to meet the rising demand for Children's Social Services, this is becoming unsustainable. The WLGA and ADSS Position Statement concludes:

It is known that the amount spent in excess of budget has most significantly been driven by the increase in the number of children looked after and the subsequent increase in external placements.

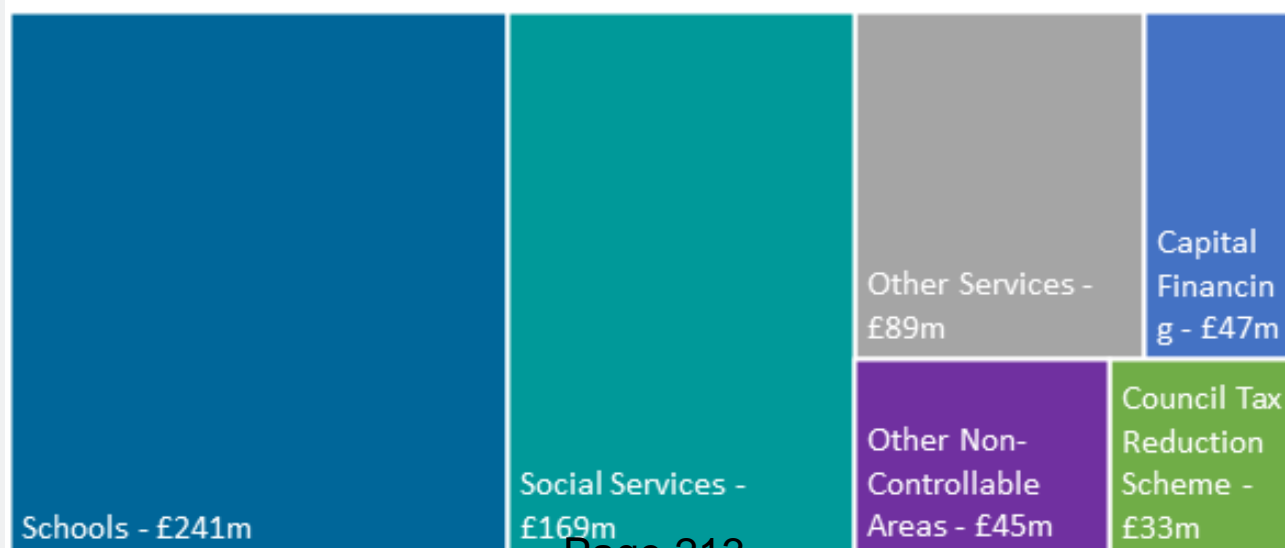
“

The limited money councils have available is increasingly being taken up with the provision of urgent help for children and families already at crisis point, leaving very little to invest in early intervention. This leads to a spiral of uninterrupted and increasing need for services is driving a mounting complexity of challenges for the most vulnerable children. (WLGA and ADSS Position Paper 2018)

”

The Bright Start Forum, 11 Plus Team and Adolescence Resource Centre.

Shape of Cardiff Council's 2019/20 Budget - £624 million



a) Increasing range of legislation, regulations, social policy and guidance that we must have due regard to in our everyday work

 <p>A Healthier Wales: our Plan for Health and Social Care</p> <p>An ambitious plan for a whole system revolution. The Plan emphasises the need to deliver population focused seamless services, making better use of technology and placing a much greater emphasis on prevention and early intervention.</p>	 <p>The Well-being of Future Generations (Wales) Act 2015</p> <p>Is about improving the well-being of Wales. It will make the public bodies think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach.</p>	 <p>The Social Services and Well-being (Wales) Act 2014</p> <p>The Act imposes duties on local authorities, health boards and Welsh Ministers that require them to work to promote the well-being of those who need care and support, or carers who need support.</p>	 <p>The Additional Learning Needs and Education Tribunal (Wales) Act</p> <p>Will transform the separate systems for special educational needs in schools and learning difficulties and/or disabilities in further education, to create a unified system for supporting learners aged from 0 to 25 years.</p>	 <p>The Adoption and Children Act 2002 (Joint Adoption Arrangements) Wales Direction 2015</p> <p>Sets out the legal framework for the National Adoption Service for Wales.</p>
--	--	---	---	--

In addition to the Acts outlined above, the following regulations are in place:

- Adoption Agencies (Panel and Consequential Amendments) (Wales) Regulations 2012
- Special Guardianship (Wales) (Amendment) Regulations 2018
- Regulation and Inspection of Social Care (Wales) Act 2016
- Care Leavers (Wales) Regulations 2015
- Visits to Children in Detention (Wales) Regulations 2015
- Care and Support (Eligibility) (Wales) Regulations 2015 and The Care and Support (Care Planning) (Wales) Regulations 2015
- Care and Support (Assessment) (Wales) Regulations 2015
- Social Services Complaints Procedures (Wales) Regulations 2014
- Representation Procedure (Wales) Regulations 2014
- Integrated Family Support Teams (Review of Cases) (Wales) Regulations 2012
- Visits to Children in Long-Term Residential Care Regulations 2011
- Independent Review of Determinations (Adoption and Fostering) Regulations Wales 2010
- Review of Children's Cases (Wales) Regulations 2007
- Children (Private Arrangements for Fostering) (Wales) Regulations 2006
- Adoption Support Services (Local Authority) (Wales) Regulations 2005
- National Outcomes Framework for People who Need Care and Support and Carers who Need Support
- The new all Wales Induction Framework for Health and Social Care

b) We have set ourselves 25 key challenges

1. The child and young person's voice is heard
2. Partnership with parents is always evident
3. Partners are clear about thresholds and the duties placed on Children's Services
4. We can work with partners to reduce the impact of exploitation on children and young people
5. We take account of the increasing impact of poverty on families
6. We can manage and reduce the increasing demand for services
7. We can manage effectively the increasing complexity of cases and caseloads
8. We meet the required standards & timescales within the Public Law Outline
9. We can safely reduce the rising number of children and young people looked after
10. We meet all of our statutory duties and responsibilities
11. We can increase the numbers of kinship Carers
12. We can increase the number of local authority foster carers
13. We can increase the range of placements to meet complex needs
14. We can reduce our reliance on independent fostering agency placements
15. We can reduce our reliance on out of county placements
16. Recruitment and retention of social workers can meet current and future demand
17. Our workforce have the appropriate knowledge values and skills
18. We have clear practice models that are accredited and evidence based
19. Our case recordings are of a good standard and meet good practice guidelines
20. Our decision making is clear, consistent, evidence based and well recorded
21. We have the relevant and up to date policies and procedures in place
22. We have a fully developed Quality Assurance Framework in place
23. We have a fully developed outcomes framework
24. All partners including the regulators have confidence in Children's Services
25. Communities have confidence in Children's Services

6. How we will meet these challenges?

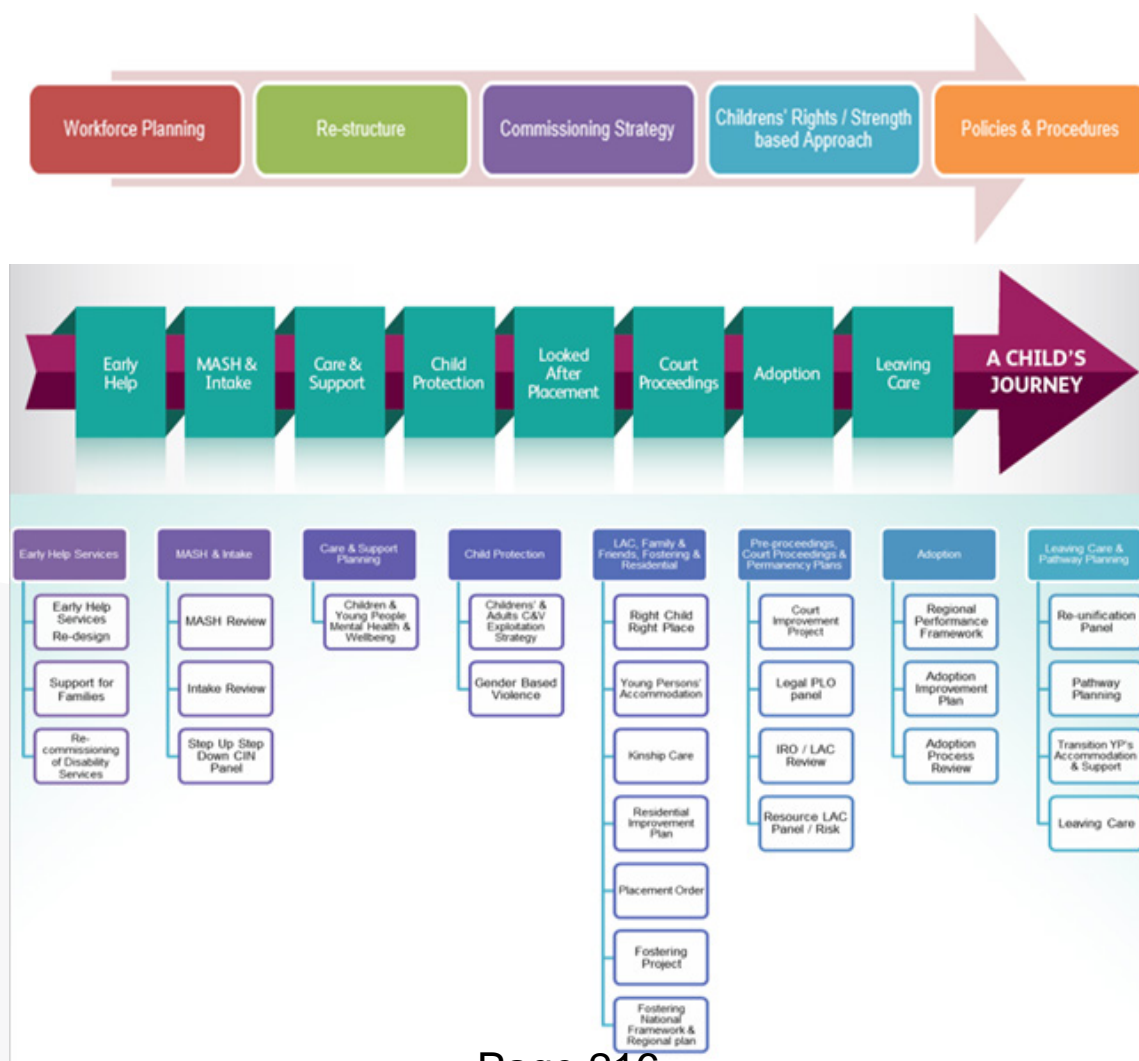
WE WILL:

Create a 'Delivering Excellence in Children's Services' Board chaired by the Chief Executive and attended by members of the senior management team to oversee the delivery of this Strategy and monitor the impact that it has.

The work-streams will address all of the challenges we face through a number of projects that all align to the child's journey. All of these work-streams will be underpinned by the over-arching projects that will impact across

the whole system; workforce planning, reshaping and restructuring the service delivery model, the development of a commissioning strategy and adopting a rights based, strength based and evidence based approach to practice.

The Delivering Excellent Outcomes programme will have a clear set of key milestones and key outcomes to achieve.



7. All of this is underpinned by the Workforce Development Plan

The Workforce Development Plan was created to address a number of issues being faced by Children's Services which were:

- Struggling to recruit experienced qualified social workers to front line teams
- Traditionally relying on agency staff to cover vacancies but this is also now problematic
- A piece meal approach to recruitment and retention
- The need for a workforce plan for the whole service
- Lack of a high visibility recruitment campaign across all media
- Lack of information regarding team establishment and where vacancies exist
- Competition from other local authorities in relation to wages and incentives
- Local recruitment opportunities e.g. Universities and Job Fairs not fully exploited
- Not systematically adopting a 'prudent' approach to workforce e.g. social workers only do what only social workers can do, so tasks that don't require a social worker can be undertaken by another worker, such as a support worker
- Ensuring we have a variety of roles and an appropriate skill mix to meet the needs of the families we work with

Restructure and reshaped Roles & Responsibilities

Training & Staff Development

Recruitment & Retention

New Commercial style recruitment post

Developing 'grow your own' schemes In-house

WE WILL:

- Develop a 'grow your own' Social Worker Strategy
- Ensure that social worker pay in Cardiff reflects the level of responsibility that the role carries and is competitive with other Local Authorities
- Introducing a coaching and mentoring scheme for social workers and managers
- Develop a clear plan to reduce reliance on agency workers, whilst ensuring that current arrangements meet our needs
- Conduct exit interviews to understand reasons for leaving
- Ensure that appropriate marketing campaigns are in place
- Undertake regular staff satisfaction surveys
- Undertake regular staff briefings
- Refresh the Signs of Safety implementation plan
- Proactively manage staff migrating from high pressure teams into less pressured teams

8. Delivering high quality social work supervision is an integral part of our Workforce Development Plan

Good quality and regular social work supervision is the backbone for delivering excellent outcomes for children and a pre-requisite for assuring good practice and evidence based decision making. It is also an integral part of a robust workforce development plan.

The All Wales Child Protection Procedures 2008 state that staff working in child protection should have supervision which:

“Help to ensure that practice is soundly based and consistent with the All Wales Child Protection Procedures. Supervision should also ensure that key decisions made, and guidance given, in supervision, is clearly recorded in case files”

Children’s Services are developing ‘A Good Practice Guide to Supervision’ (and an associated performance report card) which emphasises that supervision discussions should be clearly recorded on individual client records on the CareFirst client record system. This will evidence why decisions are made and the agreed actions of the worker. It will also require that supervision sessions are consistent across the teams in the way they are recorded onto CareFirst so that decision making is clear and easy to find.

Cardiff Children’s Services have adopted a strengths based approach to working with children and families utilising the Signs of Safety model, therefore a supervision exemplar has been designed within CareFirst to guide discussions. Supervision records should evidence the three columns assessment which should flow throughout a family’s involvement with the service (‘what is working well’, ‘what are we worried about’ and ‘what needs to happen next’). A danger statement that helps to give a clear description of the risk and the impact it has on the child should also be discussed and recorded for every family during supervision.

WE WILL:

- Update the Supervision Policy to provide guidance on frequency, quality and recording
- Provide refresher training to managers around the important of supervision and how to conduct supervision using the Signs of Safety model
- Update and implement the Supervision Audit Protocol and report card
- Audit Youth Offending cases (currently not on CareFirst, the current Social Services client record system)
- Expand auditing to include Family Support Workers and the Adolescent Resource Centre
- Ensure that cases where supervision has not been recorded for 3 months are identified by the Performance Team and urgent remedial action taken by managers

9. Developing an overarching set of guiding principles

Our over-riding principle that guides everything we do is that every child and young person should be an active participant in all decision making that affects them. They should have the opportunity to be brought up by their parents or family and friends unless it is not in their best interests, and every child and young person should be able to live a life that is free from abuse, harm, and exploitation.

“
If I don't know my rights my parents definitely wouldn't, half the time they are the problem”

“
‘It's a massive issue, it's not that they don't listen, they don't even ask’”

The Bright Start Forum, 11 Plus Team and Adolescence Resource Centre.

WE WILL:

Develop a set of supporting principles to be adopted across Early Help and Children's Services:

- A strengthening families approach that focuses on families' strengths and supports parents to bring up their child at home to achieve their best outcomes where realistic and possible; families should be empowered to identify their own problems, needs and solutions
- A Think Family approach will be used to understand the needs of the whole family, not just the child, by working in partnership with families and other professionals
- An outcomes based approach with clear and measureable outcomes for children and families; new initiatives and re-targeting of resources will be based on evaluated evidence of 'what works'
- Providing the right support at the right time by implementing a clear plan, outcomes and tailored support with the family
- A connected partnership approach that will utilise wider cross partnership initiatives to maximise impact and re-target partner resources to reduce demands or de-escalate interventions to the lowest appropriate levels
- A shared understanding and language will be developed across the city and a “no wrong door” approach with all partners involved in supporting families
- Understanding the impact of poverty and routinely using advice and into work services to maximise income and resolve family income and housing issues
- Effective and meaningful engagement with families will allow these groups to actively participate in the model implementation and feedback their views and suggestions for on-going review and evaluation of outcomes
- Effective and continuous workforce development will be required to provide workers with the necessary confidence and experience to work directly with families, especially when providing outreach or intensive interventions

10. Reshaping and restructuring the service delivery model

The development of the Early Help Service will improve the way that families access advice, assistance and support by joining up a number of services that are currently in separate directorates or service areas.

The Multi Agency Safeguarding Hub (MASH) (see page 21 for further information) will be closely linked to the Early Help Service and will provide an access point for statutory social care where it is required. The current review of MASH has identified a number of opportunities to streamline referral routes and undertake more joined up working.

There are increasing threats around exploitation for young people within Cardiff and although we have a number of services to support them they are disparate and work within separate service areas.

Children and young people should be able to remain with family and friends wherever possible. We currently have a low, albeit growing, number of kinship carers and the teams that support them are not closely aligned to the Fostering Service where the expertise to support substitute carers sits.

The current management structure within Children's Services does not meet the needs of the service or reflect the child's journey. Staff are based in a variety of locations that don't necessarily meet the needs of the service or the families we support.

WE WILL:

- Redesign our services to follow the child's journey wherever possible with the least amount of transfers of worker or team
- Create locality teams to enable workers to link closely with communities and local services
- Develop an Adolescent Service
- Restructure the management of Children's Services to ensure we are able to meet the current and future challenges on our service area
- Develop an 'All Age' disability service to ensure a smooth transition into adulthood
- Develop proposals to create a Family Placement Team that would include special guardians, private fosterers, kinship carers, foster carers, When I Am Ready and supported lodgings
- Develop an Accommodation Strategy to ensure our staff have easy to access bases from which they can reach the families they work with



11. Following the child on their journey

Once a child or young person starts to receive any advice, support or care, they will be allocated a specific worker. Sometimes they will have several changes of worker as their case progresses through the system. It is important to us that children and young people have as few changes of worker as possible and that any transfers of worker and team are completed effectively.



WE WILL:

- Develop a Case Transfer Procedure that covers internal transfers within Children's Services, transfers between different local authorities and partner agencies and a protocol for stepping cases up and down between Children's Services and Early Help Services. The Case Transfer Procedure should ensure a 'seamless service' with the needs of people using our service having priority.
- We will implement a set of performance targets to monitor how we are doing however these will be subject to change once we have completed the reshaping of staffing structures.

Monthly report card to be developed to include:

% of children with a disability who have a transition worker 4 weeks after their 15th birthday

% of referrals into Intake & Assessment with a named worker within 24 hours

% of cases transferred to the CLA team by the 2nd CLA review (Data development)

Data development

Data development

12. Developing our commissioning arrangements

Children's Services is developing a Children's Commissioning Strategy aimed at supporting the process of finding appropriate care settings for children looked after. We know that to achieve this we will need to provide more placements in and around Cardiff to allow children to live near their home. The Strategy will set out the proposed approach to the strategic commissioning of placements by Children's Services.

The Strategy entitled, **"Right Home, Right Support" - A Commissioning Strategy for Accommodation and Support for Children who are Looked After by Cardiff Council**, will pull together the identified strands of placement commissioning, ensuring there is a clear vision which underpins the approach and making sure that the vision aligns to Cardiff Council's Capital Ambition Corporate Plan. It is expected that the Strategy will assist Children's Services in identifying the range of new residential and fostering provision it needs to develop in Cardiff in order to meet current and future needs. Going forward it will inform:

- The shaping of Children's Services internal placement services.
- Children's Services partnership working approach to placement commissioning with stakeholders, and a range of public and private sector partners.
- The development of a Market Position Statement (MPS) which will be published. The MPS will summarise placement supply and demand in Cardiff, and will signal business opportunities within the children's care market in the area. It is intended to give providers a range of information relevant to their business and how it might develop to meet local needs.

The Strategy will align with the developments in the Disability Futures Programme and will form an integral part of this new Children's Services Strategy.

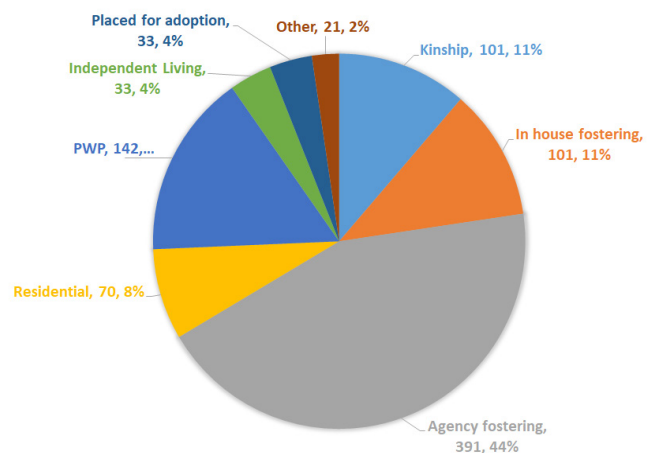
WE WILL:

- Have a Commissioning Strategy for Accommodation and Support for Children who are Looked After
- Complete a Market Position Statement and undertake comprehensive local market engagement with providers to increase the range and level of external placement provision in and around the Cardiff area by March 2020
- Develop an implementation plan for the Strategy that is supported by a range of business cases that set out our commissioning intentions; these will include but are not limited to:
 - Development of a new regulated provision for 16 – 20 year olds by March 2020
 - Transfer of Ty Storrie (short breaks provision) to the local authority by June 2019
 - Conclude a scoping exercise regarding Edge of Secure Provision (Regional) by July 2019
 - Emergency residential provision
 - An assessment (step up / step down) residential provision

13. Shifting the balance of care

We are developing our practice and procedures to ensure the right young people are in the right placements for the right period of time by setting up a series of decision making panels, introducing more Signs of Safety reflection meetings, Family Network meetings and by introducing a Family Re-Unification Framework.

**Safe Children Looked After Reduction Strategy
(31st March 2019)**



WE WILL:

- Reduce the number and length of time that children and young people are placed in residential settings
- Support more family members to become kinship carers
- Support more family members to become Special Guardians
- Review all children and young people placed on a Care Order with parents and consider whether any can step down to Supervision Orders; this will mean revising the approach to Supervision Order management by reviewing at 3, 6 and 9 month intervals with time limited targets set for each period
- Recruit more local authority foster carers
- Support more children and young people at home on Care and Protection Plans instead of under Placement with Parent regulations which can be stigmatising
- Support more children and young people at home on Care and Support Plans
- Support more children and young people in the Early Help Service





15. Multi Agency Safeguarding Hub

The Multi Agency Safeguarding Hub (MASH) is the single point of contact for all safeguarding concerns regarding children and young people in Cardiff and the front door access for Early Help referrals. It is therefore a critical part of our safeguarding arrangements.

Having a MASH model does not guarantee a good safeguarding response. The label of a MASH will not deliver any benefits unless each agency effectively discharges its own safeguarding duties. In this way a MASH is not a solution for poor inter agency working, but will instead enhance good inter agency working if effective cultures and processes are developed.

Better working with the Intake & Assessment teams will contribute to better allocation of resources at the right place and the right time. Furthermore the target of making a decision within 24 hours of a referral being received will be significantly improved.

The current plan in relation to the referral routes into Early Help will ensure that the MASH is not used as a 'one stop shop' but that referrals are screened out by social workers within Early Help with only safeguarding referrals being processed by MASH.

The rotation of staff between all 3 tiers of Early Help, MASH / Intake & Assessment and the Domestic Abuse Hub is an integral part of the Early Help Plan and the detail of this will form part of the implementation plan.

Through the development of MASH and Early Help the right service will be identified for the right child at the right time. Consistent evidence based preventative casework interventions to children and families will be delivered at the earliest stage of identified concern(s).

WE WILL:

- Establish a strategic steering group to oversee the development and integration of the Early Years, MASH and Intake & Assessment services
- Reconvene the Operational Management Group with revised membership and Terms of Reference
- Develop a performance report card to ensure improvements are maintained
- Develop an action plan for all outstanding areas of concern
- Implement a Quality Assurance Framework that covers audit activity with performance data and feedback from citizens
- Ensure these proposals inform the wider Accommodation Strategy
- Review IT systems and identify solutions
- Ensure there is an interface with the Early Help implementation plan
- Develop Information Sharing Protocols

Monthly report card to be developed to include:

Number of contact / referrals received

Numbers of children subject to multiple contacts during the month

Breakdown of contact / referrals by source

Breakdown of contact / referrals by outcome

Proportion of contact/ referrals leading to/ not leading to an assessment

16. Intake & Assessment

The Intake & Assessment Service currently receive all of the referrals from MASH that require further action in relation to urgent safeguarding issues or families that may be in need of care and support.

Performance reports demonstrate a significant increase in referrals over recent months which appears to be directly attributable to the changes made within the MASH around thresholds and decision making.

The future role of the Intake & Assessment Service will be considered as part of the development of the Early Help Service and the wider restructure.

There is an action plan in place to address the increasing demand.



WE WILL:

- Close the back log of cases awaiting closure
- Transfer staff into the team wherever possible
- Develop robust step down arrangements into Support4Families
- Review arrangements for agency workers
- Review pathways into the 11 years + team
- Review pathways into the Youth Offending Service for exploitation cases
- Review arrangements re: age assessments for unaccompanied asylum seekers
- Review the process for private law cases
- Undertake an analysis of the business processes to ensure work flow improves and adequate capacity is available to meet demand

Monthly report card to be developed to include:

Breakdown of well-being assessments by outcome

Breakdown of s.47 enquiries by outcome

Timeliness of well-being assessments

Timeliness of s.47 enquiries

Intake & Assessment social worker caseloads

17. Care and Support Plans

This section refers to Cardiff children with care and support needs under Part 4 of the Social Services and Well-Being (Wales) Act 2014 but are not on the Child Protection Register.

Cardiff Children's Services work with children with care and support needs and their families on the basis of consent. Parents' agreement to any social work intervention or to services for their child is necessary.

The Care and Support Plan is clear on the unmet need, what the end outcome looks like and how this will be achieved. The Care and Support Plan is measurable and scaling questions are used in order to review and assess the levels of changes made by the family.

The tasks in the Care and Support Plan have timescales attached and it is clear who is responsible for each activity. Once a Care and Support Plan has been formulated and agreed by families it will be signed by all professionals, family members and the child (depending on age and level of understanding). Any changes to the Care and Support Plan are agreed by all concerned and in conjunction with the child and family.

Where a child has been subject to a Child Protection Plan and improvements have been made so that the plan ends, and where a child who has been looked after returns home to their family, a Care and Support Plan is put in place with the child to support continued development. This plan should be in place for at least 3 months and should be reviewed before it is closed to make sure that all concerns have been addressed to avoid re-referrals.

Care and Support is also put in place where section 47 enquiries have not proceeded to Child Protection, but the child and family's need for support has been identified.

Cardiff have introduced a Step-Up and Step-Down Panel to ensure there is the support at the right level to identify cases which may need to be escalated. This Panel will follow a strengths based approach using the Signs of Safety mapping assessment (what is working well, what we are worried about and actions). The Panel will contribute to effective planning, support social workers and positive outcomes for families.

WE WILL:

- Identify cases of a child receiving care and support which need to be closed
- Identify families who have unmet needs but do not require statutory services; these cases should be referred to early help or other identified universal services
- Re-review cases which may need to be referred for a well-being assessment from early help
- Review cases which may need to progress to Strategy Discussion

Monthly report card to be developed to include:

Number of children with care and support needs

Percentage of children with a Care and Support Plan who are supported to remain at home

Timeliness of reviews of children with care and support needs

Number of child-led changes to a care plan following a review (Data development)

Social worker caseloads

18. Child Protection and Safeguarding

The All Wales Child Protection Procedures are currently being reviewed and amended.

Cardiff are part of Cardiff and the Vale Regional Safeguarding Board and are members of the various sub groups.

A need was identified to set up a Local Operational Safeguarding Board (LSOB) to oversee local safeguarding issues. The LOSB has been in existence for four months and is chaired by the Chief Executive of Cardiff Council.

The Institute of Public Care identified following a recent audit that there were less than the expected number of children on the Child Protection Register compared to the number of children looked after.

Comparator data also shows that children tend to remain on the Child Protection Register for less time than in other local authorities.

It is crucial that children are supported via a Care and Protection Plan prior to them becoming a looked after child unless an emergency situation prevents that.



WE WILL:

- Improve the timeliness of Child Protection Conferences and Reviews
- Improve how we enable parents and young people to participate
- Evaluate the effectiveness of child protection plans
- Ensure our workforce have access to appropriate training
- Continue to develop regional and local safeguarding arrangements

Monthly report card to be developed to include:

Profile of children on the Child Protection Register

Breakdown of length of time children have been on the Child Protection Register

Timeliness of Initial Conferences and Child Protection Reviews

Numbers of registrations, de-registrations and re-registrations

Timeliness of visits to children on the Child Protection Register

19. Public Law Outline and Permanency Planning

The Public Law Outline (PLO) is the framework for working with families to do everything to prevent going into Court proceedings. If this cannot be achieved, all assessments are completed and care planning of the case is in place before issuing proceedings.

There are strict standards including timescales within the PLO that place increasing pressures on Children's Services. This was an area that previously caused concern in relation to not meeting timescales or practice standards but this has improved following a robust improvement plan.

A protocol has been developed as part of the improvement plan:

- Having a consistent approach to care planning, pre-proceedings and Public Law Outline
- How and when care proceedings are issued
- The standard of statements, assessments, reports and care plans placed before the Court

- A PLO manager that monitors all dates reports are to be completed and meetings to be held

And applies to:

- Children subject to Child Protection Register where sufficient change has not been made despite significant support
- All children subject to pre-proceedings
- All children subject to Public Law care proceedings with the aim of identifying those children for whom twin-tracking is appropriate
- Local Authority Statement of Evidence submitted to Court

The emphasis (except in emergencies i.e. Emergency Protection Order applications) is on pre-proceedings. This is in order to ensure that more appropriate alternatives have been explored prior to public care proceedings being initiated.

WE WILL:

- Complete chronologies and genograms and present them to panel
- Hold Case Reflection meetings before panel, as appropriate
- Develop a constructive relationship with Judiciary
- Promote confident assertive practice within PLO
- Develop mechanisms for regular dialogue with the Child and Family Court Advisory Support

Service (CAFCASS) and clarity of expectations of the dialogue and collaborative working with children's guardians

- Review and monitor use of s.76 (including retrospective review)
- Develop system to capture issues raised by social workers attending Court and ensure support systems in place

Monthly report card to be developed to include:

Number of cases not completed within 26 weeks (Data development)

Percentage of case within PLO completed as part of pre proceedings (Data development)

Number of statements requested by judiciary raising concerns (Data development)

% of overall cases issued as emergencies (Data development)

Breakdown of recommendations & disposals (Data development)

20. Children Looked After

The Code of Practice on the exercise of Social Services functions in relation to Part 6 of the Social Services and Well-being (Wales) Act 2014, contains provisions relating to children looked after and accommodated, including children and young people who are leaving or who have left care.

Within Cardiff the Corporate Parenting Strategy sets out the shared vision of the Cardiff Council and the University Health Board for children looked after.

A child who is cared for by the Council has the right to expect everything from a corporate parent that would be expected from a good parent. Every good parent knows that children require a safe and secure environment in which to grow and thrive. Parents protect and support their children against the dangers and risks of life. Parents are ambitious for them and want them to reach their potential. Parents celebrate and share in their achievements.

The strategy reflects a genuine partnership in which no one agency has primacy but in which all are committed to:

- 'Narrowing the gap' so that children looked after children achieve their potential.
- Improving services so that fewer children need enter the looked after system.
- Listening to children looked after and improving their experience of care wherever possible as a result.

As part of the reshaping of Children's Services the current arrangements for children looked after will move from being a discreet service to becoming part of the newly formed locality based teams. This will ensure that returning home following a period of being looked after is a more streamlined process and that social workers work with families within their communities, including other local professional networks (including schools, health and police).

WE WILL:

- Review all of our children looked after to ensure their care plans continue to meet their needs
- Keep children and young people with their family and friends wherever it is possible, appropriate and safe to do so
- Introduce an App to allow children and young people to influence their care plans and reviews
- Develop a Permanency Protocol
- Ensure we increase the availability of placement choices
- Ensure we have systems in place to monitor the quality of all placements
- Review our Independent Reviewing Officer service against the new practice guidance
- Ensure our Children Looked After service is compliant with relevant legislation
- Develop a new 3 year Corporate Parenting Strategy
- Develop our approach to participation with children and young people including the reshaping of the service

Monthly report card to be developed to include:

Allocation of children looked after to social workers

Children and young people's engagement in their looked after reviews

Children and young people actively influencing their care plan (Data development)

Timeliness of looked after reviews and statutory visits to children looked after

Children and young people who were offered / received an advocacy service (Data development)

21. Adoption

Adoption transfers all legal parental rights and responsibilities to the adoptive parents. The birth parents of the child lose all legal access to their child once an adoption order is approved by the courts. Adoptive children may keep in contact with some of their birth relatives if agreed during the adoption process – but the child's safety and well-being is our first priority.

The child becomes a new member of the adoptive family and receives the same rights as if he or she were born into that family.

Cardiff is part of the Vale, Valleys and Cardiff Adoption Collaborative (VVC) which is the largest of the five regional collaboratives, which form part of the National Adoption Service in Wales (NAS).

It provides a regional adoption service to the Vale of Glamorgan Council, Merthyr Tydfil County Borough Council, Cardiff Council and Rhondda Cynon Taff County Borough Council. The service is hosted by the Vale of Glamorgan Council.

In respect of regional performance, the increase in the number of children being placed for adoption during the period, the number being adopted and the reduced time taken to place a child for adoption from Placement Order are positive improvements.

Some improvement has also been noted in the provision of Life Journey materials for children placed and in respect of the take up of birth parent counselling.

There has been increase in the number of children waiting for placements and the number waiting over six months to be placed.

There has been a decrease in approvals of adopters and delays in timely recruitment of adopters makes recruitment an ongoing and clear priority for the service.



WE WILL work with the Regional Adoption Collaborative to:

- Decrease the number of children waiting to be adopted
- Decrease the time children wait to be adopted
- Increase the diversity of adopters
- Increase the number of adopters

Monthly report card to be developed to include:

Placement Orders granted

Number and profile of children placed for adoption

Length of time between Placement Order and child placed for adoption

Number of children adopted

Information about adopters (Data development)

22. Leaving Care and Pathway Planning

It is a statutory duty for all young people leaving care to be provided with the support they need to make a successful transition to adulthood and move towards more independent living.

Care leavers should expect the same level of care and support that others would expect from a reasonable parent. The local authority responsible for their care and support should make sure that they are provided with the opportunities they need to come to terms with taking on the responsibilities of adulthood. It is not just Social Services that impact upon these young people. Once a child is looked after all elected members and officers of the local authority, as corporate parents, need to be concerned about that child and must take the following principles into account when engaging with them and making any decision concerning them:

- Is this good enough for my own child?
- Does this provide a second chance if things don't go as expected?

- Is this tailored to the child's individual needs, particularly if they are more vulnerable than other children?

Plans for transition to adulthood for children looked after must be in place for all young people aged 16 and 17 who have been looked after for at least 13 weeks after they reached the age of 14. Preparation for a time when they will no longer be looked after should be integral to the care and support planning process throughout their time in care. As well as practical concerns, this should also encompass emotional preparation for leaving care. The transitional period when care leavers approach independence and the time immediately after they leave care can present significant challenges to their emotional well-being. Preparation work for young people leaving care should include helping care leavers to develop and maintain relationships with people who will be able to continue supporting them after they leave care.

WE WILL:

- Develop an online website for use by care leavers in conjunction with their Personal Adviser
- Develop a new and up to date 'young person friendly' guide for care leavers which sets out our pledge to them. This will include financial entitlements.
- Encompass young people's involvement in service design and development and build in the Trauma informed model and approach
- Further develop mediation services and build on Young Persons Gateway to accommodation and support (following Positive Pathway model)
- Develop a Health Passport for young people at the age of 16 which would assist care leavers in knowing and understanding their health history; this is particularly important in view of the moves that young people have made
- Review Age Assessments
- Develop integrated pathways with the Adolescent provision (Youth Service/YOS/ Prevention Services)

Monthly report card to be developed to include:

Completion of
Pathway Plans

Destination for
young people when
leaving care

Suitability of
accommodation
for young people
leaving care

Allocation of
Personal Advisers to
care leavers

Care leavers in
Education, Training
or Employment

23. Supporting children who have a disability, additional learning needs or neurodevelopmental diagnosis

Cardiff believes that all children are a child first. As a result, opportunities and services for all children should be inclusive to the needs of individuals with additional needs and disabilities.

Within the Social Services and Well-being Act (Wales) 2014 [2], 'a disabled child is presumed to need care and support in addition to, or instead of, the care and support provided by the child's family'.

Within the Additional Learning Needs and Educational Tribunal Act 2018 - the term 'Additional Learning Needs' refers to a child or young person who has a disability or learning difficulty which calls for 'Additional Learning Provision' that is additional to, or different from, that made generally for others of the same age.

Children and young people with additional needs may be more vulnerable and their health and development is likely to be impaired or further impaired without the provision of early help, intensive intervention or remedial intervention.

The Early Help Service will work with all families and children, but will ensure that where specialist services are needed an early conversation will take place to ensure that the needs of the family are assessed and met by the most appropriate and relevant services.

Children and young people with additional learning needs and disabilities are currently supported through a range of services across Education, Social Services, Health and the voluntary sector.

Families are offered support at first point of contact within specialist services. This could be via a clinic appointment, at birth from a hospital consultant or through education where additional needs emerge over time.

Information and Advice services within St David's Hospital are delivered as part of the Cardiff Disability Team Around the Family. This service offers families a key worker and supports families to navigate services and Health offer a special needs health visitor and Education provide early support to transition into education settings with necessary levels of support.

This collaborative approach supports families at the earliest point in time to provide information, build resilience and connectivity to services to reduce the impact of caring for a disabled child.

WE WILL:

- Create an All Age disability team
- Develop our approaches to supporting children with additional needs and disabilities
- Provide easier access to a key worker for co-ordination
- Work collaboratively with Health, Education and third sector partners to enable families to receive a seamless approach to their care at the right time
- Formalise the working arrangements across all agencies to ensure equity and reduce duplication in service delivery
- Develop a single approach to planning using person centred and strengths based approaches

Monthly report card to be developed to include:

Number and source of referrals to Child Health & Disability

Number of children being supported by Child Health & Disability

Allocation to Transition Workers

Data development

Data development

24. Youth Offending Service

The Crime and Disorder Act 1988 places a responsibility on each local authority to establish and maintain a Youth Offending Service.

The Youth Offending Service (YOS) is a multi-agency organisation with statutory responsibility for providing intervention, challenge and support for young people and their families with the primary aim of preventing anti-social behaviour, offending and reoffending. YOS offers support to victims of youth crime and Anti-Social Behaviour (ASB) and a range of restorative interventions are offered.

There has already been improvement in the service with work being undertaken to improve the visibility of the services that are offered. To this end we have:

- Improved performance reporting and performance management
- Engaged with Neighbourhood Policing Teams to promote Prevention Services
- Engaged with Education
- Closer collaborative work with Children's Services, especially Think Safe! and Adolescent Resource Centre (ARC) teams

- Widened the membership on the YOS Management Board so that more agencies will be involved in the governance arrangements for the work of the YOS
- Used funding to create additional and new posts in order to respond to emerging trends
- Taken part in the Enhanced Case Management project and determined appropriate interventions within a trauma recovery model

Emerging trends have identified a rise in low level harmful sexual behaviour (HSB) across the City and a HSB Prevention Officer has been recruited in order to work with this client group.

It should be acknowledged that the trend toward increased complexity of cases continues with this being seen across all service delivery areas, including the non-statutory prevention service. Prevention referrals have increased and it is anticipated that further increases will be experienced when the service is launched amongst council colleagues.

WE WILL:

- Promote the Youth Offending Service and the programmes offered
- Develop a Protocol around the joint chairing of exploitation meetings
- Deliver a range of presentation briefings to our partners, individuals and the community
- Formalise arrangements with Education to deliver preventative themed topics as part of the curriculum or to respond to emerging trends
- Review and relaunch the YOS management board ensuring appropriate membership
- Develop new terms of reference for the Management Board
- Ensure that the YOS has an effective governance structure

Monthly report card to be developed to include:

First time entrants to YOS and reoffenders

Engagement in education, training and employment for children in the youth justice system

Access to suitable accommodation for children in the youth justice system

Access to substance misuse services for children in the youth justice system

Access to mental health services for children in the youth justice system

25. Emerging areas of practice and development that will enable us to deliver on our key priorities

To ensure we have the right support at the right time for children and young people we are in the process of developing a Practice Manual that will include our approach to:

25.1. Family Network Meetings

Family Network Meetings have a significant role in promoting rights based outcomes for children as they:

- Provide families with an opportunity to promote continuity in their child's upbringing in line with their ethnic, cultural and linguistic background (Article 20 UNCRC)
- Enable families to understand their role and responsibilities in promoting their child's best interests by identifying and using their individual strengths to protect the child and take the lead in caring for their children (Article 18 UNCRC)
- Ensure the child is supported in maintaining their family ties, including personal relations and direct contact with their birth parents, subject to any restrictions imposed by the Courts (Articles 8 and 9 UNCRC)

Family Network Meetings are a way of working which aims to provide children and their families the best opportunity to create safety and well-being for their children, with community and professional support. They allow workers to be rigorous in assessing risk and planning for safety of children; and for workers to be transparent in their practice.

The meeting provides a forum for children, young people and their families to have their voices heard, and give parents and prospective kinship carers the opportunity to demonstrate how they can provide a safe and secure home in a way that not only works for them, but also addresses the concerns of the local authority. The benefit of this is fundamental to the success of the placement of the children and young people, helping to build supportive and enduring relationships within the family network, achieve best outcomes and reduce the risk of placement breakdown.

WE WILL:

- Safety planning within the Child Protection process
- Support network plans, including within Public Law Outline (PLO) pre-proceedings and Placement with Parent placement planning
- Prevention of placement breakdown
- Reunification planning
- Assessment of Special Guardianship Order support need
- Respite arrangements
- Parenting / family dynamic assessments within the PLO and Court process

25.2. Resource Panels

The Resource Panel is underpinned by the belief that that there are unique advantages for children and young people growing up within their own families and communities, with a network of support to help manage their own problems and stay safe and well.

The panel models and supports the strengths based Signs of Safety (SoS) framework and processes for working, which incorporates principles, disciplines, tools for assessment and safety planning and engaging with children and families.

The panel will contribute to effective planning, support social workers and positive outcomes for families.



WE WILL:

- Safely reduce the existing children looked after
- Promote placement stability
- Reduce the number of children who become looked after
- Promote the upbringing of children within their families including Placement with Parents and kinship care
- Identify comprehensive packages of support to enable children and young people to remain in their own families where possible with an emphasis on early intervention
- Ensure that effective support systems are put in place so that children who are already looked after can return to live safely with family members, in line with their child care plan
- Ensure that effective support systems are put in place to prevent placement breakdown and promote placement stability for children looked after
- Approve therapeutic support packages which may be required

25.3. Reviewing our arrangements for Kinship Carers to support our aim of shifting the balance of care

The assessment of family members or close friends as a kinship carer for a child or sibling group who cannot remain with either of their parents, is one of the most complex assessments a social worker can undertake.

An assessor will generally have a maximum of twelve weeks to complete a full assessment, although sometimes as little as five weeks is ordered by the Court. Early identification of family members and Family Network Meetings held early on will enable the local authority to comply with this timescale.



WE WILL:

- Create a new 'substitute family' team that incorporates all Kinship Care arrangements alongside mainstream foster carers
- Support family members from the earliest possible stage to help keep those children safe within their family rather than being placed with unrelated foster carers or adopters
- Ensure all kinship carers and Special Guardianship carers have an allocated support worker
- Use the Signs of Safety approach in this way to reduce the level of emotional harm that children are likely to suffer as a result of removal from their family, alongside promoting the best permanence route, and ultimately the best outcome for each child
- Incorporate the Signs of Safety model and Family Network Meetings to adopt a restorative approach in a way that promotes respect, trust and a sense of belonging; promoting a key strategic objective as outlined in our Corporate Parenting Strategy

Monthly report card to be developed to include:

Number and % of children becoming looked after placed with kinship carers

Profile of children in kinship placements by age

% of children becoming looked after where a Viability Assessment was completed (Data development)

% of Viability Assessments that progressed to full Connected Persons Assessments (Data development)

Outcome of full Connected Persons Assessments (Data development)

25.4. Multi-Agency Exploitation Strategy

Like many other UK cities, Cardiff is facing an increasing challenge in trying to safeguard children and young people against the threat of various forms of exploitation including:

Child Criminal Exploitation is an area of increasing concern. We know more now about this area and are working with partners to form a robust response. This can occur where an individual or group takes advantage of an imbalance of power to coerce, control, manipulate or deceive a child or young person under the age of 18. The victim may have been criminally exploited even if the activity appears consensual. Child Criminal Exploitation does not always involve physical contact; it can also occur through the use of technology. Criminal exploitation of children is broader than just county lines, and includes for instance children forced to work on cannabis farms or to commit theft.

Child Sexual Exploitation (CSE) is the coercion or manipulation of children and young people into taking part in sexual activities. It is a form of sexual abuse involving an exchange of some form of payment which can include money, mobile phones and other items, drugs, alcohol, a place to stay, 'protection' or affection. The vulnerability of the young person and grooming process employed by perpetrators renders them powerless to recognise

the exploitative nature of relationships and unable to give informed consent.

Modern Day Slavery - Child related crimes such as child sexual exploitation, forced begging, illegal drug cultivation, organised theft, moving a child / young person from one area to another for this purpose constitutes Modern Day Slavery. Children and young people cannot give consent to being exploited therefore the element of coercion or deception does not need to be present to prove an offence. It can often be unclear on the surface what is offending behaviour and what is exploitation. Children / young people will often not share information due to the threat of reprisals.

All forms of exploitation involve high level risks to children, families, the public and staff which is beyond the family unit and doesn't fit into traditional social care. Safeguarding children and young people from the risks can be challenging therefore a multi-agency partnership joint approach is required to the newly perceived threats and risks that exploitation brings.

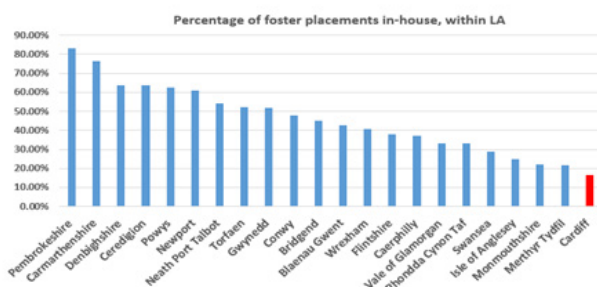
Children and young people at risk of exploitation doesn't stop at 18. The transition from 'child' to 'adult' is a process not an event. Transitional safeguarding responses need to be developed to ensure that our vulnerable adults are also protected from all forms of exploitation.

WE WILL:

- Ensure exploitation is a priority of the Regional and Local Safeguarding Board
- Broaden the scope of the current CSE strategy to include all forms of exploitation
- Consider the Youth Offending Service undertaking the lead role if there are no other safeguarding concerns
- Develop escalation processes from general prevention / targeted, high end prevention / protection and feed into local profiling through police intelligence
- Link in and learn from the new National County Lines Coordination Centre
- Explore the use of Risk Management Panels for all exploitation / adolescent risk that could replace the Multi Agency Strategy Meeting process
- Explore the use of Risk Management Panels for all exploitation / adolescent risk that could replace the Multi Agency Strategy Meeting process
- Convene a local learning event based on recent cases

25.5. We will review and reshape our Fostering Service to support our aim of shifting the balance of care

When looking at the percentage of foster placements that are provided by our in-house provision, the graph below demonstrates that Cardiff has the lowest in Wales with only 16 % of placements. Cardiff has significantly higher rates of children placed with independent foster carers than any other local authority.



The Social Services and Well-being (Wales) Act 2014 places a duty on the local authority to take steps to

ensure that, so far as is reasonably practical, they are able to provide children looked after and other accommodated children with accommodation that is within the local authority's area and that meets the children's needs. The local authority must also ensure that, so far as is reasonably practical, the placement:

- Allows the child to live near home
- Meets the needs of the child as set out in the Part 6 Care and Support Plan, and the outcomes set out in the Pathway Plan
- Does not disrupt the child's education or training
- Enables the child to live together with any siblings who are also being looked after
- Provides accommodation which is suitable to the child's needs if the child is disabled

We need to adopt a whole system review of Fostering in Cardiff to improve the offer and increase transitions into in house fostering placements. This is the best outcome for children and young people.

WE WILL:

- Increase the number of in house foster carers
- Reduce the number of placements with Independent Fostering Agencies
- Increase the number of complex cases placed with foster families (opposed to residential)
- Increase the number of sibling groups remaining together
- Increase placement stability
- Fully support our foster carers, enabling and empowering them to support the children
- Modernise the Fostering Service to meet the needs of children and young people
- Provide real time data on performance, provision and cost
- Set targets and time frames for task completions
- Review resources to ensure sufficient staffing levels

Monthly report card to be developed to include:

Number of in house foster carers

Number of placements

Number of vacancies

Conversion rates from initial enquiry to approval

Number of marketing events

25.6. Adopting a Strength Based Approach to practice by implementing Signs of Safety

What's working well?

- Political and Corporate Support
- Partners willingness to engage
- Training Programme
- Forms being updated for Signs of Safety (SoS)
- Evidence of SoS in case recordings
- SoS approach used in Supervision by some team managers
- Pockets of good practice
- Reflection Meetings
- Celebration Event
- Children Looked After Reviews

What are we worried about?

- Inconsistencies in practice
- Not adopted wholesale
- Not used systematically to inform decision making across the care planning process
- Not embedded as business as usual
- Confidence of some workers is low
- Performance monitoring and reporting
- Expected outcomes not achieved
- Not used for Supervision consistently

What do we need to do next?

- Practice What We Preach daily
- Reshape steering group / practice leads
- Ask families and staff about their experience
- Embed SoS across all decision making
- Learn from UK Evaluation of SoS pilots
- Develop performance framework
- Celebrate success and share good practice
- Develop report card

Signs of Safety has been adopted by Cardiff Children's Services as the overarching practice framework for all of its work with children and families. Signs of Safety is a strengths based, safety-organised approach to child safeguarding work which expands the investigation of risk to encompass strengths and signs of safety to make an overall judgement of safety using a safety scale. The tools used in Signs of Safety have a wider application to other settings where workers need to communicate with children about their feelings and engage families in making changes.

Signs of Safety is about building on the strengths and safety already present with families to build reliance and encourage families to find their own solutions to what's happening in their lives. Safety and well-being is not created in services but within a family's home. Practitioners work with the child or young person, their family and their support network to build safety for the child or young person.

The framework within Signs of Safety allows practitioners to critically think through and analyse the information gathered about a child and their family mapping out their thinking about what is happening and what they need to see the family doing in order to know the child / young person is safe or that their needs are being met. This process provides a clear understanding of the current situation for that child and family.

Our overall ambition for children in Cardiff is that each and every one of them is happy, healthy, safe and confident in their future.

Our absolute priority for all of those children who need our help, care and protection is that they are 'seen, safe and heard'.

Conclusion



As the Council's Director of Social Services, having taken up my position in July 2018, it is both a privilege and a considerable responsibility to lead on the implementation of this Strategy. Since taking up this role I have been impressed by many of the strengths here in Cardiff's Children's Services and the openness of the Council, workforce, partners and children, young people and families to work together to address areas where we need to improve.

The challenges that Children's Services face have a high corporate and political profile, which translates itself into very good working relationships across the Council, especially across housing and education colleagues and with partners in the NHS, Police and the Third Sector. This agenda has a high profile at the Public Service Board and Regional Partnership Board. To improve outcomes for our most vulnerable children, we Children's Social Services need to be effective partners to deliver a whole city response. Our most important partnership is with children, young people and families. Our commitment to rights and participation has driven both the development of this strategy and will drive the implementation plans.

This is an important strategic plan for Cardiff Council. I hope it clearly sets out how Children's Services operates in Cardiff and that we are clear and transparent in our aims going forward. We are driven by information about how well we are doing, from performance information, complaints, compliments and quality assurance information. This approach to understanding our quality and performance means we can be fully held to account if we are not making the improvements that we have set ourselves.

In everything we do, and I believe it strongly comes across in this strategy, the child's voice is at the centre. I want the most important question asked to

be "What is important to the child?", and this to be fully understood in all aspects of our preventative, practice and commissioning and service development work. The strategy also promotes a 'think family' approach and we are seeking to involve families, taking a strength based approach, and wrapping support around them, to enable children to live with their own families wherever possible.

We can't deliver this strategy if we don't invest in and continue to support our fantastic and committed workforce. We are committed to continuing to develop our workforce to work in a strength based way, build on strengths and signs of safety and to be supported in their practice. We have changed our operating model to support locality working to enable children's services to work positively with partners in schools, early help services, primary care and housing and communities.

Cardiff is in a strong position to attract, retain and develop its workforce. The city has a lot to offer and has good universities and further education providers; we need to promote the benefits of what Cardiff has to offer to encourage students who study here to stay working here in Cardiff. The diverse nature of the work in our city, opportunities for support and development, strong political, corporate, partnership and professional support make Cardiff the best possible place to make a positive difference to the lives of children and families.

Finally, and with good reason, I am optimistic that the ambitious commitments (the 'We Will's) will be delivered. I am excited at the commitment of the Council to delivery this 3 year strategy and deliver excellent outcomes for our children and to celebrate the impact of when we get things right. To this end below is a poem from one of our Cardiff young people. I hope it inspires everyone involved in delivery of this strategy to go above and beyond to make that difference.

Claire Marchant,
Director of Social Services

Case Study – Feedback from a Young Person at the End of Leaving Care Services

Thank you so much for the following :

- T** - the times that could have been my darkest of days both physically and mentally and not giving up on me while i was going through crisis
- H** - having faith in me that i could be the best i could be when even i could not see my potential
- A** - anything i needed you would be there. in crisis many of your staff have dropped what work they had and come and support me and i could nkt be more thankful of them
- N** - now that my time with your incredible survice is coming to an end i feel like you have toirght me all the relivdnt skills i need to live a more stable and managable life
- K** - k is going to be a hard for me to think of somthing to say but think of my time with leaving care as a car journey and chow far we have come if you eete to tell me at the start i would be budgeting my utility bills finding things to do with my time ie going to college looking for hosing i would say never in a billion years but together we have travelled nany 1000s of kilometres mentaly and we have achieved so many things i dont thonk i would have done on my own

- Y** - years have past but every time they do your incredible support just gets better and in years to come I will remember every single time you've helped me in supported me and I just wish that people would not have the bad connotations to go with social services because they are a fantastic organisation and I cannot be more proud of with the staff they have there and to be honest with you I'm such a lucky person to have gone through the service and I met so many fantastic people
- O** - o is for onwards and upwards for me because of your fantastic support no more will I be getting myself into trouble and I just want to say thank you for supporting me to get to where I am right now because I feel like I can now move on with my life and forget the past put that behind me but not forgetting how extraordinary has been to me
- U** - unbelievably so thankful that you have supported me the way you have and I just feel like I've got to somehow thank you because I've just feel so lucky to have met so much extraordinary people and thank you so much for your hard work in me because I now believe that the skills you have taught me will lead me on to greater things My Life

Children's Services Strategy Development Listen Exercise



Report

May 2019

Children's Services Strategy Development Focus Groups

May 2019

Sample: 10 young people aged 12-18 from Bright Start Forum, 11 Plus Team and ARC. It is important to note that all areas within Children's Services were offered the opportunity to engage in the listening exercise.

Duration: Each focus group took 1 hour

Method: Semi structured discussion following a short introduction to children's rights – concept of rights, area covered - protection, provision and participation. Participants were asked to consider which rights children's services were good and then which one's did they need to improve upon including any ideas for improvement.

A Council Officer from the Communication Team then led a discussion with a focus on how the strategy should be made available to children and young people.

What is going well?

Some young people reported that they were supported to be physically healthy including encouragement to attend medical appointments, GP check-ups and visit the dentist.

'Sometimes I need reminding as I forget'

A number of young people felt that they were given the space to share their views and that worker's listen to them providing them with someone to talk too.

'My worker listens to me, she is someone I can talk too about anything'

Others went on to say that, they felt that their housing needs were met to some extent however there were some examples provided when this was not the case.

'I like where I live now but before I was in place full of drugs I hated it'

Some young people said that they like and appreciated their Personal Assistant (PA) but others reported not seeing their PA for some time and that they could be 'bossy' when they did.

'I like the PA I have now, she's lovely I know she cares'

Young people thought that Foster Carers were good and that they liked their experience although they clearly stated that there were more needed in Cardiff.

'My fosters family were lovely but there's not enough of them'

A number of young people felt that they were checked up on regularly and that this was important as many young people are vulnerable and have significant mental health issues.

'That's one thing they do well, they are always checking up on me, I need it as I get really low and have done stuff in the past'

Three young people felt that they were provided with a good standard of living although they did not have enough money to do what they needed and sometimes went without the things they needed.

'I've got a roof over my head and I am working but I am still skint all the time, it's hard'

When asked if they were involved in decisions that affected them? Young people from ARC and 11 plus team suggested that they were involved in the process and were happy with this. The participants who had left care said that this only happened on occasions.

'If I were to give them a grade like in schools I would give them a B for involving me in decisions'

'Sometimes they bother but other times I don't even know what's going on'

Nearly all participants stated that they get information in way that they wanted and in the right way.

'I like being told face to face, you understand stuff better that way'

'They contact me by phone, that's the way I like it, text or calling'

Areas for improvement:

Nearly all of the young people felt that young people did not know their rights and many of the adults in their life lack knowledge on children's rights. It was highlighted that parents need to be taught about children's rights.

'If I don't know my rights my parents definitely wouldn't, half the time they are the problem'

'Not sure if my worker has been trained in rights, they never mention it'

All of the young people who had left care stated that they are very rarely asked their views and when they do, it is not acted upon. This was one of the biggest issue raised during the focus group.

'It's a massive issue, it's not that they don't listen, they don't even ask'

School was highlighted as a struggle for most participants although some were provided with alternative curriculum programmes and found this positive.

'I hated school, they thought I was thick and didn't understand what I was going through'

'School put me on a special programme where I went off site and did different activities, it was wicked. Everyone should be offered that'

Some young people felt that they were trained in 'life skills' but most felt this needed to improve especially around independent living and financial management.

'I did some stuff in school but nobody really takes the time to explain how to do everyday stuff needed to live on your own'

Many participants felt that their PA did not understand their needs and at times were bossy and forced them to do things they did not want.

'I hardly see my and when I do she's bossy, it gets on my nerves'

'I like it when people talk calmly and take the time to explain things'

All of the young people said that they had issues with their emotional health and wellbeing and that they did not have people to turn to. They also reported that they did not know who or where to get help when needed.

'I think all of the people I know that have been in care have mental health issues'

'It's hard when you live on your own; you get lonely and have nobody to turn to'

They felt that staff around them – hostel workers, PA's and Social Workers needed more training on mental health issues.

'I just don't think that they understand what we are going through or how to help'

Three young people felt that their best interest was not taken into consideration and that they were not allowed to live with their family when they wanted to.

'I wanted to stay with my family, they didn't listen. They had made their mind up'

Most of the participants said that they did not do things socially as they did not have friends, money or opportunity to do so. Many of the group said that they were lonely and they would like to socialise and fun more.

'I have loads of pet because I get so lonely'

'Because I moved schools so many times I don't have a lot of friends'

Some of the group members shared their experience of getting involved in play and youth centres and the benefits that came with this but these are not available now and this was not good. A suggestion was to build relationships with organisations like the Rotary as they can help with programmes that give you fun and new experiences.

'When I was young I did outdoor pursuits, paid for by the Rotary. It was great and it helped me but now they have closed all the play and youth centres, it's wrong'

The group highlighted the inequality regarding the minimum wage. This variation relating to age hit younger people hard as they still get charged the same rent even though their incomes are lower.

'We don't get discount when we go in a shop or when we pay our rent, so it's not fair!'

Half of the focus group participants raised the issue around the lack of privacy in their lives and that professionals did not respect this enough.

'They wouldn't like people talking about their lives in that way, it happens all the time'

Some said that they lacked control in their lives even though they were an adult. Examples included rules in hostels/accommodation relating to being able to stay out for only 2 nights a week and a restriction on who you had to stay over in accommodation.

One young person gave the example of being reported missing even though it was less than 24 hours and people came to his workplace to sight him which was uncalled for and embarrassing.

'They went to my place of work, it was embarrassing. I went off!'

Accommodation was the joint most highlighted area to address, all the young people who had left care said that moving was very stressful and this should be kept to a minimum. There were examples given when young people are due to move in less than 2 weeks and they still did not know where they were going to live.

'Because they didn't win the contract I have to move out, it's in 2 weeks' time and I still don't know where I will be living. That's can't be right'

'I hate moving it stresses me right out'

The care experienced young people felt that there were enough hostel accommodation but the quality was not good enough. Some are in noisy areas and people struggled to sleep and get up for work the next day.

'The place is a mess, repairs never get done'

Others said they felt unsafe when people would use drugs and put people under pressure to get involved.

'I refused to sleep at one hostel; I was too scared because of the druggies'

Most of the accommodation did not feel homely and some did not get the repairs required.

'It doesn't feel like home, they never do'

Some group members liked the training flats but they were too small and other members felt that the temporary nature of these was not good as it meant even more moves, therefore more stress.

'I like the idea of a training flat but it means that you have to move even more and that stresses me out bad'

When asked about what makes a good worker responses included people who treated young people with respect, talked calmly. One respondent suggested the workers car was a mess.

'It's a right mess, stuff everywhere'

How workers presented themselves was highlighted as important and also being on time was important.

'He is always late'

'They should dress smart, make an effort'

Participants shared their views on how the strategy should be made available to children and young people. The most popular idea was to produce a short film that explained the key areas within the strategy.

This video should be short and to the point, however there were variety of views on how the film should be presented. Some young people felt that it should be animated while others felt that it should be presented by a young person.

It was suggested by some participants that there should be accessible paper versions available, possibly in the style of an infographic, which could displayed in Children's Services offices and community resources.

This page is intentionally left blank

**CARDIFF COUNCIL
CYNGOR CAERDYDD**

COUNCIL: 18 JULY 2019



CABINET PROPOSAL

AGENDA ITEM:

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

Reason for this Report

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

Background

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

Issues

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

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

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

Scrutiny Consideration

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

Reasons for Recommendations

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

Legal Implications

14. The reporting requirements for local authority social services have been placed on a statutory footing by Part 8 of the SSWB Act and Regulations and Codes issued thereunder. The new legal provisions came into effect in September 2017.
15. Each local authority is required to produce an annual report on the discharge of its social services functions during the previous financial year (pursuant to s.144A of the SSWB Act), which must include:

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

20. Under executive arrangements, social services functions are the responsibility of the Cabinet (pursuant to section 13(2) of the Local Government Act 2000 and Regulations made thereunder, SI 2007/399), which means that the Cabinet is authorised to approve the Local Authority's Social Services Annual Report, prior to submission of the report by the Director of Social Services to full Council.

Financial Implications

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

CABINET PROPOSAL

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

THE CABINET 11 July 2019

The following Appendices are attached:

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

Appendix 2: CIW Performance Review Letter 2018/19

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

The following Background Papers have been taken into account:

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

The Local Authority Annual Social Services Reports - Guidance

Local Authority Social Services Annual Report 2018/2019





CONTENTS

Page

1. Introduction	2
2. Director's Foreword and Analysis of Performance	6
3. How are people shaping our services ?	22
4. Promoting and improving the well-being of those we help:	28
• Working with people to define and co-produce personal well-being outcomes that people wish to achieve	28
• Working with people and partners to protect and promote people's physical and mental health and emotional well-being	38
• Taking steps to protect and safeguard people from abuse, neglect or harm	46
• Encouraging and supporting people to learn, develop and participate in society	54
• Supporting people to safely develop and maintain healthy domestic, family and personal relationships	64
• Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs	72
5. How we do what we do	78
• Our workforce and how we support their professional roles	78
• Our financial resources and how we plan for the future	84
• Our partnership working, political and corporate leadership, governance and accountability	88
6. Accessing further information and Key Documents	90

1

INTRODUCTION

MESSAGE FROM CABINET MEMBERS

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

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

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

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



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



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

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

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

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

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

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

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

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

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



DIRECTOR'S FOREWORD AND ANALYSIS OF PERFORMANCE

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



Claire Marchant,
Director of Social Services

INTRODUCTION AND SUMMARY

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

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

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

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

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

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

In Adult Services:

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

In Children's Services:

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

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

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

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

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

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

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

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

Addressing the needs of the most vulnerable people in the City is at the heart of the Council's Capital Ambitions priorities. The investment in prevention and early intervention, and strong localities and communities, is essential to mitigate the barriers that are experienced by the children and families, adults with ill health and disabilities and older people who we work with. Cardiff Council demonstrates this through policy commitments and the priority afforded to prevention and Social Services within budgets even in the most austere of times.

The Council has also committed to developing strong, resilient and delivery focussed partnerships at every level – the Public Service Board, the Regional Partnership Board and partnerships connecting people and communities. These partnerships provide the joined up system leadership, interventions and approaches needed to address complex issues such as substance misuse, homelessness, poverty and mental ill health and exploitation which impact disproportionately on people with care and support needs.

Clear purpose which drives strategy and operations

Much of the focus in the last year of the new Social Services leadership team has been to develop a clear vision and purpose supported by strategic delivery plans.

In Children's Services our commitment is to support children to live safely and well with their families wherever possible. We are committed to understanding what is important to children and families, promoting their rights and participation, and having the right range of services and interventions when additional support is needed. Our model of practice, Signs of Safety, recognises the strengths in every family situation, even when the risks are too great for a child to remain with their family for a period of time.

We are committed to shifting the balance of care and to achieving the following outcomes:

- Supporting more families to become kinship carers.
- Supporting more families to become special guardians.
- Recruiting more local authority foster carers.
- Working differently with Independent Foster Agencies.
- Supporting more children and young people at home on well-being, care and protection plans.
- Supporting more families, children and young people through early help and preventative services.
- Reducing the number of children and young people placed in residential settings and the length of time they are there.
- Reviewing all children and young people on a Care Order living with their parents and considering whether any can step down to Supervision Orders.
- Developing a reunification framework to support this strategy.

In Adult Services, there is an articulated purpose and underpinning principles, which guide strategy and practice. The purpose and underpinning principles are:

- **What Matters? (Person-Centered Care)**
 - o Information, advice and assistance should be easily accessible and tailored to the needs of individuals and their communities.
 - o Services should build outwards from the strengths of the individual, their family and their community.
- **Home First (Preventative Approach)**
 - o Social care packages should support people to remain part of their communities and remain close to their social and cultural networks.
 - o Services should be planned around an individual with support put into place before crisis point so that their quality of life can be protected for longer.
- **Sustainable Communities & Resources (Localities)**
 - o Services should be planned, designed and provided in partnership with individuals and organisations to ensure the most joined up approach possible at point of delivery.
 - o Support should be available locally and make the best use of assets in the community.

Priorities to deliver against this purpose are reflected in the Directorate Delivery Plan. We will work with people with care and support needs, carers, communities and partners to develop a 3 year strategic plan for adult Social Services and well-being in Cardiff in the next year.

Rights and Participation – Nothing about me without me

One of the most important actions of the Council and partners, in the last year was the approval of the *Child Friendly Cardiff Strategy*. The Council and public service partners are working with Unicef to create a Child Friendly City. We are the first Welsh Council to do this and the 3-year programme is embedding children's rights in governance, policy and practice. In creating and sustaining places where the voices, needs, priorities and rights of children are an integral part of public policies, programmes and decisions, there is a real focus on improving outcomes for our most vulnerable children and young people.

Child Friendly Cardiff aligns completely with the 3 year strategic plan for Cardiff Children's Services '*Delivering Excellent Outcomes*'. The strategy has been developed with engagement with children and young people from the Bright Start Forum, 11 Plus Team and the Adolescent Resource Centre. We recognise there is more work to do fully embed rights and participation in everything we do from practice to strategy and to communicate effectively. To this end we are implementing the *Mind Of My Own* app which will give young people an instant and convenient way to express their views, wishes and feelings, and social workers a smart way to record them.

There has also been significant progress in the roll out of *Dementia Friendly Cardiff*. An e-module for training all Council staff has been developed and we are consulting on a dementia friendly website. Businesses continue to sign to the dementia pledge. Dementia cafes are running in all community hubs.

The Cardiff and Vale of Glamorgan Joint Learning Disability Commissioning Strategy which was approved by Cardiff's Cabinet in May 2019 was developed with people with learning disabilities and parents and carers and the priorities reflect what matters to people. This strategy now sets the standard for all strategic and policy developments to be developed meaningfully with people from the outset. The development of a strategic plan for adult Social Services is a priority for the next year and will be developed co-productively with people and communities.

Seamless working in action – delivering Healthier Wales

Healthier Wales, the first national plan for health and social care in Wales, was published in June 2018. Healthier Wales sets out the vision of a 'whole system approach to health and social care' which is focused on health and well-being, and on preventing physical and mental illness. This is the first time Welsh Government has set out a shared plan for health and social care. The plan focuses on 'providing more joined-up services, in community settings', and the aim is to see 'a shift from healthcare which focuses on treating people when they become unwell, to one that provides services which support people to stay well, lead healthier lifestyles and live independently for as long as possible'. A £100 million Transformation Fund was set up to support the implementation of the plan.

Partners across Cardiff and the Vale of Glamorgan provide leadership to health and social care across the region through the Regional Partnership Board (RPB) chaired by Councillor Susan Elsmore. The Cardiff and Vale RPB was well placed in progressing transformation in Wales and was the first region in Wales to have its transformation fund proposals approved by Welsh Government. The investment has enabled the continued development of services which operate at the interface between hospital and community, particularly 'Get Me Home' and 'Get Me Home Plus' which are supporting people to leave hospital more quickly with preventative services or with care at home, reducing the disabling impact of longer hospital stay or the risk of moving into a care home. The transformation programme is also supporting the development of resilient communities in South Cardiff through an evidence based approach to developing compassionate communities. Social prescribing is being rolled out in partnership with primary care across the City. Seamless locality working between the Council and NHS partners is also developing and we have established an integrated leadership team to provide system leadership between Social Services and the Cardiff and Vale University Health Board primary, community and intermediate care team.

A second transformation proposal has been developed with a strong focus on integrated working to meet the needs of children, young people and families. Whilst this proposal has not yet been approved by Welsh Government, the vision it sets is being progressed by a newly developed regional partnership for children, young people and families. The aim of this partnership is to ensure that the same focus on community, early intervention, prevention and strength based practice is implemented with partners in the region as is proving transformative in the lives of adults and particularly older people.

Partnerships for prevention committed to doing what matters for people

Strong and effective partnerships are also in place with other statutory and non-statutory providers, to join up services to improve outcomes and transform lives for both children, young people and adults.

Services which intervene early, prevent escalation of need, and connect people to their communities have continued to have a significant impact on the lives of adults in Cardiff in the last year. Significant new developments include:

- First Point of Contact (FPoC) became the primary point of contact for Health's Stay Steady, Stay Safe project, providing information, advice and assistance on falls prevention.
- Independent Living Service (ILS) introduced locality working encouraging greater collaboration with primary care for social prescribing and also developed a falls prevention service in partnership with Public Health.
- Day opportunities reduced waiting times from referral to first contact and expanded community connections through the community co-ordinator role.
- The Occupational Therapy Service has worked in partnership with disabled facilities to introduce the fast track ENABLE scheme, speeding up assessments and delivery of adaptations and also worked with the Innovate Trust to pilot use of smart speaker technology in supporting independent living.
- The Disabled Facilities Service has introduced a fast track service for hospital discharge, supporting the preventative agenda.

In the last year we have built on the strength around information, advice and assistance and preventative services for adults, to review arrangements for children, young people and families. In October, Cabinet approved a new delivery model for integrated early help and prevention. There has been extensive work throughout 2018/19 so that the service is in place from April 2019. The service development recognises that the Multi Agency Safeguarding Hub, because of its focus on high risk safeguarding and protection, was not best placed to provide information, advice and assistance. The development also recognised that there were excellent services and considerable resources invested but that a better, more holistic approach to children and families could be achieved through a single point of access which co-ordinates a wide range of resources to meet the needs of children, young people and families outside of statutory safeguarding and protection.

Building on strengths, addressing concerns, in practice and strategy

Cardiff Social Services is committed to strength based working. We are investing in our people, our systems, and our practice and developing our culture to understand what is strong, what we are worried about, and what we need to do to next to build on strengths and put in place a range of actions to address concerns. In Children's Services we are now in the third year of implementing Signs of Safety as our model of practice. We have committed to implementing strength based working in Adult Services working through investing in collaborative communications, understanding what matters and agreeing outcomes with people.

We have reviewed our approach to systemically embedding strength based practice across all teams. The leadership commitment is to support front line practice, addressing system issues and align resources. There is extensive support through training. Sustaining and embedding strength based working is being achieved through continuing to develop preventative approaches, mentoring, action learning, quality assurance, supervision and commissioning differently.

A real highlight of the year was the Signs of Safety Celebration event that took place in January 2019. It was excellent to reflect on how teams across Children's Services are making a difference to the lives of children and young people and families by working in this way with participation and rights central to the way teams are working. A key message from this report is that whilst there will always be further to go to fully embed Signs of Safety in practice in Children's Services, there is strong commitment and reasons to be optimistic about progress. There has been a focus on refreshing the implementation plan and building in mechanisms which support effective safety planning and management of risk. We have started to evidence a reduction in the number of children becoming looked after as a consequence of supporting collective decision making and reflection. Numbers of children who are ceasing to be looked after are, however, the lowest in Wales and numbers of children on the Child Protection Register are also low. We are prioritising work to review the care plans of children who are looked after but live with their parents and implementing an evidence based framework for reunifying children with their birth families. Positively, we have seen a significant increase in the number of children supported to live with wider family networks (kinship carers) as a result of understanding the strengths that exist within wider families.

Strength based practice in Adult Services is at an earlier stage of implementation, but there are examples of this ethos underpinning the way we work alongside people, through the work of Independent Living Service, the First Point of Contact, Adult Mental Health Services and Learning Disability Services. Listening to the person, doing what matters, and developing services which enable people to live the lives they want to live, connecting them to some care and support is evident in these services through case studies and feedback. An 18 month programme to systematically implement strength based working in all parts of Adult Services commenced in early 2019. A comprehensive training programme, Collaborative Communications, is being delivered and is supported by a systematic approach to embedding strength based practice through supervision, positive risk taking, quality assurance and commissioning.

A fit for purpose social care workforce

The greatest asset of Social Services is our workforce. Cardiff benefits from a highly committed workforce who frequently go above and beyond to safeguard, protect and support the well-being of the people we work with. Our workforce is hugely committed to the work they do. The Council has invested significantly in supporting the transformation of Social Services through training, development and system development. Our workforce needs the same direction, development and aligned systems to do the job they strive to do. We have the building blocks, with a new collaborative leadership structure across Social Services, to deliver whole service excellence we aspire to for all our citizens.

There are also significant challenges. Workforce development is a major priority in Adult and Children's Services, although the issues are different. A fit for purpose senior management structure is being implemented which will provide the right leadership across the whole of Social Services.

In Children's Services retention and recruitment of social workers is the highest priority. The numbers of social worker positions filled by agency workers is too high. Engagement with social work students and other potential recruits reflects that people who have placements in Cardiff have a positive and supportive experience. There are concerns regarding salary levels and recruitment processes. A recruitment and retention strategy has been developed, skill-mix is being reviewed across teams, and processes to support effective recruitment have been reviewed to ensure they are as efficient as possible. Relationships with the universities are being strengthened. The number of internal secondees to social work courses has been increased from 2 to 8. The career pathway, development opportunities and opportunities to specialise are being pulled together as the workforce offer.

In Adult Services there is a high degree of workforce stability and low levels of agency workforce. There is a priority need to develop career pathways to support the implementation of strength based working and to develop a workforce plan which optimises skill mix throughout all teams. There are some challenges in retaining and recruiting to specialist posts, particularly Approved Mental Health Practitioners (AMHP) which require an approach similar to the Children's Services strategy – particularly in supporting the internal workforce to develop as AMPHs.

As Director of Social Services, I have responsibility for workforce leadership across the whole social care sector. The Regulation and Inspection of Social Care (Wales) Act 2016 requires all care workers to register

with Social Care Wales. The register for domiciliary care workers opened in 2018 and their registration is mandatory from 2020. Registration has been slow in the last year and there needs to be an accelerated pace and focus in the work with providers and education and training providers will continue to be a major priority in the next year. Working with Social Care Wales, and regional partners, we will be promoting care as a career, linked to the wider strategy to develop career pathways, training and development and practice standards. This work is also linked to better commissioning of care and the opportunity presented by the Welsh Government policy set out in Prosperity for All through its identification of social care as one of five areas which have the greatest potential contribution to long-term prosperity and well-being of Wales.

Delivering flexible services which enable people to live the lives they want to live

We are committed to developing a range of internal and commissioned services which are high quality and flexible enough to deliver outcomes which improve people's lives. There are excellent services both provided by the Council, and external providers which have an amazing impact on the lives of the people they work with.

In Children's Services the Council's children's home, Crosslands, received a very positive regulatory report which highlighted how strength based working is being used to support the children and young people who live there. We have developed services, such as the Adolescent Resource Centre (ARC) and Think Safe which work with children and young people who are at high risk of becoming looked after or exploited. Support4Families is working with other early help services, which has developed strength based working with families outside of statutory services. Numbers of Cardiff foster carers are comparatively low compared to the rest of Wales so we have reviewed the way we work to recruit, retain and support foster carers. The sufficiency and quality of the right type of residential provision is a concern.

In Adult Services, strategically we have worked with partners across the region to develop the first Cardiff and Vale of Glamorgan Joint Commissioning Strategy for People with Learning Disabilities, which reflects what is important to people living with a learning disability. An Older Person's Accommodation Strategy was also approved by Cabinet which sets out clearly the accommodation people want to have available to them if their need for care and support increases as they grow older.

There are excellent day opportunities for people with learning disabilities and mental health services which connect people to community resources, into volunteering and work opportunities and maintain well-being through peer support, occupation and therapy. There is a high quality of supported living for people with learning disabilities and a range of different accommodation and support options for people across the life course. The current system of domiciliary care commissioning has successfully increased capacity across Cardiff, and has been a significant factor in the low levels of delayed transfers of care for people discharged from hospital when compared to the difficulties experienced in other parts of Wales.

Building on these strengths, there are also areas where we need to accelerate improved internal service development and commissioning arrangements.

A Children's Commissioning Strategy is being developed which will drive an accelerated improvement in the quality and sufficiency of the right accommodation and support services. There are currently significant challenges in securing the right services at the right time resulting in children being in placements which do not fit fully with their care plan. The Council has committed to reducing the number of young people who receive accommodation, care and support outside of the Cardiff area where it is not in their best interest. To do this we are working internally, and with external providers to develop fostering and residential provision. We are also expanding edge of care services to younger children and their families building on the success of the ARC for teenagers and implementing a range of services to support reunification of children and young people with their families. We are working with our partners in the regional adoption collaborative to increase the number of Cardiff children who are successfully adopted and to improve adoption support.

In Adult Services, we are working with care home providers to undertake a comprehensive cost of care exercise which will result in a comprehensive understanding of the cost of providing residential care in Cardiff. This will address current inequities in the fees that are paid for similar care home services across the City. We are working with regional partners to agree a new contract with care homes which will ensure we are contracting for quality.

In October 2018, Cabinet approved a new approach to domiciliary care commissioning to be in place from November 2020 which will see a focus on locality working. We will be trialling new ways of working in the next year. The improved commissioning of domiciliary care is being progressed in parallel to the implementation of a review of the Community Resource Team which is supporting the redesign of the service to support more people, on discharge from hospital and in the community, to receive reablement support to maximise their independence. We are also implementing residential reablement which provides a step between hospital and home for people who may otherwise be at risk of requiring long term care.

Monitoring and reviewing the quality of care that is provided has been a key focus in 2018/19; there has been effective work to manage significant concerns to safeguard and protect people when there are provider performance issues. We need to work differently to intervene earlier with providers when there are early signals that support is needed to improve.

In Learning Disabilities, work is underway to develop strategy implementation plans. There is a major piece of work to recommission supported living services. We are also continuing to develop mental health and learning disability day opportunities. The Council is investing in transition workers in Ty Canna to work with young people with mental ill health. Learning Disability Services are strengthening connections with Into Work to maximise opportunities for people to achieve their employment, education and training outcomes.

Working in partnership to keep people safe

Safeguarding children and adults at risk is the highest priority for the Council and partners. Cardiff works with partners in a Multi Agency Safeguarding Hub (MASH) to receive and respond to safeguarding concerns. The development of the MASH was a positive development in sharing information, managing

risks and making timely decisions. Significant work has taken place over the last year to improve the quality and timeliness of decision-making and to improve working between MASH and Intake and Assessment teams in Children's Services. We have also reviewed the timeliness and effectiveness of adult safeguarding and are progressing an improvement plan to improve the timeliness and effectiveness of decision making and investigations. A major priority for adult and children's safeguarding and protection in the next year will be the implementation of new All Wales Safeguarding Procedures. This work has been led by the Cardiff and Vale of Glamorgan Regional Safeguarding Board on behalf of all safeguarding boards across Wales.

We have also worked to develop practice in the work of the Independent Reviewing Officer and conference chair service. We are striving to improve system and process issues within the services, and ensure we have the right capacity as the number of children looked after has increased. The prominence of the voice of children and young people, and young people leading their own reviews has developed throughout the year.

We have strengthened governance and leadership of safeguarding from both a Council and a partnership perspective. Membership of the Corporate Safeguarding Board, chaired by the Cabinet Member for Resources, is at Director level and progress to embed corporate safeguarding in the last year has been recognised by Internal Audit and the Wales Audit Office.

We have developed, with partners, a Local Operational Group for Safeguarding, chaired by the Chief Executive and reporting to the Regional Safeguarding Board to ensure enhanced understanding of key safeguarding risks facing the city and a multi-agency, evidence based approach to addressing those risks. There has been significant progress in multi-agency work to strategically and operationally address the risk of exploitation to children, young people and adults. Progressing this work will continue to be a significant priority in the next year.



Inspection Outcomes

The Care Inspectorate Wales (CIW) report on **Crosslands Children's Home** published in December 2018 concluded: "We found that young people are well cared for by consistent staff and management team. Young people are supported by a well trained staff team who use "Signs of Safety" as the underpinning model of care alongside restorative justice, individual plans and risk assessments. Care is taken to involve young people in education, health, social, and leisure activities and to maintain positive family links in line with individual care plans. We found that young people were making progress."

Links Community Mental Health Team (CMHT) Inspection – Joint Health Inspectorate Wales / Care Inspectorate Wales inspections found evidence that The Links CMHT provides safe and effective care and that service user satisfaction was high. Some areas for improvement were identified, most notably the environment which is run down, with actions identified within environmental risk assessments requiring implementation to ensure all risks are being appropriately managed. There were systems in place to promote safe and effective care, from referral, assessment, care and treatment planning, through to discharge. The inspection found a number of proactive initiatives being developed to help improve service users' experience of services. Generally record keeping was also of a good standard. However, aspects of record keeping, medicines management, safeguarding practice and integration of advocacy services required improvement. Overall, the inspection found management and leadership to be effective and staff told us they felt supported. There were good opportunities for more specialist training and staff had access to supervision and performance reviews.

Focused activity in Adult Services First Point of Contact (FPoC) – Care Inspectorate Wales (CIW) visited the First Point of Contact in April 2019. The feedback received was really positive and demonstrated that staff who worked within or alongside the FPoC were enthusiastic and felt that the co-location made a real difference in terms of collaborative work. CIW noted that "We found staff treated people with respect and provided people with a positive first point of contact. The staff we spoke with were enthusiastic and positive about working collaboratively with other disciplines and the small sample of people we spoke with who had been in contact with services were positive about the response they received".

Focused activity in the Family Support Service (Children's Services) - CIW visited the Family Support Service in April 2019. The feedback received in the annual letter from CIW noted that "early help preventative measures had undergone significant development over the past 12 months ... We observed a team culture where the voice of the child is central to practice. We heard about work with families where positive outcomes were achieved, and saw examples of extremely positive feedback from families who had received interventions."

CIW Performance Review meeting – the annual performance review meeting with CIW was held during the year and was a positive meeting. The response from CIW noted that “the local authority’s social services directorate has had a number of changes at senior management level over the last 12 months. The directorate has used these changes as an opportunity to build on good practice and review areas for development across the whole service. Consequently, the directorate has achieved a good understanding of its own strengths and areas of challenge in both adult and children’s services.”

Adult Services took part in a national self assessment in relation to older adults. The response from CIW was pending at the time of writing.

Challenge process

The analysis and judgements in this report were subject to a process of challenge that included testing out and gathering feedback from staff teams via the Staff Ambassador Network. Challenge events were held with Cardiff Third Sector Council (C3SC) and a feedback event was held separately for children looked after and care leavers. Taken together, these engagement sessions enabled us to strengthen our evaluation and amend this report accordingly. A planned session with citizens did not proceed due to low numbers, but consideration is given to an event being held later in the year to gather feedback on the design and format of the report in order to ensure that future reports are as reader-friendly as possible.

FUTURE CHALLENGES

Top challenges facing Cardiff Social Services:

1	Recruiting, retaining and developing a permanent social care workforce with the right values, skills and experience and eliminating the need for agency workers.
2	Delivering a three year plan that combines service and financial planning based on robust evidence and business cases.
3	Delivering a rights based approach across Adult and Children's Services
4	Implementing an Exploitation Strategy to encompass new and emerging themes of exploitation.
5	Implementing work resulting from successful transformation bid proposal and progressing additional transformation proposal bids.
6	Implementing an all age approach to disability that works with children, young people, adults and families across the life course to provide continuity of workforce, culture, practice and services.
7	Implementation, with partners, of new All Wales Safeguarding Procedures .

Top challenges facing Children's Services:

1	Implementing and embedding early help services to reduce demand on more intensive services.
2	Achieving the cultural change required to consistently embed use of the Signs of Safety model of practice across Children's Services and with partners.
3	Commissioning sufficiency of the right type of services in Cardiff to meet the needs of children looked after effectively and cost effectively, alongside safely reducing the number of children who need to be looked after.
4	Working with Councillors and Members to ensure that the Council is fulfilling its corporate parenting responsibilities for the increased number of children looked after.
5	Moving to locality working to enable staff to work closely in partnership with school clusters, early help services, health services and police to promote the well-being and protection of children, along with reducing the need for handoffs between teams.

Top challenges facing Adult Services:

1	Achieving the cultural change required to embed a strengths based approach to social work with adults.
2	Sustainability of the domiciliary and nursing care market – working with providers to implement the requirements of the Regulation and Inspection of Social Care (Wales) Act 2016.
3	Developing locality working which connects people with care and support needs to community assets reducing the need for long term social care support.
4	Developing integrated working with public service partners.

HOW ARE PEOPLE SHAPING OUR SERVICES?

Cardiff Social Services is committed to creating the conditions that promote and embed **effective** and **meaningful** engagement with people at the heart of all our service development and review activities. By offering **a range of different engagement and participation activities** we aim to place people at the heart of our decision making, ensuring that individuals in need of care and support and those that care for people in receipt of services, have a genuine opportunity to get involved at a level and in a way that suits them.

To ensure that engagement is **planned, meaningful** and **carried out in a timely manner** we have drawn together all of our communication and engagement activities under one overarching Citizen Engagement Framework. This framework presents Social Services commitment to engagement. It includes our **engagement objectives**, our rationale for involving citizens in decision making, and the different approaches we are using to ensure engagement of all who wish to be involved.

We are also, in conjunction with the Vale of Glamorgan Council, developing a Community Engagement and Co-Production Policy and that outlines the approaches that will be taken to community engagement and co-production at a strategic, operational and individual level. The principles outlined in the Mental Capacity Act will also apply.

Examples of how people have been engaged or involved in service development during the year include:

- Development of **Digital Stories** where citizens have an opportunity to share on film their experiences of receiving services. A digital stories has been produced for the Adolescent Resource Centre (https://youtu.be/B1Uu8_sOILc) and stories for Community Resource Team, Learning Disabilities, Supported Living, Day Opportunities for Older People and Think Safe will follow in 2019/20.
- **Qualitative Survey** sent out to citizens, seeking feedback on the services they received.
- Support citizens to participate in our **recruitment** process for staff in line with our **Safe Recruitment Procedure** as interview panel members. An example of a recruitment process that included citizens during the year is the involvement of young people in recruitment to Independent Reviewing Officer posts.
- **Bright Sparks Group** - this well-established group of children looked after and care leavers engages in service and policy developments with the support of our advocacy provider the National Youth Advocacy Service (NYAS).
- **Bright Sparks Annual Award Ceremony** celebrating the success and achievements of **Children Looked After & Care Leavers** organised and hosted by children and young people

- Building on the 2018 **Think Safe Ambassador's Programme**, a further event was held in March 2019 with 30 Ambassadors from 8 schools in attendance. The Ambassadors Programme aims to:
 - o Raise awareness with young people of the various forms of exploitation, the signs to spot and how to keep safe.
 - o Reduce the risk of children being exploited.
 - o Empower young people and utilise their passion and enthusiasm to deliver the key messages to young people across Cardiff.
- The Disability Futures Programme engaged with families and children who attend Ty Gwyn in order to assist with the development of **services out of school for children with complex needs**. Activity included discussion and engagement with families to regarding current service provision and developing a number of pilot schemes for children with Autism Spectrum Disorder, challenging behaviour and Profound Multiple Learning Disabilities.
- A young person serves as an **advisor to the Corporate Parenting Advisory Committee**.
- **Young people receiving Youth Offending Service (YOS) interventions** have been encouraged to participate in strategic YOS processes. Young people were part of the evaluation process when we procured the Divert Service, and a young person was involved in the recruitment process for volunteers during the year.
- Plans being developed for young people to be engaged in the development of the **Children's Services Strategy**.
- Commissioned support for **families caring for a relative with a learning disability** to engage in service consultation and evaluation.
- Supported Living for Vulnerable Adults – Substance Misuse – people were engaged in the **review and model of supported living**.
- **Learning Disability Supported Living** – a consultation through the Learning Disability Partnership Board and Supported Living Team collated information on people's thoughts / comments on current and future service.
- **Learning Disability Joint Commissioning Strategy** – a professional and family poll was carried out by the Institute for Public Care (IPC).
- **Respite for Adults with a Learning Disability** – people were engaged in the design of future respite accommodation.

A selection of quotes which illustrate people's experience when we get things right is provided below:

- **Daughter of Community Resource Team user:**

"Thank you so much to each and every one of you for helping my mum to live at home safely following time spent in UHW and Llandough Hospital. We are both deeply grateful for your assistance and appreciate all that you've done for her."

- **Parent:**

"I want to thank my social worker for all the support she has given me, supporting me every step of the way and checking to see how I am. Last year I went through a very hard time, you helped me through my court case and gave me a lot of courage and confidence, I was lucky you were by my side. I was very rude to you at the start which I am truly sorry for, but even then you were calm and patient with me. You have done so much for me and my son, I respect you more than anyone, now it's time to say goodbye I will miss you a lot"

- **Judge to Social Worker from Children Looked After Service:**

*"A sterling example of what should be presented to the court".
At the end of the hearing the judge stated that the social worker had
"done everything possible".*

- **Learning Disability Support Living (service user):**

*"People used to talk to me like I was a child and that winds me up.
The staff here listen to me and respect me."*

Work on the third national survey under the Social Services and Well-being (Wales) Act 2014 was undertaken. The results are referenced in the relevant chapter throughout this report.

- Adult Services issued 3,393 questionnaires.
 - o Response rate was 33 % for adults in need of care and support and 36 % for carers.
- Children's Services issued:
 - o 835 questionnaires to children over the age of 7.

- o 741 questionnaires to parents.
- o 250 surveys to young people aged 18+.
- o Response rate was 15 % for children, 9 % for parents and 5 % for young people aged 18+.

‘LEARNING THE LESSONS’ - COMPLAINTS AND REPRESENTATIONS

Complaints are a key source of intelligence enabling understanding, learning and reflection in respect of people’s experience of Social Services.

Children’s Services

- Received 185 complaints during 2018/19; increase from 124 in 2017/18.
- 21 complaints were received direct from children and young people (or an advocate) compared with 8 in 2017/18.
- The 185 complaints equates to 6 % of the children receiving services from us at any given time during the year.
- 6 Stage 2 investigations initiated in 2018/19
- Decreased from 8 carried out in 2017/18.
- Further reduction in referrals from the Public Services Ombudsman for Wales - 2 received in 2018/19 compared with 6 in the previous year; the Ombudsman made the following decisions:
 - o 1 case required no action to be taken.
 - o 1 case was recommended to progress to Stage 2 before any further involvement with the Ombudsman.

Adult Services

- Received 70 complaints during 2018/19; small increase on 68 received in 2017/18.
- The 70 complaints equate to 1 % of the adults receiving services from us at any given time during the year.
- 4 Stage 2 investigations in 2018/19.
- Decreased from 7 in 2017/18.

- 2 referrals from the Public Service Ombudsman for Wales. Of these 2 referrals:
 - o 1 case is awaiting an outcome.
 - o 1 case was recommended to progress to Stage 2 before any further involvement with the Ombudsman.

Themes from Complaints

- Residential nursing homes closing and citizens having to move to another home.
- Safeguarding of children where concerns raised did not appear to be acted upon.
- Other examples from Children's Services include:
 - o Decisions made by social workers.
 - o Lack of communication / returning telephone calls and sharing information contained in assessments.
 - o Inaccurate information presented to Court.
 - o Negative decisions following Viability Assessments.
 - o Fathers not being consulted during Well-being Assessments and information in assessments inaccurate.
 - o An increase in complaints from children looked after via advocacy.
- Additional examples from Adult Services include:
 - o Unhappy with services, e.g. internal supported living (learning disabilities).
 - o Access to respite services.
 - o Changes to care plans following reviews.

What have we done as a consequence of complaints received ?

Each complaint investigation report is considered at a learning event and an action plan developed to address the issues raised. Actions arising from complaints result in changes at a system, policy and practice level as well as in individual cases. It is important that there is reflection and learning even if complaints are not upheld.

Compliments

Children's Services received 99 compliments during 2018/19, a 71 % increase on the 58 received during 2017/18.

Adult Services received 32 compliments during 2018/19, a 68 % increase on the 19 received during 2017/18.



PROMOTING AND IMPROVING THE WELL-BEING OF THOSE WE HELP

WORKING WITH PEOPLE TO DEFINE AND CO-PRODUCE PERSONAL WELL-BEING OUTCOMES THAT PEOPLE WISH TO ACHIEVE

Outcomes we have achieved during the year:

- ✓ Children and their families are enabled by the implementation of Signs of Safety across Children's Services to identify their own strengths, worries and changes needed to achieve their goals.
- ✓ Children's voices are heard and children's rights are becoming embedded in everything we do.
- ✓ Young people have been involved in decisions about staff recruitment through having a say in recruitment in some Children's Services teams.
- ✓ Young people with disabilities are able to inform their transition plan.
- ✓ People enabled to make their own choices and take control over the care services and more are receiving Direct Payments.
- ✓ Voices of people are heard, better listened to and taken into account as a result of work towards implementing a strengths based approach when working with adults.
- ✓ People are better supported to experience a timely discharge from hospital and given information and advice about Council services and activities in their communities as a result of the Get Me Home and Get Me Home Plus service.

What did we plan to do last year ?

What did we plan to do last year and RAG status

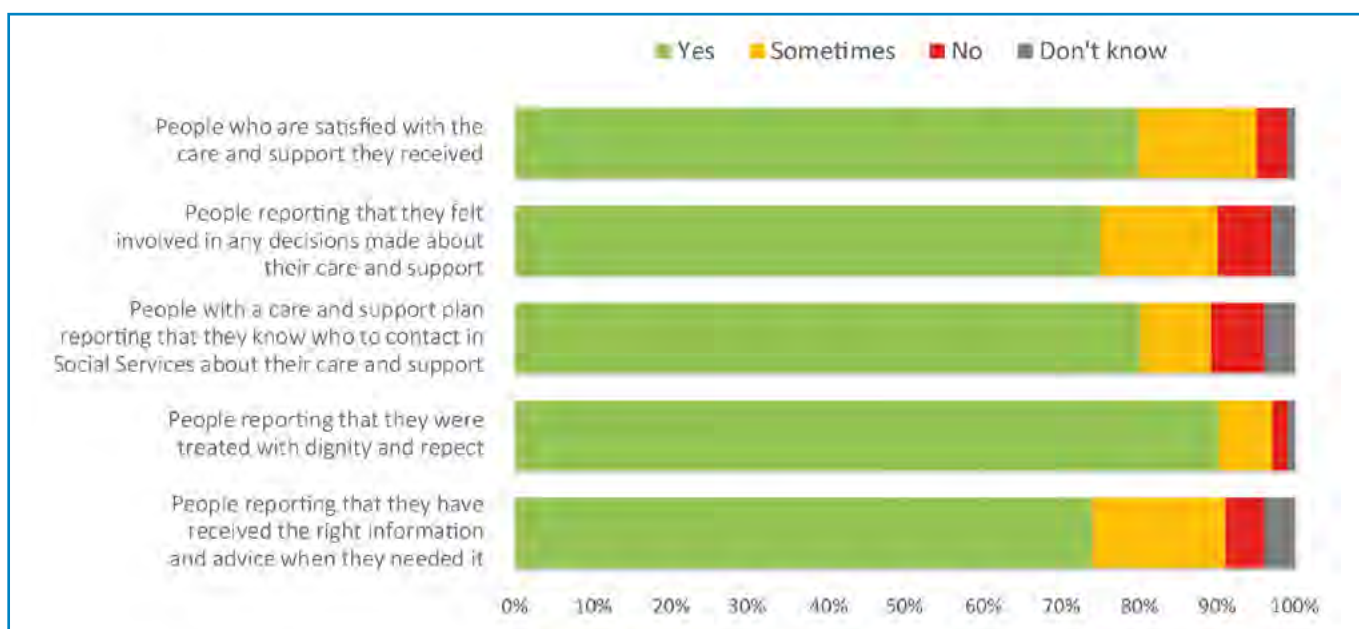
- **Empower people to remain independent at home** and reduce reliance on intensive interventions by preventing hospital admissions, accelerating safe hospital discharge and supporting assisted living by:
 - o Promoting the First Point of Contact service to prevent unnecessary hospital admissions.
 - o Developing a First Point of Contact to support people to leave hospital safely and in a timely manner.
 - o Extending Direct Payments to more people.
 - o Establishing reablement as the unifying model for the provision of community based domiciliary care.

- Embed the **Disability Futures Programme** by March 2023 to develop and implement remodelled services for disabled children, young people and adults across Cardiff and the Vale of Glamorgan to improve effectiveness and efficiency of services and outcomes for disabled young people and their families.
- **Ensure children and adults are protected from risk or harm and abuse by:**
 - o Continuing implementation with key partners of the “**Signs of Safety**” model, a **strengths-based whole-service methodology** for working with children and families in need of care and support; target completion 2022
 - o Designing and implementing a **parallel model in adult services** by 2022.
- Raise awareness during 2018/19 of the entitlement of **young carers** to have an assessment of their unique needs and ensure that there is appropriate provision to meet assessed needs.

How far did we succeed? What difference did we make ?

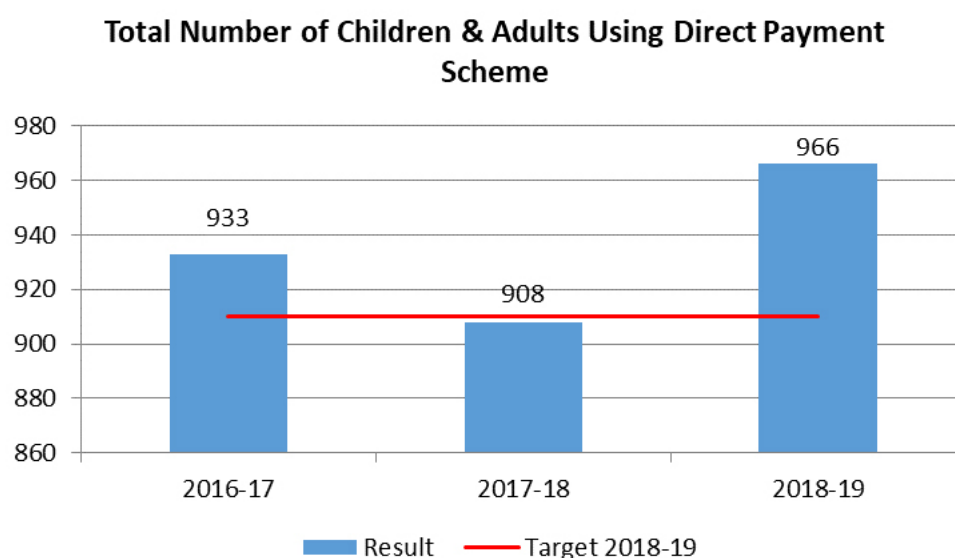
The change we want to see

Performance Update & Survey Results



- *The percentage of adults who have received support from the information, advice and assistance service (IAA) and have not contacted the service again during the year*
 2018/19 = 81.1 % (1,790 / 2,207)
 2017/18 = 83.6 % (1,947 / 2,329)
 2016/17 = 86.2 % (1,333 / 1,547)
- *The percentage of assessments completed for children within statutory timescales*
 2018/19 = 70.1 % (2,020 / 2,940)
 2017/18 = 75.7 % (1,983 / 2,618)
 2016/17 = 86.3 % (2,056 / 2,383)
- *The total number of children and adults in need of care and support using the Direct Payment Scheme*
 2018/19 = 966
 2017/18 = 908
 2016/17 = 933

The number of children and adults in receipt of direct payments during the year is 966 (192 children and 784 adults).



Key Successes

- Expansion of the existing model for First Point of Contact to Adult Services to include people accessing services from hospital piloted during the year. This is known as the **Get Me Home scheme**. Initial outcomes are that people are being supported to return home earlier and with less support. Plans are being developed for the pilot to be fully implemented in 2019/20 as part of the phased implementation of the new well-being pathways which support people without the need for social work involvement. We are taking a holistic approach to facilitate safe and timely hospital discharge, promoting independence and people going home wherever possible with well-being services where they need them.
- A review of the **Community Resource Team (CRT)** model was undertaken during the year. The outcome of the review is improved partnership working to implement community reablement provision that addresses the needs of those with a higher level of need, including widening access to the service to people with dementia. The principle is that everyone should have the opportunity to be reabled to maximise their independence.
- Cardiff Council commissions Dewis Centre for Independent Living (CIL) to deliver the **Direct Payments** Support Service. This service provides the person in receipt of a Direct Payment with control over the choice of people who provide their care and the flexibility to organise their lives to reflect their needs holistically. We want to enable people to maintain and sustain independent living; building their confidence in the effective management and control of their financial resources and in their role as an employer and purchaser of services. We have seen a significant increase in the number of people with care and support needs receiving their support via a Direct Payment.
- Work has been undertaken during the year to prepare for the **Integrated Respite Service for children** (Ty Storrie) to transfer into the local authority in 2019/20. The service supports children and young people with complex learning disabilities and challenging behaviour and matching these two groups of children to receive support from the same service is challenging. We want children and young people to receive a seamless service which is co-ordinated and responsive from assessment of need through to delivery of respite.
- We are working with partners in the Vale of Glamorgan Council and the Cardiff and Vale University Health Board to **integrate disability services**. The positive impact of change is evident with parents experiencing a seamless approach to the continuing care process with reduced duplication and timely decision making across services.
- A **Joint Commissioning Strategy** for people with learning disabilities has been developed with the Vale of Glamorgan Council and the Cardiff and Vale University Health Board. The strategy outlines the vision over Health and Social Services across the region for the next five years. The priorities of the strategy reflect what is important to adults with disabilities and their carers,

needs and demand, current provision and finance. The strategy 'Promoting Independence and Improving Lives' will be launched during Learning Disability Week in June 2019.

- The **Cardiff and Vale Disability Index** continues to work well across the region for the people of Cardiff and the Vale of Glamorgan. Parents of children with disabilities are informed of services available across the region and anecdotal evidence suggests there has been a reduction in social isolation via a connected network.
- The **Attention Deficit Hyperactivity Disorder (ADHD) Parenting Service** continues to be commissioned (via Cardiff) to deliver a regional service working in collaboration with the Cardiff and Vale University Health Board Neurodevelopment Team, with contract arrangements in place until March 2020. There is an improved understanding of ADHD across education settings and a reduction in social isolation of parents with children with ADHD.
- The **Ymbarel Parents with Learning Disabilities Services** is commissioned (via the Vale of Glamorgan) delivering a regional service in collaboration with Cardiff and the Vale Children's Services, with contract arrangements in place until March 2021.
- A **Transition Service** across Child Health and Disability and Adult Learning Disability has been developed during the year. Children and young people now have an allocated transition worker and pathway planning is much clearer. We want to embed these new operational processes to ensure that all young people experience a seamless transition from Children's to Adult Services. We also want to focus on stakeholder engagement with schools and engagement with parents to ensure that the voices of people are heard and taken account of in the process of developing service.
- The **Signs of Safety** (SoS) model, a strengths-based whole-service methodology for working with children and families in need of care and support is being more widely applied with progress including using plain language that can be readily understood by families, using tools to engage children and young people and spending the necessary direct contact time with children in families. All early help staff, including partners, are being trained in SoS so that the approach from partners right at the start follows the same principles and practice. We want to ensure that SoS is implemented consistently with partners and that social workers have the time to apply the approach as thoroughly as they would wish.

'Great to celebrate achievements and see how well SoS is working across the board. Well covered in various areas. Definitely be taking some ideas forward.'

- We are working with Social Care Wales to introduce **strength-based approaches** to working based on understanding what matters to people in living their own good life.
- During the year we have started the process of determining the level of need and gaps in provision for **young carers**. We want young carers to be prioritised as a distinct group with a new pathway that supports the identification and assessment of young carers through our early help and statutory front doors and through our universal services e.g. schools and GPs.
- **Advocacy for children and young people** continues to be provided by the National Youth Advisory Service (NYAS) under regional arrangements with the Vale of Glamorgan. NYAS has worked with children and young people both within looked after and child protection systems providing them with support in relation to a range of issues such as representation at meetings, contact, placement, education, and leaving care. We want to increase the number of active offer referrals made to ensure accessibility for all children and young people eligible for the active offer of advocacy. Work to achieve this has started and as a result referrals are increasing.
- Cardiff Council Social Services and the Vale of Glamorgan Council Social Services, and the Cardiff and Vale University Health Board are jointly commissioning an Advocacy Gateway. The partners have developed a contract with Promo Cymru. The service acts as the Single Gateway to all **Adult Advocacy Services** in Cardiff and the Vale of Glamorgan and makes referrals onto approved advocacy providers according to the co-produced screening tool.

Key Challenges and Risks

Whilst there are a number of strengths, analysis of performance has evidenced the following areas where we need to improve:

- Timeliness of Deprivation of Liberty Safeguards (DoLS) assessments.
- Consistency of strengths based practice across all teams in Adult and Children's Services.
- Assessments and services for young carers.
- Low numbers of children and young people taking up the offer of advocacy, although the number of active offers made has increased during the year.
- Design of services to change - proactively seek to keep people well rather than respond in a crisis.
- Challenges in the Independent Reviewing Officer service as number of children looked after increase.

Case Study – Community Resource Team

Mr.R – aged 85 – suffering from well-being issues such as isolation and low moods

Mr.R began to neglect his daily living tasks after his wife of 60 years moved into a nursing home. This included reluctance to take daily medications.

Community Resource Team officers recognised a need for a regular taxi to be arranged for Mr.R's visits to and from his wife in the nursing home.

Following intervention, Mr.R reported improved health, an ability to maintain a balanced diet and an increased ability to cope with isolation and loss.

The reablement intervention offered has resulted in Mr.R receiving a long term care package of just one call per day for medication and meal preparation.

Case Study – Transition

The mother / primary carer of a young person with disabilities was finding it extremely difficult to cope without any family to support and was at breaking point. She felt isolated and exhausted. Joint working was undertaken with Occupational Therapy, the local health board Continuing Health Care team and an external care provider. Throughout the project, the transition social worker was able to work with mum to relieve the pressures of caring and enable the young person to increase her friendship circle and physical activities which are important for her cerebral palsy. The young person is now more fulfilled, more independent and has an improved quality of life.

Mum was exhausted, isolated, stressed and on the cusp of burnout and didn't know who / where to turn. Through the project we have really been able to flip that on its side and mum is now considering going back to work which is something she envisioned as it is important to her. The family are very happy they can spend quality time together.



“More than Just Words” / “Mwy na Geiriau”

The introduction of the Welsh Language Standards Act has strengthened the gradually improving position regarding the provision of bilingual services both in social care and the council as a whole. The Act has helped to reinforce the pre-existing social services requirements set out in Mwy na Geiriau for bilingual social services.

Social Services in Cardiff recognise the importance of meeting Welsh language need as part of routine assessment and care and are committed to providing and developing Welsh language services.

Welsh Language Standards Objectives for Social Services:

Increase opportunities for people to receive Health and Social Care in Welsh by:

- Ensuring that an active offer of Welsh language services is communicated to all Social Services staff and within commissioned services.
- Including Welsh language service provision within third sector and independent contract specifications, service level agreements and grant funding processes.
- Developing plans to maximise ability to provide services in Welsh with current Welsh-speaking staff; where gaps in workforce capacity to deliver services in Welsh are identified these should be reflected in the organisation's Bilingual Skills Strategy.

Progress during the year has included:

- A Regional Forum with the Vale of Glamorgan and Cardiff and Vale University Health Board has been formed to take forward the objectives of More Than Just Words. This will enhance the coordination of Welsh language activity within the service, with partners, and will be key to resolving difficulties / issues in a coordinated way.
- The regional forum has met several times during the year, sharing practice and learning across our three organisations. The group has begun to discuss the following themes under the More than Just Words (MTJW) objectives and will collectively be taking associated actions forward during 2019/20:
- **Objective 1: National and Local Leadership, and National Policy**
Increasing the profile of the group and the MTJW objectives, through appropriate organisational and partnership governance structures.
- **Objective 2: Mapping, Auditing, Data Collection and Research**
Understanding sources and limitations of available data.
Work towards developing a community and workforce profile during 2019/20.
- **Objective 3: Service Planning, Commissioning, Contracting and Workforce Planning and Objective 4: Promotion and Engagement**
Attracting and developing the Welsh language workforce, and strengthening links to organisations Workforce Strategies.
Evaluating what works and what can be developed in staff language skill training.
Understanding how and which standards to communicate to contracted providers.

o **Objective 5: Education and Objective 6: Welsh in the Workplace**

Welsh language training opportunities continue to be regularly promoted across the Council and service, from beginner to proficiency training.

Awareness training is a compulsory element of induction training in social care and forms part of the social work placement induction programme and a mandatory element of the First Three Years in Practice training programme.

- Cardiff Council Academy now directly employs a Welsh language trainer and there is potential for Welsh training services to be tailored to specific Social Services staff groups. 10 Social Services staff have undertaken welsh language training during the year.
- Positive examples of social workers who are sensitive to identifying Welsh language needs during their casework with positive results. Further work is required to identify how well this is being done across the service and by non-Welsh speaking social workers.
- A meeting is planned with Cardiff social care providers (pending advice from Legal) to clarify with them their duties around the Welsh language, and where necessary support them to change.
- 130 Welsh speakers (to varying degrees of proficiency) in the Directorate.

Even though the percentage of Welsh speakers is relatively low, the numbers (likely now to be over 40,000) means that Cardiff is the local authority with the 4th highest number of Welsh speakers in Wales. The number of Welsh speakers in Cardiff has doubled since the 1991 census. The Cardiff and the Vale of Glamorgan Population Needs Assessment reports the following statistics regarding the Welsh language community profile of Cardiff.

The proportion of people of all ages who can speak Welsh in Cardiff is 11.1 % - significantly below the all Wales average of 19 %, but represents 36,735 people.

Over 1 in 4 young people aged 15 and under speak Welsh in Cardiff (26.7 %) although this is still below the Wales average for that age group (37.6 %).

What are our priorities for next year and why?

- Embed a **rights based approach** for adults and children in everything we do
- Empower people to have choice and control over their own lives by appropriately offering **Direct Payments** to people
- Enable all young people with additional learning needs to play an active and central role in planning for their **transition to adulthood**
- **Support young carers and care leavers** with a range of interventions, including into-work support, assistance with transport needs and wider well-being provision
- Develop a **Parent's Participation Charter** to improve our partnership working with parents
- Develop and implement a **service for young carers**
- Implement the **new model for Community Resource Teams (CRT), including the Get Me Home Plus Service**, to improve and expand the provision to enable people to live good lives at home
- **Implement the 'Discharge to Assess' model** by March 2021, building on the success of the First Point of Contact (FPoC), enabling more people to be discharged safely through the development of night care services
- **Progressively implement a new way of delivering domiciliary care** by March 2021 that fully reflects local and community provision and the priorities of the Older Persons Accommodation Strategy
- Implement improvement plans for **Deprivation of Liberty Safeguards** and the **Independent Reviewing Officer service**

WORKING WITH PEOPLE AND PARTNERS TO PROTECT AND PROMOTE PEOPLE'S PHYSICAL AND MENTAL HEALTH AND EMOTIONAL WELL-BEING

Outcomes we have achieved during the year:

✓	Better placed to provide continuity of accommodation and support that better meets the needs of young people as a result of the recommissioning of accommodation and support in Cardiff.
✓	Better outcomes for young people engaged with the Youth Offending Service through the pilot of the Enhanced Case Management project (psychologically informed model).
✓	Better addressing parent well-being and improved family planning through the Reflect Service that works with parents to support them to make positive changes to their lives to avoid becoming repeat visitors to the family court.
✓	More people with mental health problems are being supported in the community following the expansion of Ty Canna.
✓	People are experiencing timely discharge from hospital to a more appropriate care setting as evidenced by the low number of delayed transfers of care for social care reasons (110 in 2018/19 which is the same as in 2017/18 – one of the lowest levels in Wales).
✓	Quality of care experienced by older people and their relatives in care home settings substantially improved by effective application of the Escalating Concerns procedure.

What did we plan to do last year?

What did we plan to do last year and RAG status ?
<ul style="list-style-type: none"> Enhance Early Help by March 2022 to support children and families before their needs escalate to the point that they require statutory interventions by agreeing a refreshed Early Help / Preventative Strategy
<ul style="list-style-type: none"> Prevent children entering the criminal justice system and work with children already in the criminal justice system to reduce their re-offending through the interventions delivered by partners in the Cardiff Youth Offending Service by March 2019
<ul style="list-style-type: none"> Review progress against the key improvement priorities identified as a result of the 2015 Her Majesty's Inspectorate of Prisons (HMIP) Youth Offending Service Inspection
<ul style="list-style-type: none"> Identify and take forward opportunities to work with partners during 2018/19 to promote Public Health and reduce health inequality
<ul style="list-style-type: none"> Implement the recommendations of the Community Services Review in collaboration with the University Health Board, regarding the future model of Community Mental Health Services in order to effectively support and deliver community based mental health services by March 2020
<ul style="list-style-type: none"> Work with partners to maintain the reduction in Delayed Transfers of Care for social care reasons during 2018/19 to support more timely discharge to a more appropriate care setting.

How far did we succeed? What difference did we make?

The change we want to see

Performance Update

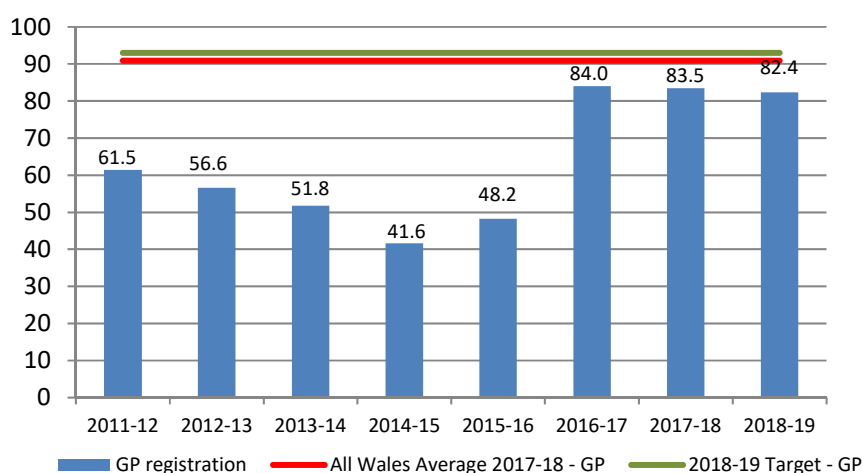
- *The percentage of children seen by a registered dentist within 3 months of becoming looked after*
2018/19 = 35.2% (62 / 176)
2017/18 = 59.6% (96 / 161)
2016/17 = 48.4% (89 / 184)

Performance is thought to reflect the need to improve the recording of this information and as a result, systems have been put in place for gaps in recording to be monitored by the Children's Management Team on a regular basis.

- *The percentage of children looked after registered with a GP*
2018/19 = 82.4% (332 / 403)
2017/18 = 83.5% (348 / 417)
2016/17 = 84.0% (321 / 382)

As above, performance is thought to reflect the need to improve the recording of this information and systems have been put in place for gaps in recording to be monitored by the Children's Management Team on a regular basis.

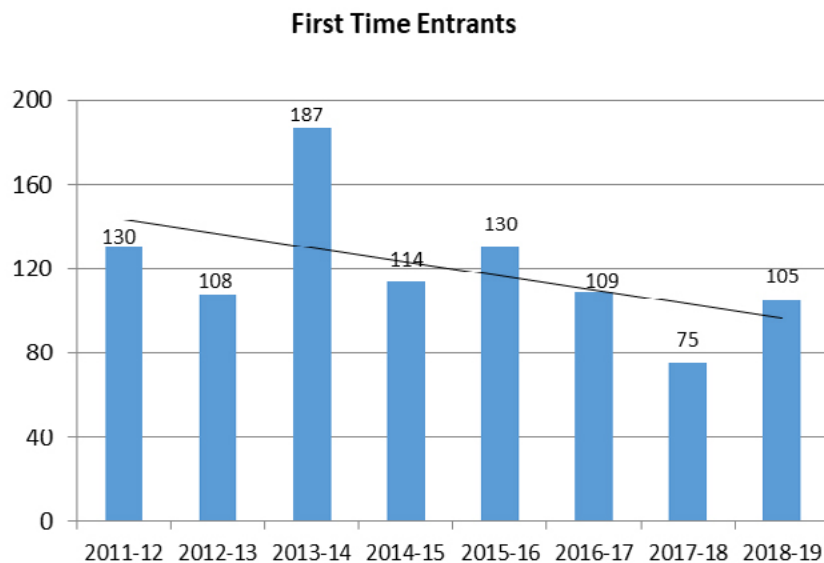
Measure 31 GP registration for looked after children



- *Number of first time entrants (FTEs) into the Youth Justice system*

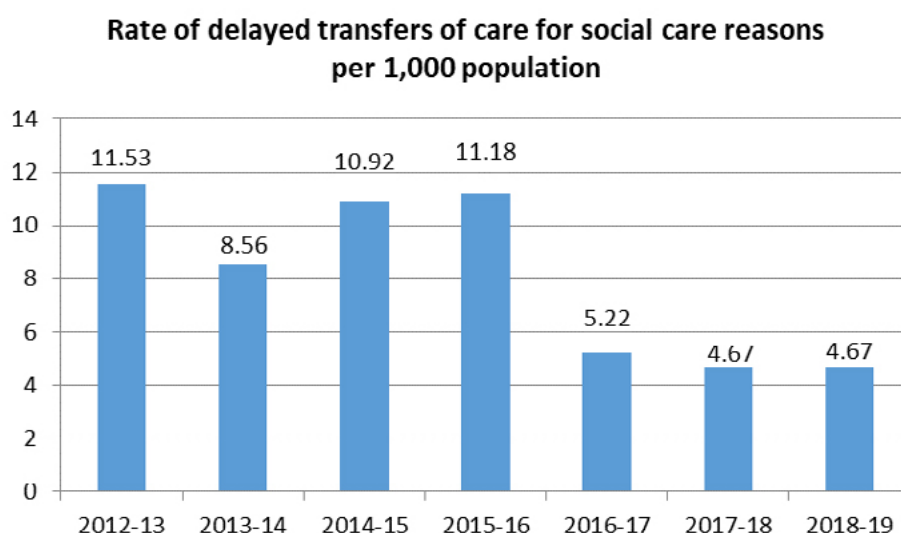
During the year there was an increase in FTEs to 105 from 75 in 2017/18. The reasons for the increase include:

- o A gap between the Triage contract ending and the Divert contract starting at the beginning of the year. This service received referrals as a diversion from the criminal justice system and the delay affected 6 young people.
- o Increase in the number of arrests and subsequent convictions for possession of offensive weapons resulting from an ongoing operation to combat knife crime.
- o Some young people could not be diverted from becoming an FTE because they had previously been referred to the Divert Service or the offences committed were either too serious or for an offence that is automatically sent to court such as motoring offences.



- *Rate of delayed transfers of care for social care reasons per 1,000 of the population aged 18 or over*
2018/19 = 4.67
2017/18 = 4.67
2016/17 = 5.22.

Total number of delays for social care reasons aged 18+ = 110 which is stable from 110 in 2017/18 maintaining the improvement from 123 in 2016/17. Performance has remained stable at 4.67 in 2018/19 and 2017/18 from 5.22 in 2016/17 and 11.18 in 2015/16 (when the total number of delays for social care reasons aged 18+ was 263).



- *The rate of delayed transfers of care for social care reasons per 1,000 of the population aged 75 or over*
2018/19 = 3.18
2017/18 = 2.33
2016/17 = 2.38

The total number of delays for social care reasons aged 75+ = 75 from 55 in 2017/18 as a result of winter pressures.

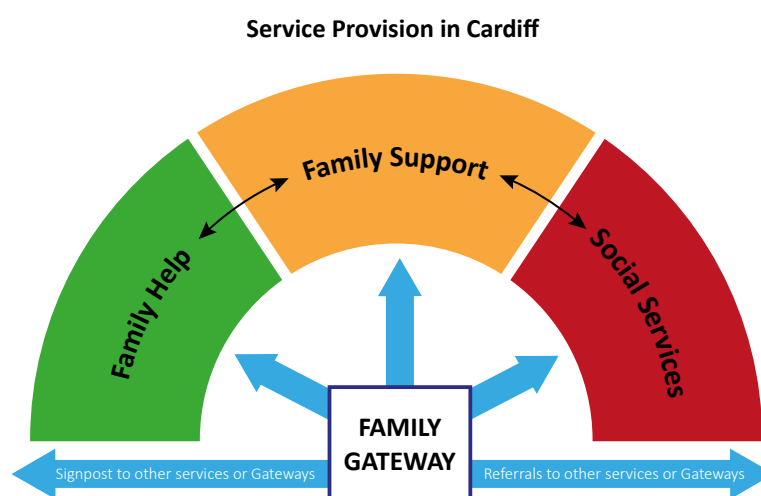
- *The percentage of adults who completed a period of reablement and:*
- *have a reduced package of care and support 6 months later*
2018/19 = 83.9% (678 / 808)
2017/18 = 85.3% (656 / 769)
2016/17 = 66.7% (10 / 15)
- *no package of care 6 months later*
2018/19 = 76.9% (621 / 808)
2017/18 = 77.2% (594 / 769)
2016/17 = 83.4% (251 / 301)

Key Successes

- Early Help Preventative measures have undergone significant development and change over the past year. A new delivery model for **Family Help and Support Services** in Cardiff has been developed in readiness for implementation in 2019/20. We want to bring together existing services to create three new family support services that will provide the right support at the right time to families, children and young people:

Cardiff Family Advice Service

- **Family Gateway Service** - the primary route-in for all referrals and requests for help
- **Family Help Service** - will provide a rapid response to families needing short term intervention
- **Family Support Service** - will work with families facing more complex or severe issues



- Despite an increase in the number of first time entrants to the **Youth Offending Service (YOS)** early in the year, numbers decreased throughout the year as a result of a range of work undertaken to address offending and reoffending rates. This includes the Divert Service (that diverts young people out of court process so they do not enter the Criminal Justice system), widening the scope of the referrals into the prevention service (meaning that the team have been able to provide more interventions responding to low level anti social behaviour in the community) and piloting the Enhanced Case Management (ECM) approach for our most complex cohort. Over the period of the pilot 10 high risk re-offenders have worked to this model which is informed by psychological input. Although not formally evaluated, early indications are that this has had a positive impact on our most significant reoffenders. We want to continue our focus on prevention and build on significant improvements that have been made with regard to sharing information and joint working between the YOS and Children's Services.

- We continue to work to **promote public health** and work has begun between Grand Avenue Day Centre and Windsor Clive School in Ely to develop a programme with primary school aged children. An intergenerational party was held at the Grangetown Hub to introduce older members of the community to the younger Hub users. We want to develop connections between generations to reduce the isolation of older adults and help them feel a greater sense of purpose and fulfilment. Other initiatives to promote public health include an **Intergenerational Walking Football** event (run by the Independent Living Service) for men with restricted mobility and pupils from Grangetown Primary School, **Dementia Action Week** to celebrate work taking place to improve the lives of people affected by Dementia and the new **Reading Well For Dementia scheme** available at all Cardiff libraries and hubs to help people's health and well-being.
- The rate of **Delayed Transfers of Care** (DToc) remains at one of the lowest levels across Wales. We want to ensure safe and timely hospital discharge, promoting independence and returning individuals to their homes wherever possible.

Key Challenges and Risks

Whilst there are a number of strengths, analysis of performance has evidenced the following areas where we need to improve:

- Management of demand and complexity of caseloads in Children's Services.
- Low proportion of contacts to Children's Services resulting in an assessment.
- Members have written to the Director of Operations for the Mental Health Clinical Board Cardiff and Vale University Health Board recommending that a strategy and/or action plan be developed and implemented to give focus to the Community Services Review.

What are our priorities for next year and why?

- Update guidance on **Multi-Agency Transition Planning** for young people with Learning Disabilities and Additional Learning Needs
- Implement the **new delivery model for an integrated early help and prevention service** for families, children and young people by June 2019 that brings together a variety of multi-agency provision across three distinct services; Family Gateway, Family Help and Family Support with the aim of reducing the impact of adverse childhood experiences on well-being
- **Develop a place based approach to enhancing well-being and protection for vulnerable children and families**, trialling new ways of working in an area of the city by March 2020

- Complete a service review of the **Youth Offending Service** by 2020 and review the effectiveness of interventions by the service to offending / re-offending rates
- Review progress against the key improvement priorities identified as a result of the 2015 Her Majesty's Inspectorate of Prisons (HMIP) **Youth Offending Service Inspection**
- Improve integrated working for **children with continuing care and complex health needs**
- Support people with learning disabilities and to be more independent by implementing a **Regional Learning Disabilities Commissioning Strategy** by March 2020
- Support people with mental health issues to be more independent by implementing the recommendations of the **Mental Health Community Services Review** in collaboration with the University Health Board, regarding the future model of Community Mental Health Services, in order to effectively support and deliver community-based mental health services by March 2020
- Continue to develop and enhance **community support and day opportunities for adults and young people in transition with mental ill health** throughout 2019/20 by extending the Ty Canna service
- Identify and take forward opportunities to work with partners during 2019/20 to promote **Public Health** and reduce health inequality

TAKING STEPS TO PROTECT AND SAFEGUARD PEOPLE FROM ABUSE, NEGLECT OR HARM

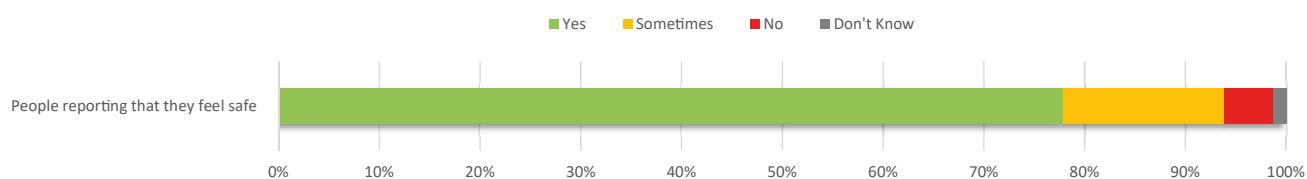
Outcomes we have achieved during the year:

✓	Children are better protected from Child Sexual Exploitation (CSE) as a result of the impact of the CSE Strategy and the Think Safe! Team.
✓	Peer education in schools has better enabled children to identify when their friends are in danger of Child Sexual Exploitation and / or peer exploitation and know where to go for help (trained Think Safe! ambassadors in 14 schools to deliver peer education).
✓	Joint working with the Think Safe! Team and schools has given boys a better understanding of power, control, consent and the law and they are able to better keep themselves safe.
✓	Partners in education and health have increased understanding of their safeguarding responsibilities and when they should refer a professional for safeguarding concerns.
✓	Improved awareness of safeguarding in some communities by the provision of a comprehensive safeguarding policy and associated training.
✓	Further strengthening of safeguarding for adults by implementation of the outcome of a service review.
✓	Further strengthening of safeguarding with the regional development of a new escalating concerns process in Adult Services and the development of a new children's escalating concerns process to strengthen arrangements for addressing provider performance in order to achieve better outcomes.
✓	Consistent application of the Council's Escalating Concerns Procedure for adults.
✓	Improvement in awareness of safeguarding across the Council by introduction of a new Corporate Safeguarding Policy and mandatory e-learning module on Safeguarding Awareness.
✓	Improved safeguarding partnership arrangements through the Regional Safeguarding Boards and development of the local Safeguarding Operational Group for Cardiff to address emerging issues in the City in a timely way.

What did we plan to do last year?

What did we plan to do last year and RAG status ?
<ul style="list-style-type: none"> • Ensure the Council's Corporate Safeguarding Strategy is implemented
<ul style="list-style-type: none"> • Ensure children and adults are protected from risk of harm and abuse by raising awareness among public and professionals for the duration of the plan
<ul style="list-style-type: none"> • Ensure children and adults are protected from risk of harm and abuse by revising the Child Sexual Exploitation Strategy by March 2019 to encompass new and emerging themes of child and adult exploitation
<ul style="list-style-type: none"> • Renew the safeguarding vision and strategy across the Directorate by March 2019 in order to take account of new national policy and practice guidance currently under development
<ul style="list-style-type: none"> • Embed the Quality Assurance Framework in Children's Services and adapt for implementation Directorate-wide by March 2019 to ensure that children, families and adults benefit from the highest possible standard of service within resources
<ul style="list-style-type: none"> • Commission an independent review of the effectiveness of the Multi Agency Safeguarding Hub in consultation with the Regional Safeguarding Children Boards and consider recommendations for change / improvement with a view to implementing changes by March 2020
<ul style="list-style-type: none"> • Review and develop mechanisms to improve engagement with communities at large and faith communities in particular by March 2019 to improve the safeguarding of children across the various communities in Cardiff
<ul style="list-style-type: none"> • Embed strengthened Adult Protection procedures in consultation with staff and partners by March 2019 to ensure that adults are protected from harm

How far did we succeed? What difference did we make? The change we want to see



- The percentage of re-registrations of children on local authority child protection registers*
 2018/19 = 4.8% (16 / 330); 2017/18 = 6.6% (26 / 391); 2016/17 = 3.9% (13 / 343)
 Of the 330 children who were added to the Child Protection Register (CPR) during the year, 16 had been on the CPR during the previous 12 months.
- The average length of time for all children who were on the child protection register during the year*
 2018/19 = 233 days (88,115 / 378); 2017/18 = 250 days (87,985 / 352); 2016/17 = 230 days (113,250 / 492)
- The percentage of adult protection enquiries completed within statutory timescales*
 2018/19 = 84.0% (1,052 / 1,253) from 97.9% (1,400 / 1,430) in 2017/18.
 A review of adult safeguarding has taken place following concerns regarding timeliness of decision making in the first half of the year. The strengthened management that followed has resulted in performance improving in the second half of the year, but it continues to be closely monitored by the Operational Manager via weekly reports.

Key Successes

- The events of the National Safeguarding Week in November 2018 were a resounding success in **raising awareness of safeguarding** and demonstrated the effective work achieved by the Communication and Engagement sub-group of the Regional Safeguarding Board (RSB) and the Business Unit of the Boards.
- Cardiff is well positioned across the whole of the UK, in terms of being a forward thinking Local Authority in all matters relating to **Child Sexual Exploitation** and the exploitation agenda, proactively developing child focussed practice to address the elimination of the exploitation of children. We are developing an Exploitation Strategy for Cardiff and the Vale of Glamorgan (that focuses on both child and adult exploitation) to raise awareness of the forms, risks and effects of exploitation and ensure an effective multi-agency strategic response to the identification and safeguarding of children and adults who may be at risk of exploitation.
- A report on the mapping and analysis of support for children exhibiting **Harmful Sexual Behaviour** was completed during the year and a commissioning process undertaken in order to agree the services available to support children exhibiting Harmful Sexual Behaviour. These are now in place and overseen by the Think Safe! Team manager. Children are receiving timely and appropriate support interventions to ensure their safeguarding.
- A new process for dealing with concerns around **Female Genital Mutilation** (FGM) has been developed and agreed by multi-agency partners. An FGM toolkit has been developed nationally and is being trialled by Cardiff Multi Agency Safeguarding Hub to ensure that all FGM referrals are screened and prioritised appropriately.
- A **Quality Assurance Framework** for Children's and Adult Services is in place and will help formalise all quality assurance activity across the Directorate. We want to ensure a robust and consistent approach to quality assurance across the Directorate.
- A review of the **Multi Agency Safeguarding Hub** (MASH) was finalised and actions are being taken to improve the capacity and efficiency of referral management and risk assessment systems in collaboration with key partners. The establishment of the Cardiff Family Advice Service will present opportunities to further develop the MASH model with the aim of reducing the 'handoffs' between MASH and Children's Services.
- A new specialist **violence against women, domestic abuse and sexual violence** (VAWDASV) service has been established in Cardiff (RISE) so we can provide a tailored response dependent upon level of risk, level of need, age and impact of domestic abuse. Dedicated social work support at RISE will ensure that any escalation to a statutory response is managed and provide specialist and direct liaison with the RISE service.

- The Mosque Safeguarding Policy is now embedded and training has been completed for all Mosques across the city. A series of training sessions have been undertaken with volunteers in the city who are supporting families who are part of a Syrian Refugee Resettlement programme. These events have ensured that the communities and faith sectors understand the safeguarding expectations and the protection of children. The next phase of **engagement with communities** will ensure that similar policies and events are developed across other faith sectors and communities across the city.
- A threshold document has been agreed and is being developed to support staff in identifying clear rationale for decision making within **adult safeguarding**. Following a dip in performance on 7 day enquiries, an improvement plan has ensured safeguarding is now screened consistently and in a timely manner, thus ensuring that the most urgent cases are prioritised and responded to effectively and in line with the expectations of the Act.

Key Challenges and Risks

Whilst there are a number of strengths, analysis of performance has evidenced the following areas where we need to improve:

- Ensuring consistency of quality assurance processes to support practice improvement.
- Transition of cases between Multi Agency Safeguarding Hub and Intake and Assessment.
- Full implementation of adult safeguarding improvement plan.
- Quality of some provider services evidenced by the number being managed through the escalating concerns processes.

Case Study – Think Safe Team

M was 15 when she was referred to Children's Services due to significant CSE. M had a complex and traumatic childhood. She was living with her aunt who was committed to her. M was functioning significantly younger than her age. M had links with the homeless community due to her childhood. Adults were giving M drugs, taking her around the city (trafficking) and it is strongly suspected she was sexually exploited. M was regularly missing.

A multi-agency plan was put in place and regularly reviewed. M learnt about CSE, how to keep safe and what a healthy relationship is. M is now safe; she didn't experience any further CSE and is looking forward to college.

Case Study – Adult Safeguarding

The Adult Safeguarding team received a referral for Mrs. B from her mental health outreach support worker during the year. It detailed possible financial and psychological abuse. Initial steps were taken to set up a multi-disciplinary meeting and consultations were made with the police and the relevant Community Mental Health Team. We advised them to take Mrs. B to Housing Options who also provide debt advice. This proved to be hugely beneficial and with minimal intervention a significant difference was made in this case.

What are our priorities for next year and why?

- Implement the new **All Wales Safeguarding Procedures** by March 2020 – in collaboration with staff and partners – to ensure that adults at risk are protected from harm
- Fully embed the Council's **Corporate Safeguarding Policy** by March 2020 to ensure an effective approach to implementation across the Council
- Implement an **Exploitation Strategy** by March 2020, to encompass new and emerging themes of exploitation
- Ensure children and adults are protected from risk of harm and abuse by **raising awareness** among public and professionals for the duration of the plan
- Embed the **Quality Assurance Framework** in Adult and Children's by March 2020 to ensure that children, families and adults benefit from the highest possible standard of service within resources
- Implement new arrangements within the **Multi Agency Safeguarding Hub** to take account of the new Early Help Service
- Implement fully the improvement plan for **adult safeguarding**
- Implement a new system of **provider quality assurance** to intervene earlier when there are early signs of quality concerns



ENCOURAGING AND SUPPORTING PEOPLE TO LEARN, DEVELOP AND PARTICIPATE IN SOCIETY

Outcomes we have achieved during the year:

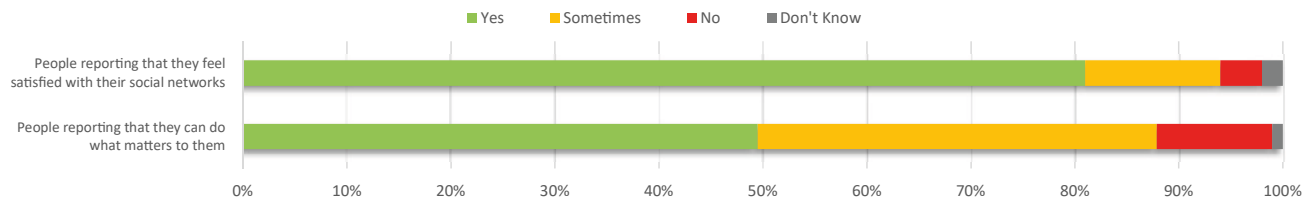
✓	The Bright Start Traineeship Scheme continues to support children looked after and care leavers to access traineeship opportunities within Cardiff Council. 42 young people gained work experience via traineeships in 2018/19 and 3 of these trainees went onto paid employment opportunities. The scheme has been highlighted as an area of good practice by ESTYN.
✓	Better enabled young offenders above school age to reach their potential by improving engagement in education, training and employment by 2.3 hours per week (33.3 %) for young people above statutory school age throughout the duration of their involvement with the Youth Offending Service.
✓	Achievement of educational outcomes for children looked after with 91.4 % (32 / 35) of children looked after achieving the Core Subject Indicator at Key Stage 2 (reaching Level 4 in Science, Mathematics and English or Welsh) compared with 56.8 % (50 / 88) of all children who need care and support.
✓	The voice of young people who receive care and support from Children's Services has been heard through Child Friendly Cardiff work.
✓	More children engaged with preventative services to prevent anti social behaviour from escalating in communities.
✓	Life experience for children and adults with visual impairment, hearing loss or dual sensory loss is enhanced by access to appropriate information, equipment and services to facilitate the independence of individuals.
✓	The voice of people with dementia continues to be heard in achieving 'working towards' Dementia Friendly City status. Staff and business awareness of dementia improved through corporate training programme.
✓	Improved quality of life for people with dementia through the development of specialist day opportunities and working towards Dementia Friendly City status.

What did we plan to do last year?

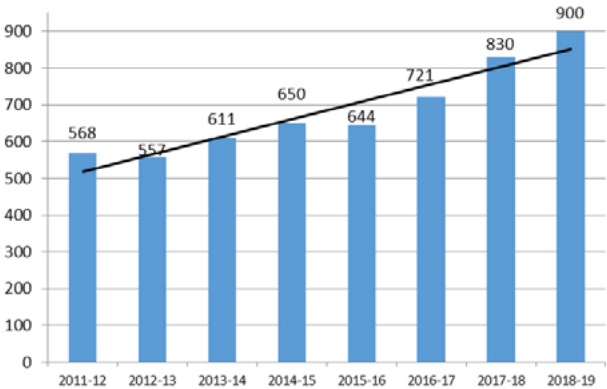
What did we plan to do last year and RAG status ?
<ul style="list-style-type: none"> Review pathways for children with sensory impairments and further develop partnership working across Children's and Adult Services and with 3rd sector sensory impairment organisations during 2018/19 to: <ul style="list-style-type: none"> Improve access to information and services for children and adults with sensory loss. Provide clear and consistent pathways between Social Services and Education Directorates and with 3rd sector sensory impairment organisations to support children and adults with sensory impairments in Cardiff
<ul style="list-style-type: none"> Ensure the best outcomes for children and young people for whom your Council becomes responsible by embedding the Corporate Parenting Strategy across the Council and partners by March 2019 to promote the achievement of the same positive outcomes for children in care that every good parent would want for their own children
<ul style="list-style-type: none"> Ensure the best outcomes for children and young people for whom your Council becomes responsible by improving the Council's capacity to commission and provide high quality cost effective placements within the Cardiff area, reducing the need for children looked after to be placed out of area by March 2023
<ul style="list-style-type: none"> Consolidate Cardiff's status as a recognised Dementia Friendly City during 2018/19 to support those affected by dementia, enabling them to contribute to, and participate in, mainstream society. This will include: <ul style="list-style-type: none"> Refurbishing existing day centres to provide dementia support Establishing a specialist dementia day service in partnership with the University Health Board
<ul style="list-style-type: none"> Work with Communities during 2018/19 to tackle social isolation

How far did we succeed? What difference did we make? The change we want to see

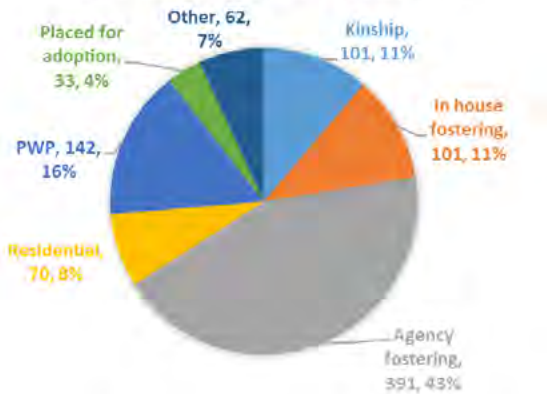
Survey Results



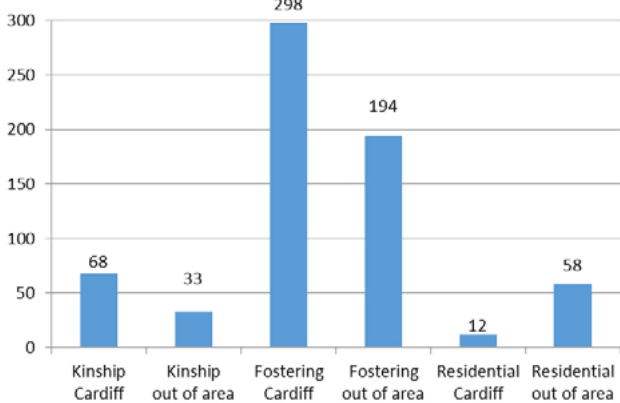
Number of Children Looked After at 31st March



BREAKDOWN OF PLACEMENTS AT 31ST MARCH



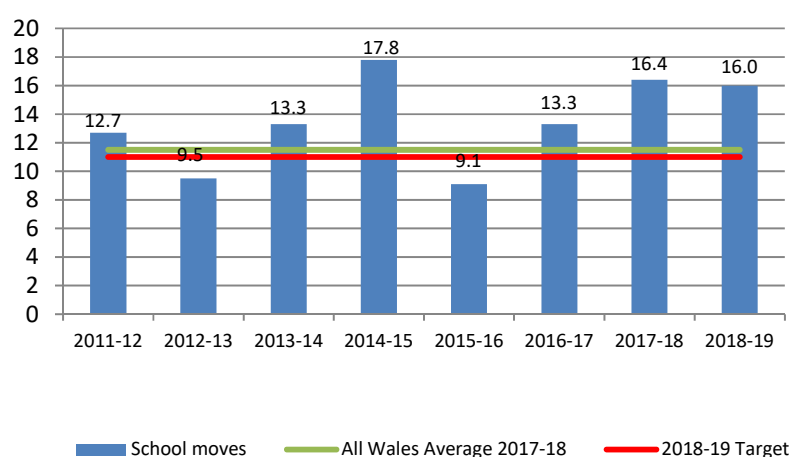
Cardiff and Out of Area Placements at 31st March



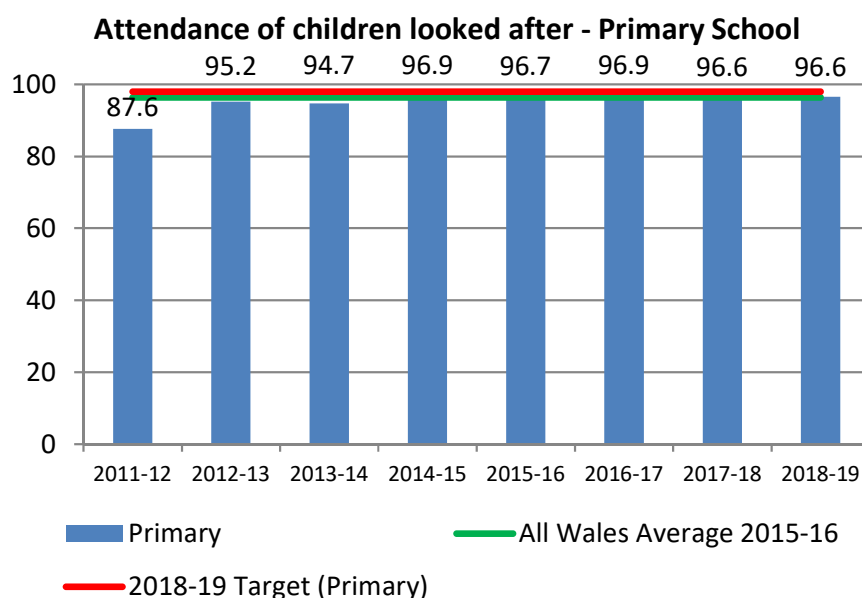
Performance Update

- Percentage of children achieving the core subject indicator at key stage 2**
 2018/19 = 56.8% (50 / 88)
 2017/18 = 50.0% (41 / 82)
 2016/17 = 50.0% (39 / 78)
- Percentage of children achieving the core subject indicator at key stage 4**
 2018/19 = 13.5% (10 / 74)
 2017/18 = 12.0% (9 / 75)
 2016/17 = 18.4% (16 / 87)
- Percentage of children looked after who, during the year to 31st March have experienced 1 or more changes in school during periods of being looked after that were not due to transitional arrangements**
 Performance remained stable at 16.0% (91 / 570) compared with 16.4% (81 / 494) in 2017/18. This reflects concerted efforts to ensure that all children are suitably placed and that children are returned to Cardiff from out of area placements where this is appropriate.

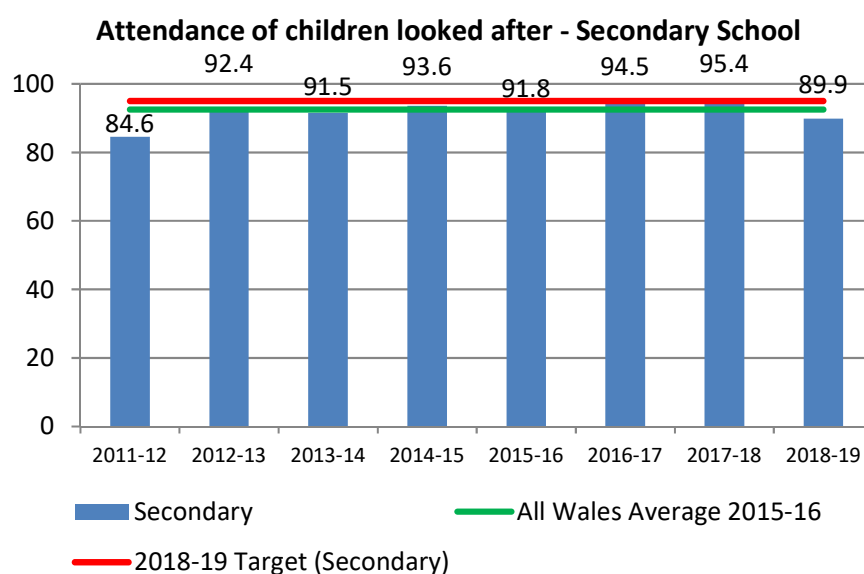
Measure 32 School moves for children looked after



- The percentage attendance of looked after pupils whilst in care in primary schools
Performance remained stable at 96.6% from 96.6% in 2017/18.



- The percentage attendance of looked after pupils whilst in care in secondary schools
Performance reduced to 89.9% from 95.4% in 2017/18.



Key Successes

- Work with Cardiff and Vale University Health Board (UHB) Audiology Department, third sector organisations and other Council Directorates is developing **pathways for children with sensory impairments**. A single point of access has been established for children and adults to receive Certificates of Visual Impairment from Cardiff and Vale University Health Board.
- During the year the Elected Members of the **Corporate Parenting** Advisory Committee undertook focussed activity in key priority areas. This included work in the areas of prevention services, the experience of children looked after and outcomes, education and the role of the Corporate Parent within the Council. We will be reviewing our Corporate Parenting Strategy in the coming year to develop and embed the role of the corporate parent.
- We have been undertaking work to develop a Commissioning Strategy for children looked after and this will provide us with the underpinning knowledge we need to understand the needs of our children looked after and how best we can meet these needs. It is intended that the Commissioning Strategy will assist Children's Services in identifying the full range of services needed to **shift the balance of care for children looked after** in order to meet current and future needs.
- A **Fostering Service Review** was initiated during the year with the aim of developing an effective business model to enable the in-house fostering service to grow and take the lead position in the provision of fostering services in Cardiff. Funding has been granted to fostering services for the marketing, recruitment, support and development of foster carers to improve the foster carer offer. The improved offer is consistent with the principles of the National Fostering Framework and aims to attract and thus increase the number of in-house foster carers for Cardiff.
- Throughout the year engagement has been undertaken with private providers who have expressed an interest in setting up **new residential homes in Cardiff**. Two external providers are on course for registering and opening new children's homes in Cardiff early in 2019/20. This will increase placement availability in Cardiff and placements will be available for spot purchase on a needs led basis.
- A proposal is being developed to support the opening of additional **regulated in house residential provision** for 16 – 19 year olds.
- Good progress is being made to complete a multi-agency delivery plan, to bring Cardiff's **Child Friendly City Strategy** into action. Cardiff wants to be a **Child Friendly City**; that is, a city in which the voices, needs, priorities and rights of children are an integral part of public policies, programmes and decisions.

- Cardiff is working towards being a **Dementia Friendly City**. A considerable amount of work has taken place across the Council to support the development of services and events which support those affected by dementia and their families. Achievements include the increasing take up of Dementia Friends Training and the appointment of Inclusion Officers in the Hubs who will co-ordinate engagement.
- **Social isolation** is also being addressed by increasing use of the excellent new day opportunities for individuals with a dementia to develop a social context and relationships. This provides respite for carers to have social contact.

Key Challenges and Risks

Whilst there are a number of strengths, analysis of performance has evidenced the following areas where we need to improve:

- Low rate of child protection registrations with high numbers of children looked after.
- Low numbers of children looked after returned home from care during the year.
- Processes to step children down from being looked after need further development.
- The availability and quality of placements for children looked after has been a significant concern in the last year, resulting in an increased number of children being placed outside of Cardiff and neighbouring authorities.
- High numbers of children looked after placed with parents.
- Lower numbers of kinship carers than we would like (although the number is rising).
- Reduction in numbers of Local Authority foster carers during the year.
- Permanency planning for children and young people.
- High numbers of children waiting for adoption 12 months after Placement Order made (56; 31 of whom are not yet placed).
- Improving educational attainment for children at key stage 4.

Case Study – Feedback from a Young Person at the End of Leaving Care Services

Thank you so much for the following :

T - the times that could have been my darkest of days both physically and mentally and not giving up on me while i was going through crisis

H- having faith in me that i could be the best i could be when even i could not see my potential

A- anything i needed you would be there. in crisis many of your staff have dropped what work they had and come and support me and i could nkt be more thankful of them

N-now that my time with your incredible survice is coming to an end i feel like you have toirght me all the relivdnt skills i need to live a more stable and managable life

K- k is going to be a hard for me to think of somthing to say but think of my time with leaving care as a car journey andchow far we have come if you eete to tell me at the start i would be budgeting my utility bills finding things to do with my time ie going to college looking for hosing i would say never in a billion years but together we have travelled nany 1000s of kilometres mentaly and we have achieved so many things i dont thonk i would have done on my own

Y- years have past but every time they do your incredible support just gets better and in years to come I will remember every single time you've helped me in supported me and I just wish that people would not have the bad connotations to go with social services because they are a fantastic organisation and I cannot be more proud of with the staff they have there and to be honest with you I'm such a lucky person to have gone through the service and I met so many fantastic people

O - o is for onwards and upwards for me because of your fantastic support no more will I be getting myself into trouble and I just want to say thank you for supporting me to get to where I am right now because I feel like I can now move on with my life and forget the past put that behind me but not forgetting how extraordinary has been to me

U - unbelievably so thankful that you have supported me the way you have and I just feel like I've got to somehow thank you because I've just feel so lucky to have met so much extraordinary people and thank you so much for your hard work in me because I now believe that the skills you have taught me will lead me on to greater things My Life

What are our priorities for next year and why?

- Review pathways for children with sensory impairments and further develop partnership working across Children's and Adult Services and with 3rd sector sensory impairment organisations during 2019/20 to:
 - o Improve access to information and services for children and adults with sensory loss
 - o Provide clear and consistent pathways between Social Services and Education Directorates and with 3rd sector sensory impairment organisations to support children and adults with sensory impairments in Cardiff
- Enable more children to live closer to Cardiff by:
 - o Developing a comprehensive Commissioning Strategy and Market Position Strategy to map need against resources and influence the local market to provide a range of provision to meet the needs of children looked after by September 2019
 - o Increasing the number of Local Authority foster carers (including kinship carers) by March 2020
 - o Increasing the range of local residential provision by commissioning 20 new placements by March 2020
 - o Working with the regional adoption service to increase the number of adoptive placements by March 2020
- Review the Corporate Parenting Strategy by December 2019 to promote the achievement of the same positive outcomes for children in care that every good parent would want for their own children, addressing the areas where outcomes are not as they should be in education and accommodation
- As a Dementia Friendly City, support those affected to contribute to, and participate in, mainstream society by:
 - o Undertaking dementia friends training across the authority with the aim of 100% compliance amongst Council staff by April 2021
 - o Developing e-module training in collaboration with the Alzheimer's Society that will be delivered through the Cardiff Academy by March 2020
 - o Encouraging businesses to become Dementia Friendly by March 2020
 - o Developing a dementia-focused website by March 2020 to support those with dementia, carers, families as well as businesses who want to better support those with dementia
 - o Delivering locality-focused dementia awareness events
- Address social isolation and enhance quality of life of older people by developing inter-generational working within schools, community groups, leisure centres and private sector partners
- Implement the Cardiff and Vale Regional Partnership Board transformational proposals for a 'Healthier Wales' by 2021 to further develop prevention and resilient communities to keep people independent and connected for as long as possible



SUPPORTING PEOPLE TO SAFELY DEVELOP AND MAINTAIN HEALTHY DOMESTIC, FAMILY AND PERSONAL RELATIONSHIPS

Outcomes we have achieved during the year:

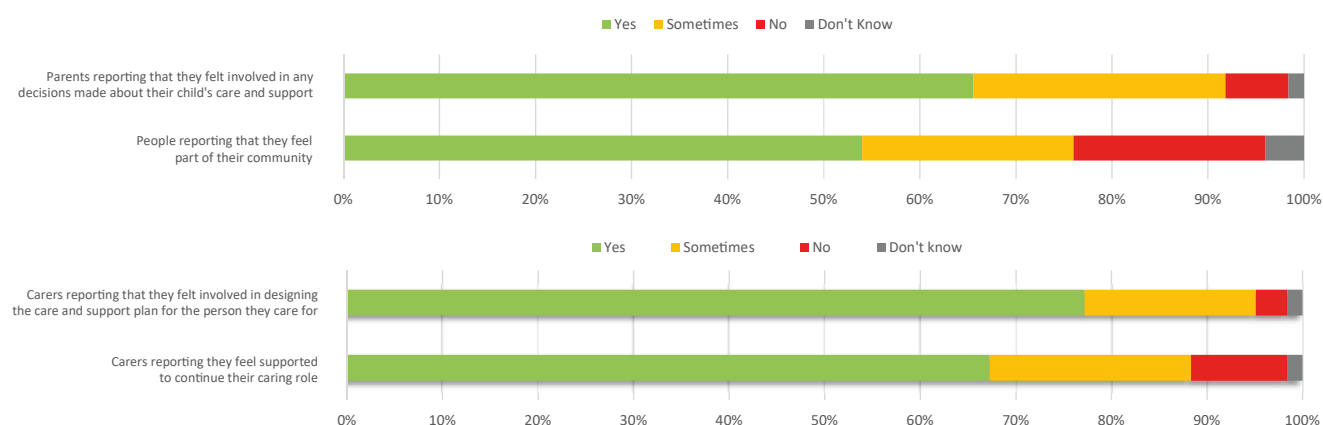
✓	More families receive the right support at the right time through the implementation of the Support4Families Service.
✓	Admission to care prevented for 53 children and young people by the Adolescent Resource Centre.
✓	Admission to care prevented for children and young people by Rapid Response workers.
✓	More children supported to remain living with family members through an increase in Connected Persons assessments (of connected people / family and friends who wish to foster or be special guardians) undertaken internationally (including China, Albania, Czech Republic, Portugal and Romania).
✓	Low level Sexually Harmful Behaviour is better addressed by the provision of a specialist post in the Youth Offending Service.
✓	Permanence secured for children with 42 adoptions during the year.
✓	Better meeting the complex needs of older and people with learning disabilities in their local community by developing specialist targeted Day Opportunities. Positive impact on people and carers reported following opening of Grand Avenue Day Centre.
✓	Reduced likelihood of carers reaching crisis point by development of improved processes that will provide a better quality service.

What did we plan to do last year ?

What did we plan to do last year and RAG status ?
<ul style="list-style-type: none"> • Increase public awareness of the requirement to report Private Fostering arrangements to the local authority by March 2019 in order to ensure that children subject to these arrangements are known and appropriate support is provided
<ul style="list-style-type: none"> • Ensure all eligible unpaid adult carers who are caring for adults during the 2018/19 financial year receive the help and support they need, in the ways they need it
<ul style="list-style-type: none"> • Embed the new model of Day Opportunities during 2018/19 to ensure that people get the care and support they need, while offering respite to their carers

How far did we succeed? What difference did we make? The change we want to see

Performance Update & Survey Results



- The percentage of children looked after reviews carried out within statutory timescales during the year 2018/19 = 82.0 % (1,913 / 2,333)
2017/18 = 93.0 % (2,129 / 2,289).
Performance has reduced from 93.0 % (2,129 / 2,289) in 2017/18, in part due to capacity to undertake reviews in the context of increasing numbers of children looked after.

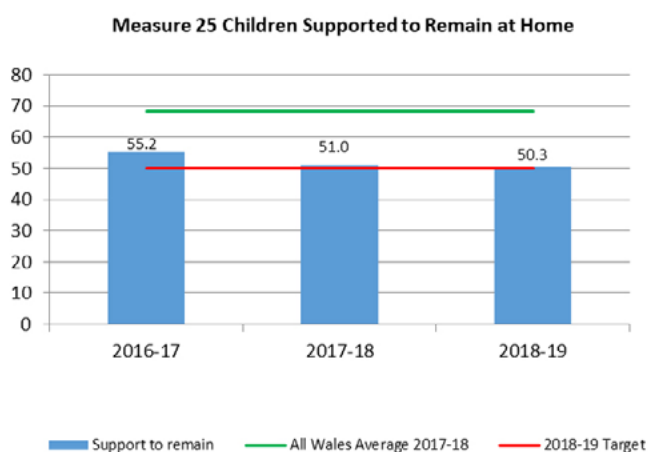
- *The percentage of children supported to remain living with their family*

2018/19 = 50.3 % (910 / 1,810)

2017/18 = 51.0 % (864 / 1,694)

2016/17 = 55.2 % (894 / 1,619)

Of the 1,810 children with a Care and Support Plan at 31st March 2019, 908 were being supported to live at home (i.e. were not being looked after).



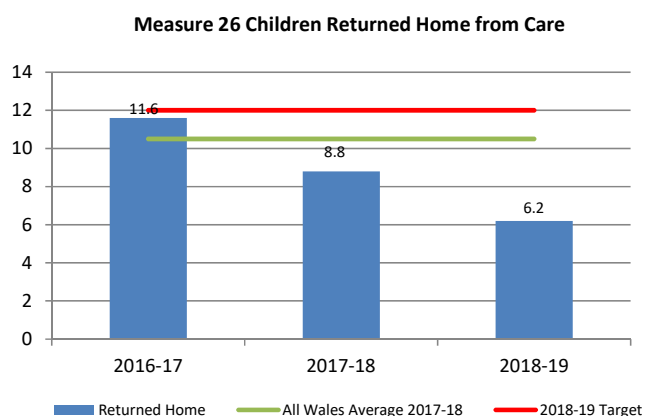
- *The percentage of children looked after who returned home from care during the year*

2018/19 = 6.2 % (68 / 1,093)

2017/18 = 8.7 % (91 / 1,042)

2016/17 = 11.6 % (116 / 982)

Of the 1,090 children who have been looked after during the year, 64 have returned home.

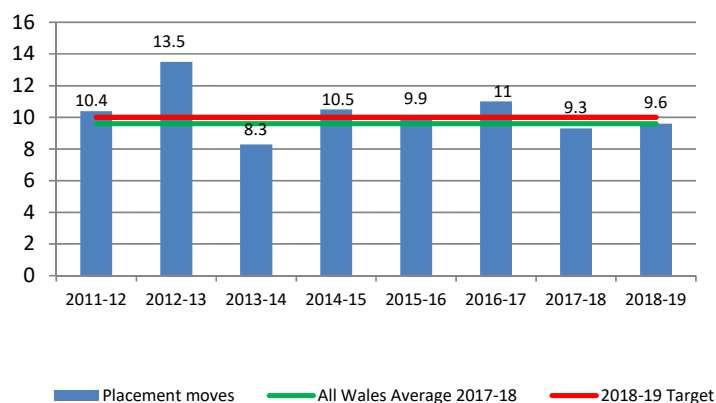


Although these indicators appear to say that fewer children are living with their families, this is not a complete picture of the trend in Cardiff because more children are living at home or returned home under the auspices of a Care Order than previously. The measure does not allow us to count these children in the cohort. In addition to the 68 children who were returned home from care, 142 children were actively placed in the care of their parents, but remain subject to a Care Order, and 101 children were placed with relative carers. These figures reflect our strong emphasis on children living with family and managing risk under the terms of a Care Order. A review of children looked after is being undertaken and this will consider whether it is safe to revoke the Care Orders of any of these children.

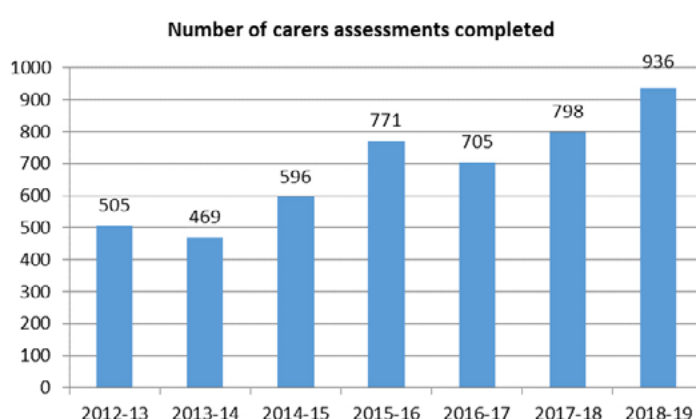
- *The percentage of children looked after on 31st March who have had 3 or more placements during the year*

Performance remained relatively stable at 9.6% (86 / 900) from 9.0% (75 / 830) in 2017/18 and the 10% target was met. This strong performance has been achieved despite concerted efforts to ensure that all children are suitably placed and that children are returned to Cardiff from out of area placements where this is appropriate. This means that some children have been moved as a proactive action - not due to placement breakdown - to a placement better suited to meet their long term needs / or to return from out of area.

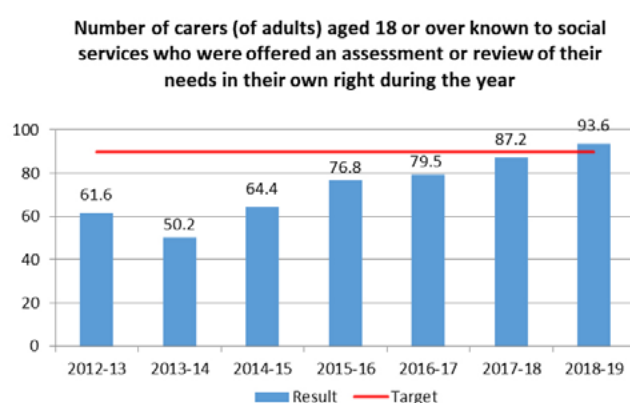
Measure 33 Placement moves for children looked after



- *Number of carers assessments completed*
2018/19 = 936; 2017/18 = 798.
Performance improved to 936 from 798 in 2017/18.



- *The percentage of eligible adults who are caring for adults that were offered a Carers Assessment during the year*
2018/19 = 93.6% (3,139 / 3,353)
2017/18 = 87.2% (2,899 / 3,326)
2016/17 = 79.5% (2,833 / 3,563)



Key Successes

- There are currently 4 **private fostering arrangements** known to the Local Authority. A campaign to raise awareness was undertaken during the year.

- We are developing our practice and systems to **shift the balance of care** to ensure the right young people are in the right placements for the right period of time by setting up a series of decision making panels, introducing more Signs of Safety reflection meetings, family network meetings and by introducing a Family Reunification Framework.



- For children who are on the edge of care we utilise the rapid response service who provide advice and support to parents to **enable children to remain at home** where it is safe and appropriate. The service also undertakes direct work with children in relation to the consequences of their behaviours and supports them to moderate and change their responses.
- The **Integrated Family Support Team** work with children and families across Cardiff and the Vale of Glamorgan where there is a risk of family breakdown due to parental substance misuse, mental health and/or domestic abuse. Strength based interventions are primarily focused on building coping strategies and skills that enable people to resolve the crisis.
- During the year we have opened up the referral process for **Adult Carers** so carers can access the Carers Support Team directly, without having to be referred by a social worker. **Carer advice clinics** have been held in the Hubs since September 2018, but they have not been as successful as hoped. We will continue to analyse the benefit of attending each Hub to inform how we best develop the service. **Accessing social groups** such as Parkinsons and Goldies has been far more successful and we will continue to build on this good work. We have started work on running the advice clinics in GP surgeries and it is hoped that this will be a more effective means of reaching carers.
- A **specialist dementia day service** developed as an integrated service in partnership with Cardiff and Vale University Health Board was established during the year and opened at Grand Avenue Day Centre. The atmosphere within the day centre everyday seems to be creating a more relaxed and comfortable setting and environment into which to welcome people and families who call in. Work to refurbish Fairwater Day Centre has commenced and will also be based on dementia friendly design principles because we want to enhance the delivery of good quality care and support to citizens.



- The **intergenerational work** at Minehead Road Day Centre has been followed with work supported by the contractor's outreach team for Grand Avenue to share construction and design principles with the children from the local primary school. Other inter-generational projects have taken place within the Hubs and Community Living Schemes. All of this has represented exciting and imaginative partnership working opportunities, with the Council playing an important role in that partnership working.

Key Challenges and Risks

Whilst there are a number of strengths, analysis of performance has evidenced the following areas where we need to improve:

- Improving awareness of private fostering arrangements.
- Relatively low numbers of kinship carers.
- Low number of Special Guardianship arrangements.
- High numbers of children on Care Orders living with their parents.

Case Study – Grand Avenue Day Centre

J's level of dementia while she was at Fairwater Day Centre had progressed and when Grand Avenue became operational, we felt we could best meet J's needs there.

The main impact of attending Grand Avenue has been the lowering of J's anxiety levels, so much lower now – one of the benefits of this is she is more sociable so, for example, joins in conversations, loves a good sing along which previously she could never do. The physical environment at Grand Avenue works really well for her – including the opportunity to have personal space when she wants and opportunity to join in activities when she wants. The décor and furnishing all add to the atmosphere and calmness of the environment which for J has been shown to decrease her anxiety levels.

Case Study – Feedback from parent who was supported by the Integrated Family Support Team (IFST) in 2013 - children were 3 and 5 at the time.

It's painful to acknowledge this but we lived in literal squalor. There was rubbish, mould, filthy clothes piled up around the house. My kids shared a bedroom - their beds had no proper bedding and were filthy, one was far too small and clothes were just in a pile on the floor. At the time we lived with their dad who it later transpired had been abusive to them and possibly other children. Their father and I also had crack and heroin habits and I was repeatedly arrested for shoplifting and had mental health admissions due to suicide attempts too.

The IFST intervention was the start of the rest of our lives. You were the first to take an interest in me as a person, to encourage me to see myself as a person with strengths, talents and potential. You were the first to consider my aspirations. You were transparent, honest, subtle, skilled and motivating. Now, my kids and I have a life I never dreamed possible for us. The work you do has saved my children from a life of neglect and abuse. Thank you.

What are our priorities for next year and why?

- Continue the implementation of a strengths-based approach to social work practice to put individuals, families and communities at the centre of their own well-being by:
 - o Refresh the Signs of Safety Implementation Plan to embed strength based practice in partnership with families to support children to remain with families, supported by a safety plan by March 2020
 - o Establishing and embedding strengths-based practice in Adult Services by March 2022
- Ensure the best outcomes for children and young people for whom the council has a responsibility by improving care planning arrangements for children looked after by reducing time taken to progress cases through the court process by March 2020
- Implement the care planning protocol by March 2020
- Ensure eligible unpaid adult carers, caring for adults, during the 2019/20 financial year are supported to work towards achieving their personal outcomes
- Develop new day opportunities in Fairwater
- Develop day opportunities for people with learning disabilities, improving opportunities for volunteering and Into Work services

WORKING WITH AND SUPPORTING PEOPLE TO ACHIEVE GREATER ECONOMIC WELL-BEING, HAVE A SOCIAL LIFE AND LIVE IN SUITABLE ACCOMMODATION THAT MEETS THEIR NEEDS

Outcomes we have achieved during the year:

✓	The Bright Start Traineeship Scheme continues to support children looked after and care leavers to access traineeship opportunities within Cardiff Council. 42 young people gained work experience via traineeships in 2018/19 and 3 of these trainees went onto paid employment opportunities. The scheme has been highlighted as an area of good practice by ESTYN.
✓	Better placed to provide more continuity of support that better meets the needs of young people as a result of the recommissioning of accommodation and support in Cardiff (commencing early in 2019/20).
✓	Care leavers are better supported through higher education by the provision of equipment through the St. David's Day grant (19 care leavers in higher education, including 6 new entrants).
✓	Enabled older people to remain as independent as possible in their own homes through a reablement approach to care and support.
✓	Better placed to enable more people to remain as independent as possible in their own homes through our commissioning activity. For example, during the year we commissioned supported living accommodation for vulnerable adults with substance misuse and we commenced the procurement process for the recommissioning of supported living accommodation for adults with a learning disability.
✓	Better placed to increase the range of accommodation options to meet the needs of older people with physical frailty and dementia issues with the development of the Older Person's Housing Strategy.

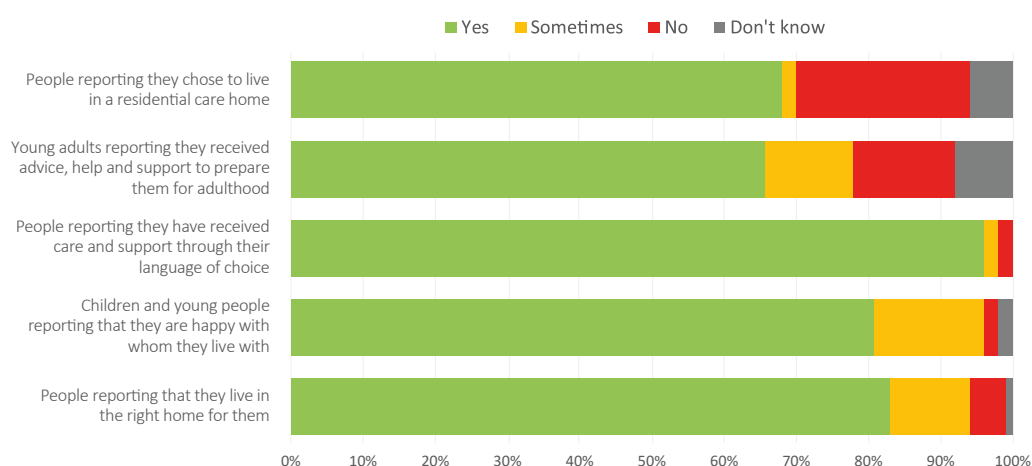
What did we plan to do last year?

What did we plan to do last year and RAG status?

- Implement the elements of the **Social Care Wales Care & Support At Home Strategy** that are relevant to the Local Authority, by March 2021 in order to support people to remain in their own homes for as long as possible
- Ensure the best outcomes for children and young people for whom your Council becomes responsible by improving the reach and effectiveness of support to care leavers by strengthening the **Bright Start Traineeship Scheme** during the 2018/19
- Implement the **Older People's Housing Strategy** in partnership with Communities during 2018/19, to ensure that the housing elements that are necessary to support those with care and support needs are available in the right numbers, at the right level and in the right places across the City

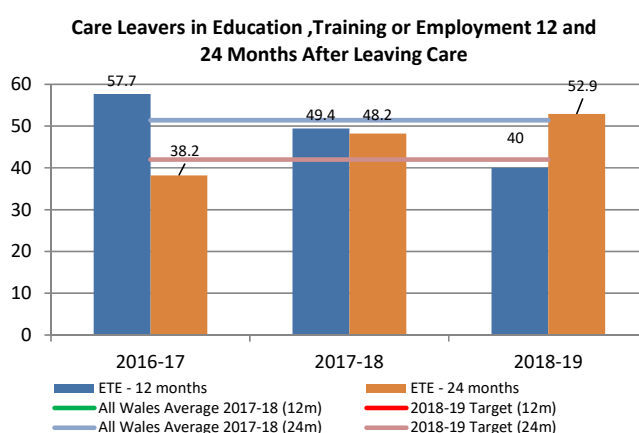
How far did we succeed? What difference did we make? The change we want to see

Performance Update & Survey Results



- *The percentage of all care leavers who are in education, training or employment at 12 months after leaving care*
 2018/19 = 40.0% (38 / 95)
 2017/18 = 49.4% (43 / 87)
 2016/17 = 58.5% (55 / 94)

- The percentage of all care leavers who are in education, training or employment at 24 months after leaving care
 2018/19 = 52.9 % (45 / 85)
 2017/18 = 48.2 % (41 / 85)
 2016/17 = 38.2 % (39 / 102)



- The percentage of all care leavers who have experienced homelessness during the year
 2018/19 = 19.9 % (65 / 327)
 2017/18 = 21.0 % (69 / 328)
 2016/17 = 17.3 % (56 / 324)
 This indicator includes all care leavers aged up to 21 or above if they are in full time education. It counts any period of homelessness during the year and includes a variety of situation, such as bed and breakfasts, moving frequently between friends and leaving prison without a home to go to. Although young people may not have been homeless at the time they left care, this PI reflects any difficulties they experience in the following years
- Average age of adults entering residential care homes
 2018/19 = 84; 2017/18 = 81; 2016/17 = 82
- Average length of time adults (aged 65 or over) are supported in residential care homes results
 2018/19 = 937 days; 2017/18 = 1,014 days; 2016/17 = 1,067 days

Key Successes

- **The Social Care Wales Care & Support At Home Strategy** has assisted us in our work with the domiciliary care sector. Promoting their work as a skilled, knowledgeable, valued and rewarding job has been one of our priorities that is ongoing.
- An **annual celebratory event** was held to commend the work of the care sector and recognise achievements in qualifications - 76 people attended the event and received certificates for a range of levels of Health and Social Care qualifications. There are currently 63 learners enrolled and at various stages of acquiring their QCF diplomas.
- The **Bright Start Traineeship Scheme** continues to support positive outcomes for children looked after and care leavers to access traineeship opportunities within Cardiff Council. 42 young people gained work experience via traineeships in 2018/19 and 3 of these trainees went onto paid employment opportunities. The scheme has been highlighted as an area of good practice by ESTYN.
- The approval of the **Older People's Housing Strategy**.
- New supported accommodation gateway commissioned.

Key Challenges and Risks

Whilst there are a number of strengths, analysis of performance has evidenced the following areas where we need to improve:

- Improving the number of care leavers in Education, Training and Employment.
- Improving outcomes related to homelessness.

Case Study – Bright Start Traineeship Scheme

Background of P, a Bright Start Trainee

P and siblings were accommodated due to risk of physical and sexual abuse and neglect. P was referred to the traineeship scheme and gained a placement in the Libraries team in February 2018.

P has shown growing confidence in interacting with his peers in this format as well as developing a trusting relationship with Bright Start staff. Following help with interview skills, P was successful in gaining a Paid Traineeship role on a new Traineeship Scheme. P turns 18 this year and will not need to claim benefits and will have a smooth transition into his new accommodation.

What are our priorities for next year and why?

- Ensure the best outcomes for children and young people for whom the Council has a responsibility by:
 - o Improving **educational outcomes for children looked after** by March 2020
 - o Improving **transition and progression into education, employment or training for care leavers** by March 2020
 - o Increasing the **accommodation and support for care leavers** by March 2020
- Understand the **impact of poverty** and routinely use advice and into work services to maximise income and resolve family income and housing issues
- Work with partners to maintain the reduction in **Delayed Transfers of Care** for social care reasons during 2018/19 to support more timely discharge to a more appropriate care setting



5

HOW WE DO WHAT WE DO

OUR WORKFORCE AND HOW WE SUPPORT THEIR PROFESSIONAL ROLES

Outcomes we have achieved during the year:

✓	Improved workforce planning in Adult Services following involvement in Workforce Planning pilot.
✓	Improved workforce planning in Children's Services following implementation of Workforce Strategy.
✓	Improved support for decision making and the sharing of risk by the introduction of a Resource Panel and Public Law Outline Panel.
✓	<p>Improved service delivery by supporting staff to be better equipped to carry out their roles:</p> <ul style="list-style-type: none"> o 10 seconded staff were on the Social Work degree course during the year. o 27 staff were supported to follow the Continuing Professional Education and Learning (CPEL) pathway during the year. o 26 newly qualified social workers enrolled the First Three Years in Practice program with 16 experienced staff trained as mentors to support them. o Provision of peer supervision through Signs of Safety. o Provision of clinical supervision within some Children's Services teams. o 7 Operational Managers supported to undertake Middle Manager Development Programme.
✓	Staff are better equipped to work with families using a strength based approach following Signs of Safety training.
✓	Staff are better equipped to listen intelligently and communicate effectively following provision of training in relation to meaningful conversations.
✓	Commencement of strength based training in Adult Services.

What did we plan to do last year?

What did we plan to do last year and RAG status?
<ul style="list-style-type: none"> Continue to develop and support the workforce by implementing the requirements of the Regulation and Inspection of Social Care (Wales) Act 2016 to ensure that all relevant professionals are appropriately qualified by 2020
<ul style="list-style-type: none"> Contribute to the development of a coherent regional response to the Parliamentary Review of Health and Social Care in Wales in order to facilitate early implementation of an integrated programme of change at pace
<ul style="list-style-type: none"> Improve recruitment and retention of children's social workers, ensuring the Council achieves and maintains a vacancy rate below 18 % by March 2019 to raise standards and drive the quality and competency levels of staff through effective workforce dev in order to enable those with care and support needs to achieve what matters to them

How far did we succeed? What difference did we make? The change we want to see

Performance Update

- Percentage of Personal Performance and Development Plans initiated within required timescale*
Performance was 95 % compared with 96 % in 2017/18; the 90 % target was met.
- Percentage of Personal Performance and Development Half Yearly Reviews completed within required timescale*
Performance was 89 % from 98 % in 2017/18.
A consistent message regarding the importance of the Personal Reviews continues to be given by senior managers.
- Average full time equivalent sickness days lost per member of staff*
2018/19 = 16.9; 2017/18 = 16.5.
Sickness levels have increased slightly from 16.5 in 2017/18.
Early indications suggest a slight increase in sickness levels in Children's Services towards the end of the year. The Assistant Director will be reviewing cases with managers and a remedial action plan will follow.
The particular challenge in relation to sickness in Adult Services is the risk of contracting diarrhoea and vomiting (D&V) due to the delivery of personal care by Home and Day Care services. Public Health policy stipulates that employees must be off for 72 hours following D&V and a local policy will be developed to ensure that the Council adheres to this guidance.

- Percentage of social work vacancies in all teams (Children's Services)

2018/19 = 30.4 %; 2017/18 = 23.2 %.

Children's Services social worker vacancies increased during the year to 30.4% from 23.2% in 2017/18. The primary reason for the increase is the creation of a number of new posts from successful financial pressures bids and additional funding. This additional resource is a positive development as it is enabling us to develop and improve services. A number of these new posts were filled by existing staff, leaving their substantive posts vacant, and hence increasing the vacancy rate. Addressing the vacancy position continues to be a priority and a significant amount of work has been undertaken during the year to achieve this. Improvement is expected as newly appointed staff take up post early in 2019/20. It is important to note that vacancies are covered by agency social workers.



Key Successes

- Considerable work has been undertaken to raise awareness of **Regulation and Inspection of Social Care (Wales) Act 2016** (RISCA) requirements to ensure that the sector is RISCA ready. For those eligible under confirmed competency, assistance is offered by the training team as well as Social Care Wales to support the process.
- A Workforce Project Group was established during the year working to an action plan to address **recruitment and retention in Children's Services**. The plan is divided into three priorities: Recruitment, Retention and Career Development. We want to recruit passionate and innovative social workers into the service by highlighting the amazing opportunities available, plus emphasising the benefits of working for Cardiff Council. The ambition is to support the workforce by reducing caseloads so that social workers can do what they do best; work directly with children, young people and their families. A review of skill mix is also being implemented in Children's Services.

- Staff feedback shows that our **mentoring programme** is working well:

“Learning was in depth and thought provoking rather than just information providing”

“Over the series lots of tools that I can implement within my work and enable me to have a better understanding of others”

- 2 people successfully completed the **social work traineeship** following the launch of the scheme in 2018 – one individual has now gone on to a seconded post as a Social Work Assistant, the other is seeking a post in Social Services in order to gain further experience. Both are hoping to undertake the Social Work degree in the near future.
- During the year, the Director and senior managers met with all final year **social work students** on placement in Cardiff. Feedback was positive around the support they have received and they are keen to seek permanent employment in Cardiff. There are also plans for the Director and Assistant Director to meet with students who are in placements outside Cardiff to discuss the Cardiff offer with them. We have created 8 secondment opportunities for current staff to undertake a Social Work degree at three local Universities.

Key Challenges and Risks

Whilst there are a number of strengths, analysis of performance has evidenced the following areas where we need to improve:

- Regulation and Inspection of Social Care (Wales) Act 2016 (RISCA) which requires all domiciliary care workers to be registered by 2020 - registration remains slow with a reported reluctance amongst staff to pay the registration fee and 102 Care Workers registered in Cardiff.
- Reducing the level of vacancies in Children’s Services, resolving recruitment and retention issues and reducing reliance on agency workers - 58 social workers (33 %) are agency staff.
- Improve exit interview data - good progress has been made on developing mechanisms to gather relevant information, and some intelligence has proved useful. However, further work is required to ensure supportive systems are in place in order to be fully informed.
- Impact of sickness levels in key service areas.
- Implementation of new senior management structure with minimal disruption for workforce and services.
- Policies and procedures require updating, and procedures for care planning require development.

What are our priorities for next year and why?

- Continue to develop and support the workforce by **implementing the requirements of the Regulation and Inspection of Social Care (Wales) Act (RISCA) 2016** and ensuring that all relevant professionals are appropriately qualified and registered by March 2020
- **Implement projects resulting from additional funding** including transformation, Integrated Care Fund and successful pressure bids
- **Implement new senior management arrangements** to ensure that we are able to meet the current and future challenges
- Continue to develop and support the workforce by **delivering a reduction in agency workforce and vacancies in the children's social workers** by implementing a recruitment and retention strategy and refreshed workforce plan by March 2020
- **Develop a locality operating model in Adult and Children's Services** to ensure a 'seamless service' with the needs of people using our service having priority
- Put relevant and up to date **policies and procedures** in place to ensure that we meet our statutory duties and responsibilities



OUR FINANCIAL RESOURCES AND HOW WE PLAN FOR THE FUTURE

Outcomes we have achieved during the year:

✓	Adult Services achieved budget underspend of £1.362 million against a budget of £111.368 million by supporting more people at home, strengthening care planning for those who need care and aligning this to more cost-effective provision and by maximising value for money in the commissioning and procurement of residential and domiciliary packages.
✓	Improved effectiveness of screening of new referrals and signposting to appropriate well-being services in the Adult Services First Point of Contact.
✓	Improved / enhanced service delivery leading to new ways of working and better outcomes for people as a result of additional funding from Welsh Government. £1.737 million in 2018/19 across Cardiff, Vale of Glamorgan and University Health Board for children with complex needs and adults with learning disabilities; £3.743 million in 2018/19 for older people.
✓	Clarity of direction and improved monitoring of performance with the development of a Children's Services Strategy and associated Performance Framework based on the child's journey.
✓	Successful transformation bid to Welsh Government by Regional Partnership Board being used to further develop prevention and resilient communities.
✓	Staff are better equipped to listen intelligently and communicate effectively following provision of training in relation to meaningful conversations.

How far did we succeed? What difference did we make? The change we want to see

Key Successes

- The budget outturn shows the shift to **early intervention and prevention in Adult Services** has enabled a balanced budget to be achieved.
- Actions by the Directorate throughout the year to implement a **sustainable finance and service delivery strategy** include:
 - o Detailed proposals approved to enhance early help and support for children and families.
 - o A Children's Commissioning Strategy is currently being developed.

- o A strategic plan – ‘Delivering Excellent Outcomes for all our Children’, will be presented to Cabinet in July 2019.
- o A strategic plan – ‘Connecting People and Communities’ for adults will be presented to Cabinet in January 2020.
- o Learning Disability Commissioning Strategy approved.
- During the year, the management of **Children’s and Adult Services complaints** was brought together and aligned alongside corporate complaints functions in the wider People and Communities Directorate.
- To further align the ‘preventative’ and early help services, governance for the Welsh Government **Families First Programme** is aligned with Supporting People, Flying Start and other preventative grant funding streams. In April 2018 the recommissioning of the new services had been completed with many of the newly commissioned services becoming operational. These commissioned services will now form an integral part of the Cardiff Family Advice Service delivery. Alignment of Families First with Flying Start enables us to extend the provision of parenting services across the city and address the gaps that existed in early years parenting outside of the Flying Start catchments. Alignment of Families First with Supporting People supports a more cohesive service offer in respect of Domestic Violence services. Over the next year, further alignment of Families First funding with Supporting People funding and core funding will be used to develop a one stop shop for young people. The delivery plan for the **Flexible Funding Pilot** also provides opportunities for innovative locality working in respect of early help. Work to develop the Cardiff Family Advice Service will consider how the use of flexible funding arrangements can ensure that appropriate levels of funding is targeted at the right services in order to provide the best outcomes for families.
- In September 2018, the Council began two comprehensive consultation exercises to inform the development of an **evidence based methodology to care fee setting**, one with providers of care home services and one with providers of domiciliary care services. The aim of this consultation was to gain a thorough and detailed understanding of how they operate and specifically, the cost pressures they face. The longer term objective is to create respectful, supportive and transparent relationships with providers in each of these sectors to aid future working arrangements.

Key Challenges and Risks

Whilst there are a number of strengths, analysis of performance has evidenced the following areas where we need to improve:

- There continues to be pressure in Children’s Services particularly relating to sufficiency of the right accommodation, care and support, and reliance on agency social workers to fill an increasing establishment. A significant increase in demand for residential and foster care placements for children looked after with insufficient range and availability of placements in Cardiff, provided by

the Council and other providers, has increased the number of children being cared for outside of Cardiff and neighbouring authorities and has resulted in a significant overspend on the Children's Services budget during 2018/19. Plans are in place in Children's Services to align service and financial planning through shifting the balance of care. The significant overspend demonstrates that those plans are at an earlier stage of implementation.

- Finance system is end of life and needs to be replaced.
- Implementation of new fee setting methodologies needs to be agreed with providers to ensure financial and service sustainability.

What are our priorities for next year and why?

- Deliver a three year plan that combines **service and financial planning** for Adult and Children's Social Services
- **Implement CareFinance** across Adult and Children's Services to replace current finance systems that are no longer supported
- **Develop Performance Frameworks** for Adult and Children's Services to support a whole system approach to improving and monitoring performance
- Implement Social Services' **key commissioning requirements** through development of commissioning strategies for all children and adult services
- Conclude a **cost of care exercise** with care home providers to support evidence based fee setting methodologies for commissioned services



OUR PARTNERSHIP WORKING, POLITICAL AND CORPORATE LEADERSHIP, GOVERNANCE AND ACCOUNTABILITY

Partnership Working

Social Services in Cardiff is at the centre of successful and developing strategic and operational partnerships. Collaborative partnerships remain a fundamental pre-requisite for effective services. These include:

- Implementation of the Cardiff Family Advice Service.
- Consolidating the effectiveness of the Multi Agency Safeguarding Hub.
- Developing and implementing the Exploitation Strategy.
- Ongoing development of the Regional Partnership Board, sponsoring an active programme of workshops, strategic development sessions board meetings.
- Substantial progress with the regional Disability Futures Programme across health, education and social services in both councils.
- Development of a Regional Learning Disabilities Commissioning Strategy with the Vale and Cardiff and Vale University Health Board.
- Work of the Regional Safeguarding Boards and development of local sub groups.
- Work to realise the implementation of Regional Pooled Budgets in support of Part 9 of the Social Services and Well-being (Wales) Act 2014.

Regional Partnership Board

The Regional Partnership Board submitted detailed transformation proposals to the Welsh Government during the year to deliver the '**Healthier Wales**' policy across the region. The 'Me, My Home, My Community' proposals sought to access Welsh Government's transformation fund and, were successful in securing £6 million worth of investment in the region over 2 years. This will be used to further develop prevention and resilient communities to deliver the policy commitments in Healthier Wales for seamless locality based services which keep people independent and connected as long as possible. This includes discharge to assess models that build on the success of the First Point of Contact by enabling more people to be discharged safely through the development of night care services. The impact of the transformation fund in transforming culture and practice at the interface between hospital and community is already evident one quarter into the new services being implemented. The next periods will be about evaluation and embedding.

Regional Safeguarding Boards

2018/19 has been a significant in terms of setting both the Adults and Children's Regional Safeguarding Boards on a stronger footing. The Board has also made positive progress in leading the revision of the All Wales Child and Adult Safeguarding Procedures and in developing a regional Exploitation Strategy across all partners. We have strengthened the Regional Safeguarding Board by establishing a Local Operational Group for Safeguarding in Cardiff which is able to effectively manage multi-agency safeguarding between Cardiff partners and report on key issues to the full Board as necessary.

Staff Involvement

A key factor for the successful development of new ways of delivering services to the community is the active engagement of staff. During the year we continued to engage with our staff ambassadors around key issues affecting the Social Services and the Council as a whole. We refreshed our ambassador group and they were actively involved in communicating / engagement activity within their staff teams.

As Director, I frequently meet with groups of staff in whole service meetings, team meetings and drop in sessions to address particular issues. This two way involvement as we progress significant changes is very important in ensuring that we work in an empowering way and develop a culture where everyone knows they have a vital role to play in delivering the vision for social services in Cardiff.

What are our priorities for next year and why?

- Identify and take forward opportunities to **strengthen our partnerships** during 2019/20 to improve outcomes for people

6

ACCESSING FURTHER INFORMATION AND KEY DOCUMENTS

Further information can be obtained from the following sources:

Page 18	Links Community Mental Health Team Inspection Report
Pages 14 & 31	Regional Joint Commissioning Strategy 'Promoting Independence and Improving Lives'
Page 36	Population Needs Assessment report
Page 59	Corporate Parenting Strategy

Performance Indicator Guidance
Performance Reports
Scrutiny Reports
Corporate Parenting Advisory Committee Reports

Ms Claire Marchant
Director of Social Services
The City of Cardiff Council
County Hall
Cardiff
CF10 4UW

Date: 07 June 2019

Dear Ms Marchant

CIW Local Authority Performance Review

We published our code of practice for review of local authority social services in April 2019 which outlined our intention to write and publish an annual letter for local authorities which will:

- provide feedback on inspection and performance evaluation activity completed by us during the year;
- report on progress the local authority has made in implementing recommendations from inspections and/or child and adult practice reviews;
- outline our forward work programme.

This letter summarises our review of Cardiff City Council's performance in carrying out its statutory social services functions. It follows the four principles of the Social Services and Wellbeing (Wales) Act 2014 (SSWBA) and our increasingly collaborative and strengths based approach to supporting improvement. The letter is intended to assist the local authority and its partners to continually improve.

The content of this letter is informed by the performance evaluation activity undertaken by the inspectorate during the course of the year. This activity included:

- Review of looked after children self – assessment and subsequent challenge meeting held in 2018.

Arolygiaeth Gofal Cymru (AGC)
Swyddfa Caerfyrddin
Llywodraeth Cymru
Adeiladau'r Llywodraeth
Heol Picton
Caerfyrddin
SA31 3BT
www.arolygiaethgofal.cymru

☎ 0300 790 0126
☎ 0872 437 7303
✉ CIWLocalAuthority@gov.wales

Care Inspectorate Wales (CIW)
Carmarthen Office
Welsh Government
Government Buildings
Picton Terrace
Carmarthen
SA31 3BT
www.careinspectorate.wales

Rydym yn croesawu derbyn gohebiaeth yn Gymraeg. Byddwn yn ateb gohebiaeth a dderbynnir yn Gymraeg yn Gymraeg ac ni fydd gohebu yn Gymraeg yn arwain at oedi.

We welcome receiving correspondence in Welsh. Any correspondence received in Welsh will be answered in Welsh and corresponding in Welsh will not be a priority in responding.

- Review of self-evaluation report in respect of promoting independence and preventing escalating needs of older adults (65+).
- Focused activity undertaken in the authority during April 2019, in relation to the family support service within children's services.
- Focused activity undertaken in April 2019 in relation to adult's independent living service concentrated on the first point of contact (FPOC).

We discussed these matters and our proposed performance evaluation activity for 2019/20 with you at the annual Performance Review meeting on 17th April 2019.

Summary of strengths and areas for improvement in line with principles of SSWBA

- Well-being

The local authority's social services directorate has had a number of changes at senior management level over the last 12 months. The directorate has used these changes as an opportunity to build on good practice and review areas for development across the whole service. Consequently, the directorate has achieved a good understanding of its own strengths and areas of challenge in both adult and children's services. Strength based, rights based and outcome focused approaches are being introduced with all staff are undertaking training to ensure consistency. These approaches are yet to be embedded in practice throughout the service.

There is a good level of corporate support for social services in Cardiff. In line with the local authority's ambition to achieve integrated early help provision, a new delivery model is being implemented. We carried out focused activity in the family support service; one of three services that had already implemented the new model. We found that early help preventative measures had undergone significant development over the past 12 months. This included training staff in the Signs of Safety model. We observed a team culture where the voice of the child is central to practice. We heard about work with families where positive outcomes were achieved, and saw examples of extremely positive feedback from families who had received interventions.

There has also been a shift in the balance of care to early intervention within adult services. Improved resources and staff training at the front door is enabling an early focus on wellbeing outcomes. This shift is supported by performance measurement and quality assurance arrangements that look not only at quantitative data but captures information about impact and encourages learning.

Within children's services the average social worker caseload increased to 19.5 in December 2018 from 16.9 in September 2018 and we found an over reliance on agency social workers. This is due to difficulties in recruiting experienced social workers. Vacancies currently stand at 30%. To address this a workforce project group has developed an action plan concentrating on three priority areas: recruitment, retention and career development. It is essential to have a stable cohort of social workers to enable children and families to develop trust and positive relationships to support them to achieve positive outcomes.

Within adult services staff retention is described as good with low levels of agency cover. A specific area of difficulty in recruitment is for approved mental health practitioners (AMHP). This is being addressed through additional training opportunities.

- People

The involvement of people in the design and delivery of their care is an area of strength for Cardiff City Council. The local authority has used a range of engagement and consultation methods to gain the views of service users and carers in developing services. Within the learning disability service family carers have engaged in service consultation and evaluation. Within children's services young people have contributed to the development of the children's service strategy and act as advisors to the corporate parenting group. Within both services, service users are supported to act as interview panel members for staff recruitment in line with the authority's safer recruitment procedure.

Through the regional forum with Vale of Glamorgan and Cardiff & Vale University Health Board (UHB) strategies are in place to enhance co-ordination of Welsh language activity within the local authority. The forum has considered ways of attracting more Welsh speaking staff including undertaking community and staff profiling work and making available Welsh language courses tailored to social services staff such as those working in care homes.

Our monitoring of the deprivation of liberty safeguards has identified the local authority, in common with many others in Wales, is unable to assure itself people's human rights are not being breached by being deprived of their liberty unlawfully. We will continue to monitor this.

- Prevention

We carried out focussed activity in adult services focussing on the first point of contact for people (FPOC). The FPOC aims to support people to live independently by resolving issues by telephone and providing by information and advice. The team uses a strengths based approach in line with SSWBA to help people recognise their potential to achieve positive outcomes. We found staff treated people with respect and provided people with a positive first point of contact. Staff we spoke with were enthusiastic and positive about working collaboratively with other professionals. People we spoke with who had used the service were positive about the response they received.

The local authority is working closely with health board partners to develop a new way of working to facilitate timely hospital discharges, enabling people to return home where possible. We saw the positive impact of the "Get Me Home" scheme being piloted jointly with University Hospital Wales (UHW) with local authority contact officers working on hospital wards to help facilitate more timely discharge back to the community for people who do not require ongoing social care support. We were told due to the success of the pilot the scheme is to be rolled out to a further eight wards by June 2019.

The local authority has experienced an increase in demand for children's services and has developed an action plan to address demand at the front door. It is also considering how to enable families to 'step-down' to early help services more appropriately. We will monitor with interest the development of much needed commissioning and market position strategy to map future demand for services and help shape the market.

There is urgent need to improve quality and placement choice for care experienced children. A high number of looked after children are placed outside of Cardiff and are unable to return

due to the lack of appropriate local provision. As well as reviewing all children in residential placements the local authority has initiated a project to develop an 'in-house' local provision of small group homes.

The local authority acknowledges difficulties in recruiting foster carers and consequently a disproportionate reliance on Independent Fostering Agencies (IFA). The importance of maintaining a positive relationship with IFA's is acknowledged and the local authority is working toward a recruitment campaign that focuses specifically on improving a more diverse range of placements.

Throughout 2018 our programme of work focused on care experienced children and young people. Qualitative evidence was gathered from six local authority children and fostering inspections, 22 self-evaluations completed by local authorities, challenge meetings held with those local authorities who were not subject to an inspection and engagement activity with care experienced children, care leavers and foster carers. The report will be published on our website, with key findings made in respect of profile, sufficiency, practice, partnerships, stability, governance and corporate parenting. Many of the areas we have identified for improvement are being considered by Welsh Government's Ministerial Advisory Group on improving outcomes for care experienced children and young people and we also hope local authorities will consider their own contribution to addressing these findings.

- Partnerships

Partnership arrangements at local and regional level continue to develop and mature with key emphasis on collaborative working. This has resulted in improvements in commissioning, pooled budgets and increasing social care delivery on a regional footprint. Examples of this would be Welsh Government's approval of the Cardiff and Vale regional partnership board's transformation proposal – "Me My Home, My Community" which resulted in significant investment into regional well-being, social care and health services to drive forward plans to deliver seamless services, and; joint commissioning arrangements for older people, including pooled budgets for care accommodation.

Within children's services the introduction of a multi-agency resource panel has helped allocate and identify resources in order to stabilise placements, inform care plans and support children to remain at home when safe to do so. This greater management oversight and joint decision making was much needed to achieve best outcomes and is a positive development.

Working jointly with Vale of Glamorgan Council there has been improved engagement with communities. Working in partnership with local churches and mosques the local authority has advised on safeguarding policies with regard to community sponsorship schemes for refugees. The re-settlement programmes for Syrian refugees and their families provides an opportunity for community sponsors including local charities, community businesses and faith groups to help build a home and stable life in the Wales.

CIW Performance Review Plan for 2019-20

Our scheduled thematic inspection programme for 2019/20 will be focusing on prevention and promoting independence for older people and for children services thematic inspection the

focus will be on prevention, partnerships and experiences of disabled children. If your local authority is selected for inclusion in this programme, you will receive four weeks' notice of the scheduled date of the inspection.

Alongside the thematic inspection programme, we will undertake engagement activities aligned to the theme of inspections and meet with people who receive care and support services. We will convene a meeting with the local authority and its key partners during the summer to follow up on the self-evaluation of promoting independence for older people that local authorities' submitted in January 2019. National reports will be published upon the completion of the thematic inspection programme and engagement activities.

We will also undertake two pieces of focused activity within the local authority throughout the year. The details for the focus of these will be confirmed.

CIW will continue to work with HIW to jointly inspect community mental health teams (CMHT). We will also follow up recommendations made within joint HIW and CIW review of CMHT (Cardiff – The Links) March 2018 and the joint thematic report of community health teams February 2019 during bi-annual head of service meetings.

CIW are working together with HMI Constabulary (HMICFRS), HMI Probation, HIW and Estyn to develop a model of joint inspection of child protection arrangements in Wales (JICPA). We will be piloting one JICPA during autumn 2019. With the drive towards collaboration and integration in public services, CIW work closely with other inspectorates to share intelligence and jointly plan inspections. We will work closely with Social Care Wales to support improvement in social care services.

You will note that this letter has been copied to colleagues in WAO, Estyn and HIW. CIW works closely with partner inspectorates to consider the wider corporate perspective in which social services operate, as well as local context for social services performance.

We will publish the final version of this letter on our website.

Yours sincerely



Sharon Eastlake
Interim Head of Local Authority Inspection Team
Care Inspectorate Wales

Cc.
WAO
HIW
Estyn

This page is intentionally left blank

My Ref: Scrutiny/Correspondence/JointScrutinyJuly19

5 July 2019

Councillor Susan Elsmore

Cabinet Member Social Care, Health & Well-being

Councillor Graham Hinchey

Cabinet Member Children & Families

County Hall

Cardiff

CF10 4UW



Neuadd y Sir
Caerdydd,
CF10 4UW
Ffôn: (029) 2087 2088
www.caerdydd.gov.uk

County Hall
Cardiff,
CF10 4UW
Tel: (029) 2087 2087
www.cardiff.gov.uk

Dear Susan and Graham,

JOINT CYPSC/CASSC MEETING – 26 JUNE 2019 – LOCAL AUTHORITY SOCIAL SERVICES ANNUAL REPORT 2018-19

As Chair of the joint meeting of the Children & Young People and Community & Adult Services Scrutiny Committee, I wish to thank you and officers for attending Committee and providing Members with an opportunity to scrutinise the Local Authority Social Services Annual Report 2018/19, prior to its consideration by Cabinet on the 11th July.

Overall, Members were pleased with the progress outlined in the Annual Report and agreed to **commend the report to Cabinet and Council**. The Joint Committee's considered that the report clearly referenced many of the issues, concerns and progress that both committees have identified throughout the year, and agreed that the report was an accurate reflection of the Directorate. Members wish to echo your gratitude to the work done by yourselves, senior officers and the overall workforce in its bid for continuous improvement. Following consideration of the Annual Report, Members of the Committee have requested that I feedback the following comments, observations and requests for further information to you.

Format and content of the report

Members note that the format of the report is nationally prescribed however wish to reiterate that some areas were repetitive. Members felt the report would benefit from refinement, which in turn would improve its impact and deliver messages more robustly.

GWEITHIO DROS GAERDYDD, GWEITHIO DROSOCH CHI

Mae'r Cyngor yn croesawu gohebiaeth yn Gymraeg, Saesneg neu'n ddwyieithog. Byddwn yn cyfathrebu â chi yn ôl eich dewis, dim ond i chi roi gwybod i ni pa un sydd well gennych. Ni fydd gohebu yn Gymraeg yn arwain at oedi.

WORKING FOR CARDIFF, WORKING FOR YOU

The Council welcomes correspondence in Welsh, English or bilingually. We will ensure that we communicate with you in the language of your choice, as long as you let us know which you prefer. Corresponding in Welsh will not lead to delay.



The Committee also expressed their surprise at the length of the Director of Social Services Introduction to the report, and considered that an introduction should be more concise.

The Committee also agreed that additional comparative data, for previous years, should be included for Learning Disability Support Living (page 25).

Children's services

Following consideration of the report and information provided at the meeting, Members wish to highlight a number of issues, which they felt required further information, or will be considering as part of their work programming discussions to request further briefing reports, these included:

Additional information to be included with the response letter:

- An assessment of the reasons for the low response rate for 18+ (page 24)
- A briefing on Families First identifying its impact on families over the last year (page 85)

Issues that the Committee's will be considering during their discussions on the items to include in the 2019-2020 work programme:

- That the Committee will include the pre-decision scrutiny of the children's commissioning strategy (Page 20) at its September 2019 meeting, as members would appreciate the opportunity to influence the contents of the report prior to its consideration at Cabinet.
- The report clearly sets out as key challenge for the directorate its future budget, especially at a time of increasing demand (Page 20). The Members agreed that they would be requesting a briefing paper on the financial planning proposals, together with an update on the transformational bid proposals and further bids and transformation grant.
- Members noted that the Directorate was undertaking a review the Corporate Parenting Strategy, by December 2019 (page 59) and the Committee wished to be actively involved in the review, as it had been involved in the original review.
- The Committee has previously been concerned at the impact that the Early Help service. Members requested that a briefing report to cover; the alignment of the 'preventative' and early help services; governance for the Welsh Government; Families First Programme alignment with Supporting People, Flying Start and other

preventative grant funding streams; as well as the impact and outcome from the work of the Early Help service, to a future meeting of the Committee.

- Finally the Committee welcomed the a briefing to members on the implementation and success of the signs of safety model that was now being implemented across children's services together with the work to embed the Strength Based model in Adult Services. The Committee requested a briefing not necessarily at Committee of the impact of the two models together with some case studies highlighting the clear impact the models were having.

Adult Services

- A key achievement is stated as "the implementation of the recommendations of the Community Services Review in collaboration with the University Health Board, regarding the future model of Community Mental Health Services in order to effectively support and deliver community based mental health services by March 2020". Members were informed that this was work in progress and requested a progress report at a future meeting of the Community and Adult Services Committee.

Across Social Services

- Within the meeting, questions were raised in terms of the statistics surrounding complaints, with particular reference to the sharp increase of complaints in children's services. Members were advised that although the numbers for children service stage one complaints have risen, they are resolved at any early stage. Although Members are pleased with the effective resolution rate, Members of Children and Young People Scrutiny Committee wish to request a briefing note (*in line with Community and Adults Services request – Chair's letter 18 June 2019*) which provides a breakdown of the complaints received during 2018/19.
- With regard to the recruitment and retention of social workers, which is a recurring area of concern across both Committees, Members wish to emphasise the importance and possible connection of the cultural change within the workforce and staff retention. Members would advise that this intention of a cultural change requires an intent focus and continuous monitoring with an awareness that it may help inform the continuous challenge of staff retention and recruitment. The Committee agreed to request in response to this letter, an assessment on how the cultural changes being brought in are impacting on the retention of staff.

To summarise, this letter requests:

- A briefing note which provides a breakdown of the stage one Children Services complaints received during 2018/19
- A briefing on Families First identifying its impact on families over the last year (page 85)
- With regard to staff retention, an assessment on how the cultural changes currently being embedded across the workforce may be affecting the retention of staff.
- A meeting with the director to discuss items for CYPSC's work programme for the next 12 months.

Thank you again to you and officers for attending. I hope you find our comments and recommendations useful.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'L. BRIDGEMAN', with a long horizontal stroke extending to the right.

COUNTY COUNCILLOR LEE BRIDGEMAN
Chairperson – Joint Meeting of CYPSC and CASSC

CC: Cllr Shaun Jenkins, Chair of CASSC
Claire Marchant – Director, Social Services
Louise Barry – Assistant Director, Adult Services
Deborah Driffield – Assistant Director, Children Services
Jo Watkins – Cabinet Business Manger
Cabinet Office

CABINET MEETING: 11 JULY 2019

**PUBLIC SPACE PROTECTION ORDER – DOG CONTROLS
DRAFT ORDER**

CULTURE AND LEISURE (COUNCILLOR PETER BRADBURY)

AGENDA ITEM: 5

Reason for this Report

1. To consider the responses to the consultation on the draft Public Space Protection Order for the introduction of Dog Controls.
2. To approve the draft Cardiff Public Spaces Protection (Dog Control) Order 2019 made under Section 59 of the Anti-Social Behaviour, Crime and Policing Act 2014 (Appendix A to the report).

Background

3. The Council carried out a consultation on dog controls for 6 weeks from the 10th September to the 22nd October 2018. This consultation was advertised on the Council's website, social media and via posters that were displayed in each community hub and library across Cardiff. The reporting methods to respond to the consultation were via email, post, survey, publication through Council websites and social media.
4. In total, there were 6,002 responses to the public consultation on dog controls.
5. The consultation promoted comprehensive debate relating to the banning of dogs from sports pitches and this aspect was not included in the draft proposals for the introduction of a Public Space Protection Order for Dog Controls.
6. Environmental Scrutiny Committee undertook a pre decision scrutiny on Public Space Protection Orders – Dog Controls. The comments and observations from the scrutiny meeting are shown in Appendix B and the response to the comment and observations in Appendix C.
7. The Cabinet Decision of 21st March 2019 resolved that:

- i) the introduction of a Public Space Protection Order for Dog Controls under Section 59 of the Anti-Social Behaviour, Crime and Policing Act 2014 be approved to include:
- The prohibition of dog fouling in all public spaces owned and/or maintained by the Council.
 - The requirement for a dog owner to have a means of clearing dog fouling.
 - The exclusion of dogs in all enclosed playgrounds and schools, which are owned and / or maintained by Cardiff Council
 - The requirement that dogs are kept on a lead within all cemeteries owned and / or maintained by Cardiff Council
 - A requirement allowing authorised officers to give a direction that a dog (s) be put and kept on a lead if necessary
 - The fixed penalty notice charge for a breach of a Public Spaces Protection Order for dog controls, as set out above, is set at £100.
 - The dog controls will be exempt for persons who have a disability that affects the person's mobility, manual dexterity, physical co-ordination or ability to lift, carry or otherwise move everyday objects, in respect of a dog trained by a registered charity and upon which the person relies for assistance
- ii) the new policy for Public Space Protection Orders be approved

Issues

8. A draft Public Spaces Protection Order ('PSPO') has been prepared to introduce the dog controls approved by Cabinet in March 2019.
9. In accordance with the statutory procedural requirements, the text of the draft Order has been published on the Council's website; and a copy of the draft Order has been sent to:
- the Chief Officer of Police and the South Wales Police Authority; and appropriate community representatives on 19th June 2019 (Appendix D);
 - All Local Members;
 - All Community Councils on 19th June 2019; and
 - All owners / occupiers of land affected, including Governing Bodies of Schools.
10. This has allowed all interested parties a final opportunity to comment on the wording of the proposed order before it is made.
11. The responses to the consultation on the text of the draft Order, with notes on the points raised, are shown in Appendix E. Members will note that responses are broadly supportive of the draft Order. No changes to the draft Order are proposed.

12. The PSPO will supersede any Bye Laws relating to dog control and there is no requirement for the revocation of any Bye Laws.
13. In compliance with the duties as expressed within the Equality Act 2010 an Equalities Impact Assessment has been undertaken to determine how the PSPO may impact on groups with protected characteristics (Appendix F).
14. The proposed PSPO includes exemptions, meaning that the restrictions will not apply to a person who:
 - is registered as blind, sight or hearing impaired under the National Assistance Act 1948, the Social Services and Well-Being (Wales) Act 2014 or any other legislation;
 - has a disability which affects his mobility, manual dexterity, physical coordination, or ability to lift, carry or otherwise move everyday objects, in respect of a dog trained by a registered charity and upon which he relies for assistance; or
 - is using a working dog for purposes of law enforcement, military duties or statutory emergency services (search and rescue).
15. Environmental Enforcement officers and Park Rangers will undertake training, including disability equality training, to support them in their role of enforcement.
16. Articles 10 and 11 of the Human Rights Act 1998 regarding freedom of expression and freedom of assembly and association have been considered and no issues have been identified.
17. An interested person may appeal to the High Court to question the validity of a PSPO, or a variation of an Order. An appeal must be made within the period of 6 weeks beginning with the date on which the Order or variation is made.
18. All Orders and associated publications will be translated bilingually and signs will be created in compliance with the Welsh Language Act 1993.
19. The implementation of the PSPO for dog control will include the following:
 - A media campaign to engage with residents across Cardiff, including working with Dog Groups to send key messages and information.
 - Implementation of signage where required to provide information and support education and enforcement.
 - Ongoing review of the PSPO and any associated enforcement to ensure the dog controls are being appropriately managed.

Resources

20. Resource will be required for the publication of the legal order, media campaign and for the implementation of signage relating to the agreed dog

controls. This will be provided from the environmental improvement reserve.

21. Resource within the Environmental Enforcement team and Park Rangers team will be delegated authority to issue fines relating to the Public Space Protection Order for dog controls.
22. The Council will work in partnership with the police to discuss training for Police Community Support Officers to support enforcement of new controls.
23. The Council will work in partnership with Community Councils to discuss training for Community Council employees, where Community Councils have indicated they wish to support enforcement of the new controls.
24. Resource will be required to support processing any cases requiring to go to Magistrates Court.

Local Member consultation

25. All Local Members were sent the consultation survey for PSPO dog controls.
26. Environmental Scrutiny Committee undertook a review following the consultation and Local Members were invited to attend if they wanted to discuss the outcomes of the consultation or present their views.
27. Environmental Scrutiny Committee supported by the Cabinet Member for Culture and Leisure undertook a pre-decision scrutiny of the recommendations for dog controls prior to Cabinet.
28. All Local Members were sent the draft Order for the introduction of a Public Space Protection Order for Dog Controls

Reason for Recommendations

29. The Council is seeking to establish a balanced set of controls that permit dog owners to enjoy the amenity offered by our many open spaces along with those whose enjoyment of the same spaces could be detrimentally affected by the actions of irresponsible dog owners.
30. A Public Spaces Protection Order will allow Enforcement Officers to serve Fixed Penalty Notices for specified antisocial behaviour relating to dog control.
31. Byelaws across Cardiff are varied due to the time of implementation and changes in legislation. Therefore, the PSPO for dog controls will ensure a robust and consistent approach to enforcement on the public land, including pavements, parks, schools, cemeteries and any other Council owned or maintained land.

32. The PSPO for dog controls will support a move from reactive to proactive management of dog fouling in terms of requiring dog walkers to demonstrate they have a means to clear dog fouling; such as a bag or scooper.

Financial Implications

33. The introduction of a Public Space Protection Order for Dog Controls will be funded from within existing resources.

Legal Implications

34. The Council has statutory power (under section 59 of the Anti-Social Behaviour, Crime and Policing Act 2014, 'the 2014 Act') to make a Public Space Protection Order (PSPO) if it is satisfied that:
- (i) activities carried on in a particular area have had a detrimental effect on the quality of life of those in the locality, or are likely to do so; and
 - (ii) the effect of the activities is, or is likely to be, persistent or continuing and unreasonable, and justifies the restrictions being imposed.
35. The Council should only impose restrictions in a PSPO if it has evidence to show that the restrictions are reasonable, proportionate and justified having regard to the statutory conditions set out in the paragraph above.
36. In deciding whether to make a PSPO and if so, what it should include, the Council must have particular regard to the rights of freedom of expression and freedom of assembly set out in Articles 10 and 11 of the European Convention on Human Rights. Members will note from the body of the report that no relevant Article 10 or 11 issues have been identified in relation to the proposed dog controls. Members may also wish to note that, in any event, the Article 10 and 11 Convention rights are subject to any restrictions necessary for the protection of the rights and freedoms of others.
37. The Council must also have regard to the statutory guidance on Public Spaces Protection Orders issued by the Home Office, 'Anti-social Behaviour, Crime and Policing Act 2014: Reform of anti-social behaviour powers: Statutory guidance for front line professionals', July 2014.
38. A PSPO may last for up to 3 years, and may be renewed, with or without variations, subject to compliance with the statutory procedures set out under the 2014 Act.
39. Breach of a PSPO, without reasonable excuse, is a criminal offence, subject to a fixed penalty (of up to £100) or prosecution. A fixed penalty notice may be issued to anyone reasonably believed to be in breach of the Order by a police constable (or anyone authorised to exercise the powers of a constable, such as police community support officers) or a Council authorised officer. A fixed penalty notice offers the person to whom it is

issued the opportunity of discharging any liability to conviction by payment of a fixed penalty to the Council within a specified time. If the fixed penalty is not paid, prosecution proceedings may be started, not earlier than 14 days from the date of the fixed penalty notice.

40. Before making a PSPO, the Council is required (under s.72 of the 2014 Act) to:
 - (i) Consult with the Chief Officer of Police and the South Wales Police Authority; appropriate community representatives; and owners / occupiers of all land affected;
 - (ii) Publish the text of the draft Order; and
 - (iii) Notify all community councils within the area of the proposed restrictions.
41. The control of school premises is generally the responsibility of the school governing body, but the Council may issue directions in this regard, pursuant to the Control of School Premises (Wales) Regulations 2008. Members will note that the governing bodies of the schools affected by the proposed restrictions have been consulted, as occupiers of the land, and given the opportunity to comment on the draft Order.
42. Any comments received on the draft PSPO must be duly considered before the Order is made.
43. After a PSPO is made, the Council is required (under SI 2014/2591) to publish the Order on its website and erect notices on or adjacent to the land in question (where the dog controls apply) which are sufficient to draw public attention to the restrictions imposed by the Order.
44. The validity of the Order may be challenged within 6 weeks after it is made, by application to the High Court. The Court may quash the Order or any of the prohibitions or requirements imposed by the order if it is satisfied that (a) the Council did not have power to make the order, or to include particular prohibitions or requirements imposed by the order, or (b) the interests of the applicant have been substantially prejudiced by a failure to comply with the statutory requirements.
45. Any byelaws relating to activities regulated by a PSPO are of no effect during the currency of the Order (by virtue of section 70 of the 2014 Act). This means there is no necessity to revoke any existing bye-laws imposing controls on dogs, since they are of no effect while the PSPO is in force.
46. In considering the proposals, the Council must have regard to its public sector equality duties under the Equality Act 2010 (including specific Welsh public sector duties). Pursuant to these legal duties, Councils must in making decisions have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. The Protected characteristics are: age, gender reassignment, sex, race – including ethnic or national origin, colour or nationality, disability, pregnancy and maternity, marriage and civil partnership, sexual orientation, religion or belief –

including lack of belief. Members will note that an Equalities Impact Assessment has been carried out to identify the equalities implications of the proposals, and due regard should be given to the outcomes of the same.

47. The Well-being of Future Generations (Wales) Act 2015 requires the Council to also consider how the proposals will contribute towards meeting its well being objectives (set out in the Corporate Plan). Members must be satisfied that the proposals comply with the sustainable development principle, which requires that the needs of the present are met without compromising the ability of future generations to meet their own needs.
48. It should be noted that the introduction of a Public Space Protection Order is likely to lead to an increased number of criminal prosecutions in the Magistrates' Court, with a consequential increase in the legal resources required to manage this additional work.
49. The making of a PSPO is an executive function by virtue of section 13 of the Local Government Act 2000 and the Local Authorities (Executive Arrangements) (Functions and Responsibilities) (Wales) Regulations 2007. This means that Cabinet has the power to approve the draft Order, having regard to the above.

HR Implications

50. There are no HR implications to this report as the roles already have LEQ enforcement such as littering and dog fouling as a requirement and the recommendations in this report will provide support for this enforcement role.
51. The details within this report have been consulted on with the trade unions and staff who work within enforcement.

RECOMMENDATIONS

Cabinet is recommended to:

- (i) note the responses to the consultation on the text of the draft Public Spaces Protection (Dog Controls) Order 2019 attached as Appendix E;
- (ii) Approve the Public Space Protection (Dog Controls) Order 2019 attached as Appendix A, subject to any agreed amendments;
- (iii) Submit an information report on this matter to Full Council on 18th July 2019; and
- (iv) Note the implementation arrangements as set out in the report.

SENIOR RESPONSIBLE OFFICER	ANDREW GREGORY Director of Planning, Transport & Environment
	5 July 2019

The following appendices are attached:

- Appendix A – The Order for the introduction of a Public Space Protection Order for Dog Controls (English / Welsh)
- Appendix B – Letter from Environmental Scrutiny Committee on pre decision scrutiny on Public Space Protection Orders – Dog Controls
- Appendix C – Response to Environmental Scrutiny Committee on pre decision scrutiny on Public Space Protection Orders – Dog Controls
- Appendix D – Community Representatives
- Appendix E – Responses to the consultation on the draft Order
- Appendix F – EqlA for the Public Space Protection Orders – Dog Controls

The following background papers have been taken into account

Local Government Association: Public Spaces Protection Orders - Guidance for Councils

Home Office: Anti-social Behaviour, Crime and Policing Act 2014: Reform of anti-social behaviour powers: Statutory guidance for front line professionals, July 2014

Made this day of 2019

Pursuant to Section 59 of the Anti-Social Behaviour, Crime and Policing Act 2014

1. Definitions and Interpretation

“Authorised Officer” means a person who is authorised in writing by the Council for the purposes of this Order

“Person in Charge” means the person who has the dog in his possession, care or company at the time the offence is committed or otherwise, the owner or person who habitually has the dog in his possession

“Police Constable” means any person lawfully designated and authorised by a Chief Officer of Police to exercise the powers and duties of a Police Constable

1.2 Except when the context otherwise requires, the singular includes the plural and vice-versa; and the masculine includes the feminine and vice-versa.

Page 365

instrument as amended, extended or re-enacted from time to time and to any regulations made under it.

2. Scope

This Order applies to the Public Spaces in the City and County of Cardiff which are described and shown in the Order and Schedules attached to the Order.

3. Duration

This Order shall come into effect on 1st October 2019 and shall remain in force for a period of 3 years from this date, unless extended by further orders made under the Council's statutory powers.

4. Title

This Order may be cited as "The Cardiff Council (Public Spaces Protection) (Dog Control) Order 2019"; and imposes the following requirements and prohibitions.

5. Dog Fouling

In all Public Spaces within the City and County of Cardiff, as shown on the plan and list in **Schedule A**, the following requirements apply:

5.1(a) If a dog defecates at any time, the Person in Charge must remove the faeces from the land forthwith; and

(b) A Person in Charge of a dog must have with them an appropriate means to pick up any faeces deposited by that dog, and must produce this if requested to do so by an Authorised Officer or Police Constable.

3.2 For the purposes of Article 5.1(a):

- (i) Placing the faeces in a receptacle on the land which is provided for the purpose or for the disposal of waste, shall be sufficient removal from the land; and
- (ii) Being unaware of the defecation (whether by reason of not being in the vicinity or otherwise), or not having a suitable device or means of removing the faeces shall not be a reasonable excuse for failing to remove the faeces.

6. Dogs on Leads

6.1 In any of the public cemeteries listed and shown in **Schedule B** to this Order, any Person in Charge of a dog, at any time, must put and keep the dog on a lead and under proper control.

6.2 In any other Public Space within the City and County of Cardiff, as shown on the plan and list in **Schedule A**, a Person in Charge of a dog, at any time, must put and keep the dog on a lead and keep it under proper control when directed to do so by an Authorised Officer or Police Constable.

6.3 For the purposes of Article 6.2, an Authorised Officer or Police Constable shall only give a direction to put and keep a dog on a lead if such restraint is reasonably necessary to prevent a nuisance or behaviour by the dog likely to cause alarm, distress or disturbance to any other person or animal or bird on the land.

7. Dogs Excluded (Enclosed Children's Play Areas and School Premises)

7.1 A Person in Charge of a dog is prohibited from taking that dog onto, or permitting the dog to enter or remain on any enclosed children's play area or school premises described or listed in **Schedule C** to this Order.

8. Offences and Penalties

8.1 Any failure to comply with the requirements or prohibitions imposed in Articles 5, 6 or 7 of this Order shall constitute a criminal offence, unless:

- (a) The person has a reasonable excuse for failing to do so;
- (b) The owner, occupier or other person or authority having control of the land has consented (generally or specifically) to his failing to do so; or
- (c) The person is exempt under Article 9 of this Order.

8.2 Any person guilty of an offence under this Order shall be liable, on summary conviction, to a fine not exceeding level 3 on the standard scale (on the date of this Order, this is set at £1,000).

8.3 A Fixed Penalty Notice may be issued by an Authorised Officer or Police Constable to anyone believed to have committed an offence under this Order. The Fixed Penalty shall be £100. Payment of the Fixed Penalty of £100 within 14 days from the date of the Fixed Penalty Notice will discharge the liability for prosecution.

9. Exemptions

The requirements and prohibitions imposed by this Order shall not apply to any person who:

- (i) Is registered as blind, sight or hearing impaired under the National Assistance Act 1948, the Social Services and Well-Being (Wales) Act 2014 or any other legislation;
- (ii) Has a disability which affects his mobility, manual dexterity, physical coordination, or ability to lift, carry or otherwise move everyday objects, in respect of a dog trained by a registered charity and upon which he relies for assistance; or
- (iii) Is using a working dog for purposes of law enforcement, military duties or statutory emergency services (search and rescue).

10. Appeal

Any interested person (defined as an individual who lives in the restricted area or who regularly works in or visits that area) may question the validity of this Order, pursuant to Section 66 of the Act, on application made to the High Court within 6 weeks from the date of the Order.

11. Validity (Severance)

If any provision of this Order is held invalid or unenforceable for any reason by a court of competent jurisdiction, such provision shall be severed and the remainder of the provisions of the Order shall continue in full force and effect as if the Order had been executed with the invalid, illegal or unenforceable provision eliminated.

THE COMMON SEAL OF THE COUNTY
COUNCIL OF THE CITY AND COUNTY OF
CARDIFF was hereunto affixed
in the presence of:-

Authorised Signatory

This

day of

in the Year

SCHEDULES

SCHEDULE A – All Public Spaces within the City and County of Cardiff

SCHEDULE B – Public Cemeteries - List and Plans

SCHEDULE C - Enclosed Children's Play Areas and Schools – List and Plans

DRAFT

GORCHYMYN CYNGOR SIR DINAS A SIR CAERDYDD

DIOGELU MANNAU CYHOEDDUS (RHEOLI CŴN) 2019

Dyddiedig 2019

Yn unol ag adran 59 Deddf Ymddygiad Gwrthgymdeithasol, Troseddu a Phlisma 2014

Mae Cyngor Sir Dinas a Sir Caerdydd (a elwir “y Cyngor” yn y Gorchymyn hwn), wrth arfer ei bwerau yn unol ag Adran 59 Deddf Ymddygiad Gwrthgymdeithasol, Troseddu a Phlisma 2014 (“y Ddeddf”) a’r holl bwerau galluogi eraill, ar ôl ymgynghoriad a gynhaliwyd yn unol â’r Ddeddf, ac wedi’i fodloni bod cerdded cŵn yn afreolus ac yn anghyfrifol mewn mannau cyhoeddus yn cael effaith negyddol ar ansawdd bywyd y gymuned leol a bod yr amodau a nodir yn Adran 59 y Ddeddf wedi’u cyflawni, drwy hyn yn gwneud y Gorchymyn canlynol.

1. Diffiniadau a Dehongli

1.1 Yn narpariaethau canlynol y Gorchymyn hwn, bydd i’r termau canlynol yr ystyron a roir iddynt fel a ganlyn:-

“Swyddog Awdurdodedig” - Person sydd wedi’i awdurdodi’n ysgrifenedig gan y Cyngor at ddibenion y Gorchymyn hwn

“Person â Chyfrifoldeb” - Y person sydd â’r ci yn ei feddiant, dan ei ofal neu yn ei gwmni ar adeg cyflawni’r trosedd neu’r perchennog neu’r person sydd bob amser yn berchen ar y ci

“Cwnstabl yr Heddlu” -

Unrhyw berson sydd wedi’i ddynodi a’i awdurdodi gan Brif Swyddog yr Heddlu i arfer pwerau a dyletswyddau Cwnstabl yr Heddlu “Man Cyhoeddus” - Unrhyw le y mae gan y cyhoedd neu unrhyw ran o’r cyhoedd fynediad ato (gyda neu heb dâl neu ganiatâd) y mae’r Cyngor yn berchen arno, gan gynnwys ffyrdd, llwybrau cerdded, palmentydd, ymylon glaswellt, lonydd cefn, parciau cyhoeddus a gerddi, mannau gwyrdd a rhandiroedd

1.2 Ac eithrio pan fo’r cyd-destun yn gofyn fel arall, mae’r ffurf unigol yn cynnwys y lluosog ac i’r gwrthwyneb; ac mae’r ffurf wrywaidd yn cynnwys y ffurf fenywaidd ac i’r gwrthwyneb.

1.3 Mae cyfeiriadau at Ddeddf Seneddol, darpariaeth statudol neu offeryn statudol yn cynnwys cyfeiriad at Ddeddf Seneddol, darpariaeth statudol neu offeryn statudol

fel y'i diwygiwyd, y'i hymestynnwyd neu a ail-weithredwyd o dro i dro ac unrhyw reoliadau a wneir o danynt.

2. Cwmpas

Mae'r Gorchymyn hwn yn berthnasol i Fannau Cyhoeddus yn Ninas a Sir Caerdydd y'u disgrifir ac y'u dangosir yn y Gorchymyn a'r Atodlenni a atodir at y Gorchymyn.

3. Hyd

Daw'r Gorchymyn i rym ar 1 Hydref 2019 a bydd yn parhau i fod ar waith am 3 blynedd o'r dyddiad hwn, oni bai y caiff ei ymestyn gan orchmynion pellach a wnaethpwyd dan bwerau statudol y Cyngor.

4. Teitl

Gellir cyfeirio at y Gorchymyn hwn fel "Gorchymyn Cyngor Caerdydd (Diogelu Mannau Cyhoeddus) (Rheoli Cŵn) 2019"; ac mae'n gosod y gofynion a'r gwaharddiadau canlynol.

5. Baw Cŵn

Ym mhob Man Cyhoeddus yn Ninas a Sir Caerdydd, fel y dangosir ar y cynllun a'r rhestr yn **Atodlen A**, mae'r gofynion canlynol yn berthnasol:

- 5.1(a) Os bydd ci'n baw ar unrhyw adeg, rhaid i'r Person â Chyfrifoldeb waredu'r baw o'r tir; a
- (c) Rhaid bod gan y person sy'n gyfrifol am gi ffordd briodol o godi baw'r ci hwnnw, a rhaid dangos hyn os bydd Swyddog Awdurdodedig neu Gwnstabl yr Heddlu yn gofyn i'w gweld.

3.3 At ddibenion Erthygl 5.1(a):

- (iii) Bydd rhoi'r baw mewn cynhwysydd ar y tir a ddarperir at ddibenion gwaredu gwastraff yn ffordd ddigonol o waredu'r baw o'r tir; a
- (iv) Ni fydd bod yn anymwybodol o'r ffaith bod ci wedi baw (boed hynny oherwydd peidio â bod yn agos at y ci neu fel arall), neu fod â ffordd o waredu'r baw yn esgus rhesymol dros fethu â gwaredu'r baw.

6. Cŵn ar Denynnau

6.1. Mewn unrhyw un neu rai o'r mynwentydd cyhoeddus a restrir ac a ddangosir yn **Atodlen B** y Gorchymyn hwn, rhaid i unrhyw Person â Chyfrifoldeb, ar unrhyw adeg, roi'r ci ar dennyn a'i reoli'n iawn.

6.2 Mewn unrhyw Fan Cyhoeddus arall yn Ninas a Sir Caerdydd, fel y dangosir ar y cynllun a'r rhestr yn **Atodlen A**, rhaid i berson sy'n gyfrifol am gi, ar unrhyw adeg, roi a chadw'r ci ar dennyn a'i reoli'n iawn yn unol â chyfarwyddyd Swyddog Awdurdodedig neu Gwnstabl yr Heddlu.

6.3 At ddibenion Erthygl 6.2, bydd Swyddog Awdurdodedig neu Gwnstabl yr Heddlu ond yn cyfarwyddo person i roi a chadw ci ar dennyn os oes angen rhesymol am i'r ci gael ei reoli er mwyn osgoi niwsans neu ymddygiad gan y ci sy'n debygol o achosi gofid neu aflonyddu i unrhyw berson neu anifail neu aderyn arall ar y tir.

7. Cŵn wedi'u Heithrio (Ardaloedd Chwarae Plant Amgaeedig a Safleoedd Ysgol)

7.1 Mae Person sy'n gyfrifol am gi wedi'i wahardd rhag mynd â'r ci hwnnw i, neu ganiatáu i'r ci hwnnw fynd neu aros yn unrhyw ardal chwarae plant amgaeedig neu safle ysgol fel a nodir yn **Atodlen C** y Gorchymyn hwn.

8. Troseddau a Chosbau

8.1 Bydd methu â chydymffurfio â'r gofynion neu'r cyfyngiadau a osodir yn Erthygl 5, 6 neu 7 y Gorchymyn hwn yn drosedd, oni bai:

- (d) Bod gan y person esgus rhesymol dros fethu â gwneud felly;
- (e) Bod perchennog, meddiannydd neu berson neu awdurdod arall sy'n gyfrifol am y tir wedi caniatáu (yn gyffredinol neu'n benodol) iddo fethu â gwneud felly; neu
- (f) Bod y person wedi'i eithrio dan Erthygl y Gorchymyn hwn.

8.2 Bydd unrhyw berson sy'n euog o drosedd dan y Gorchymyn hwn yn agored, wedi collfarn ddiannod, i ddirwy nad yw'n fwy na lefel 3 ar y raddfa safonol (ar ddyddiad y Gorchymyn hwn, £1,000 yw hyn).

8.3 Gall Swyddog Awdurdodedig neu Gwnstabl yr Heddlu gyhoeddi Hysbysiad Cosb Benodedig i unrhyw y credir ei fod wedi cyflawni trosedd dan y Gorchymyn hwn. £100 fydd y Gosb Benodedig. Bydd talu'r Gosb Benodedig o fewn 14 diwrnod o ddyddiad yr Hysbysiad Cosb Benodedig yn atal y posibilrwydd o erlyniad.

9. Eithriadau

Ni fydd y gofynion a'r gwaharddiadau a osodir gan y Gorchymyn hwn yn berthnasol i unrhyw berson sydd:

- (iv) Wedi'i gofrestru'n ddall, yn berson sydd â nam ar ei olwg neu'i glyw dan Ddeddf Cymorth Gwladol 1948, Deddf Gwasanaethau Cymdeithasol a Llesiant (Cymru) 2014 neu unrhyw ddeddfwriaeth arall;
- (v) Ag anabledd sy'n effeithio ar ei symudedd, medrusrwydd corfforol, cydlynid corfforol, neu allu i godi, cludo neu symud gwrthrychau bob dydd, mewn perthynas â chi wedi'i hyfforddi gan elusen gofrestredig ac y mae'n dibynnu arno am gymorth; neu
- (vi) Yn defnyddio ci sy'n gweithio at ddibenion gorfodi'r gyfraith, dyletswyddau milwrol neu wasanaethau brys statudol (chwilio ac achub).

10. Apelio

Gall unrhyw berson (y'i diffynir yn unigolyn sy'n byw mewn ardal gyfyngedig neu sy'n gweithio'n rheolaidd yn yr ardal honno neu sy'n ymweld â hi'n rheolaidd) gwestiynu dilysrwydd y Gorchymyn hwn, yn unol ag Adran 66 y Ddeddf, trwy gais i'r Uchel Lys o fewn 6 wythnos o ddyddiad y Gorchymyn.

11. Dilysrwydd (Dileu)

Os bydd unrhyw un o ddarpariaethau'r Gorchymyn hwn yn annilys neu oni ellir eu gorfodi am unrhyw reswm a bennir gan lys awdurdod cymwys, caiff y ddarpariaeth honno ei dileu a bydd gweddill darpariaethau'r Gorchymyn yn parhau i fod mewn grym llawn fel pe bai'r Gorchymyn wedi'i weithredu gyda'r ddarpariaeth anghyfreithlon annilys / na ellir ei gorfodi wedi'i dileu.

Rhoddwyd SÊL GYFFREDIN CYNGOR SIR
DINAS A SIR
CAERDYDD yma
ym mhresenoldeb:-

Llofnod Awdurdodedig

Dyddiedig **/**/****

ATODLENNI

ATODLEN A - Pob Man Cyhoeddus yn Ninas a Sir Caerdydd

<https://www.cardiff.gov.uk/CYM/preswlydd/Hamdden-parciau-a-diwylliant/Gorchmynion-Amddiffyn-Mannau-Cyhoeddus/Pages/default.aspx>

ATODLEN B - Mynwentydd Cyhoeddus – Rhestr a Chynlluniau

<https://www.cardiff.gov.uk/CYM/preswlydd/Hamdden-parciau-a-diwylliant/Gorchmynion-Amddiffyn-Mannau-Cyhoeddus/Pages/default.aspx>

ATODLEN C - Meysydd Chwarae Amgaeedig i Blant – Rhestr a Chynlluniau

<https://www.cardiff.gov.uk/CYM/preswlydd/Hamdden-parciau-a-diwylliant/Gorchmynion-Amddiffyn-Mannau-Cyhoeddus/Pages/default.aspx>

Ref: RDB/RP/PB&MM/19.03.2019

21 March 2019

Councillors Peter Bradbury & Michael Michael,
Cabinet Members for Culture & Leisure and Clean Streets,
Recycling & Environment,
County Hall,
Atlantic Wharf,
Cardiff CF10 4UW.



Dear Councillors Bradbury & Michael,

Environmental Scrutiny Committee – 19 March 2019

On behalf of the Environmental Scrutiny Committee I would like to thank you and the officers for attending the Committee meeting on Tuesday 19 March 2019. As you are aware the meeting scrutinise an item on 'Pre Decision Scrutiny: Public Space Protection Orders – Dog Controls'. The comments and observations made by Members on the areas relevant to your portfolios of responsibility are set out in this letter.

Public Space Protection Orders – Dog Controls

It was clear during the meeting that both Members of the Committee and witnesses were satisfied at the proposals for the new Public Space Protection Order for the Control of Dogs. They felt that the Cabinet had addressed the main concerns raised during the consultation exercise and had produced a sound set of proposals to address dog fouling in the city.

While the feedback provided was mostly positive, Members and witnesses raised a number of points during the meeting that they felt could improve the new Public Space Protection Order for the Control of Dogs, these are set out below:

- **Exceptions** - The Public Space Protection Order made a number of appropriate exceptions against the application of the policy, for example, excluding the owners of assistance and guide dogs from prosecution.

Therapy dogs were not included on this list, with one witness suggesting that they should be added as an exception. I would be grateful if you could consider adding therapy dogs to the list of exceptions.

- **Enforcement** - While the Committee is pleased at the content of the new Public Space Protection Order for the Control of Dogs, it is not convinced that the Council and its partners has the necessary capacity to deliver the required enforcement to support the new powers. It would be appreciated if you could provide the Committee with a summary of all of the enforcement resources that will be in place when the new Public Space Protection Order is introduced and detail on how the impact of these resources might be maximised. For example, how might the Council address dog fouling that takes place in the evening when most officers have finished work.
- **Education** – It is clear that the new Public Space Protection Order for the Control of Dogs will have an impact on a large number of dog owners and other members of the public. This means that the changes will need to be supported by an initial and ongoing campaign of education and awareness. With this in mind I would be grateful if you could provide the Committee with details of the educational campaign that will support the introduction of the new powers, the distribution channels that will be used and the budget that has been allocated for this work.
- **Clear Definitions** – During the meeting there was some debate around the proposed text for parts of the new Public Space Protection Order, and the importance of using accurate wording to define exactly what the new powers mean. Examples include:
 - The use of the phrase '*the prohibition of dog fouling in all public spaces owned and / or maintained by the Council*' could confuse some residents as it suggests that a dog is prohibited from fouling even if the owner immediately removes the faeces;
 - Clarification on what is deemed a reasonable '*means of clearing dog fouling*';

- An explanation of what might constitute a reasonable length of lead for use in a cemetery.

The Committee accepts that the Council needs to use established legal text to create the new document; however, whenever possible it also needs to accurately define exactly what it is trying to achieve. Getting this right at the outset will help to prevent any future confusion.

- **Bins** – One of the public priorities identified in the consultation exercise was better provision of bins to help reduce dog fouling. Given that this is a public priority, I would be grateful if you could let the Committee know how you plan to address this clearly documented concern.

I would be grateful if you would consider the above comments and provide a response to the content of this letter.

Regards,

A handwritten signature in black ink, appearing to read 'Ramesh Patel', written in a cursive style.

Councillor Ramesh Patel
Chairperson Environmental Scrutiny Committee

Cc:

- Andrew Gregory - Director of Planning, Transport & Environment
- Matt Wakelam - Operational Manager, Infrastructure & Operations
- Jon Maidment – Operational Manager, Parks, Sport & Harbour Authority
- Davina Fiore - Director of Governance & Legal Services
- Members of Cardiff's Environmental Scrutiny Committee

This page is intentionally left blank

**SWYDDFA CYMORTH Y CABINET
CABINET SUPPORT OFFICE**

Fy Nghyf / My Ref : CM41235

Eich Cyf / Your Ref :

Dyddiad / Date: 1st May 2019

Cllr Ramesh Patel
Chair of Environmental Scrutiny
County Hall
Atlantic Wharf
Cardiff
CF10 4UW

Annwyl / Dear Ramesh

Environmental Scrutiny Committee 19 March - PSPO

Thank you for the positive comments with regards the management of the consultation and engagement with regards the introduction PSPO dog controls. A response to the comments raised following the scrutiny meeting is provided below for further information and clarification.

Exceptions: The Public Space Protection Order made a number of appropriate exceptions against the application of the policy, for example, excluding the owners of assistance and guide dogs from prosecution. Therapy dogs were not included on this list, with one witness suggesting that they should be added as an exception. I would be grateful if you could consider adding therapy dogs to the list of exceptions.

Whilst therapy dogs do provide significant social benefits, it is difficult to understand the context of exempting therapy dogs from enforcement in the context of dog controls. The example provided was therapy dogs attending school. However, training of enforcement officers ensures they take into consideration any mitigating factors. In this case, the school's management team will invite dogs into the school in a controlled manner and this is unlike a parent or sibling taking a dog onto school grounds to pick up a child attending the school. Therefore, there is no evidence to support the need for an exemption of therapy dogs to the PSPO for dog controls. However, the team will monitor complaints or concerns raised following the implementation of the PSPO for dog controls to ensure improvements to the PSPO if there are concerns on 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 2501

GWEITHIO DROS GAERDYDD, GWEITHIO DROSOCH CHI

Mae'r Cyngor yn croesawu gohebiaeth yn Gymraeg, Saesneg neu'n ddwyieithog. Byddwn yn cyfathrebu â chi yn ôl eich dewis, dim ond i chi roi gwybod i ni pa un sydd well gennych. Ni fydd gohebu yn Gymraeg yn arwain at oedi.

WORKING FOR CARDIFF, WORKING FOR YOU

The Council welcomes correspondence in Welsh, English or bilingually. We will ensure that we communicate with you in the language of your choice, as long as you let us know which you prefer. Corresponding in Welsh will not lead to delay.



Neuadd y Sir
Caerdydd,
CF10 4UW
Ffôn: (029) 2087 2088
www.caerdydd.gov.uk
County Hall
Cardiff,
CF10 4UW
Tel: (029) 2087 2087
www.cardiff.gov.uk



matter or any other concern not identified during the consultation and implementation processes.

Enforcement - While the Committee is pleased at the content of the new Public Space Protection Order for the Control of Dogs, it is not convinced that the Council and its partners has the necessary capacity to deliver the required enforcement to support the new powers. It would be appreciated if you could provide the Committee with a summary of all of the enforcement resources that will be in place when the new Public Space Protection Order is introduced and detail on how the impact of these resources might be maximised. For example, how might the Council address dog fouling that takes place in the evening when most officers have finished work.

The enforcement of PSPO for dog controls will be challenging due to resource levels and the working hours of enforcement officers / park rangers. However, there must be recognition the new powers replace existing legislation and by-laws and therefore there is no considerable expansion of enforcement areas. The publication of the PSPO and associated media will assist in raising awareness.

The management of enforcement is important to ensure there is compliance and there will be a focus of resource to educate and enforce the PSPO at its implementation towards the end of 2019. Following the implementation of the PSPO enforcement officers will utilise evidence from complaints and concerns to apply resource. If there are concerns associated in the evenings then the management team will ensure resources are applied at these times to address the concerns, albeit this would be on a case-by-case basis. Moving forward the Street Scene management team are looking to provide a better balance of resource for both cleansing and enforcement to meet the demands of the city.

The resource for managing the PSPO for dog controls as part of their roles is:

- 25 Environmental Enforcement Officers in Street Scene Services.
- 8 Urban Park Rangers in Parks Services

Education – It is clear that the new Public Space Protection Order for the Control of Dogs will have an impact on a large number of dog owners and other members of the public. This means that the changes will need to be supported by an initial and ongoing campaign of education and awareness. With this in mind I would be grateful if you could provide the Committee with details of the educational campaign that will support the introduction of the new powers, the distribution channels that will be used and the budget that has been allocated for this work.

The development of educational campaign will now be commencing following approval of the implementation of a PSPO for dog controls by Cabinet. The campaign will focus on how we get the information on dog controls to specific targeted citizens and residents. For example, although the requirement to carry a means of cleaning up dog fouling will be generic to all dog owners the control of dogs accessing schools and cemeteries will affect a smaller demographic. Therefore, the media will be targeted to get the messages out via the most appropriate routes. An example of this could be to provide a suite of social media and messaging specifically for Schools and for them to use their communication channels to get to parents of children attending schools as the schools will already have good communication channels in place with this demographic.

There is a recognition of a significant opportunity to work with dog groups to get social media and messaging to broader dog owners. However, it is likely most of those who are members of dog groups will be responsible dog owners and would already comply with the majority of the dog controls to be put in place.

Clear Definitions – During the meeting there was some debate around the proposed text for parts of the new Public Space Protection Order, and the importance of using accurate wording to define exactly what the new powers mean. Examples include:

- ***The use of the phrase ‘the prohibition of dog fouling in all public spaces owned and / or maintained by the Council’ could confuse some residents as it suggests that a dog is prohibited from fouling even if the owner immediately removes the faeces;***
- ***Clarification on what is deemed a reasonable ‘means of clearing dog fouling’;***
- ***An explanation of what might constitute a reasonable length of lead for use in a cemetery.***

The Committee accepts that the Council needs to use established legal text to create the new document; however, whenever possible it also needs to accurately define exactly what it is trying to achieve. Getting this right at the outset will help to prevent any future confusion.

It is agreed that via the communication and engagement exercise being undertaken there will be a need to clearly promote what the controls mean. Certain aspects will need consideration by the enforcement officer at the time of witnessing any concerns. For example, a dog on a lead in a cemetery is about controlling the dog from inappropriate activity. Therefore, a dog on a long lead would not be a concern if it was under control; however, if it was on a long lead and was digging up graves or garden areas in the cemetery then action would be required. In this case we may just state the control as ‘a dog is on a lead and under control by the owner’ rather than get into the difficult decision of ascertaining what length of lead is acceptable.

Discussions will now be taking place with the legal team and environmental enforcement managers about signing and communications but it is recognised there is a balance between getting control and being over-zealous with the powers.

Bins – One of the public priorities identified in the consultation exercise was better provision of bins to help reduce dog fouling. Given that this is a public priority, I would be grateful if you could let the Committee know how you plan to address this clearly documented concern.

The Council has had a programme of bin renewal / replacement over recent years to improve the bin infrastructure across the City. A review of the provision of bins in parks will take place to ascertain the requirement of additional bins. The team are considering the placement of bins at the entrance to parks that promote the messages relating to dog fouling and other dog controls to ensure the key messages are seen prior to the exercising of dogs and allowing owners to place dog waste in the bins as they leave. There does need to be a recognition that by having bins located throughout parks that this does create

issues on how the waste is collected as most park areas do not have vehicular access.

I trust the above is of assistance. If you have any further queries, please do not hesitate to contact either myself or my officers direct.

Yn gywir / Yours sincerely



Y Cyngorydd / Councillor Councillor Peter Bradbury
Aelod Cabinet Dros Ddiwylliant a Hamdden
Cabinet Member for Culture & Leisure



Councillor / Y Cyngorydd Michael Michael
Cabinet Member for Clean Streets, Recycling & Environment
Aelod Cabinet dros Strydoedd Glân, Ailgylchu a'r Amgylchedd

Community Representatives

Organisation

Crime Commissioner - SWP

South Wales police

Public Health Wales

Dogs Trust

Kennel Club

Natural Resources Wales

Lisvane Community Council

Old St Mellons Community Council

Pentyrch Community Council

Radyr and Morganstown Community Council

St Fagans Community Council

Tongwynlais Community Council

Cardiff Action Dogs Group

RSPCA Cymru

STM Sports AFC

Rhiwbina RFC

Rt Hon Lauren Kinsey MP

This page is intentionally left blank

Responses to the consultation on the draft Order

1. Community Councils

Community Council employ staff to maintain and look after their public open spaces. They asked if they could be authorised by Cardiff to enforce the PSPO on the sites listed within their Community council boundary.

Response

The legislation (s.68 of the 2014 Act) says that an FPN may be issued by a police constable or an 'authorised person', defined as 'a person authorised for the purposes of this section by the local authority that made the order'. The reference to a 'person' may include a non-Council officer, such as a community council employee.

Training of Community Council employees and authorisation in writing would be required to support enforcement by a community council employee.

2. Tongwynlais Community Council and St Fagans Community Council

The Community Councils would like the fine set at £250.

A higher fixed penalty amount would be more of a deterrent and more likely to encourage dog owners to pick up and dispose of dog waste correctly, which is a problem we are currently encountering within our village. The Community Councils would like the fine set at £250.

Response

A Public Space Protection Order supports the issuing of a £100 on the spot fine (a 'Fixed Penalty Notice'). The fixed penalty cannot be more than £100. However, the current arrangements do allow for a summons to court to be issued for breach of the order if the Council considers it appropriate, for example, for persistent offenders where multiple FPNs have been issued, where a fine of up to £1,000 can be imposed by the court.

3. Birchgrove Primary School Governing Body

Confirm our support for not allowing dogs on schools premises, other than those registered service and support dogs

Response

Noted.

This page is intentionally left blank

Equality Impact Assessment Corporate Assessment Template



Appendix C

Public Space Protection Orders – Dog Controls
--

New Policy Statement and Function
--

Who is responsible for developing and implementing the Policy/Strategy/Project/Procedure/Service/Function?	
---	--

Name: Matthew Wakelam	Job Title: Assistant Director – Street Scene
-----------------------	--

Service Team: Street Scene	Service Area: Planning, Transport & Environment
----------------------------	---

Assessment Date: 19 th February 2019

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

To provide a policy statement on the use of introducing a Public Spaces Protection Order (PSPO) to control persistent anti-social behaviour (ASB) issues within Cardiff, under the Anti-social Behaviour, Crime and Policing Act 2014 (the Act).

In creating a PSPO the Local Authority will need to ensure that there is sufficient evidence to support the test as stated in the legislation and guidance. The test is designed to be broad and focus on the impact anti-social behaviour is having on victims and communities. A PSPO can be made by the council if they are satisfied on reasonable grounds that the activities carried out, or likely to be carried out, in a public space:

- have had, or are likely to have, a detrimental effect on the quality of life of those in the locality;
- is, or is likely to be, persistent or continuing in nature;
- is, or is likely to be, unreasonable; and
- justifies the restrictions imposed.

To implement a Public Space Protection Order for dog controls to restrict persistent anti-social behaviour in public spaces. The aim of the Order is to prevent or reduce anti-social behaviour, as a result of irresponsible dog owners.

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

The current legislation for dog fouling, The Dog (Fouling of Land) Act 1996, are currently not supported via Magistrates Courts and will eventually be completely repealed due to there being more up to date legislation that the Council should be utilising, specifically the Anti-Social Behaviour, Crime and Policing Act 2014.

CARDIFF COUNCIL

Equality Impact Assessment Corporate Assessment Template

Issues and concerns have been reported in relation to dogs, such as; dog faeces not removed and people unable to control their dogs off a lead in public spaces. The Orders will aid the Council to adopt a range of fair and practical controls on specific public spaces.

The Consultation response report provides a good sample of the views of citizens, both dog owners and non-dog owners on the concerns relating to dog controls. There were 6,002 responses received over the consultation period. This is the largest response to a single survey by Cardiff Council in 2018.

3 Assess Impact on the Protected Characteristics

3.1 Age

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

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

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

The PSPO dog controls is expected have a positive differential impact on all Protected Characteristics of Age. All age groups will benefit from having improved controls of anti-social behaviour relating to dog control. This will benefit all age groups to enjoy public spaces with reduced fear of anti-social behaviour relating to dog controls and support proactive enforcement relating to dog fouling in public spaces.

Over 65 years in general may have physical limitations and concomitant relationships with age and impairment and therefore Enforcement Officers will need to take a view on individual cases. Training will be provided to all Officers with delegated authority to issue enforcement fines.

Individuals under 18 years old will not be fined under the Public Space Protection Order as with all other Environmental Fines in Cardiff. The individual will be given a warning and if required a formal letter will be sent to their parents and /or the child referred to the Anti-Social Behaviour Team.

Equality Impact Assessment Corporate Assessment Template

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

Further (generic) consideration needs to be given to:-

- Informing the community of the PSPO dog controls and how they will be managed.
- Promoting and communicating good dog ownership behaviours.
- Clear signing of controls.
- Media / social media information at regular interval reinforcing the controls.

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	✓		
Physical Impairment	✓		
Visual Impairment	✓		
Learning Disability	✓		
Long-Standing Illness or Health Condition	✓		
Mental Health	✓		
Substance Misuse	✓		
Other	✓		

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

The PSPO dog controls is expected have a positive differential impact on all Protected Characteristics of Disability. This group will benefit from having improved controls of anti-social behaviour relating to dog control. This will benefit all age groups to enjoy public spaces with reduced fear of anti-social behaviour relating to dog controls and support proactive enforcement relating to dog fouling in public spaces.

No enforcement on any Public Space Protection Order dog control will take place if an individual has a disability that affects the person's mobility, manual dexterity, physical co-ordination or ability to lift, carry or otherwise move everyday objects, in respect of a dog trained by a registered charity and upon which the person relies for assistance.

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

Further (generic) consideration needs to be given to:-

- Informing the community of the PSPO dog controls and how they will be managed.
- Promoting and communicating good dog ownership behaviours.
- Clear signing of controls.
- Media / social media information at regular interval reinforcing the controls.
- Direct engagement with specialist groups and the provision of good information / media.

Equality Impact Assessment Corporate Assessment Template

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
Transgender People (People who are proposing to undergo, are undergoing, or have undergone a process [or part of a process] to reassign their sex by changing physiological or other attributes of sex)	✓		

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

The PSPO dog controls is expected have a positive differential impact on all Protected Characteristics of Gender Reassignment. This group will benefit from having improved controls of anti-social behaviour relating to dog control. This will benefit all age groups to enjoy public spaces with reduced fear of anti-social behaviour relating to dog controls and support proactive enforcement relating to dog fouling in public spaces.

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

Further (generic) consideration needs to be given to:-

- Informing the community of the PSPO dog controls and how they will be managed.
- Promoting and communicating good dog ownership behaviours.
- Clear signing of controls.
- Media / social media information at regular interval reinforcing the controls.

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	✓		
Civil Partnership	✓		

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

The PSPO dog controls is expected have a positive differential impact on all Protected Characteristics of Marriage and Civil Partnership. This group will benefit from having improved controls of anti-social behaviour relating to dog control. This will benefit all age groups to enjoy public spaces with reduced fear of anti-social behaviour relating to dog controls and support proactive enforcement relating to dog fouling in public spaces.

Equality Impact Assessment Corporate Assessment Template

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

Further (generic) consideration needs to be given to:-

- Informing the community of the PSPO dog controls and how they will be managed.
- Promoting and communicating good dog ownership behaviours.
- Clear signing of controls.
- Media / social media information at regular interval reinforcing the controls.

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.

The PSPO dog controls is expected have a positive differential impact on all Protected Characteristics of Pregnancy and Maternity. This group will benefit from having improved controls of anti-social behaviour relating to dog control. This will benefit all age groups to enjoy public spaces with reduced fear of anti-social behaviour relating to dog controls and support proactive enforcement relating to dog fouling in public spaces.

Individuals may be characterised as having mobility issues relating to their pregnancy and therefore Enforcement Officers will need to take a view on individual cases. Training will be provided to all Officers with delegated authority to issue enforcement fines.

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

Further (generic) consideration needs to be given to:-

- Informing the community of the PSPO dog controls and how they will be managed.
- Promoting and communicating good dog ownership behaviours.
- Clear signing of controls.
- Media / social media information at regular interval reinforcing the controls.

CARDIFF COUNCIL

Equality Impact Assessment Corporate Assessment Template

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	✓		
Mixed / Multiple Ethnic Groups	✓		
Asian / Asian British	✓		
Black / African / Caribbean / Black British	✓		
Other Ethnic Groups	✓		

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

The PSPO dog controls is expected have a positive differential impact on all Protected Characteristics of Race. This group will benefit from having improved controls of anti-social behaviour relating to dog control. This will benefit all age groups to enjoy public spaces with reduced fear of anti-social behaviour relating to dog controls and support proactive enforcement relating to dog fouling in public spaces.

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

Further (generic) consideration needs to be given to:-

- Informing the community of the PSPO dog controls and how they will be managed.
- Promoting and communicating good dog ownership behaviours.
- Clear signing of controls.
- Media / social media information at regular interval reinforcing the controls.
- Communication and media in languages other than English and Welsh.

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	✓		
Christian	✓		
Hindu	✓		
Humanist	✓		
Jewish	✓		

CARDIFF COUNCIL

Equality Impact Assessment Corporate Assessment Template

Muslim	✓		
Sikh	✓		
Other	✓		

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

The PSPO dog controls is expected have a positive differential impact on all Protected Characteristics of Religion. This group will benefit from having improved controls of anti-social behaviour relating to dog control. This will benefit all age groups to enjoy public spaces with reduced fear of anti-social behaviour relating to dog controls and support proactive enforcement relating to dog fouling in public spaces.

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

Further (generic) consideration needs to be given to:-

- Informing the community of the PSPO dog controls and how they will be managed.
- Promoting and communicating good dog ownership behaviours.
- Clear signing of controls.
- Media / social media information at regular interval reinforcing the controls.
- Communication and media in languages other than English and Welsh.

3.8 Sex

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

	Yes	No	N/A
Men	✓		
Women	✓		

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

The PSPO dog controls is expected have a positive differential impact on all Protected Characteristics of Sex. This group will benefit from having improved controls of anti-social behaviour relating to dog control. This will benefit all age groups to enjoy public spaces with reduced fear of anti-social behaviour relating to dog controls and support proactive enforcement relating to dog fouling in public spaces.

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

Further (generic) consideration needs to be given to:-

- Informing the community of the PSPO dog controls and how they will be managed.
- Promoting and communicating good dog ownership behaviours.
- Clear signing of controls.
- Media / social media information at regular interval reinforcing the controls.

CARDIFF COUNCIL

Equality Impact Assessment Corporate Assessment Template

3.9 Sexual Orientation

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

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

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

The PSPO dog controls is expected have a positive differential impact on all Protected Characteristics of Sexual Orientation. This group will benefit from having improved controls of anti-social behaviour relating to dog control. This will benefit all age groups to enjoy public spaces with reduced fear of anti-social behaviour relating to dog controls and support proactive enforcement relating to dog fouling in public spaces.

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

Further (generic) consideration needs to be given to:-

- Informing the community of the PSPO dog controls and how they will be managed.
- Promoting and communicating good dog ownership behaviours.
- Clear signing of controls.
- Media / social media information at regular interval reinforcing the controls.

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	✓		

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

The PSPO dog controls is expected have a positive differential impact on all Protected Characteristics of Welsh Language. This group will benefit from having improved controls of anti-social behaviour relating to dog control. This will benefit all age groups to enjoy public spaces with reduced fear of anti-social behaviour relating to dog controls and support proactive enforcement relating to dog fouling in public spaces.

All signage will be bilingual and meet the standards of the Welsh Language Act; however, Enforcement Officers may not be able to communicate in Welsh.

Equality Impact Assessment
Corporate Assessment Template

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

Further (generic) consideration needs to be given to:-

- Informing the community of the PSPO dog controls and how they will be managed.
- Promoting and communicating good dog ownership behaviours.
- Clear signing of controls.
- Media / social media information at regular interval reinforcing the controls.

Support Welsh Language training and look at improving the number of bilingual Environmental Enforcement Officers.

4. Consultation and Engagement

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

Consultation with relevant groups has taken place specifically RNIB/ Guide dogs as being most integral to the issue of dog use and / as a disability support / auxiliary aid.

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

Groups	Actions
Age	
Disability	• Equality training for Enforcement Officers
Gender Reassignment	
Marriage & Civil Partnership	
Pregnancy & Maternity	• Equality training for Enforcement Officers
Race	• Media language
Religion/Belief	
Sex	
Sexual Orientation	
Welsh Language	<ul style="list-style-type: none"> • Welsh signage and media • Welsh language training for Enforcement Officers.
Generic Over-Archiving [applicable to all the above groups]	<p>Further (generic) consideration needs to be given to:-</p> <ul style="list-style-type: none"> • Informing the community of the PSPO dog controls and how they will be managed. • Promoting and communicating good dog ownership behaviours. • Clear signing of controls.

CARDIFF COUNCIL

Equality Impact Assessment Corporate Assessment Template

	<ul style="list-style-type: none">• Media / social media information at regular interval reinforcing the controls.
--	--

6. Further Action

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

7. Authorisation

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

Completed By :	Date:
Designation:	
Approved By:	
Designation:	
Service Area:	

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

For further information or assistance, please contact the Citizen Focus Team on 029 2087 2536 / 3262 or email equalityteam@cardiff.gov.uk

**CARDIFF COUNCIL
CYNGOR CAERDYDD**



CABINET MEETING: 11 JULY 2019

**21st CENTURY SCHOOLS, BAND B: EARLY YEARS, PRIMARY
AND SECONDARY SCHOOL PROVISION TO SERVE
ADAMSDOWN AND SPLOTT**

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

AGENDA ITEM: 6

Reason for this Report

1. To enable the Cabinet to consider a recommendation to hold public consultation on proposals for early years, primary school, secondary school and post-16 provision to serve Adamsdown and Splott.
2. To enable the Cabinet to consider the request of the Archdiocese of Cardiff to bring forward a proposal to discontinue St Albans R.C. Primary School.
3. It is proposed to:
 - Close St Albans R.C. Primary School, from August 2021;
 - Increase the capacity of Baden Powell Primary School from 420 places (2 Forms of Entry) to 630 places (3 Forms of Entry), and reduce the age range of the school from 3-11 years to 4-11 years, from September 2021;
 - Transfer Baden Powell Primary School to Tremorfa Park and replace the existing buildings with new build accommodation;
 - Increase the capacity of Willows High School from 1,121 places (7.4 Forms of Entry) to 1,200 places (8 Forms of Entry) for pupils aged 11-16;
 - Transfer Willows High School to Tremorfa Park and replace the existing buildings with new build accommodation;
 - Establish post-16 provision for up to 250 pupils within the new buildings;

- Increase the capacity of Tremorfa Nursery School from 112 places to 128 places and expand the range of services provided on site including the relocation of Flying Start childcare (currently located on the Willows High School site) and parenting support, within an Integrated Children's Centre on the existing Tremorfa Nursery School site and the vacated St Albans R.C. Primary School site;
- Upgrade community facilities in Tremorfa through the replacement of public open space in Splott, significantly enhanced community facilities located on the new school site and replacement pitches for shared use with St Albans Rugby Club and the wider local community.

Background and opportunities

4. The Adamsdown and Splott areas are served by a number of nursery, primary and secondary schools, including the following schools located within these areas:
 - Tremorfa Nursery School;
 - Adamsdown Primary School;
 - Baden Powell Primary School;
 - Moorland Primary School;
 - Stacey Primary School;
 - St Alban's R.C. Primary School;
 - Tredegarville Church in Wales Primary School;
 - Ysgol Glan Morfa;
 - Willows High School.
5. St Peter's Catholic Primary School, located within the Plasnewydd ward, also serves the area and is in close proximity to Adamsdown.
6. The Adamsdown and Splott areas are within the catchment area of Ysgol Gyfun Gymraeg Glantaf, and are also served by St Illtyd's Catholic High School and St Teilo's Church in Wales High School.
7. At its meeting on 12 October 2017, the Cabinet received a report that outlined the challenges and opportunities facing Cardiff in the development of the education estate. This included:-
 - Sufficiency needs resulting from population growth;
 - Condition of the current school estate;
 - Suitability of the current estate to meet the demands of 21st Century learning.
8. That report set out the Council's proposed vision for its Band B 21st Century School Strategy in that it was to deliver:

"Inspiring, sustainable, community-focused schools in which children and young people can achieve their potential"

9. This vision was to be realised through the achievement of four key educational aims that directly link to the Welsh Government's national programme objectives:-

Aim 1: To provide a sufficiency of school places across the city that are in the right place and are at the right size to enable the delivery of excellent education provision;

Aim 2: To provide high quality educational facilities that will meet the diverse requirements of the 21st Century;

Aim 3: To optimise the use of education infrastructure for the benefit of the wider community across Cardiff;

Aim 4: To ensure that Cardiff achieves best value from its resources to improve the efficiency and cost effectiveness of the education estate.

10. The report outlined the sufficiency, suitability and condition issues in Cardiff as assessed in 2017, which provided the basis of the funding request from Cardiff to Welsh Government under the Band B programme. A copy of the 12 October 2017 Cabinet Report is included at Appendix 1.
11. At its meeting on 14 December 2017, the Cabinet approved the prioritised scheme under Band B of the Cardiff's Band B 21st Century Schools Programme. A copy of the 14 December 2017 Cabinet Report is included at Appendix 2.
12. The proposed replacement and expansion of Willows High School within the Band B phase of the 21st Century Schools Programme sought to:
- Replace a "D" condition, end of life, 11-16 secondary school;
 - Contribute towards addressing sufficiency issues in the secondary sector in the central area of the city.
13. Since the submission of the Council's Band B 21st Century Schools Programme was approved in principle by the Welsh Government in November 2017, surveys of school buildings in Cardiff have identified condition issues at Baden Powell Primary School which would require investment within and beyond the Band B investment period.
14. The Archdiocese of Cardiff has also indicated in correspondence with the Council in April 2019 that, in light of concerns around the continued viability of St Alban's R.C. Primary School, it can no longer sustain the school. This correspondence is attached as Appendix 3.
15. The Archdiocese has therefore requested that the Council consider a proposal be brought forward to close St Alban's R.C. Primary School, in the context of wider proposals for school provision serving Adamsdown and Splott.
16. Through new 21st Century facilities and enhanced partnerships the proposal for Adamsdown and Splott is expected to provide an opportunity to achieve the Council's vision of inspiring, sustainable and community-

focused schools in the local area, whilst also transforming opportunities for the wider community. This is a once in a generation opportunity to maximise the potential of Adamsdown and Splott.

Issues

Sufficiency of school places

17. When considering likely demand for places city wide, and within Adamsdown and Splott, a number of factors have been used to inform projections and forecasts, including:
 - Recent and historic numbers on roll taken from verified PLASC (Pupil Level Annual Census) for Cardiff schools;
 - Recent and historic populations known to be living in each area utilising NHS data;
 - Recent and historic numbers and percentages of children attending English-medium and Welsh-medium community and faith places in Cardiff;
 - Recent and historic numbers and percentages of children transferring from primary schools in Cardiff to secondary schools elsewhere.
18. Forecasts have been prepared based on:
 - Current residential populations;
 - Likely child populations from the future residential developments currently in construction and proposed;
 - Likely demand if parental take-up patterns were to remain consistent with the most recent years applying these trends to the relevant populations in future years;
 - Likely demand if parental take-up patterns at entry to secondary schools were consistent with the type of primary school (English-medium community, Welsh-medium community or Faith) attended, applying this information to the relevant populations in future years.
19. Additional information, regarding projections and forecasts prepared relevant to the area, and the methodologies used to establish likely demand are set out in Appendix 4.

Take up of primary and secondary school places city-wide

20. The demand for places at entry to primary education city wide increased city-wide in the period 2006 to 2016, from c3,400 pupils in January 2006 to a peak of 4,368 pupils in January 2016. In January 2017 and 2018, the number of pupils entering primary education amounted to 4,366 and 4,128 respectively.
21. Projected intakes from existing housing, based upon the most recent school census data (PLASC) received in 2018, indicate that the number

of pupils entering Reception Year in English-medium community schools city-wide will remain at similarly high levels of c4,150 pupils until at least January 2021, the latest year for which data is available.

22. However, it is anticipated that, as a result of the yield of pupils from the new housing developments, additional school provision will be required to provide school places local to the new housing.
23. Following a period of sustained growth within the primary sector, there has been an increased demand for places at entry to secondary education city wide in the past five years. City-wide projections indicate that the demand for places in English-medium secondary schools will exceed the combined capacity of such schools in future years.
24. The number of pupils in each of the Year 2 to Year 6 cohorts in English-medium primary schools exceeds the combined Admission Numbers of 3,431 places at entry to English-medium secondary schools.
25. Intakes to the Year 7 year group are projected to exceed the Published Admission Numbers of the English-medium secondary schools from September 2020.
26. Projections, based upon the most recent school NHS data update and on census data (PLASC) received in 2018, indicate that the number of pupils entering Year 7 in English-medium community schools city-wide will continue to increase and will exceed the number of places currently available until at least September 2023.
27. The 2018 data also indicates a projected reduction in demand for places from existing housing in September 2024. However, it is anticipated that, as a result of the yield of pupils from the new housing developments including those within the Local Development Plan, and changes to pupil preferences, there will continue to be a shortfall of places beyond 2024.
28. The areas that are presenting as having the most acute shortage of places requiring a strategic solution, taking account of neighbouring catchment capacity, are those concentrated in the central area of the city. These are primarily the catchment areas of Fitzalan High School, Cantonian High School, Willows High School, Cathays High School and Cardiff High School.

Primary and secondary school places serving Adamsdown and Splott

29. The geographical unit that is most suitable to analyse the demand for English-medium secondary school places serving Adamsdown and Splott is the Willows High School catchment area.
30. The geographical units that are most suitable to analyse the demand for English-medium primary school places serving Adamsdown and Splott are the primary school catchment areas of Adamsdown, Baden Powell,

Moorland and Stacey Primary School which, when taken together, form the Willows High School catchment area. A map of these catchment areas, and local schools, is attached as Appendix 5.

31. The recent take-up of primary school places at entry to Reception year by children who are resident within the existing Willows High School catchment area has averaged 348 per year group. This fluctuated between 334 and 356 pupils in the period 2013-2018. A similar number of children are projected in future years from the existing housing, however, data is not yet available for cohorts that would enter primary education beyond 2021/22.
32. Whilst the overall demand for primary school places is stable, demand fluctuates between individual primary school catchment areas.
33. Projections indicate that the demand for places in English-medium community schools amounts to c207-233 pupils per year group, for Welsh-medium community places amounts to 38-43 pupils and for places in faith schools amounts to c91-103.
34. When compared to the total number of places serving the area, there is a sustainable balance in the supply of and demand for primary school places (age 4-11) overall.
35. On average, 148 children per year group have transferred to English-medium community secondary schools and 80 children per year group have transferred to English-medium faith-based secondary schools in recent years. The remaining young people transfer to Welsh-medium secondary schools. Overall numbers will increase during the Band B investment period as the number of pupils in future cohorts is greater than in recent years.
36. There is little difference in the number of children in Year 6 cohorts and in the following year's Year 7 cohorts in this area – approximately 97% of children resident in the area continue to attend community or faith schools in Cardiff when they transfer to secondary education.
37. Forecasts indicate that, in the Band B investment period, 248-283 English-medium secondary school places (community and faith) per year group will be required to serve the existing Willows High School catchment area. Approximately 76 places would be taken-up within faith-based schools by children resident in the area. The remaining 172-207 children would take-up places within English-medium community secondary schools, each year.
38. There are few significant residential developments planned within the Willows High School catchment area, which have outline or full planning permission that would significantly increase the child population.

39. Taking the above information into account, an English-medium community secondary school of six to seven forms of entry, providing 180-210 places per year group, would be sufficient to serve the existing Willows High School catchment area alone.

Secondary school places serving other areas

40. The five secondary schools included in Cardiff's Band B 21st Century schools programme, including Willows High School are proposed to expand from a combined capacity of c35.5 forms of entry to c44 forms of entry. These proposals take account of the projected increasing demand for places in a number of areas of Cardiff.
41. Cardiff's expected level of growth in this period, in existing communities, is significant.
42. In the neighbouring catchment area of Fitzalan High School, a number of developments are planned which would significantly increase the demand for places in the wider area, if these developments are completed.
43. Forecasts based on existing housing within the neighbouring Fitzalan High School catchment area indicate that school capacity of 14 to 15 forms of entry would be necessary to meet the demand for places within an English-medium community secondary school in Cardiff.
44. Proposals to replace the existing Fitzalan High School with a new, 21st Century School would also be expected to have a positive impact on parental preferences within its existing catchment area, further increasing demand for places at the school. Fewer children are expected to state a preference for schools outside of Cardiff. Planned housing developments within the Fitzalan High School catchment area, including those with outline or full planning permission, would exacerbate this shortfall of places further.
45. In order to meet the forecast demand in the Fitzalan catchment area for places in English-medium community secondary schools, some places must therefore continue to be provided in other schools serving the south and central parts of Cardiff.
46. As detailed in Appendix 4, the city-wide forecast demand for places at entry to secondary education from existing housing will increase by approximately 200 children per year group within the Band B investment period.
47. Dwelling completions in Cardiff have averaged 733 per year in the past 5 years and this level of growth is expected to continue. Whilst much of Cardiff's future growth will be in new communities on greenfield developments, with new schools proposed, housing completions on Brownfield land have exceeded completions on Greenfield land for nineteen consecutive years.

48. The 2018 land bank for housing in Cardiff numbers 26,203 dwellings, including 10,289 on Brownfield sites. Approximately 4,300 additional dwellings in Butetown, 1,600 in Grangetown, 750 in Canton and 600 in Llandaff have planning permission or are on sites allocated in the LDP. Each of these communities lie within the catchment areas of the schools included within the Band B programme.
49. It is evident that, separate to pupil forecasts based on existing housing, additional secondary school places will be required to accommodate children from new housing developments in the catchment areas of existing schools.
50. The replacement of Willows High School at eight forms of entry, providing 240 places per year group at entry, would provide an opportunity to meet the projected demand for places from within its catchment area and to ensure that a sufficient margin of surplus places are created to accommodate the excess demand for places from other catchment areas.
51. Consultation on changes to English-medium community secondary school catchment areas would be required at the appropriate time in order to provide a suitable balance in the supply of and take-up of places. Catchment areas are only part of the school admission oversubscription criteria and being resident within a catchment area is not a guarantee of admission. The Council has to ensure sufficient place in the secondary sector regardless of catchment boundaries.

Nursery school/ class places serving Adamsdown and Splott

52. Each of the four English-medium community primary schools in Adamsdown and Splott (Adamsdown, Baden Powell, Moorland and Stacey Primary School) operate a nursery class.
53. Welsh-medium nursery places are provided at Ysgol Glan Morfa, which serves a catchment area similar to that of Willows High School and the combined catchment areas of the four English-medium community primary schools.
54. Nursery places are also provided, serving the wider area, at Tredegarville Church in Wales Primary School, St Peter's Catholic Primary School, and Tremorfa Nursery School. Tremorfa Nursery School is located within the catchment area of Baden Powell Primary School.
55. Although St Alban's R.C. Primary School does not provide nursery places, the school site is adjacent to that of Tremorfa Nursery School and the majority of pupils who are admitted to St Albans R.C. Primary School have attended Tremorfa Nursery School prior to entering primary education.
56. Overall, there are sufficient nursery class and nursery school places to meet the current and projected need across the Adamsdown and Splott

areas, with some surplus available to respond to any future change in take up of nursery education places.

Proposed reorganisation of schools

Tremorfa Nursery School – capacity and demand for places

57. Tremorfa Nursery School is currently operating as a stand-alone English-medium community nursery school. The school is located at Mona Place, Tremorfa, CF24 2TG, on a site adjacent to St Alban's R.C. Primary School and Tremorfa Park.
58. The school currently provides nursery education for up to 112 places for children aged 3 – 4. In addition, the school offers wrap around childcare on site, along with courses for parents and a weekly community café in the school community room.
59. The school was inspected by Estyn in February 2019. The school's standards, leadership and management were assessed as good. Wellbeing and attitudes to learning, teaching and learning experiences, and care support and guidance were assessed as excellent.
60. As part of this reorganisation, it is proposed that Tremorfa Nursery school becomes an integrated children's centre. It would continue to be a stand-alone nursery school providing nursery education for children age 3-4 that has been recognised as being of excellent quality, but to an increased number of pupils.
61. In addition to this, it would offer a significantly expanded range of services to families with young children from the Splott/Tremorfa area. This would include the relocation of the Flying Start childcare and parenting support currently located on the Willows High School site. The integrated children's centre would be located in the current Tremorfa Nursery School buildings together with the adjacent St Alban's R.C. Primary School accommodation/site.
62. These proposals would complement the enhancement of early years' provision at Moorland Primary school which has already been agreed.

Baden Powell Primary School and St Alban's R.C. Primary School – capacity and demand for places

63. Baden Powell Primary School is located at Muirton Road, Tremorfa and provides 420 places (2FE) for children aged 4 – 11 and 56 nursery places for children aged 3 – 4. At October 2018 there were 360 pupils enrolled in full-time education at the school, and 32 pupils enrolled in the nursery class. In recent years, the nursery class has been fully subscribed in the summer term.

64. The Council previously brought forward proposals in 2012 to increase the capacity of the school from 2 form entry to 2.5 form entry with additional nursery places, however following a change of circumstances it was agreed that the proposal would not be progressed.
65. Proposals brought forward in 2015 including an option in which Baden Powell Primary School would transfer into new build accommodation on the existing Willows High School site, but this option was not progressed.
66. Despite fluctuations in the pupil population within the catchment area of the school, if no changes were made to the organisation of schools a two form entry Baden Powell Primary School would be sufficient to meet projected demand for places. The demand and supply of places across its catchment, combined with that of the neighbouring Moorland Primary School catchment area, are appropriately balanced.
67. The school was inspected by Estyn in July 2017. At that time the school's performance was judged as good (many strengths and no important area requiring significant improvement. The school's prospects for improvement were judged as adequate (strengths outweigh areas for improvement).
68. In the most recent Welsh Government School Categorisation at January 2018, the school was categorised as Amber (a school in need of improvement which needs help to identify the steps to improve or to make change happen more quickly).
69. St Albans R.C. Primary School is a Voluntary Aided School located at Mona Place, Tremorfa, on a site adjacent to Tremorfa Nursery School and Tremorfa Park.
70. The school buildings and land on which the school sits is held in trust by the Governing Body, which also employs the staff and deals with admission arrangements. The Council, via the school budget share, provides revenue funding.
71. The school provides 210 places (1FE) for children aged 4 - 11. At October 2018 there were 172 children at the school. The most recent information supply by the Catholic Archdiocese in June 2019 indicates that 17% of the children at the school are Catholic.
72. The number of pupils enrolled at St Alban's exceeded capacity in 2012. Since 2013, the number enrolled has fluctuated between c170 and 180 pupils.
73. The school was inspected by Estyn in May 2019. The report of Estyn's findings is awaited and is expected to be published in July 2019. Any proposals taken forward in respect of St Alban's would need to take account of the most recent Estyn findings.

74. The school was previously inspected by Estyn in November 2011. At that time the school's performance was judged as unsatisfactory (important areas for improvement outweigh strengths). The school's prospects for improvement were judged as unsatisfactory. The school was judged to be in need of special measures.
75. The school was required to draw up an action plan, showing how it was going to address the recommendations from the 2011 inspection. A follow up Estyn Monitoring visit took place in July 2013. Estyn decided the school had made sufficient progress against the specific recommendations from the 2011 inspection. The school was then removed from any further follow-up activity.
76. In the most recent Welsh Government School Categorisation at January 2018, the school was categorised as Amber (a school in need of improvement which needs help to identify the steps to improve or to make change happen more quickly).
77. The Council and Archdiocese are seeking to bring forward a proposal to discontinue St Alban's R.C. Primary School.
78. The Catholic Archdiocese is of the view that the school should close as a Catholic primary school. This is based on the low number of Catholic pupils at the school together with issues of concern regarding quality, standards and leadership which have not been sustainably addressed despite significant inputs over recent years.
79. The Governing Body of St Albans R.C. Primary School has sought to appoint a substantive Headteacher for almost ten years but has been unable to make a permanent appointment. The Archdiocese has considered the professional advice of experienced Headteachers who have supported the school, and is of the opinion that there is a need for a full-time permanent Headteacher to provide the required support and stability to the school. An Executive Headteacher within a federation of schools would not be well placed to provide the level of support necessary.
80. It is therefore proposed that St Alban's R.C. Primary School would close in August 2021.
81. In the event of the proposal to close St Alban's R.C. Primary School being progressed the nearest Roman Catholic school for families living within the vicinity of the school wishing to access a Catholic school would be St Peter's Catholic Primary School which is 1.6 miles from the St Alban's site.
82. Sufficient places would be made available to accommodate those pupils displaced from St Albans, and local demand for English-medium places, at an enlarged Baden Powell Primary School.

83. It is proposed that Baden Powell Primary School would operate across the two school sites for a transition period until the new school building is completed. Any children remaining on roll at St Alban's would be offered the opportunity to apply to transfer to Baden Powell Primary School or to other schools if this is their parents' preference. All children from St Alban's R.C. Primary School would be able to continue to attend school provision on the St Albans or Baden Powell Primary School site during the transition period, if this is parents' preference.
84. Those children seeking to continue a faith based education within a Catholic school would need to apply to alternative primary schools. The nearest Catholic primary school to St Alban's R.C. Primary School is St Peter's R.C. Primary School, however this school is fully subscribed in some year groups. A small number of places are available in some year groups in other Catholic schools, including St Cuthbert's, St Patrick's, St John Lloyd and St Cadoc's primary schools.
85. The closure of St Alban's R.C. Primary School would mean that those pupils seeking to continue a faith based education would, in most cases, travel further to school and in some cases would require home to school transport.
86. The table below indicates the number of surplus places available at other Catholic schools in Cardiff.

Table 1 – Number on Roll and total surplus capacity in Catholic schools – Reception to Year 6 (NOR January 2019)												
School	PAN	Year group								Capacity	Surplus	% Surplus
		Rec	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Total			
Christ The King	30	21	27	31	30	30	30	42	211	210	-1	-0.5%
Holy Family	35	19	24	15	15	23	18	24	138	247	109	44.1%
St Alban's	30	17	30	27	23	28	28	17	170	203	33	16.3%
St Bernadette's	30	30	30	31	30	30	30	30	211	205	-6	-2.9%
St Cadoc's	45	45	36	42	51	39	46	44	303	253	-50	-19.8%
St Cuthbert's	22	16	15	21	22	22	19	13	128	149	21	14.1%
St Francis	45	36	40	51	55	30	51	53	316	386	70	18.1%
St John Lloyd	45	34	39	49	31	47	47	41	288	315	27	8.6%
St Joseph's	30	25	19	28	28	25	29	29	183	210	27	12.9%
St Mary's	37	33	27	26	38	30	39	37	230	261	31	11.9%
St Patrick's	45	44	45	42	44	43	45	39	302	315	13	4.1%
St Peter's	75	54	59	73	65	74	72	73	470	540	70	13.0%
St Philip Evans	52	47	52	48	47	54	63	54	365	365	0	0.0%
Total	521	421	443	484	479	475	517	496	3315	3659	344	9.4%

87. The city-wide proportion of surplus places in Catholic primary schools, at 9.4%, is at an appropriate level although surplus varies greatly between schools.

Meeting future demand for places in Catholic primary schools

88. The Catholic Archdiocese has noted that the number of baptised Catholic children in some schools including St Alban's R.C. Primary School is proportionately low.
89. In this context, the Catholic Archdiocese has indicated that there would continue to be sufficient places available at Catholic primary schools in Cardiff to serve families who wish to access a Catholic education in the future.
90. The Catholic primary schools which serve neighbouring areas to Adamsdown and Splott include St Cuthbert's RC Primary School, Butetown, and St Peter's RC Primary School, Roath.
91. The Catholic Archdiocese has indicated that arrangements would be made to ensure that the admission policies of other schools give equal priority to children from the current St Alban's catchment for admission in future years.

Willows High School – capacity and take up of places, age 11-16

92. The capacity of Willows High School is assessed as being able to provide 1120 places (7.4 Forms of Entry) for children aged 11 – 16. However, the specialist teaching spaces available within the school would be insufficient for the school to admit pupils to its capacity.
93. The school was most recently inspected by Estyn in April 2018. Whilst care, support and guidance at the school was judged as good (good strong features, although minor aspects may require improvement), standards, wellbeing and attitudes to learning, teaching and learning experiences and leadership and management were judged as adequate and needs improvement (strengths outweigh weaknesses, but important aspects require improvement).
94. In the most recent Welsh Government School Categorisation at January 2018, the school was categorised as Amber (a school in need of improvement which needs help to identify the steps to improve or to make change happen more quickly).
95. The most recent PLASC data in January 2018 indicates that the overall take up of Year 7 places at any English-medium community school by pupils living within this catchment area is c5.3 Forms of Entry.
96. However, there are larger numbers of children in the local population in the year groups promoting through the primary age phase at present. This means that the intakes to Year 7 at Willows High School in the foreseeable future are projected to be higher as these larger primary cohorts promote to secondary school.

97. Projected intakes to Year 7, as the larger cohorts within the primary phase promote to secondary school, indicate demand for c6 to 7 Forms of Entry from within the existing catchment area over the period from 2022 – 2026.
98. The Council would not seek to replace Willows High School at the existing capacity of 7.4 Forms of Entry as this would not allow efficient organisation of year groups in the school. Reducing the capacity of Willows High School to 7 Forms of Entry or lower may not provide sufficient places for the number of pupils within the catchment area of the school who may require places.
99. As outlined in paragraph 44, in order to meet the forecast demand in the Fitzalan catchment area for places in English-medium community secondary schools, some places must therefore continue to be provided in other schools serving the south and central parts of Cardiff.
100. The Council therefore proposes to marginally expand the school to 8 Forms of Entry, creating an efficient class organisation, ensuring there is sufficient capacity to allow the projected number of local children requiring a place in an English-medium community high school to attend, and contributing a proportion of the additional places required to meet the projected demand from the wider area.

Post-16 provision

101. At present, Willows High School is an 11-16 school with no post-16 education provision on-site. Pupils who complete secondary education at Willows transfer to a wide range of academic and vocational providers.
102. In 2017/18, 34% of pupils leaving the school enrolled in further education at Cardiff & Vale College, 29% to St David's College, 21% to ACT and 6% to other education or training providers. Within this cohort, only 2% (two pupils) transferred to a sixth form place within a secondary school in Cardiff.
103. The Council is seeking to enable a greater number of learners to progress to education, employment or training when completing secondary education.
104. A comparison of Year 11 and Year 12 school census data for 2017 and 2018 indicates that:
 - The percentage of learners attending Willows High School, who promote to sixth form provision in a school (2%) is very low when compared to the city-wide average (c50%). The vast majority commute to a sixth form college or training provider.
 - The percentage of learners that reside within the Willows High School catchment area and promote from any English-medium secondary

school to sixth form provision in a school (c30%) is also lower than the average.

105. School admission (parental preference) information and school appeal submissions in recent years indicate that a number of parents within the Willows High School catchment area cite the presence of sixth form provision as a factor when nominating alternative schools as preferences to their local catchment secondary school.
106. Taking the above information into account it is proposed that a post sixteen provision of 250 places would be a positive development for the area and could enable c52% of Year 11 pupils to remain within education on the new site, (if the school was fully subscribed).
107. It is proposed that post-16 would be commissioned from an existing post-16 provider, and that the age range of Willows High School would remain at 11-16.
108. The new post-16 provision for pupils resident in Splott and Adamsdown would support the Council's desire to provide 21st Century learning environments and improve the opportunities available for young people equitably across the city. The new environment and collaboration with partners would create the challenging, supportive and stimulating environments, which engender aspiration and achievement. The aim of the proposal is to transform the aspirations and achievements of learners in the area.
109. Establishing a post 16 offer on the Tremorfa site would provide the opportunity to consider how to build on the current post 16 offer available locally and what gaps could be addressed which add value to the city as a whole. In doing this, the proposed development has the potential to maximise education investment in a particular part of the city, benefitting learners in Adamsdown and Splott whilst attracting additional learners through specialist options available.
110. Establishing post 16 provision on the Tremorfa site would allow for a significantly greater proportion of pupils to progress to academic and/ or vocational post 16 provision following completion of their statutory education, without compromising the viability of other academic and vocational training providers that serve the area at present.

Building on success - Creative Partnership, secondary and post-16

111. The 'Cardiff Commitment' is the Council's youth engagement and progression strategy. The Cardiff Commitment sets out how the council, together with a wide range of public, private and third sector partners, will work together to ensure a positive destination for every young person in Cardiff after they finish school, either in employment or further education and training.

112. To date over 120 businesses have pledged to support Cardiff Commitment and provide opportunities to schools and young people, better preparing them for the world of work, contributing to the future economic growth of the city.
113. The Council's proposals for Band B of the 21st Century Schools Programme, and the Cardiff 2020 strategy, clearly state the link between improving the environment for learning and raising standards of achievement.
114. Cardiff is well placed to develop innovative partnerships between schools, businesses, universities and other bodies in the city. In recent years such partnerships have strengthened with considerable potential for further impact.
115. This has been evidenced locally with the successful establishment of the 'Creative Partnership' (which comprises of school representatives together with creative industry leaders) that is integral to how the new Cardiff West Community High School (CWCHS) plans and educates their learners. This partnership was developed to harness the potential to provide an exciting new offer to young people and to respond to the employment opportunities presented by expanding 'creative economy' as one of Wales' fastest growing sectors.
116. At the outset the rationale for the partnership between education and the creative economy in Cardiff assumed the following:
- Some of our communities need support to raise aspirations and create a culture of achievement and success, underpinned by a high quality education.
 - There is a need to develop the relationship between business and education so that young people leave education with the skills and competences to be work ready.
 - The growth in the creative economy in Cardiff presents an exciting opportunity to connect young people and their communities to a vibrant and innovative sector.
117. Cardiff is one of the UKs fastest growing cities in both population and economic terms. The creative economy is just one of the growing sectors that is presenting fresh opportunities that may not have been present in the past.
118. The evolution and embedded partnership approach is by no way exclusive to CWCHS. It is a model of partnership which could be replicated, with other sectors in the regional economy e.g. Science, technology, and engineering.
119. The proposed investment to develop and deliver a local post 16 for Adamsdown and Splott would look to build on the successful Creative Partnership and maximise the fresh approach to developing and

delivering a specialised range of learning opportunities in purpose-built facilities that has been applied at CWCHS. In doing so it would introduce a new and bespoke range of exciting opportunities into an area where young people have traditionally had to travel out of their area to access post 16 provision and some have expressed they are underwhelmed by the choices on offer.

120. Industry partnerships mean that learners in Cardiff are able benefit from a rich curriculum which delivers 'real world' learning opportunities. The curriculum and subjects offered are designed to maintain a strong focus on competencies which support young people to become work ready, e.g. focus on communication; team working; flexibility; adaptability; and entrepreneurialism.
121. This model also ensures that students benefit from an improved understanding of the careers available within the sector to make more informed choices with a bias towards innovation and problem solving, encouraging students to take managed risks and developing their confidence to enter a fast changing employment market.
122. Any post 16 provider commission to deliver education on the Tremorfa site would therefore need to demonstrate its firm commitment to working in partnership with an industry (to be determined and agreed) in order to:
 - Put industry at the heart of learning, developing problem solving, tenacity, resilience and innovation, and promoting creativity through links between schools and the designated sector economy.
 - Broaden horizons so all young people have the opportunity to fully engage in the cultural, social and economic life of Cardiff.
 - Ensure business activity that fully reflects the changing face of Wales is at the core of its offer.
123. In doing this we would expect to realise the following benefits:
 - Young People would be inspired by opportunities designed to foster their independence and develop their skills to be resilient, innovative and problem solving learners.
 - Communities would be empowered through meaningful projects and activities with employers and partners in the designated sector.
 - The city would be enhanced by a dynamic economy underpinned by a vibrant education system.

Condition & Suitability

124. Cardiff has a very large education estate, with over 127 school properties. Many sites comprise of multiple blocks, constructed during different decades. A large number of primary, secondary and special schools are in a poor state of repair.

125. Approximately £17m, or 14%, of maintenance and condition issues of the estate have been addressed through Band A of the 21st Century Schools investment programme. There has been significant investment in the construction of two new high schools in the East and West of the City, new primary school provision and suitability works undertaken in primary schools.
126. This nonetheless leaves a significant maintenance backlog of approximately £68m, of which circa £8m is Equality Act 2010 compliance. The Local Authority's current spend on school asset renewal has been circa £4.7m per annum. In 2018-2019, the Council allocated an additional £25 million of funding over the next 5 years to the school's asset renewal budget. This resource is allocated on a priority basis and is predominantly limited to keeping properties safe and watertight.
127. As part of the prioritisation of schools within the Band B programme, all properties across the school estate were given a rating from A to D for the following issues, with D being the worst category:
- Sufficiency of places available;
 - Condition of the school buildings;
 - Suitability of the environment for teaching.
128. Willows High School is rated as a "D" category for condition, which means the buildings are life-expired. The Welsh Government is committed to removing all "D" condition schools from Wales. As a result, Willows High School automatically prioritised for investment under Band B.
129. The school is also rated 'D' for suitability, with 'unsuitable' learning environments, which seriously inhibit the school's capacity to deliver the curriculum.
130. The Willows High School site is within the flood zone and is therefore not able to be developed for a new build school.
131. The most recent condition survey of Baden Powell Primary School undertaken in 2018 rates the school as C condition overall and identified essential maintenance issues that would need to be resolved in the next five to ten years, at significant cost. If these issues were not mitigated, it is likely that the school would be rated as D for condition within this timescale.
132. However, whilst prioritising the significant investment needs through the Council's asset renewal budget would resolve these issues, this would not necessarily create a 21st Century learning environment.
133. The most recent condition survey of St Alban's R.C. Primary School rates the school as B for condition overall.

134. The most recent condition survey of Tremorfa Nursery School rates the school as B for condition overall.

Transformative enhancement of facilities and opportunities

135. The key focus of this proposal is to deliver an ambitious programme of reorganisation and investment designed to fundamentally transform the education offer currently available in the Splott and Adamsdown. New school buildings can play a pivotal role not only as places to inspire and educate our children, but also as vibrant and dynamic learning centres in which all ages are able to learn and grow that are embraced and used not only by their pupils but also by their wider communities and the families within them.
136. The proposals and associated investment would be developed to maximise the impact of the high quality provision and best practice that already exists for children, young people from birth through to adulthood by challenging and supporting the schools and other providers to work together to put 21st Century learning spaces at the heart of their communities.
137. This proposed programme of change to the organisation and facilities, alongside the delivery of the forthcoming new curriculum for Wales, would enable the Council and local education providers to build on its recent success in raising standards across the city. Eastern High School and Cardiff West Community High School which have benefitted from similar transformational investment. These schools have seen an improvement in outcomes for their pupils associated with organisational restructure and investment in the learning facilities. These same facilities are also operating well beyond the traditional school day with communities, charities and other community groups maximising the opportunities to offer an enhanced range of learning and sport.
138. The Willows High School project included within the Band B 21st Century School focused investment on the replacement and marginal expansion of Willows High School to benefit pupils aged 11-16. This revised proposal aims significantly higher, seeking to embrace a wider range of ages and stages with a view to having an impact on children, families and communities from birth into adulthood. Education, play and leisure opportunities have the potential to benefit each and every member of their communities, adding to the investment at Splott Hub and pool facility, by uplifting the outdoor sports facilities, investing in a reshaping of parkland and public open space to serve residents and learners alike.
139. The addition of post 16 provision located on the site of the Willows High School would provide new opportunities for local young people keen to progress into further education and access vocational education in their neighbourhood. Learning from the positive lessons of working with the Creative Partnership at Cardiff West Community High School, this investment would present an opportunity to explore and respond to

exciting developments in other specialist areas. In doing so, it would allow post 16 providers in the city the opportunity add to their existing offer to cater to for aspirations in Splott, Adamsdown and across the city and preparing young people to become part of a vibrant economy and ensure they have the skills to engage with an enhanced range of employment opportunities.

Land Matters including upgrading of public open space

140. The Willows High School site is within the flood zone and is therefore not viable to be developed for a school at this time. It is anticipated that, following construction of the proposed new coastal defence wall, surveys would be commissioned for the flood boundary to be reassessed by Natural Resources Wales.
141. Whilst the site could potentially be available to accommodate a replacement school building in future, proposals for new school buildings could not be brought forward until at least 2023. If new buildings were to be constructed on the existing school site, it is unlikely that pupils in Adamsdown and Splott would benefit from occupying these until 2026 or 2027.
142. Tremorfa Park site is located adjacent to the existing Tremorfa Nursery School and St Alban's R.C. Primary School sites. The site presents an opportunity to locate extended primary and secondary school provision on the same site with nursery provision being provided at Tremorfa Nursery. The proposed site for primary and secondary school provision would require the majority of Tremorfa Park within the boundary of the schools, and the remaining parkland would be retained for shared school and recreational use, and as public open space. Access would be available for community use of the pitches.
143. Formal arrangements exist at present for Tremorfa Park to be used by St Albans Rugby Club. The park is also used for informal recreation, including dog walking. Concerns have been raised in the local community regarding anti-social behaviour on the park and in other public open space.
144. The transfer of an enlarged Willows High School to Tremorfa Park would allow for St Albans Rugby Club to continue to make use of formal marked pitches during and beyond the period of construction, and to benefit from access to grass pitches and to a 3G pitch within the school site when complete.
145. The redevelopment would allow St Albans Rugby Club to retain access to their existing clubhouse. Consideration would be given within the design of the school site to efficiently use car parking spaces to serve both the schools and club needs.

146. Formal arrangements exist at present for facilities at Willows High School to be used by Bridgend Street Football Club.
147. It is anticipated that the new Willows High School and Baden Powell Primary School buildings would be located at the North Eastern end of Tremorfa Park as this area is outside of the flood zone. Vehicular access to the school site would be planned from Ffordd Pengam.
148. As an integral part of the proposal, following construction of the new school buildings and demolition of the existing Willows High School, a linear park would be created extending from Tremorfa Park adjacent to the existing Willows High School site. This would support pupils, parents and other members of the local community who wish to travel between the sites by active means including cycling, scooting and walking.
149. The existing Willows High School site was previously held in charitable Trust and restricted to "Public Recreation and Pleasure Ground" use. Following independent valuation, this was exchanged for land at Tremorfa Park, which is now held in trust.
150. In order to facilitate the transfer of Willows High School to Tremorfa Park, arrangements would need to be made to exchange Tremorfa Park, placing commensurate open space into trust. The Council would therefore seek to place the vacated Willows High School site and the existing linear parkland, of commensurate value, into trust for use by the local community as public open space.
151. In the event that the proposal to close St Alban's R.C. Primary School is taken forward, the Catholic Archdiocese anticipates that a capital receipt would be realised and that this would be invested in further developing Catholic school provision within Cardiff.
152. The Council would, following the closure of St Albans R.C. Primary School, operate an enlarged Baden Powell Primary School across the two existing sites of the schools during a transition period until the new school buildings are completed.
153. Following the transfer, at the end of the transition period, of the Baden Powell pupils to the completed new buildings, it is proposed that the vacated St Alban's site would accommodate enhanced early years provision. It is anticipated that the Baden Powell Primary School buildings would be demolished shortly after vacation.
154. The facilities on the existing Willows High School site presently used by Bridgend Street Football Club would be retained and a new agreement made.
155. The existing playground facility at the north eastern end of Tremorfa Park, displaced by the new school buildings, would be replaced within the linear park.

Benefits of the proposals

156. The proposals would:

- Inspire and regenerate the schools and local community through the new 21st Century facilities and enhanced partnerships
- Provide new facilities on a shared site, equipped to provide all pupils from age 4-18 with a broad and balanced curriculum in high quality facilities
- Enable closer working relationships to improve transition between key stages and help to avoid the traditional dip in achievement at the time of transition from the primary to the secondary sector that some pupils experience
- Ensure an additional range of resources, services, and facilities that pupils of primary and secondary age can share in different locations on the same site
- Give all in the community an improved opportunity to make use of the resources and facilities
- Enable collaboration across the sectors on the same campus, facilitating the link between education and children's services, children and young people's health services and other agencies involved with children and young people
- Increase the proportion of secondary school pupils in Adamsdown and Splott taking up places at a school within their local community
- Reduce the length of journeys taken by secondary school and post 16 learners commuting to other schools, education and training providers
- Enable some pupils in the secondary sector to accompany their young siblings to the primary school on a shared site.

Admissions and Catchment areas

157. There are no plans to change the Council's policy on the admission of children to schools, as a result of this proposal.
158. As the admissions authority, Cardiff Council would continue to be responsible for the admission of pupils to Baden Powell Primary School and Willows High School.
159. Admission arrangements for the 2021/22 school year, in which the revised arrangements would take effect, would be subject to consultation in Autumn 2019/ Spring 2020 in accordance with the requirements of the Admissions Code.
160. The Published Admission Number for Baden Powell would increase from 60 places to 90 places per year group. The Published Admission Number for Willows High School would increase from 221 to 240.
161. There are no changes proposed to primary school catchment areas to take effect from September 2021. The supply of and take up of school

places would be kept under review and consideration would be given to future changes if deemed necessary.

162. Consultation on changes to English-medium community secondary school catchment areas would be required at the appropriate time, in order to provide a suitable balance in the supply of and take up of places.
163. The Archdiocese has indicated that admissions arrangements for other Catholic primary schools within the local cluster, namely St Peter's, St Patrick's, St John Lloyd and St Cadoc's would give equal priority to those children within the current 'catchment' which St Alban's serves.
164. Arrangements would also be made with St Illtyd's High School to ensure that there would be no negative impact on pupils unable to secure in year transfers to alternative Catholic primary schools.
165. Detailed information regarding admission arrangements for 2019/20 is contained in the Council's Admission to Schools booklet, and this information can be viewed on the Council's website (www.cardiff.gov.uk).

Impact of the proposal on the Welsh Language

166. It is not anticipated that there will be any differential impact on the Welsh Language, as a result of this proposal.
167. The teaching of Welsh within an English medium setting is subject to the requirements of the National Curriculum. This would not change with the expansion of the school. This proposal does not seek to change the number of Welsh-medium primary or secondary school places available in the area.
168. The Council works closely and constructively with partners on its Welsh Education Forum, which includes representatives of nursery, primary, secondary and further education, childcare, RhAG and the Welsh Government. The Forum actively informs the planning of Welsh-medium places, to continue to drive the Council's plan to sustainably increase the number of learners within Welsh-medium schools and those learning Welsh in English-medium schools.
169. The council monitors birth rates, the yield from proposed housing and the patterns of take-up in Welsh-medium provision at primary and secondary age, with a view to bringing forward appropriate plans to meet any increased demand.
170. Whilst forecasts, based on the number of children in the Welsh-medium primary, indicate that additional capacity will be required to meet the demand for places in Welsh-medium secondary schools, separate proposals will be brought forward at the appropriate time to ensure there are sufficient places available.

171. The Council, and its partners on the Welsh Education Forum, are committed to driving the increase in number of pupils educated through the medium of Welsh, to meet the targets within Cardiff's WESP, and to meet the targets set out in the Welsh Government's Cymraeg 2050 strategy.
172. The Council must ensure that the expansion of school provision is brought forward in a strategic and timely manner, which does not compromise existing provision. Expanding Welsh-medium secondary school provision would, inevitably, have an impact on the take-up of places in other schools, and in turn on the ability of schools to balance budgets and to attract or retain staff.

Community Impact

173. The following are taken into account when considering a proposal: Public Open Space, parkland, noise and traffic congestion. Officers will work with schools and any community group to make sure that proposals avoid negative impacts and have a positive impact overall wherever possible.
174. The new school facilities for pupils aged 4 – 16, as part of an overall site that aims to provide education opportunities from birth to adulthood, would be developed for the wider benefit throughout the local community in the sharing of facilities outside of school hours. The improvements to public open space are anticipated to have a significant, long term positive impact on the community.
175. The schools that might be affected by the proposals are existing schools. Some offer after school activities and some have community organisations offering services from the school. It is not thought that there would be a negative impact on any of these activities.
176. Whilst the Flying Start services provided on the Willows High School site would be provided, there is no reason that the services would be negatively impacted.
177. With significant sports and wider leisure provision now established, or being developed, in many schools a key objective is to enable third party to access the sports facilities at schools, on a sustainable financial basis. Welsh Government's aim for shared facilities in community-focussed school are to:
 - Provide opportunities for the local community and sports organisations to participate in sport and physical activity for health improvement and development of their skills, particularly amongst low participant groups;
 - Operate in line with the national agenda for sport taking into account nationally adopted strategies;
 - Generate positive attitudes in sport and physical activity by young people and reducing the dropout rate in sports participation with age;

- Increase the number of people of all ages and abilities participating in sport and physical activity including people with disabilities;
 - Use the facilities to encourage the range, quality and number of school sports club links and to stimulate competition that is inclusive of young people and adults;
 - Provide affordable access to the facilities and to be self-financing and cost neutral in the first instance, generating sustainable income for the school in the future.
178. The development of a viable model for all schools across the city to be accessed by the communities which they serve is needed.
179. The redevelopment of Tremorfa Park will allow St Alban's Rugby Club to make use of better facilities in the longer term and interim arrangements will be made to ensure that the club retains access to pitches during the construction period.

Wellbeing of Future Generations

180. In line with the Well-being of Future Generations Act Cardiff's Band B programme is committed to providing Local Schools for Local Children, together with encouraging use of sustainable modes to travel to schools, such as walking and cycling. Each school project takes into account key transport issues when they are being designed and the firm need to provide safer routes to encourage walking, cycling and other active travel modes to schools.
181. With the current investments in ICT across the city, student movements may be further reduced as mobile technology develops further allowing for flexible teaching methods. These have the potential to result in a more efficient Travel Plan and further contribute to the Council's targets to reduce its carbon emissions.
182. In order to maximise the long-term impact of this significant investment, any design taken forward for each school included in this proposal would be developed to ensure the delivery of high quality modern facilities that are able to respond to the current pupil populations needs and support the delivery of effective teaching and learning methods. They would also incorporate the flexibility to take account of changes depending on need as time progresses; such as changing demographics and pupil numbers, changing curriculum and changing types of pupil needs.

Local Member consultation

183. Local members have been consulted on the proposals.

Scrutiny Consideration

184. The Children and Young People's Scrutiny Committee will consider these proposals on 9 July 2018. The letter from the Chair of the Scrutiny will be circulated at the Cabinet meeting.

Reason for Recommendations

185. To meet the demand for English-medium early years', primary and secondary school and post 16 places in Adamsdown and Splott.

Financial Implications

186. This report recommends that a consultation process is commenced in respect of a number of proposals regarding educational provision to serve Splott and Adamsdown. Any decision to consult will not commit the Council, at this stage, to any significant financial commitments. However, should the proposed scheme ultimately proceed as outlined in this report, there are a number of financial implications to be noted and these are described in the following paragraphs.
187. The largest element of this scheme is the construction of a new build, and enlarged, Willows High School and a new and enlarged Baden Powell Primary School.
188. A new build Willows High School formed part of the outline 21st Century Schools Band B Programme, approved by Cabinet in December 2017 and, at that stage, was to be funded via Welsh Government's traditional capital route, where grant funding would be provided for 50% of the total cost and the Council would meet its 50% share via a combination of external borrowing and capital receipts.
189. However, as outlined in the Cabinet report of 21 March 2019, regarding the funding strategy for the 21st Century Schools Band B Programme, the preferred option is now for this particular scheme to be funded via the WG's revenue funded Mutual Investment Model (MIM). This will mean that, ultimately, the new building will be constructed via a Special Purpose Vehicle and the Council will make a net contribution of 19% (with WG providing 81% of the revenue funding required) towards the annual unitary charge for a period of 25 years. The funding required for the Council's contribution will be made available via the SOP Revenue Reserve, which also meets revenue costs arising in relation to programme delivery and capital financing.
190. In addition to the main new build element of this scheme, there will be other capital costs arising that cannot be met from within the scope of MIM. These costs will include those directly connected to the new school, such as FFE and ICT, as well as other costs not directly connected to the new building, such as the required reinstatement of park land.

191. These costs are still within the scope of the 21st Century Schools Programme and will be funded via the traditional capital route, with WG contributing towards 65% of the costs, following a recent change in the intervention rate, reducing the level at which the Council will need to contribute towards the scheme.
192. Further work is required to understand the full extent of these particular costs, however the SOP Revenue Reserve currently includes an estimated allocation for these works and they are considered affordable within the current parameters of the financial model.
193. Any costs arising that are not directly or indirectly linked to the scheme, but proposed as part of this overall development, will need to be funded from within existing allocations in the Council's capital programme. In addition, any capital required for maintaining the affected schools in the interim will need to be met from within existing resources.
194. Other capital costs arising from this proposed development include the acquisition of, and adaptations to, the current St Alban's R.C. Primary School building. The buildings are currently outside of Council ownership and funding will need to be identified for the total cost of the acquisition, less any existing outstanding liabilities between the Council and the Archdiocese.
195. Any adaptations required to create the Integrated Children's Centre will need to be funded from within resources already approved as part of the Council's capital programme.
196. In addition to the funding required to acquire and adapt St Alban's R.C. Primary School, a clear strategy for the existing Baden Powell Primary School site will need to be determined. Should a decision be made to dispose of the site, it will be necessary for the proceeds to contribute towards the current capital receipts target for the Council, of which the affordability of the Band B Programme is partly reliant upon. Should the site be retained and developed upon by the Council, it will be important that the cost of this can be met from within existing approved resources, external resources or is progressed on an invest to save basis.
197. There are also a number of financial implications arising from a revenue perspective.
198. The first of these is the funding required for the additional 11-16 pupils at Willows High School, due to the fact that the majority of school funding is driven by pupil numbers. If overall pupil numbers increase within Cardiff, as expected, the funding required will be factored into the Council's medium term financial plan and subsequently provided as growth to the overall school budget as part of the annual budget process.
199. Whilst the proposed closure of St Alban's R.C. Primary School will result in savings arising, it is assumed that the pupil-led funding attached to that

school will be required to fund the increase in pupil numbers at the expanded Baden Powell Primary School. However, certain elements of school funding are provided to individual schools on a lump sum basis and, therefore, the closure of St Alban's will result in certain savings arising. It is assumed, at this point, that these savings will either be absorbed into the wider school budget or extracted and added to the SOP Revenue Reserve. Savings may also arise from the reduced age range of Baden Powell Primary School, however it is assumed that these would be required to fund the increased capacity of Tremorfa Nursery School.

200. Other revenue implications include the proposed extension of the age range of Willows High School. Because funding for post-16 education is provided in the form of WG grant, the Council cannot directly control the overall level of funding provided. Whilst WG will use learner numbers as the basis of distributions to each local authority, it cannot be guaranteed that funding will increase in direct correlation with pupil numbers. On that basis, there is a risk that the introduction of post-16 provision at Willows High School will have a financial impact upon both the school itself and other schools with post-16 provision in Cardiff, due to the potential for a dilution of the per pupil funding levels.
201. A further consideration will be the potential for redundancy costs to be incurred as a result of the closure of St Alban's R.C. Primary School. Should this be the case, it will be necessary for any costs arising to be met from within the SOP Revenue Reserve.

Legal Implications

202. Under the Education Act 1996, the Council has a general statutory obligation to promote high standards of education and to provide sufficient school places for pupils of compulsory school age.
203. Parents have a right to express a preference for the school they wish their child to attend under section 86 of the School Standards and Framework Act 1998. This does not provide a right to attend a certain school, as applications can still be refused for admission where this would prejudice the provision of efficient education or the efficient use of resources.
204. A local authority can make school organisation proposals, including the discontinuation of a voluntary school or making regulated alterations to a community school or maintained nursery school, under sections 42-44 of the Schools Standards and Organisation (Wales) Act 2013. The proposals set out in the report must be considered having regard to the provisions of the 2013 Act and the School Organisation Code 2018, which sets out factors to be considered in respect of different proposals, the statutory procedures, legal requirements and guidance.
205. The Council is required, prior to publishing its proposals, to undertake a consultation on its proposals in accordance with section 48 of that Act and

the School Organisation Code 2018. The recommendations seek authority to carry out that statutory consultation.

206. Case law has established that the consultation process should:
- (i) be undertaken when proposals are still at a formative stage;
 - (ii) include sufficient reasons and information for particular proposals to enable intelligent consideration and response;
 - (iii) provide adequate time for consideration and response; and;
 - (iv) ensure that the product of consultation is conscientiously taken into account when the ultimate decision is taken.
207. The Schools Organisation Code sets out further detailed requirements and guidance in relation to the statutory consultation, including the requirement for publication of a consultation document (and the contents of that document), a minimum 42 days consultation period including at least 20 school days, and a list of statutory consultees, including parents, pupils, governing bodies, religious bodies, the Welsh Ministers and Estyn.
208. Following the public consultation, the Council is required to issue a consultation report, setting out the issues raised by consultees and its response to those issues. At this stage, a further report would be submitted to the Cabinet to decide how to proceed.
209. It should be noted that proposals affecting sixth form provision require the approval of the Welsh Ministers in accordance with section 50 of the Schools Standards and Organisation (Wales) Act 2013 and paragraph 5.2 of the School Organisation Code 2018.
210. Land at Tremorfa Park is currently held for recreational purposes under a trust which has the Council as its corporate trustee. To comply with charity law, a release of the relevant land from the trust will need to be in exchange for a dedication of alternative recreational land which is of no less benefit to the trust. For the purpose of resolving to carry out the proposed exchange of land, the Council as trustee will need to obtain a valuation report from an independent surveyor confirming that the proposal represents no less than equality of exchange to the trust in terms of value.
211. If the proposals are taken forward, the admission arrangements, including admission numbers and catchment areas, will need to be determined, following consultation, in accordance with the School Admission Code and the Education (Determination of Admission Arrangements) (Wales) Regulations 2006.
212. In considering the proposals, the Council must have regard to its public sector equality duties under the Equality Act 2010 (including specific

Welsh public sector duties). Pursuant to these legal duties, Councils must in making decisions have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. The Protected characteristics are: age, gender reassignment, sex, race – including ethnic or national origin, colour or nationality, disability, pregnancy and maternity, marriage and civil partnership, sexual orientation, religion or belief – including lack of belief. An Equalities Impact Assessment should be carried out to identify the equalities implications and due regard should be given to the outcomes of the Equalities Impact Assessment.

- 213. The Council must also be mindful of the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards and consider the impact of its proposals upon the Welsh language.
- 214. The Well-being of Future Generations (Wales) Act 2015 requires the Council to consider how the proposals will contribute towards meeting its well-being objectives (set out in the Corporate Plan). Members must also be satisfied that the proposals comply with the sustainable development principle, which requires that the needs of the present are met without compromising the ability of future generations to meet their own needs.
- 215. Further legal advice will be provided as proposals are progressed.

HR Implications

- 216. These proposals present significant HR implications for all of the schools affected. Firstly, the proposed expansions of both Willows High School and Baden Powell Primary School will require the respective Governing Bodies to plan for the workforce requirements in readiness for the expansion. The Governing Body of Baden Powell Primary School will also need to consider the impact of the proposal to reduce the age range of the school. The Governing Bodies will be encouraged to undertake this work in line with the SOP HR Framework and relevant HR Policies which means that any vacancies which arise should be considered as redeployment opportunities for staff on the school redeployment register.
- 217. The proposal to close St Alban's R.C. Primary School places school staff at a potential risk of redundancy and this will need to be managed in line with the School Redeployment and Redundancy Policy, which has been adopted by the school governing body. In the period leading up to the school closure the Council will work with the Headteacher and Governing Body to ensure that staff continue to be supported and motivated during what may be a potentially difficult situation. Full consultation with staff will need to take place following the outcome of this report and it will also be necessary to fully investigate the consequences of the closure of St Alban's R.C. Primary School in light of the expansion of Baden Powell Primary School and Tremorfa Nursery. In particular, as the staff at St Albans R.C. Primary School are employed by its Governing Body, and not the Council, consideration will need to be given to the Transfer of

Undertakings (Protection of Employment) legislation to determine the extent to which it may apply in this case.

- 218. The consequences of the proposed changes to Tremorfa Nursery School will need to be fully considered and discussed with the Governing Body, to include any changes to school governance arrangements to take account of the proposal to include an integrated children's centre. This will require full consultation with staff and trade union colleagues when known.
- 219. Full support will be offered to all school staff and Governing Bodies by HR People Services throughout this reorganisation, which will involve attendance at consultation meetings, meetings with school staff if appropriate, and the circulation of Frequently Asked Questions documents.

Traffic and Transport implications

- 220. In line with the Wellbeing of Future Generations Act, the Council is committed to providing Local Schools for Local Children, together with encouraging use of sustainable modes to travel to schools, such as walking, cycling and scooting. Each school project takes into account key transport issues when they are being designed and the firm need to provide safer routes to encourage walking, cycling and other active travel modes to schools.
- 221. The Council's Local Development Plan (2006-2026) includes a target of 50% of all journeys to be made by sustainable transport. Minimising the proportion of school journeys made by car and maximising opportunities for travel to school by active and sustainable modes can make an important contribution to achieving this target and reducing pressures on the transport network at peak times. Increasing travel to school by active modes will have a positive impact on children's health and wellbeing and will support the delivery of key actions and outcomes under Goal 5 of the Council's Child Friendly City Strategy (2018), which relates to ensuring access to safe outdoor environments for formal and informal play, walking, cycling and scooting and active travel to school.
- 222. The Council's current Corporate Plan includes a commitment to every school in Cardiff developing an Active Travel Plan. Such a plan will identify actions by the school to support and encourage active travel to school and also any improvements to on-site and off-site infrastructure required to facilitate active journeys.
- 223. The provision of new schools and the relocation of existing schools provides a clear opportunity to address travel behaviour in the context of a new setting. The Council's approach to this for the new Willows High School site, also incorporating primary school provision, will need to address the following issues:

- The introduction of a large school community onto an existing park will potentially generate significant additional vehicular trips to the site, which could increase traffic pressures on the adjacent highway network. The potential extent of these will be identified when the Transport Assessment is commissioned. These impacts will need to be mitigated through:
 - the design and layout of the school site;
 - the design of the site access and parking arrangements including minimising on-site car parking;
 - the provision of on-site facilities, such as cycle parking;
 - development and improvement of off-site routes and engineering measures to facilitate travel to school by walking and cycling including speed management measures, new crossing facilities and parking restrictions on adjacent streets;
 - the development of an Active Travel Plan and a firm commitment for the new school to implement and sustain it.
 - A new vehicular access to the Tremorfa Park site from Ffordd Pengam would need to be provided to supplement the existing access to the park. This will provide a visible main vehicular access to the school from the highway network.
224. The mitigation measures will be best placed to minimise any vehicular impact on the highway network with quality cycleway network connections across the catchment, linking beyond to the citywide cycleway network and combined with direct and convenient pedestrian routes and comprehensive public transport services.
225. The Transport Assessment work will be progressed once confirmation of the education recommendations is received, and could identify further issues which would need to be addressed.
226. Data from the annual Hands Up survey (2017) for Willows High School, Baden Powell Primary School and St Albans R.C. Primary School gives results obtained from 349 primary school pupils and 386 Willows High School pupils as in Table 2.

Table 2: Modes of travel to school by surveyed pupils in annual Hands Up survey 2017		
Travel mode	Willows High School (386 pupils)	Baden Powell Primary School and St Albans R.C. Primary School (349 pupils)
Walk	56%	52%
Cycle	4%	6%
Skate	2%	2%
Bus	15%	3%
Car	17%	36%

Car share	1%	1%
Park and walk	0	1%

227. The new school site is located slightly further away from the homes of some of the existing pupils which could be approximately an additional half mile, but others will be closer. It is possible some parents may feel a greater inclination to drive their children to school.

Walking, scooting and cycling routes

228. The new school site is located on the site of Tremorfa Park, with the most direct pedestrian access onto the new site approximately 500m from the nearest existing Willows High School access gate. It will therefore be within reasonable walking, scooting or cycling distance for most pupils. Measures to encourage pupils, parents and staff to use active travel to the school will need to be built into the design of the access arrangements for the new school.
229. The site of Tremorfa Park and St Alban's Rugby Club has its main access from Kenyon Road and this entrance would form a main walking and cycling route to the front of the building. The existing access would need to be modified to provide safe routes for walking, scooting and cycling whilst also being available as an emergency and delivery access.
230. The main vehicular access into the school site would be via a new access road from Ffordd Pengam and would also incorporate an access route for walking, scooting and cycling.
231. Other potential routes for pedestrians and cyclists will link from the surrounding areas into the site for good quality, direct and convenient routes to school to encourage walking, cycling and scooting. Accesses to be confirmed are expected to include the existing routes into Tremorfa Park. Walking and cycling access will also be maintained to the proposed Linear Park.
232. The primary and secondary schools will have separate access routes once inside the overall site.
233. The Transport Assessment work will identify and inform proposed measures to support active travel routes. The Council's transport team will work closely with planning and education colleagues to develop the right solutions and support the development of the site travel plan which will incorporate an Active Travel Plan.

Active Travel Plan

234. The Active Travel Plan will be developed in conjunction with the planning, design and delivery of the new school facility and is expected to be made a condition of the planning consent.
235. In developing the Active Travel Plan, officers from the transport, planning and education teams will work together to ensure it is fully tailored to the setting of the school and its future needs. Development of the plan is likely to include the following activities:
- Early engagement with the school's head teachers, governing bodies and ward councillors to identify key issues and potential solutions;
 - Engagement with parents, pupils and staff including help with personalised travel planning;
 - Identification of essential facilities and infrastructure within the school site to support active travel, such as bicycle and scooter stands;
 - Specification of supporting off-site engineering measures to facilitate walking and cycling to the site;
 - Support from the Council's Road Safety Team to deliver active travel-supporting activities including national standards cycle training, Junior Road Safety Officers, Kerbcraft and Streetwise, and working with Welsh Cycling Go Ride team to deliver cycling skills.
236. On-site car parking must not exceed limits included in the Council's adopted parking standards included in the Managing Transport Impacts Supplementary Planning Guidance (2018).

Learner Travel Arrangements

237. There are no plans to change the Council's transport policy for school children.
238. Any pupils affected by the proposals would be offered the same support with transport as is provided throughout Cardiff in line with the same criteria that apply across Cardiff.
239. The Council's transport policy for school children can be viewed on the Council's website www.cardiff.gov.uk/schooltransport.
240. Under the Council's current Home to School Transport Policy pupils attending St Alban's R.C. Primary School and resident in Cardiff wishing to continue attending a Catholic primary school, who are unable to access a Catholic primary school within 2 miles of their home address, would be provided with free home to school transport to the nearest available Catholic primary school.
241. Although there are 179 pupils enrolled at St Alban's (most recent Number on Roll data), it is not known how many children would remain on roll in August 2021 nor is it known how many would opt to travel to an alternative Catholic primary school should St Alban's R.C. Primary School close.

242. The Council would not be liable for the cost of transporting any younger siblings who subsequently attend these other schools, should a place be available at a Catholic school in closer proximity.
243. At present, there are three pupils are provided with home to school transport to St Alban's R.C. Primary School and these children would continue to be provided with free home to school transport to the nearest school of the preferred type of school as there is not a safe home to school walking route available.

Equality Impact Assessment

244. An initial Equality Impact Assessment has been carried out. It concluded that the proposed changes would not negatively affect a particular group in society. Where particular groups are identified as being impacted, mitigating actions have been identified. This assessment will be reviewed after the consultation. Further equality impact assessments would also be carried out if the proposal goes ahead. A Statutory Screening Tool including Equality Impact Assessment is attached as Appendix 6.

RECOMMENDATIONS

The Cabinet is recommended to authorise officers to consult on proposals to:

- Discontinue St Albans R.C. Primary School from 31 August 2021;
- Increase the capacity of Baden Powell Primary School from 420 places (2 Forms of Entry) to 630 places (3 Forms of Entry), and reduce the age range of the school from 3-11 years to 4-11 years, from September 2021;
- Transfer Baden Powell Primary School to Tremorfa Park and replace the existing buildings with new build facilities with capacity to provide 630 places (3 Forms of Entry).
- Transfer Willows High School to Tremorfa Park and replace the existing buildings with new build accommodation, increasing the capacity of the school from 1,121 places (7.4 Forms of Entry) to 1,200 places (8 Forms of Entry)
- To establish post-16 provision for up to 250 pupils within the new buildings;
- Increase the capacity of Tremorfa Nursery School from 112 places to 128 places and expand the range of services provided on site including Flying Start childcare and parenting support, within an Integrated Children's Centre on the existing Tremorfa Nursery School site and the vacated St Albans R.C. Primary School site;

- Upgrade community facilities in the Splott Ward through the replacement of public open space at the former Willows High School site, significantly enhanced community facilities located on the new school site and replacement pitches for shared use with St Albans Rugby Club and the wider local community at Tremorfa Park.
- Note that officers will bring a report on the outcome of the consultation to a future meeting to seek authorisation as to whether to proceed to publish proposals in accordance with section 48 of The School Standards and Organisation (Wales) Act 2013.

SENIOR RESPONSIBLE OFFICER	NICK BATCHELAR Director of Education & Lifelong
	5 July 2019

The following appendices are attached:

- Appendix 1: Cabinet Report, 12 October 2017
- Appendix 2: Cabinet Report, 14 December 2017
- Appendix 3: Correspondence from Director of Schools & Colleges, Archdiocese of Cardiff, 17 April 2017
- Appendix 4: Projected availability of and demand for primary school, secondary school and post 16 places
- Appendix 5: Map of English-medium community primary and secondary school catchment areas
- Appendix 6: Statutory Screening Tool including Equality Impact Assessment

DEVELOPING THE EDUCATION ESTATE IN CARDIFF

EDUCATION, EMPLOYMENT & SKILLS (COUNCILLOR SARAH MERRY)

AGENDA ITEM: 4

DIRECTOR OF EDUCATION AND LIFELONG LEARNING

Reason for this Report

1. To outline the challenges and opportunities facing Cardiff in the development of the education estate and to highlight aspects which require proposals to be brought forward to subsequent Cabinet meetings in the following areas:
 - Cardiff priority schemes for Band B of the 21st Century Schools Programme
 - An approach to the development of provision for learners with additional learning needs (ALN), including the development of new provision and the remodelling of existing provision in Cardiff schools

Context

2. The Council and its partners outlined in 2016 a clear vision for education in the city in Cardiff 2020: a renewed vision for education and learning in Cardiff

“All children and young people in Cardiff attend a great school and develop the knowledge skills and characteristics that lead them to become personally successful, economically productive and actively engaged citizens.”
3. There are five key goals to deliver Cardiff’s aspiration:
 - Excellent outcomes for all learners
 - A high quality workforce
 - 21st Century learning environments
 - A self-improving school system
 - Schools and Cardiff in partnership
4. The Council’s Capital Ambition strategy has made a clear commitment to continuing the investment in, and improvement of, Cardiff schools to

make sure every child has the best possible start in life. The delivery of 21st century learning environments will ensure that there are appropriate, high quality school places for young people which meets the needs of Cardiff's growing and changing population.

5. In recent years there has been significant investment in the development of the education estate in Cardiff, both prior to, and then as part of, the Band A phase of the Welsh Government 21st Century Schools Programme. Cardiff has benefitted greatly from the initial "Band A" investment programme of the 21st Century Schools programme, with circa £164 million to expand the number of both English and Welsh medium places. Band A will deliver two new High Schools: Eastern High in collaboration with Cardiff & Vale College and Cardiff West Community High School as well as six new primary schools.
6. However significant challenges remain as a result of the rapid growth in the school age population, and against a background of many of the existing school buildings requiring significant further investment to bring them up to an acceptable standard.
7. The first part of this report outlines the:
 - Sufficiency needs of the school population;
 - Condition of the school estate;
 - Suitability of the estate to meet the demands of 21st Century Learning;
 - Projected growth in education provision resulting from the Local Development Plan.
8. **Sufficiency** refers to the capacity of the school estate to meet the numbers of young people who require school places.
9. There are four categories used to define the **condition** of school buildings.

These are:

 - A - Performing as intended and operating efficiently;
 - B - Performing as intended but exhibiting minor deterioration;
 - C - Exhibiting major defects and not operating as intended;
 - D - Life expired and risk of imminent failure.
10. The factors that influence **suitability** of use for the delivery of 21st Century learning are:
 - Age of school (c.50% of Cardiff schools built 1945-1976; 25% Victorian schools);
 - Building design;
 - Pedagogy;
 - Best use of facilities.

The report then sets out the challenges facing Cardiff in relation to:

- Cardiff priorities for Band B of the 21st Century Schools Programme
- Funding for the management and maintenance of the existing education estate
- An approach to the development of provision additional learning needs (ALN), including the development of new, and the remodelling of existing, provision in Cardiff schools.

Analysis of Need

Sufficiency Issues in the Mainstream

11. The Council, as the Local Education Authority, has a statutory duty under the Education Act 1996 to ensure that it provides sufficient school places in Cardiff. This requires the Council to ensure that it has local schools for local children and an appropriate balance of school places in primary, secondary, and special sectors and through the mediums of both English and Welsh for the young people of Cardiff.
12. The significant factors that influence the sufficiency of school places in Cardiff include:
 - A rapidly growing population in the city that has seen growth by 1.1% per annum, which is equivalent to around 4,000 individuals for the past 10 years;
 - This has resulted in successive, large reception age cohorts of 4,200 children entering the system and significantly exceeding the intakes in the last 10-year period. The most recent reception intake represents an increase of 28%, with over 800 more children, compared to the 2006 intake of 3,381;
 - The large primary cohorts are now reaching secondary school age and by September 2019, they will exceed the numbers of places available across the city at entry to Year 7;
 - As Cardiff's population has grown, so has the number of children with Additional Learning Needs (ALN). At present, 23.4% of pupils in Cardiff schools have an Additional Learning Need (ALN). There are currently appropriately 1,800 statements of ALN across the authority. There are a range of schools and settings located across Cardiff which meet the educational needs of this cohort of young people. However the demand for places exceeds the number of places available and this trend is set to continue into the future.
 - The Local Development Plan adopted by Cardiff maps the infrastructure required to facilitate and sustain the city's growth up to 2026. This involves the potential building of 41,415 homes over the period of the plan, including sizeable strategic sites in the north and west of the city. There will be up to 5000 homes in each area. This will generate significant increases in the demand for school places across the city over the next 10 years.

Primary Sector Sufficiency

13. 4,339 children entered reception in September 2016. There was a 5% surplus of places at reception and a 6.4% surplus in the other year groups of the mainstream primary sector (ages 4-11). The Council has delivered:
 - 6% surplus in English Medium primary schools (age 4-11);
 - 9% surplus in Welsh Medium primary schools (age 4-11).
14. An analysis of levels of surplus in the primary school sector indicate that a broad balance in the supply of, and demand for, English Medium places may be achieved through changes to catchment areas and/ or other organisational changes. There remain some localised sufficiency issues in Butetown and in Fairwater.
15. In accordance with the Welsh Government Policy aspirations and the Cardiff Council's Welsh in Education Strategic Plan (WESP), some additional investment is necessary to increase Welsh medium places in primary phase.

Secondary Sector Sufficiency

16. The rising primary aged school population will lead to a shortage of English medium secondary school places in 2019.
17. There are currently 134 forms of entry for Year 7 combining Foundation, Faith and Community secondary schools across both English and Welsh language mediums.
18. The most recent secondary school projections suggests that demand for:
 - English-medium places at entry to secondary education (Year 7) will exceed places available by September 2019;
 - English-medium places throughout the whole secondary age range (11-16) will exceed places available by September 2022;
 - Welsh-medium places at entry to secondary education will exceed places available by September 2021.
19. The projections indicate that there will need to be an additional 8 Forms of Entry (equating to 240 pupil places more per year) over and above the existing 114 form of entry city-wide at entry to Year 7 in the English-medium sector, in order to accommodate the existing residential population and known migration patterns. The central areas of the city have the most acute need for additional schools places.

Bilingual Cardiff 2017-202 and Welsh in Education Strategic Plan 2017-2020

20. The Welsh Government's Welsh Language Strategy sets out the vision of a million Welsh speakers across Wales by 2050. Cardiff Council has developed a five-year Bilingual Cardiff strategy to increase the number of Welsh speakers within Cardiff that builds upon the work already undertaken to meet the needs of Welsh speakers, learners and communities across the city.
21. Cardiff Council believes that the education system is a key element in ensuring that children are able to develop their Welsh skills, and for creating new speakers. Cardiff's Welsh in Education Strategic Plan (WESP) supports both strategies. The WESP also contributes to the seven national well-being goals within the Well-being of Future Generations Act. In particular to a prosperous Wales providing high quality education and training to children and young people in the language of their choice and creating a vibrant and thriving Welsh culture.
22. Between 2016/17 and 2021/22, there is a projected increase of total pupils taught through the medium of Welsh in Cardiff to 15.2% making a significant contribution to meeting the targets set in the Council's Bilingual Cardiff Strategy.
23. It is recognised that the continued growth in the Welsh-medium primary sector will necessitate an increase in provision in the Welsh-medium secondary sector, however it is not anticipated that this will be required until after 2022. There is currently a 16% net surplus capacity within the secondary sector due to the 3rd Welsh Medium High School, Ysgol Bro Edern, opening in the 2013/13 academic year. Therefore, adaptation to existing provision can be utilised until after 2024, taking the need for additional Welsh secondary provision outside of the timescales of Band B. For Reception applications in September 2017, there was 12% surplus capacity across 10 Welsh medium primary schools, as Cardiff has invested heavily in primary sufficiency as part of its Band A capital programme.
24. The Council will continue to monitor pupil projections, conduct feasibility studies and undertake planning and development work to ensure that the Council will be in a position to ensure the sufficiency of Welsh medium secondary places when necessary. Additional provision will be required to accommodate the residential population generated by the Local Development Plan (LDP) major housing sites in the North and West of the City.

Sufficiency Issues in the special sector

25. There has been a significant growth in the numbers of young people with Additional Learning Needs (ALN) since 2012. This can be attributed to the general population growth but it is also related to other factors, such

as the improved survival rates for children with complex disabilities and increased incidence/identification of autism spectrum conditions.

26. The need for special school places is projected to grow over the next 5-10 years. Increased need is anticipated in all areas of ALN and particularly in:
- Behaviour emotional and social needs (BESN);
 - Complex learning needs (CLN); The term CLN is used here as a generic term for a range of primary need labels, including severe learning difficulties (SLD), physical and medical needs (PMED), profound and multiple learning disabilities (PMLD).
 - Autism spectrum conditions (ASC).
27. Between 2017 and 2022 an additional 220 places for pupils with autism spectrum conditions and complex learning needs, and approximately 70 additional places for pupils with behaviour emotional and social needs, will be required in order to meet growing demand.
28. The rate of growth over the last 5-10 years has exceeded earlier projections. Over the last two years, the Local Authority special school provision has been unable to meet fully the current need. The additional provision, afforded by the development of Ty Gwyn and the Marion Centre, are now at capacity, with no further scope to extend specialist places within the current accommodation.
29. Cardiff has been obliged to turn to the independent sector in order to comply with statutory duties. In 2017-18, Cardiff will be funding 113 pupils in independent special school places at a total cost of £2.5M. The cost of these places ranges from £28K to £57k per annum, compared to costs for Cardiff special schools of £14k to £25k per annum. The reliance on independent schools is a significant financial challenge for Cardiff.
30. Ty Gwyn Special School expanded and transferred to a new building in 2009. It is now at maximum capacity and provides 170 places for young people who have profound and multiple learning difficulties or autism spectrum conditions.
31. The Marion Centre, on the site of the Bishop of Llandaff School, provides 55 places for young people with autism. There has been successive growth year-on-year and this specialist provision is now at maximum capacity.
32. Over the same period, Cardiff has expanded places in other Specialist Resource Bases (SRBs) located in mainstream schools, particularly for pupils with autism spectrum conditions. Since 2012, 40 additional places have been provided through the development of new SRBs.

Condition & Suitability Issues

33. Cardiff has a very large education estate, with over 127 school properties. Many sites comprise of multiple blocks, constructed during

different decades. A large number of primary, secondary and special schools are in a poor state of repair.

34. Using a detailed and robust methodology, a prioritisation matrix has been developed to classify all properties across the school estate from A to D, with D being the worst category for the following issues:
 - Sufficiency of places available;
 - Condition of the school buildings;
 - Suitability of the environment for teaching.
35. The sufficiency ratings for all schools were prepared using the corporate population database and methodology used for the planning of school places. The condition and suitability rating were prepared independently, using Welsh Government approved methodology.
36. Approximately £17m, or 14%, of maintenance and condition issues of the estate have been addressed through Band A of the 21st Century Schools investment programme. There has been significant investment in the construction of two new high schools in the East and West of the City and suitability works undertaken in primary schools.
37. This nonetheless leaves a significant maintenance backlog of approximately £68M, of which circa £8M is Equality Act 2010 compliance. The Local Authority's current spend on school asset renewal has been circa £3m per annum. This resource is allocated on a priority basis and is predominantly limited to keeping properties safe and watertight.
38. Works to address the compliance issues in a number of secondary schools in 2016-2017 required an additional investment of approximately £5 million. A complete review of electrical compliance issues across the city's entire education stock resulted in additional compliance works, estimated to have cost approximately £350K.
39. Electrical works completed in response to condition surveys have resulted in a much reduced asset management budget for the medium term. Resources have been brought forward from future years to address the immediate problems and during the summer vacation in 2017 further asset management works have been completed.
40. The electrical compliance works, and the significant backlog in condition and suitability works, require the Council to explore ways of securing significant additional investment in the education estate. This investment is required to ensure that its ageing educational properties remain safe and are fit-for-purpose into the future.
41. In order to understand fully the current condition and suitability of the school estate, Project Management Consultants were engaged in 2017 to update the 2010 conditions surveys. The focus of the 2017 analysis was the top 15% of the school estate in the worst condition, or properties with significant suitability issues. It is intended that the entirety of the

education estate is resurveyed by the end of the year. Table 1 shows the proportion of schools classified as C and D.

Table 1: C and D Condition Properties

C Condition Property	D Condition Property
42% Primary Sector (41 schools) 56% Secondary Sector (10 schools) 88% Special Sector (6 schools)	16% of Secondary Sector (3 schools)

42. There are now three High Schools in Cardiff that are classed as “D”, which means that they are at the end of life in terms of their condition. These are Cantonian High, Willows High and Fitzalan High.
43. A large proportion of primary, secondary and special schools are classified as “C” condition, which means that they are exhibiting major deterioration. This represents 46% of the overall estate. There are two schools, which are in the sub-classification of “C-“. This means that the buildings are nearing their end of life and will require urgent attention in the very near future. These are the Court Special School and Riverbank Special School.

Suitability

44. In a number of Cardiff schools, teaching is inhibited by the suitability of both internal and external accommodation. Factors such as the flexibility of the space, its size and shape, levels of light, accessibility, ventilation and acoustics are restricting the access of young people to a broad and balanced curriculum.
45. From the suitability surveys, it was found that the majority of secondary and primary schools surveyed were classed a “C”. This means that their environments are poor, inhibit 21st Century teaching and learning and have an adverse impact on the school organisation.
46. Four schools in the special sector are classified as “D” for suitability (Table 2). These properties have poor environments, with the buildings seriously inhibiting the schools’ ability to deliver the curriculum.

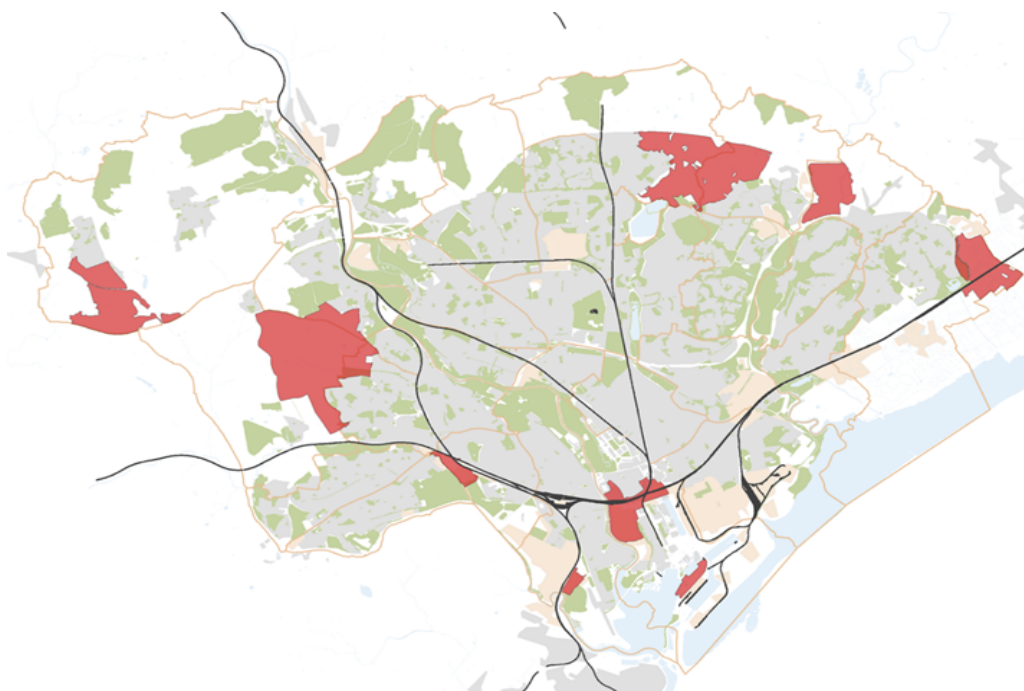
Table 2: D Suitability Properties

D Suitability Property	ALN Category
The Court Special School	BESD (4-11)
Greenhill Special School	BESD (11-16)
Riverbank Special School	CLN (4-11)
Woodlands Special School	CLN (11-19)

Local Development Plan & Major Housing Sites

47. The current northeast housing site is expected to generate demand for a 8-form entry high school, with the same demand situation projected in the west of the city. Current indications are that these will not be required until 2022/23 onwards. However, some temporary measures may be required to accommodate demand from the early phases of housing.
48. Determining the type of educational provision and the time-frame for delivery will be a significant aspect of the planning of educational places in the new housing sites. There will also be special school provision included in these new areas. The proportion of education provision in each medium and denomination will vary according to demand within particular communities at the time of the building development. The nature of the demand will be monitored throughout the build periods to ensure that there is a sufficiency of places in all mediums and school categories across the city.
49. The provision of new schools serving newly established communities, in the Local Development Plan major housing sites in the North East and North West provides Cardiff with the opportunity to provide new Welsh-medium provision. It may also provide opportunities to re-organise existing English-medium and Welsh-medium provision, where appropriate, in adjacent communities to deliver the aims of Cardiff's Welsh in Education Strategic Plan (WESP), Bilingual Cardiff Strategy and the Welsh Government Welsh Language strategy.

Map 2: Local Development Plan, Housing Areas



Action required to address the needs in the education estate in Cardiff

50. The city has already responded to the statutory duties to provide a sufficiency of school places through the delivery of the Band A 21st Century Schools and Education Programme and through other investment as outlined earlier in this report. However it is clear that the growth of the pupil population, the age and condition of much of the existing education estate and the marked growth in the need for further special additional learning needs provision, require action to be taken both within the timespan of Band B, 2019-2014 and prior to it.

21st Century Schools Programme

51. The 21st Century Schools and Education Programme is a collaboration between the Welsh Government (WG), the Welsh Local Government Association (WLGA) and Local Authorities. It is a major, long-term and strategic, capital investment programme with the aim of creating a generation of 21st century schools in Wales. The programme focuses resources on the right schools in the right places, from early years through to Post-16. Band B of the programme runs for 2019-2024. Councils have been invited by Welsh Government to outline their priorities in the allocation of this funding, which in Band B draws on two funding models.
52. The Band A programme for 21st Century Schools was predicated on a 50:50 funding split with each local authority. The funding provided by Welsh Government took the form of either capital grant funding passed directly to each local authority or revenue funding provided to each local authority to fund the capital financing costs associated with prudential borrowing undertaken in respect of the Welsh Government's 50% share. The Council's 50% share was funded through a combination of capital receipts, released as a result of certain schemes undertaken, Section 106 funding and prudential borrowing. The prudential borrowing undertaken was funded through the SOP Revenue Reserve, set up to manage the revenue expenditure associated with Band A, which was itself funded from revenue release savings from the School Delegated Budget.
53. Welsh Government's approach to Band B is slightly different, in that an additional option has been made available to local authorities. Whilst the traditional capital grant funding model, predicated on a 50:50 cost sharing arrangement, continues to be available, the WG introduced the Mutual Investment Model (MIM) as an alternative option. The MIM is a revenue funded option and is based on a 75:25 cost sharing arrangement in the favour of local authorities. The basic premise of the model is that any new schools created would be initially funded by the private sector through Special Purpose Vehicles, in which Welsh Government would be represented, and local authorities would then lease the assets created over a period of 25 years. As such, local authorities would pay an annual lease payment for use of the new school facilities, rather than incurring the upfront capital costs associated with

constructing and then owning the facilities. Welsh Government's proposal would be to provide revenue funding towards 75% of the annual lease payments for the 25 year period. At the end of the 25 year period, the assets would transfer over to the respective local authorities.

54. Cardiff Council's proposed vision for its Band B 21st Century School Strategy is to deliver:

"Inspiring, sustainable, community-focused schools in which children and young people can achieve their potential"

55. This vision can be realised through the achievement of four Key Educational Aims that directly link to the Welsh Government's National Programme Objectives.

Aim 1: To provide a sufficiency of school places across the city that are in the right place and are at the right size to enable the delivery of excellent education provision.

Aim 2: To provide high quality educational facilities that will meet the diverse requirements of the 21st Century.

Aim 3: To optimise the use of education infrastructure for the benefit of the wider community across Cardiff.

Aim 4: To ensure that Cardiff achieves best value from its resources to improve the efficiency and cost effectiveness of the education estate.

56. A Stakeholder Reference group was formed in March 2017 to secure views of stakeholders on the priorities for Cardiff's school organisation programme for 2019-2024, including the Band B submission. Chaired by Chris Taylor, Professor of Education at the Wales institute of Social and Economic Research, the group had a wide range of headteacher and some governor representation from the primary, secondary and special schools and early years' representatives. The purpose of the group was to:

- Review the population projections for the city;
- Comment on the Local Development Plan (LDP) Education Strategy;
- Review the methodology for the Band B 21st Century Schools Programme.

57. The Stakeholders Reference Group met on six different occasions between March and June 2017. The group covered the funding context, population projections, the LDP, condition and suitability, the theory and design underpinning 21st Century Schools, Additional Learning Needs, Sixth Form provision, the influences of, and upon, parental preference and explored principles for prioritization of schemes. The outcome of the work of this group was disseminated to all headteachers at the citywide meeting in July 2017.

58. The Stakeholders' Reference Group proposed some guiding principles to inform the priorities for Band B in Cardiff. These are:

- Every school should be secure, safe and be fit for purpose for 21st Century learning;
 - Meeting the needs of learners should determine priorities;
 - Proposals should ensure/maximise equality of opportunity and accessibility (and conversely not worsen equality of opportunity).
59. The sufficiency, suitability and condition issues in Cardiff outlined in the first part of this report are the basis for the request for funding from Cardiff to Welsh Government under the Band B programme. Funding is required to enable the Council to:-
- Remove “D” condition, end of life, school properties;
 - Address the 8 form of entry sufficiency issue in the English medium secondary sector in the central area of the City;
 - Address the sufficiency, condition and suitability issues in the Special Sector, in both primary & secondary settings;
 - Address local sufficiency issues in Welsh medium primary schools in the East & West of the City;
 - Address local sufficiency issues in English medium primary schools in Cardiff Bay & West of the City.
60. The Band B phase of the 21st Century Schools Programme will commence in April 2019 and is scheduled to run until 2024.
61. The outline programme will address a significant proportion of the asset maintenance backlog within the school estate. It is not possible, however, to address all issues within Band B and other options will be considered for those schools not within the outline of this programme.
62. The funding required by the Council to match fund the 21st Century Schools will depend on clarification of the amount of funding available from Welsh Government and of the most viable funding model. It is anticipated that indicative allocations of funding will be announced in late October or early November 2017. Following this notification, proposals for specific schemes would be developed and would be outlined in a subsequent paper to Cabinet for decision.
63. Any specific project to increase the size of a school establishment, or change its location will require statutory consultation and Cabinet determination. The statutory consultation would set out the detailed proposals and proposed location for each scheme. It would also indicate whether there were any proposed co-locations with other educational establishments. It is important that these are considered in full, alongside any collaborative opportunities, in order to optimise the economies and educational benefits that can be delivered from the projects.

Asset Management

64. The Band B submission for 21st Century funding will only address some of the condition and suitability issues. The 46% of the overall school estate in a “C” condition, which is exhibiting major deterioration, will need attention in the near future.

65. The need to increase funding within the capital programme for school asset renewal will be progressed as part of the Council's future capital programme.
66. Schools comprise a very significant proportion of the Council's overall estate. Strengthened alignment between the management of school buildings and of the wider Council estate will be delivered through a refreshed approach to the exercise of the Council's responsibilities as "landlord" across all aspects of the estate, with, in particular, an enhanced focus on ensuring health and safety compliance.
67. Whilst Band B will significantly reduce the asset maintenance backlog, a limited number of schools will experience the benefit of the Welsh Government and Cardiff Council investment. As a result, a large number of schools will continue to experience issues in respect of the condition of their building. The pressure upon the annual asset renewal budget, approved as part of the Council's annual capital programme, will continue to be high.
68. In the Council's Budget Strategy Report, approved by Cabinet at the meeting of 27 July 2017, the approach to the capital programme was outlined for the next financial year. The need to address funding within the capital programme for school asset renewal will be progressed as part of the Council's process for developing the next iteration of the capital programme, and in light of funding allocation announcements from Welsh Government in relation to Band B. Proposals will be included in the February 2018 Budget report.

Developing provision to meet Additional Learning Needs

69. In order to address some of the immediate pressures related to the shortfall in the sufficiency of special school places, there is a need to implement short-term, interim measures in addition to planning for longer term expansion of provision.
70. With regard to the needs of children and young people with behavioural emotional and social needs (BESN), the Council has taken steps to provide additional 'revolving door' places for primary pupils, expand the Pupil Referral Unit (PRU) and secure alternative curriculum provision for secondary pupils from September 2017. A further 50 new places are likely to be needed between 2018 and 2022.
71. In the short-term, additional places could be provided by developing 6-8 additional Specialist Resource Bases (SRBs) across the city. The current geographical distribution of Specialist Resource Bases (SRBs) is unbalanced, with for example one area of the city hosting eight SRBs in six schools and no SRB provision in other areas. As far as possible, the Council will seek to open new Special Resource Bases (SRBs) in areas where there are gaps in provision in order to:
 - Reduce the need for Additional Learning Need (ALN) transport;

- Ensure a more balanced distribution of ALN expertise across the City.
72. There is therefore a need for proposals to be brought forward to Cabinet outlining options available as to how the above developments could be secured.

Reason for Recommendations

73. To inform Cabinet of the challenges and opportunities facing Cardiff in the development of the education estate and to highlight aspects which require proposals to be brought forward to subsequent Cabinet meetings.

Financial Implications

74. This report outlines a range of challenges in respect of the school estate, including the need to reduce the asset maintenance backlog, increase the amount of provision for pupils with additional learning needs and invest in the Council's school estate as part of the Welsh Government's 21st Century Schools Band B Programme. There are no direct financial implications arising from this report, however the future reports outlined as part of the recommendations will have significant financial implications. These implications will be considered and addressed as part of those reports and reflected in the Council's annual budget report, where appropriate.

Legal Implications

75. As stated within the report, the Council has a specific obligation under section 13 of the Education Act 1996 to secure efficient primary and secondary education to meet the needs of the population of the area, in order to do so the Council has to maintain the schools in its area. The Council also has legal obligations as owner of educational premises and contractual employer of staff, as well as a duty of care to ensure the wellbeing of pupils who attend maintained schools within Cardiff. In accordance with the Welsh language Standards the Council also has to consider the impact on the Welsh Language of any policy decisions and the Council must consider the Wellbeing of Future Generations (Wales) Act 2015.
76. Under section 88 and schedule 10 of the Equality Act the Council has to prepare and implement accessibility strategies and plans to increase disabled pupils' access to the curriculum and improve the physical environment and the provision of information. The Council also has to satisfy its public sector duties under the Equality Act 2010 (including specific Welsh public sector duties). Pursuant to these legal duties, Councils must in making decisions have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. The Protected characteristics are:
- Age
 - Gender reassignment

- Sex
- Race – including ethnic or national origin, colour or nationality
- Disability
- Pregnancy and maternity
- Marriage and civil partnership
- Sexual orientation
- Religion or belief – including lack of belief

77. As the proposals are developed and future reports are presented, the Council will have to consider all of the legal issues and where relevant statutory consultation processes will be followed and appropriate consultation undertaken.

HR Implications

78. There are no specific HR implications arising from this report. As proposals for improvements across the Education estate are progressed each will be assessed for HR implications.

RECOMMENDATIONS:

The Cabinet is recommended to note the matters outlined in this report and to receive for subsequent decision further Cabinet reports in the following areas:

- Proposed schemes for Cardiff under the Band B phase of the C21 schools programme in light of budget allocations from Welsh Government
- Proposals for the adaptation and enhancement of Additional Learning Needs provision in Cardiff.

NICK BATCHELAR

Director of Education & Lifelong Learning
6 October 2017

This page is intentionally left blank

CABINET MEETING: 14 DECEMBER 2017

**21ST CENTURY SCHOOLS CARDIFF COUNCIL'S BAND B
PRIORITIES**

**REPORT OF DIRECTOR OF EDUCATION AND LIFELONG
LEARNING**

AGENDA ITEM: 4

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

Reason for this Report

1. To seek Cabinet approval for the priority schemes to be undertaken as part of Cardiff's Band B 21st Century Schools Programme.
2. To note the approval in principle by Welsh Government of the Strategic Outline Case submitted by Cardiff Council for Band B of the 21st Century Schools Programme and to authorise discussion with the Welsh Government to secure business case approval for individual schemes.

Background

3. At its meeting on the 12th of October 2017, the Cabinet received a report which outlined the challenges and opportunities facing Cardiff in the development of the education estate. This included:-
 - Sufficiency needs resulting from population growth.
 - Condition of the current school estate;
 - Suitability of the current estate to meet the demands of 21st century learning.
4. That report set out the Council's proposed vision for its Band B 21st Century School Strategy in that it was to deliver:

"Inspiring, sustainable, community-focused schools in which children and young people can achieve their potential"

5. This vision was to be realised through the achievement of four key educational aims that directly link to the Welsh Government's national programme objectives:-
- Aim 1: To provide a sufficiency of school places across the city that are in the right place and are at the right size to enable the delivery of excellent education provision.
 - Aim 2: To provide high quality educational facilities that will meet the diverse requirements of the 21st Century.
 - Aim 3: To optimise the use of education infrastructure for the benefit of the wider community across Cardiff.
 - Aim 4: To ensure that Cardiff achieves best value from its resources to improve the efficiency and cost effectiveness of the education estate.
6. The report outlined the sufficiency, suitability and condition issues in Cardiff which provide the basis of the funding request from Cardiff to Welsh Government under the Band B programme. The Band B phase of the 21st Century Schools Programme will commence in April 2019 and is scheduled to run until 2024.
7. Funding was therefore required to enable the Council to address the following priorities:-
- Remove all "D" condition, end of life, school properties;
 - Address the eight form of entry sufficiency issue in the English medium secondary sector in the central area of the city;
 - Address the sufficiency, condition and suitability issues in the special sector, in both primary & secondary settings;
 - Address local sufficiency issues in welsh medium primary schools in the east and west of the city;
 - Address local sufficiency issues in english medium primary schools in Cardiff Bay and west of the city.
8. It was agreed at this meeting that the proposed schemes for Cardiff under the Band B phase of the 21st Century School Programme would be the subject of a Cabinet report, once the budget allocation from Welsh Government was known.
9. The Cabinet Secretary for Education, Kirsty Williams, announced on 10 November 2017 that £2.3bn had been earmarked to modernise education infrastructure in Wales. The announcement confirmed that Welsh Government is committed to supporting projects submitted in the Outline Strategic Business Cases by local authorities and further education institutions, subject to the approval of business cases for specific schemes.
10. The value of the programme submitted by Cardiff Council was £284 million, of which half would be funded by Welsh Government, and half by the Council. Welsh Government have subsequently confirmed approval in principle of the programme envelope for this sum, subject to the

approval of individual project business cases. This report outlines the proposed schemes in Cardiff under this programme.

Proposed Band B Schemes

11. The Band B submission for 21st Century funding can only seek to address the most acute sufficiency and condition issues in Cardiff. Using a detailed and robust methodology that was directly aligned to Welsh Government's Strategic Objectives for its 21st Century School Programme, a prioritisation matrix was developed to identify those schools in the most need of investment. All properties across the school estate were given a rating from A to D for the following issues, with D being the worst category:
 - Sufficiency of places available;
 - Condition of the school buildings;
 - Suitability of the environment for teaching.
12. The sufficiency ratings for all schools were prepared using the corporate population database and projection methodology used for the planning of school places. The condition and suitability rating were prepared independently, using Welsh Government approved methodology via independent specialist.
13. Welsh Government is committed to removing all "D" condition schools from Wales. Any schools that are classified as "D" category for condition should be automatically prioritised for investment under Band B.
14. Any project to increase the size of a school establishment, change its configuration or location will require statutory consultation and Cabinet determination. The statutory consultation would set out the detailed proposals and proposed location for each scheme. It would also indicate whether there were any proposed co-locations with other educational establishments. It is important that these are considered in full, alongside any collaborative opportunities, in order to optimise the economies and educational benefits that can be delivered from the projects. It is anticipated that any statutory consultation on the matters in this report this would commence during the spring of 2018.
15. 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.

Secondary schools - proposed Band B schemes

16. To address the eight form of entry sufficiency issue that is forecast in the central area of the city from 2019, schemes affecting five English medium schools are proposed. Three of these secondary schools are also

catergorised as being in “D” Condition, ie. at the limit of planned lifespan. The schemes are as follows:

Cantonian High School

17. It is proposed that Cantonian High School is rebuilt and expanded to provide a new 11-18 high school, with eight forms of entry (8FE). This is a two form of entry expansion, or 60 places per year (+2FE). This will address “D” condition categorisation and address the “D” rated sufficiency issues within the local catchment. It includes an expansion of post 16 by 55 places to 150 places.

Fitzalan High School

18. It is proposed that Fitzalan High School is rebuilt as a new 11-18 high school, with ten forms of entry (10FE). This will address the “D” condition categorisation and “D” categorised sufficiency issues in the local area.

Willows High School

19. It is proposed that Willows High School is rebuilt and expanded to provide a new 11-16 high school, with eight forms of entry (8FE). This is a two form of entry expansion, or 60 places per year (+2FE). This will address “D” condition categorisation and address the “D” rated sufficiency issues within the local catchment.

Cathays High School

20. It is proposed that Cathays High School is rebuilt and expanded to provide a new 11-18 high school, with eight forms of entry (8FE). This is a two form of entry expansion, or 60 places per year (+2FE). This will address “C” condition categorisation and address the “D” rated sufficiency issues within the local catchment.

Cardiff High School

21. It is proposed that Cardiff High School is expanded and remodelled to provide an 11-18 high school, with ten forms of entry (10FE). This is a two form of entry expansion, or 60 places per year (+2FE). It will address a “D” category sufficiency issue and remodelling and refurbishment works will address the “C” condition rating.

Special Schools - proposed Band B schemes

22. Four special schools have been ‘D’ rated for suitability and are in need of replacement:
 - Riverbank School, for children aged 4-11 with severe and complex learning disabilities
 - Woodlands School, for pupils aged 11-19 with severe and complex learning disabilities

- The Court School for children aged 4-11 with emotional health and wellbeing needs also commonly referred to as 'behavior emotional and social needs.
 - Greenhill School for pupils aged 11-16 with emotional health and wellbeing needs.
23. However, the sufficiency issues in relation to additional learning needs (ALN) are not limited to the areas of need currently served by these four schools. Cardiff is anticipating a significant increase in the need for special school places for children and young people with:
- profound and multiple learning disabilities
 - autism spectrum conditions
 - severe and complex learning disabilities
 - emotional health and wellbeing needs
24. Sufficiency issues are also not limited to the populations currently served by the special schools. Cardiff lacks:
- suitable provision for secondary aged girls with emotional health and wellbeing needs
 - suitable provision for post-16 pupils with emotional health and wellbeing needs, who are not yet ready for transition to college or employment
25. The Council recognises that special schools are more than providers of education: at their best, they provide a locus for multi-agency assessment, planning and support. The multidisciplinary potential of special schools is of increasing importance in light of the Social Services and Wellbeing Act (date) and the Additional Learning Needs and Education and Tribunal Bill, both of which set out statutory responsibilities for agencies to follow a person-centred approach, with the child and their family at the heart of the process, and to implement a single unified plan to promote positive outcomes in relation to health, social care and education.
26. Special schools also play an important role in providing support, information and training for families and for mainstream schools.
27. Band B special sector schemes will therefore be required to deliver on several interconnected goals:
- to replace the 'D' rated accommodation at the four schools named in paragraph 22;
 - to increase capacity across the four areas of need identified in paragraph 23;
 - to address the gaps in provision identified in paragraph 24;
 - 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.

28. The four capital schemes described below will provide a number of different options for re-shaping special school provision in Cardiff in line with these goals. They should not be regarded as 'rebuild and replace' projects, affecting only the four named schools, but as opportunities to review the pattern of provision across the seven special schools in Cardiff.
29. The Council will therefore work with our stakeholders including schools, health, and social services, to shape and appraise the options for reshaping special school provision in Cardiff.

Primary special school: complex learning disabilities and autism spectrum conditions

30. It is proposed to build a new 140 place primary special school, for children with severe and complex learning disabilities and children with autism spectrum conditions.
31. This project will enable the council to address the unsuitable accommodation currently used by Riverbank School, and to address sufficiency issues in relation to severe and complex leaning needs and autism spectrum conditions at primary phase.
32. In shaping options for this project, the implications for the respective roles and remit of Ty Gwyn, Riverbank and The Hollies Schools, and for health services that work with the schools, will need to be considered.

Secondary special school: complex learning disabilities and autism spectrum conditions

33. It is proposed to build a new 240 place secondary special school for pupils with severe and complex learning disabilities and pupils with autism spectrum conditions.
34. This project will enable the council to address the unsuitable accommodation currently used by Woodlands School, and to address sufficiency issues in relation to severe and complex leaning needs and autism spectrum conditions at secondary phase.
35. In shaping options for this project, the implications for the respective roles and remit of Ty Gwyn, Woodlands, the Marion Centre and for health services that work with the schools, will need to be considered.

Primary special schools: emotional health and wellbeing needs

36. It is proposed to build a new primary special school, for children with emotional health and wellbeing needs.
37. This project will enable the council to address the unsuitable accommodation currently used by The Court School, and to address sufficiency issues in relation to emotional health and wellbeing needs at primary phase.

38. The planned place number for this project is 48, but it is yet to be determined whether all of these places should be on a single discrete, special school site, or whether some classes should be based on mainstream school sites, operating as special school 'outreach classes', to enhance the opportunities for children with emotional health and wellbeing needs to maintain links with mainstream education, and to make a successful reintegration if appropriate.

Secondary special school: emotional health and wellbeing needs

39. It is proposed to build a new secondary special school, for pupils with emotional health and wellbeing needs. This project will enable the council to address the unsuitable accommodation currently used by Greenhill School, and to address sufficiency issues in relation to emotional health and wellbeing needs at secondary phase.
40. The planned place number for this project is 112, but these places will be provided on 2 separate sites to ensure the number of vulnerable young people educated on one site does not exceed 56. The project will address the need for designated provision for girls, and for young people post-16 who are not yet ready to transfer to college or employment.
41. The Council will continue to develop collaboration between education and social services, and with Cardiff and the Vale University Health Board, to develop a more holistic approach to therapeutic support for vulnerable learners and their families.

Primary Schools - proposed Band B schemes

42. Four primary schemes that have been prioritised for investment within Band B. These include two English medium and two Welsh medium schools. This will address localised sufficiency issues that will present within the catchment areas within the timescale of the Band B investment. These four primary schools are:

St Mary the Virgin Primary School

43. It is proposed that St Mary the Virgin Primary School is replaced with a new school and its capacity increased by 30 places per year to a two form of entry school (2FE). This will address projected English-medium sufficiency issues in Grangetown/Butetown area, along with addressing additional pupil yield generated from a number of new housing developments that have gained approval. This scheme was deferred from the Band A Investment programme.

Fairwater Primary School

44. It is proposed that Fairwater Primary School is enlarged and its capacity increased by 30 places per year to establish a two form of entry school (2FE). This will address projected English-medium sufficiency issues in its catchment area, along with addressing additional pupil yield

generated from a number of new housing developments that have gained approval.

Ysgol Pen y Pil

45. It is proposed that Ysgol Pen y Pil is enlarged and its capacity increased by 30 places per year to a two form of entry school (2FE). This will address projected shortfall in Welsh-medium primary school places in the east of Cardiff.

Ysgol Gymraeg Nant Caerau

46. It is proposed that Ysgol Gymraeg Nant Caerau is enlarged and its capacity increased by 30 places per year to a two form of entry school (2FE). This will address projected shortfall in Welsh-medium primary school places in the south west of Cardiff.

Maximising investment for community benefit

47. Educational assets are a vital investment into the heart of a community. Significant investment in school should actively contribute a wide variety of benefits to the local area.
48. To date, the Council has ensured that all its new facilities are accessible to the local community. New facilities are designed in such a way to allow extended use of all the facilities, whether internal such as main hall, dance or recording studios or external facilities such as MUGA's and 3G sports pitches.
49. The Council seeks to maximise community benefits wherever possible, including benefits for children and young people, through its procurement practices. The Council has explicitly identified this as one aspect of its programme to promote children's rights, as a participating member of the UNICEF Child Rights Partner Programme. This commitment will be reflected in any tender documentation, on a project-by-project basis.
50. In line with Welsh Government guidelines on Community Benefits, the Council will strive to meet the benchmark targets through the delivery of Band B 21st Century Schools programme. These will build stronger communities and in turn develop the local economy to reduce social exclusion and poverty in deprived areas.
51. Delivery of Community Benefits is overseen by a Community Benefits Board, which was established in January 2017. The role of the Board is to co-ordinate the social value agenda across Cardiff Council and maximise the community benefits delivered. The Board includes senior managers from across the Council and meets on a quarterly basis.

Indicative Cost of Programme and Funding Options

52. The indicative cost of the Council's outline Band B programme is £284 million, based on standardised construction cost rates as provided by

Welsh Government. This total cost represents the full “rolled-up” cost of all schemes within the preferred programme. External cost consultants have confirmed that delivering the programme should be possible within the overall envelope identified. As schemes progress, it is felt that it will be possible to identify further efficiencies and various cost-saving measures to ensure that the overall cost envelope is not exceeded.

53. The Welsh Government’s funding model requires the Council to match fund 50% of the total capital cost, with the Welsh Government contributing the other 50% in the form of capital grant. Therefore, the Council will be required to identify capital funding totalling £142 million. In line with the approach taken to Band A, this funding will predominantly take the form of external prudential borrowing and any available capital receipts. External borrowing will give rise to revenue expenditure in the form of capital financing costs and, therefore, the Council will be required to identify revenue funding sources to meet those costs.
54. In addition to the traditional funding model that Band A was predicated on, the Welsh Government made an additional option available to local authorities as part of Band B, known as the Mutual Investment Model (MIM). MIM is a revenue funded option and is based on a 75:25 cost sharing arrangement in the favour of local authorities. The basic premise of the model is that any new schools created would be funded through the private sector through Special Purpose Vehicles, in which Welsh Government would be represented, and local authorities would lease the assets created over a period of 25 years. As such, local authorities would pay an annual lease payment for use of the new school facilities, rather than incurring the up front capital costs associated with constructing and then owning the facilities. The Welsh Government’s proposal would be to provide revenue funding towards 75% of the annual lease payments for the 25 year period. At the end of the 25-year period, the assets would transfer over to the respective local authorities.
55. The Council reviewed the options available, particularly the MIM option, using example information provided by Welsh Government. In doing so, the Council decided to express an interest in the traditional capital funding model only, when submitting its Strategic Outline Business Case. This followed consideration of the overall cost of MIM, the Welsh Government’s proposed contribution rate and the overall level of risk exposure. As such, the intention is that the £284 million programme, if fully approved, will be funded on the traditional capital grant model basis. The final confirmation of funding anticipated from Welsh Government is expected to be on the basis of the traditional model.

Local Member Consultation

56. Any proposals to increase the size of an educational establishment, change its configuration or its location would require statutory consultation. Such consultation would include local members, and would follow publication of detailed proposals and proposed locations.

Reason for Recommendations

57. To approve the schemes that have been prioritised for investment under the Band B phase of the 21st Century School programme/

Financial Implications

58. The recommendations to this report do not themselves commit the Council to any capital expenditure commitments and, therefore, there are no capital financial implications directly arising from this report. However, the report outlines a potential capital programme totalling £284 million, the financial implications of which will be significant. External borrowing totalling a maximum of £142 million would result in significant annual revenue capital financing costs and funding sources would need to be identified in order to meet the expenditure commitments resulting. The significance of these commitments necessitate the need for consideration as part of the wider Council budget process and, therefore, the preferred funding solution will form part of the annual budget report presented to Cabinet and Council in February 2018.
59. In addition to the capital, and consequent revenue, funding implications arising from the Band B programme, revenue expenditure in relation to programme management, school transition and business case development will also arise. These costs will also form part of the funding considerations made as part of the Council's annual budget process. However, Recommendation 2 to this report, which highlights the need to progress initial business case development, may result in the need to incur revenue costs in the form of external advice prior to February 2018. It is anticipated that it will be possible to fund these costs from within the current SOP Revenue Reserve, set aside for revenue costs arising from the current 21st Century Schools Band A programme and other school organisation projects.

Legal Implications

60. Under the Education Act 1996, the Council has a general statutory obligation to promote high standards of education and to consider parental preference which includes preference for Welsh medium education. The Council also has obligations under the School Standards and Framework Act 1998 and School Funding Regulations 2010 to provide capital funding for maintained schools.
61. Section 84 and 85 of the School Standards and Organisation (Wales) Act 2013 and the Welsh in Education Strategic Plans and Assessing Demand for Welsh Medium Education (Wales) Regulations 2013, set out the statutory obligations for all local authorities to prepare, submit, publish and revise Welsh in Education Strategic Plans (WESPs).
62. The Council also has to satisfy its public sector duties under the Equality Act 2010 (including specific Welsh public sector duties). Pursuant to these legal duties, Councils must in making decisions have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of

opportunity and (3) foster good relations on the basis of protected characteristics. The Protected characteristics are:

- Age
- Gender reassignment
- Sex
- Race – including ethnic or national origin, colour or nationality
- Disability
- Pregnancy and maternity
- Marriage and civil partnership
- Sexual orientation
- Religion or belief – including lack of belief

63. The Council also has to consider its obligation under section 88 and schedule 10 of the Equality Act 2010 to prepare and implement an accessibility strategy. The strategy should increase disabled pupils' access to the curriculum and improve the physical environment and the provision of information.
64. The report identifies that the Equality Impact Assessment has been completed. 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 Council has to be mindful of the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards when making any policy decisions and consider the impact upon the Welsh language, the report and Equality Impact Assessment deals with all these obligations.

HR Implications

65. HR People Services will work with the Governing Body of all schools within Band B on any HR matters arising from the expansion of individual schools. In line with the SOP HR Framework, the Headteacher and the Governing Body of the schools concerned will be encouraged in to undertake a review of their staffing structure and assess the workforce requirements required for the increase in pupil numbers. This will have to be balanced against the forecasted school budget. However, it is likely that the permanent expansion schools within Band B will result in the creation of new posts in each of the schools concerned.
66. HR People Services will also provide support for the additional recruitment. This will take into account the School Redeployment and Redundancy Policy and Procedure whereby new posts may provide opportunities for any school based staff on the school redeployment register at that particular time.

Equality Impact Assessment

67. An Equality Impact Assessment for the 21st Century Schools Band B Programme has been carried out. The assessment concluded that the programme would not adversely affect a particular group in society. Any proposals brought forward following this report would be subject to

further equality impact assessments including an assessment on any changes to accommodation. (Details of the Equality Impact Assessment can be seen at Appendix 1).

Sustainability Assessment

68. A Strategic Environmental Assessment (SEA) of the proposal has been carried out in accordance with European Legislation. The assessment confirms that the proposal is compatible with the Council's 'What Matters' strategy which seeks to deliver 7 strategic outcomes. Any proposals brought forward following this report would be subject to an environmental assessment which would be carried out as part of the planning application process. (Details of the Sustainability Assessment can be seen at Appendix 2).

Transport Matters

69. High level transportation issues have been reviewed for the sites in question to ensure that consideration is given to the ability of the potential locations to support Active Travel, in terms of pedestrian and cycle access to the sites.
70. All new developments will require a Transport Assessment to be undertaken, this will determine whether any changes are deemed necessary to the immediate highway network to enable pupils and staff to access the schools using Active Travel modes. All schools within Cardiff are also encouraged to develop robust Travel Plans which will help them address issues relating to how their staff and pupils travel to school, with the emphasis on encouraging and promoting Active Travel such as walking and cycling.
71. Any highway improvement works identified from the Transport Assessments will have to be funded and delivered as part of the 21st Century Schools Programme.

Community Impact

72. The Welsh Assembly Government School Organisation Code 2013 requires local authorities to conduct a Community Impact Assessment and a Welsh Language Impact Assessment when proposing changes to school organisation.
73. The following are taken into account when developing proposals
- Public Open Place/parkland
 - Noise and traffic congestion
 - School designation
 - School links to the local community
 - Impact on parents and families
 - Travelling implications for pupils/families
 - Impact on community activities, impact on community facilities

74. Any proposals brought forward following this report which would be subject to public consultation would include a full assessment of any community impact.

RECOMMENDATIONS:

The Cabinet is recommended to:

1. Approve the prioritised schemes under Band B of the 21st Century Schools Programme.
2. note the approval in principle of Cardiff Council's Band B Strategic Outline Case by Welsh Government and to authorise the Director of Education and Lifelong Learning to secure Welsh Government approval in principle for the schemes within the programme.
3. note that 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.

NICK BATCHELAR

Director of Education & Lifelong Learning

8 December 2017

The following Appendices are attached

Appendix 1 - Equality Impact Assessment

Appendix 2 - Sustainability Assessment

This page is intentionally left blank

10990 191419.

ARCHDIOCESE OF CARDIFF

COMMISSION FOR SCHOOLS AND COLLEGES

ARCHBISHOP'S HOUSE
41/43 Cathedral Road Cardiff, CF11 9HD
E-mail Address: schools@rcadc.org

Tel: (029) 2023 3838

Fax: (029) 2037 9036

17th April 2019

Nick Batchelar
Director of Education & Lifelong Learning
Cardiff Council
County Hall
Cardiff
CF10 4UW

Dear Nick,

Thank you for your letter of 21st March concerning St. Alban's Catholic Primary School.

As you are aware from a number of discussions with you and your colleagues we have been concerned for some time about the continued viability of St. Alban's as a Catholic school.

Overall pupil numbers at the School have been falling over the past few years, and within that figure the demand from Catholic families has dropped to around 23%, with no indication that this downward trend is likely to be reversed. Coupled with this reduction in pupil numbers, is the continued instability of the leadership of the School. It has proved extremely difficult over a period stretching back nearly 10 years for the Governors at the school to appoint a substantive Headteacher.

We are grateful to the various dedicated individuals who have come from other schools to help run St. Alban's in recent years, but none have been able to commit to the School for the long-term. Inevitably, this has caused uncertainty and worry for teachers and support staff about the future of the School.

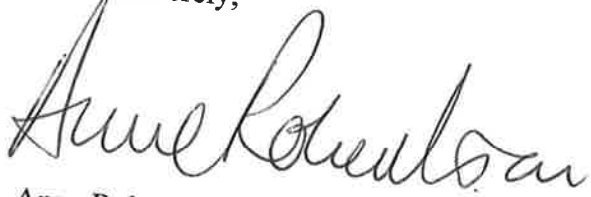
Other Catholic schools in Cardiff have the capacity to admit Catholic pupils from the St. Alban's catchment area so, with regret, the Archdiocese has concluded that it can no longer sustain St. Alban's Primary as a Catholic School. Legally we are not the decision making body for any proposal to discontinue a Catholic school. Therefore we are asking Cardiff Council to include a proposal in co-operation with ourselves to discontinue St. Albans's as part of its wider schools plans for that particular area of Cardiff.

Cont/....

-2-

Comments on the list of aspects to be addressed in a Cabinet Report in relation to St. Alban's are attached to this letter.

Yours sincerely,

A handwritten signature in cursive script, appearing to read 'Anne Robertson'.

Anne Robertson
Director of Schools & Colleges

Adamsdown and Splott

Appendix 4 – Projected availability of and demand for primary and secondary school places

Projection and forecasting methodology

Cardiff employs a robust projection methodology for planning school places which takes account of NHS GP registration data and school census data submitted by and verified by all Cardiff schools. As projections can only take account of historic and current information the Council also identifies trends within projections, and analyses school preference data and other contextual information to produce forecasts on a city wide basis and in each locality.

Data analysis allows projections to be prepared based on localised patterns at primary school catchment area level, by secondary school catchment and on a city-wide basis. Each of these provide differing contextual information to inform the forecasting on the number of places that may be needed to meet the requirements of each area and of Cardiff as a whole.

The geographical units that are most suitable to analyse the recent and future demand for primary school places in each area are primary school catchment areas. A wider range of geographical information including aggregated primary school catchment areas, secondary school catchment areas, city-wide information and outflow to other admissions authorities informs planning for meeting the demand for secondary school places.

School catchment areas in Cardiff are not coterminous with ward boundaries and often serve all or part of several ward areas.

The geographical unit that is most suitable to analyse the demand for English-medium secondary school places serving Adamsdown and Splott is the Willows High School catchment area.

The geographical units that are most suitable to analyse the demand for English-medium primary school places serving Adamsdown and Splott are the primary school catchment areas of Adamsdown, Baden Powell, Moorland and Stacey Primary School which, when taken together, form the Willows High School catchment area.

Separate to forecasts for existing housing in Cardiff, projections are prepared for new housing planned on large scale housing developments, including the strategic greenfield and brownfield housing sites identified in the Local Development Plan. These projections take account of census and housing information in Cardiff and allow a calculation of average numbers of pupils in each type of property.

The Education Supplementary Planning Guidance adopted in 2017 sets out the following average yields in each type of property, taking account of the most recent census data.

Table 1: average yield of pupils in for each house type										
Year group	Yields from Flats / Apartments					Yields from Houses / Bungalows				
	1 bed	2 bed	3 bed	4 bed	5+ bed	1 bed	2 bed	3 bed	4 bed	5+ bed
Nursery	0.0102	0.0390	0.0567	0.0470	0.0102	0.0210	0.0507	0.0579	0.0610	0.0555
Primary	0.0155	0.0749	0.1793	0.2329	0.0649	0.0501	0.1247	0.2290	0.2947	0.3059
Secondary	0.0058	0.0287	0.1125	0.1179	0.0373	0.0336	0.0604	0.1666	0.2553	0.2806
6th Form	0.0007	0.0079	0.0345	0.0280	0.0116	0.0092	0.0165	0.0513	0.0864	0.1049

Projection data based on average yields cannot, however, be used to accurately forecast the impact of new housing on the demand for places in each year group.

As a significant proportion of families moving to new housing developments are moving within their local area, the increase in the number of school places required locally and city-wide may be less than would be the case if families have moved into Cardiff. Families moving a short distance to a new development may not wish to transfer their child(ren) to a new school. Consequently, families moving into established housing may therefore have greater difficulty in accessing a local place in an established school.

The rate at which housing on planned new developments is built and occupied depends on a number of market-related factors.

Supply of and demand for primary school places in / serving Adamsdown and Splott

(i) Capacity of existing primary schools and recent take up of places (age 4-11)

Table 2 sets out the number of places available in each primary school in/ serving Adamsdown and Splott, and the most recent Number on roll data available in January 2019.

Table 2 – Number on Roll and total surplus capacity – Reception to Year 6 (NOR data January 2019)												
	PAN	Rec	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Total	Capacity	Surplus	% Surplus
Adamsdown Primary	60	55	53	58	59	46	46	50	367	420	53	12.6%
Baden Powell Primary	60	48	60	54	49	54	50	43	358	420	62	14.8%
Moorland Primary	60	60	56	59	60	58	59	48	400	420	20	4.8%
Stacey Primary	30	25	24	27	30	26	30	21	183	208	25	16.3%
St Alban's Primary	30	17	30	27	23	28	28	17	170	203	33	13.0%
St Peter's Primary	75	54	59	73	65	74	72	73	470	525	55	12.9%
Tredegarville Primary	30	30	30	30	30	29	30	30	209	210	1	0.5%
Ysgol Glan Morfa	60	32	38	29	22	28	21	26	196	420*	224	53.3%
Total	405	321	350	357	338	343	336	308	2353	2833	490	17.2%

* Surplus capacity reflecting transition period following increase in capacity implemented in 2017 (initially on temporary basis).

Whilst surplus capacity overall is high at c17%, this is as a consequence of the recent expansion of Ysgol Glan Morfa. Discounting the additional capacity in five year groups at Ysgol Glan Morfa in which Reception intakes were administered at a lower Published Admission Number, reduces surplus to c12.6%. Within the English-medium sector there are c11% surplus places.

These comparisons align closely with the Welsh Government's recommended level of no more than 10% surplus places across primary and secondary schools.

(ii) Projected take up of places

Table 2 sets out the recent and projected take of places by Reception age pupils resident in the Willows High School catchment area, in English-medium, Faith-based or Welsh-medium primary schools, including those pupils within Adamsdown and Splott who take up places elsewhere.

Table 3: Recent and projected take of places by Reception age pupils resident in the Willows High School catchment area, in English-medium, Faith-based or Welsh-medium primary schools city-wide								
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
English-medium community	212	220	219	205	231	223	212	Not yet available
Faith	103	94	95	91	103	99	94	Not yet available
Welsh-medium community	33	42	42	38	43	42	40	Not yet available
Totals	348	356	356	334	377	363	346	Not yet available

The projected number of pupils entering Reception class in the area fluctuates but is at similar levels in the next three intakes to the most recent intakes. This suggests that the overall number of, and take up of, school places serving Adamsdown and Splott is appropriately balanced.

Table 4 (below) sets out the recent and projected take of places in English-medium community schools by Reception age pupils resident in each of the primary school catchments within the Willows High School catchment area.

Table 4: Recent and projected take of places by Reception age pupils resident in each of the primary school catchments within the Willows High School catchment area, in <u>English-medium community primary schools</u> city-wide							
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Adamsdown Primary catchment	40	34	47	49	52	58	59
Baden Powell Primary catchment	69	100	93	75	91	90	73
Moorland Primary catchment	53	50	47	54	39	38	38
Stacey Primary catchment	50	36	32	27	49	37	42
Total	212 (7.1FE)	220 (7.3FE)	219 (7.3FE)	205 (6.8FE)	231 (7.7FE)	223 (7.4FE)	212 (7.1FE)

The projected take up of places in English-medium community primary schools in the Baden Powell and Stacey Primary School catchment areas exceeds the number of places available at entry to these schools (60 and 30 respectively). The combined projected demand for English-medium community primary schools in the Willows High School catchment areas marginally exceeds the combined number of places available (210) as some families opt for places in neighbouring schools in close proximity.

Table 5 (below) sets out the recent take of places in Catholic primary schools by Reception age pupils resident in each of the primary school catchments within the Willows High School catchment area.

Table 5: Recent and projected take of places by Reception age pupils resident in each of the primary school catchments within the Willows High School catchment area, in <u>Faith-based primary schools</u> city-wide							
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Adamsdown Primary catchment	28	22	25	29	31	34	35
Baden Powell Primary catchment	41	40	37	32	39	38	31
Moorland Primary catchment	13	11	12	13	9	9	9
Stacey Primary catchment	21	21	21	16	29	22	24
Total	103	94	95	90	108	103	99

The combined projected demand for places in faith-based primary schools also exceeds the number of places available within the Willows High School catchment area (60), as a number of children resident in the area take up places at St Peter's RC Primary School which is located in close proximity.

Early Years provision – capacity and take up of places

Table 1 (below) summarises the take up of nursery school and nursery class places within Adamsdown and Splott in the period 2016-2018, at the peak intake in the summer term. Verified data for summer term 2019 is not yet available.

Table 1: Take up of English-medium places at nursery schools and nursery classes in Adamsdown, summer term 2016 – 2018				
	Places	2016	2017	2018
Adamsdown Primary	80	48	74	70
Baden Powell Primary	56	56	55	56
Moorland Primary	64	64	63	64
Stacey Primary	64	50	59	52
Tredegarville Primary	48	44	47	42
Tremorfa Nursery	112	113	88	81
Total	424	375	386	365

Overall, there are sufficient nursery class and nursery school places to meet the current and projected need across the Adamsdown and Splott areas, with some surplus available to respond to any future change in take up of nursery education places.

The take up of places at nursery age varies more widely than at entry to Reception as nursery education is not compulsory. However, comparing the take up of places in Reception classes with the take up in Nursery classes in recent years suggests that the number of places available is sufficient for the projected pupil population.

Summary – Primary demand

In summary, the above information suggests that the existing nursery class and primary school capacity is broadly sufficient to meet the demand for places from within the existing catchment area of Willows High School in the Band B period. Any proposals brought forward should not, therefore, seek to reduce nor increase the number of places available.

Capacity of existing secondary schools

Table 6 sets out the number of places available in each secondary school in Cardiff in, and the most recent Number on roll data in January 2019 for the entry year (Year 7).

Table 6: Capacity and pupil on roll in Cardiff secondary schools, January 2019						
School Name	Type of School	Age Range	Total Capacity (including sixth form)	Capacity - Years 7 -11	Published Admission Number (2018/19)	Number On Roll – Year 7 (January 2018)
Cantonian High School	Community - English-medium	11-18	1,046	905	181	130
Cardiff High School	Community - English-medium	11-18	1,635	1,200	240	239
Cardiff West Community High School	Community - English-medium	11-18	1,520	1,200	240	147
Cathays High School	Community - English-medium	11-18	1,072	825	165	158
Corpus Christi Catholic High School	Voluntary Aided - faith	11-16	1,061	930	186	217
Eastern High	Community - English-medium	11-16	1,200	1,200	240	239
Fitzalan High School	Community - English-medium	11-18	1,725	1,500	300	300
Llanishen High School	Community - English-medium	11-18	1,800	1,500	300	296
Mary Immaculate High School	Voluntary Aided - faith	11-16	795	795	159	166
Radyr Comprehensive School	Community - English-medium	11-18	1,365	1,050	210	207
St Illtyd's Catholic High School	Voluntary Aided - faith	11-16	879	879	176	174
St Teilo's C.W High School	Voluntary Aided - faith	11-18	1,440	1,200	240	248
The Bishop Of Llandaff C.W High School	Voluntary Aided - faith	11-18	1,085	900	180	196
Whitchurch High School	Foundation – English-medium	11-18	2,400	1,950	390	407
Willows High School	Community - English-medium	11-18	1,121	1,121	224	141
Ysgol Gyfun Gymraeg Bro Eder	Community- Welsh-medium	11-18	1,114	900	180	151
Ysgol Gyfun Gymraeg Glantaf	Community- Welsh-medium	11-18	1,500	1,200	240	221
Ysgol Gyfun Gymraeg Plasmawr	Community- Welsh-medium	11-18	1,140	900	180	179
English-medium community places/ pupils					2,100	1,857
Foundation places/ pupils					390	407
Faith School places/ pupils					941	1,001
Welsh-medium community places/ pupils					600	551
Total places					4,031	3,816

Recent city-wide take up of places of pupils entering secondary education

Tables 7 and 8 (below/ overleaf) set out the most recent verified PLASC (Pupil Level Annual School Census) data as supplied by primary schools in January 2017 and by secondary schools in January 2018. This confirms the number of pupils in each of the English-medium secondary school catchment areas who were enrolled in English-medium, Welsh-medium and faith-based primary and secondary schools in Cardiff.

Comparison of Year 6 and Year 7 census data allows forecasting of the likely proportions of pupils within each catchment area that are likely to promote to English-medium, Welsh-medium and faith-based secondary schools.

PLASC data for 2019 is not yet available for comparison.

Table 7: Year 6 pupils enrolled in English-medium, Welsh-medium and Faith-based primary schools in each English-medium secondary school catchment area (data source: PLASC January 2017)				
Catchment area	English-medium Community school pupils	Welsh-medium Community school pupils	Faith-based school pupils	Total pupils
Cantonian High School	88 (51.5%)	39 (22.8%)	44 (25.7%)	171
Cardiff High School	263 (78.7%)	33 (9.9%)	38 (11.4%)	334
Cardiff West Community High School	288 (68.6%)	59 (14.0%)	73 (17.4%)	420
Cathays High School	89 (62.7%)	18 (12.7%)	35 (24.6%)	142
Eastern High	354 (65.1%)	61 (11.2%)	129 (23.7%)	544
Fitzalan High School	362 (58.9%)	122 (19.8%)	131 (21.3%)	615
Llanishen High School	411 (63.2%)	74 (11.4%)	165 (25.4%)	650
Radyr Comprehensive School	157 (77.0%)	43 (21.1%)	4 (2.0%)	204
Whitchurch High School	318 (75.9%)	83 (19.8%)	18 (4.3%)	419
Willows High School	166 (59.9%)	21 (7.6%)	90 (32.5%)	277
Total number of pupils	2496 (66.1%)	553 (14.6%)	727 (19.3%)	3776

Table 8: Year 7 pupils enrolled in English-medium, Welsh-medium and Faith-based secondary schools in each English-medium secondary school catchment area (data source: PLASC 2018)

Catchment area	English-medium Community and Foundation school pupils	Welsh-medium Community school pupils	Faith-based school pupils	Total pupils	Net increase/loss
Cantonian High School	78 (45.6%)	38 (22.2%)	55 (32.2%)	171	0
Cardiff High School	250 (77.2%)	31 (9.6%)	43 (13.3%)	324	-10
Cardiff West Community High School	201 (49.4%)	59 (14.5%)	147 (36.1%)	407	-13
Cathays High School	89 (67.4%)	17 (12.9%)	26 (19.7%)	132	-10
Eastern High	214 (39.3%)	61 (11.2%)	269 (49.4%)	544	0
Fitzalan High School	331 (61.0%)	120 (22.1%)	92 (16.9%)	543	-72
Llanishen High School	324 (52.0%)	72 (11.6%)	227 (36.4%)	623	-27
Radyr Comprehensive School	141 (70.9%)	43 (21.6%)	15 (7.5%)	199	-5
Whitchurch High School	310 (74.9%)	77 (18.6%)	27 (6.5%)	414	-5
Willows High School	158 (60.8%)	21 (8.1%)	81 (31.2%)	260	-17
Combined Published Admission Number	2,490	600	941	4,031	
Total Number or pupils	2096 (57.9%)	539 (14.9%)	982 (27.1%)	3617	
Surplus places	394	61	-41	414	
Difference: Year 6 / 7	-400	-14	+255	-159	

Comparing Table 7 and Table 8 it is evident in table that:

- The proportionate take up of English-medium, Welsh-medium and faith-based primary and secondary school places varies significantly across Cardiff
- There is a significant difference between the number of pupils enrolled in Year 6 in primary education, and the number of pupils enrolled in Year 7 the following year in some areas
- The proportionate (%) take up of English-medium community and faith-based primary and secondary school places varies significantly between Year 6 and Year 7 in some areas
- The proportionate (%) take up of Welsh-medium community primary and secondary school places varies little between Year 6 and Year 7
- Faith-based secondary schools, for which the Council is not the admissions authority, admitted 65 pupils in excess of their Published Admission Number in 2018

The parental preference for and take-up of places in each type of school is dependent on number of variables including, but not limited to, the number of places

available in each school type relative to the local population, the admission arrangements for that school, and parental perception.

Within the Willows High School catchment area, there is a marginal decrease in the number of pupils transferring to English-medium community secondary schools compared to those attending English-medium community primary schools.

Forecast city-wide demand for places – existing housing

Each of the faith-based and Foundation secondary schools has been fully-subscribed or over-subscribed at entry to Year 7 in recent years. The number of pupils promoting from primary education to secondary education has increased in this time and, based on the number of pupils within each primary school cohort, is projected to increase further in coming years.

As there are no proposals to increase the number of places available in faith-based secondary schools, the relative proportion of the population able to gain admission to faith-based schools will fall as the overall population increases. Consequently, the proportionate take-up of places in English-medium community and Foundation secondary schools would increase, in order to accommodate all pupils requiring a place.

The number of pupils resident in Cardiff taking up places in faith-based secondary schools in years 2015-16, 2016-17 and 2017-18 totalled 965, 1009 and 982 respectively. In each of these years, the faith –based secondary schools were fully subscribed, and there was little fluctuation in the number of pupils allocated places in each area of Cardiff.

Taking into account the number of average number of places allocated at faith-based secondary schools in recent years, to pupils from each area of the city, it is reasonable to forecast the number of pupils who may gain admission from each area in future years. This, in turn, allows forecasting of the number of pupils who may require English-medium community places.

Table 9 – forecast take up of places at entry to Year 7 in faith-based secondary schools in each English-medium secondary school catchment area	
Catchment area	Approximate forecast take up of places at faith school places within area
Cantonian High School	54
Cardiff High School	32
Cardiff West Community High School	144
Cathays High School	31
Eastern High	271
Fitzalan High School	105
Llanishen High School	230
Radyr Comprehensive School	10
Whitchurch High School	25
Willows High School	83
Total projected demand	985

In some areas of Cardiff there is a significant difference between the number of pupils enrolled in Year 6 in primary education and the number of pupils enrolled in Year 7 the following year as some families opt for secondary schools outside of Cardiff, private education, or education at home. Parental preference data indicates that some of these pupils had stated a preference for Cardiff schools but having failed to gain admission to their preferred school opted for alternatives at a later date. It would therefore be reasonable to conclude that, to accommodate the latent demand for English-medium community school places, additional places would be required.

Although the highest oversubscription criteria for admissions to faith-based and foundation secondary schools are not geographical based, the number of pupils admitted from each area in recent years allows approximate forecasting of the number of pupils who may gain admission in future.

Table 10 therefore sets out the net number of places that may be required to meet the demand for English-medium community and foundation places in each secondary school catchment area of the city (existing housing only).

Table 10: Forecast demand for places at any English-medium community secondary school in each English-medium secondary school catchment area (at entry to Year 7)

	Forecasts based on PLASC data – pupils enrolled in primary education							Forecast – NHS data
Catchment area	2019	2020	2021	2022	2023	2024	2025	2026
Cantonian High School	111-115	142-143	107-111	130-136	113-116	132-136	141-156	164-178
Cardiff High School	251-255	255-259	272-296	264-279	272-274	291-327	287-306	266-301
Cardiff West Community High School	212-225	249-282	279-294	235-241	301-311	252-289	217-239	194-211
Cathays High School	101-104	87-87	79-84	78-78	85-92	62-66	79-80	78-80
Eastern High	203-205	232-235	216-223	212-220	202-214	228-249	177-187	204-213
Fitzalan High School	314-318	360-364	367-368	337-346	360-369	346-356	286-295	342-353
Llanishen High School	344-351	367-376	367-375	339-350	355-382	343-375	296-323	312-337
Radyr Comprehensive School	139-146	149-168	180-189	175-220	162-196	160-184	168-194	156-192
Whitchurch High School	328-350	302-319	317-323	305-311	329-348	348-358	313-318	296-314
Willows High School	171-172	166-166	171-171	182-184	185-194	201-205	192-196	171-182
Total demand for English-medium Community/ Foundation places	2205-2212	2350-2358	2380-2409	2290-2334	2416-2443	2415-2494	2212-2241	2243-2301

Forecast demand for places – existing housing in the Willows High School catchment area

Tables 9 and 10 indicate that, in the Band B investment period, 249-288 English-medium secondary school places (community and faith-based) will be required to serve the existing Willows High School catchment area. Approximately 83 places would be taken up within faith-based schools by pupils resident in the area, and the remaining 166-205 pupils would take up places within English-medium community secondary schools.

This suggests that capacity of six to seven forms of entry (180 - 210 places) would be required to meet the demand for places from within the existing catchment area of Willows High School in the Band B period.

Forecasts for demand for places from existing housing beyond the Band B period would be based solely on NHS data and would not take account of parental preferences for type of primary school. Whilst this makes forecasting beyond 2025 difficult, there is no evidence at this time of a significant change in the size of cohorts in the pre-school population to those recently enrolled in primary education.

Forecast demand for places – planned/ proposed housing including strategic LDP sites within/ in close proximity to the Willows High School catchment area

There are a number of planned residential developments in close proximity to the Willows High School catchment area, including those with outline or full planning permission which would significantly increase the pupil population:

- International Sports Village, Grangetown
- Clive Lane Embankment
- West of Dumballs Road, Butetown
- Bessemer Fruit Market, Grangetown
- Gas Works site, Ferry Road, Grangetown
- Porth Teigr (Roath Basin), Butetown

Whilst developer contributions have been secured via s106 agreement to accommodate the secondary school age pupil yield from some of these residential developments, others are at earlier stages of planning and would be expected to further increase the number of pupils in the area.

Forecasts based on existing housing within the Fitzalan High School catchment area indicate that school capacity of 14 to 15 forms of entry would be necessary to meet the demand for places within an English-medium community secondary school in Cardiff.

Proposals to replace the existing Fitzalan High School with a new, 21st Century School of 10 Forms of Entry would also be expected to have a positive impact on parental preferences within its existing catchment area, further increasing demand for places at the school. Planned housing developments within the Fitzalan High School

catchment area, including those with outline or full planning permission would exacerbate this shortfall of places further.

Summary – Secondary demand

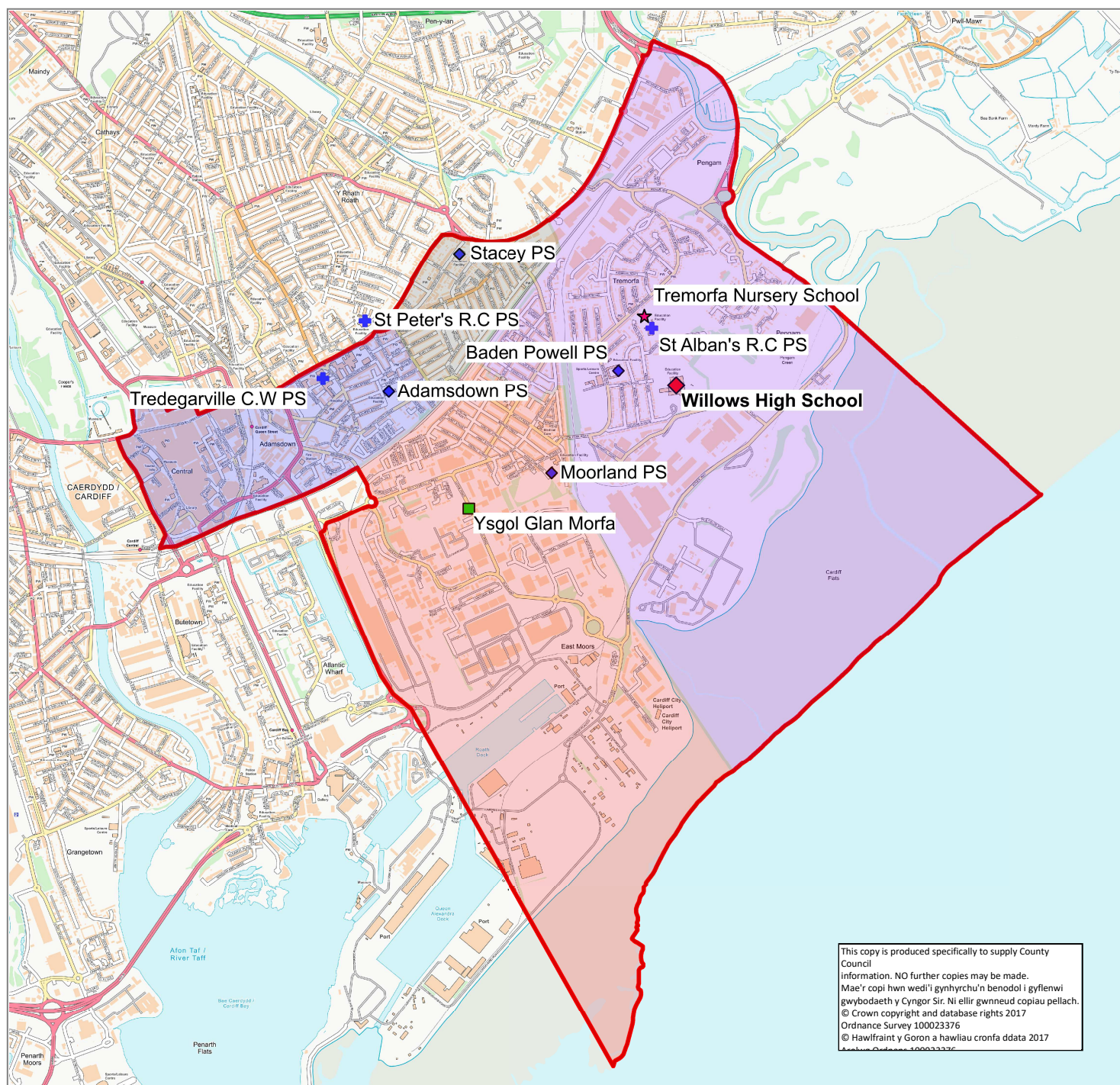
In summary, the above information suggests that capacity of six to seven forms of entry (180 - 210 places) would be broadly sufficient to meet the demand for places from within the existing catchment area of Willows High School in the Band B period.

Retaining the existing capacity of 7.4 Forms of Entry as this would not allow efficient organisation of year groups in the school. Reducing the capacity of Willows High School to 7 Forms of Entry or lower represents a risk as this may not provide sufficient places for the number of pupils within the catchment area of the school who may require places.





A marginal expansion to 8 Forms of entry would:

- create an efficient class organisation
- provide sufficient capacity to allow the projected number of local children requiring a place in an English-medium community high school to attend, and
- contributing a proportion of the additional places required to meet the projected demand from the wider area.


English-medium community primary and secondary school catchment areas



Primary School Catchments

	Baden Powell PS Catchment		Moorland PS Catchment
	Adamsdown PS Catchment		Stacey PS Catchment

Secondary School Catchments

Willows High School Catchment Boundary 

This page is intentionally left blank

Appendix 6

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 Cardiff Council strategies, policies and activities comply with relevant statutory obligations and responsibilities. Where a more detailed consideration of an issue is required, the Screening Tool will identify if there is a need for a full impact assessment, as relevant.

The main statutory requirements that strategies, policies or activities must reflect include:

- **Equality Act 2010 - Equality Impact Assessment**
- **Welsh Government's Sustainable Development Bill**
- **Welsh Government's Statutory Guidance - Shared Purpose Shared Delivery**
- **United Nations Convention on the Rights of the Child**
- **United Nations Principles for Older Persons**
- **Welsh Language Measure 2011**
- **Health Impact Assessment**
- **Habitats Regulations Assessment**
- **Strategic Environmental Assessment**

This Statutory Screening Tool allows us to meet all the requirements of all these pieces of legislation as part of an integrated screening method that usually takes no longer than an hour.

The 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 Policy, Partnerships and Citizen Focus Team on 2078 8563 e-mail: siadavies@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 intranet.**

Statutory Screening Tool

Name of Strategy / Policy / Activity:	Date of Screening:
SCHOOL ORGANISATION PLANNING: 21ST CENTURY SCHOOLS, BAND B: EARLY YEARS, PRIMARY AND SECONDARY SCHOOL PROVISION TO SERVE ADAMSDOWN AND SLOTT	June 2019
Service Area/Section: Education & Lifelong Learning - Schools Organisation Planning	Lead Officer: Richard Portas
Attendees: Self-assessment	

What are the objectives of the Policy/Strategy/Project/Procedure/Service/Function	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>To enable the Cabinet to consider a recommendation to hold public consultation on proposals for early years, primary and secondary school provision to serve Adamsdown and Splott.</p> <p>It is proposed to:</p> <ul style="list-style-type: none"> • Close St Albans Catholic Primary School, from August 2021; • Increase the capacity of Baden Powell Primary School from 420 places (2 Forms of Entry) to 630 places (3 Forms of Entry), and reduce the age range of the school from 3-11 years to 4-11 years, from September 2021; • Transfer Baden Powell Primary School to Tremorfa Park and replace the existing buildings with new build accommodation; • Increase the capacity of Willows High School from 1,121 places (7.4 Forms of Entry) to 1,200 places (8 Forms of Entry) 	<p>At its meeting on 14 December 2017, the Cabinet approved the prioritised scheme under Band B of the Cardiff's Band B 21st Century Schools Programme.</p> <p>The Band B Programme seeks to address the most acute sufficiency and condition issues in Cardiff.</p> <p>Willows High School has been categorised as Condition D (end of life), prioritising the school for investment in the Band B 21st Century Schools Programme.</p> <p>Subsequently surveys of school buildings in Cardiff commissioned by the Welsh Government have identified condition issues at Baden Powell Primary School which would require investment within and beyond the Band B investment period.</p> <p>The Archdiocese of Cardiff has also indicated in correspondence with the Council in April 2019 that, in light of concerns around the continued viability of St Alban's Catholic Primary School, it can no longer sustain</p>

<p>for pupils aged 11-16;</p> <ul style="list-style-type: none"> • Transfer Willows High School to Tremorfa Park and replace the existing buildings with new build accommodation; • Establish post-16 provision for up to 250 pupils within the new buildings; • Increase the capacity of Tremorfa Nursery School from 112 places to 128 places and expand the range of services provided on site including the relocation of Flying Start childcare (currently located on the Willows High School site) and parenting support, within an Integrated Children's Centre on the existing Tremorfa Nursery School site and the vacated St Albans Catholic Primary School site; <p>Upgrade community facilities in Tremorfa through the replacement of public open space in Splott, significantly enhanced community facilities located on the new school site and replacement pitches for shared use with St Albans Rugby Club and the wider local community.</p>	<p>the school.</p> <p>The Catholic Archdiocese has therefore requested that the Council consider a proposal be brought forward to close St Alban's Catholic Primary School in the context of wider proposals for school provision serving Adamsdown and Splott.</p> <p>The significant level of investment required to maintain and improve the condition of Baden Powell Primary School, and the conclusions of the Archdiocese of Cardiff in respect of discontinuing St Alban's as a Catholic Primary School, present an opportunity for the Council to consider a wider proposal for school provision serving Adamsdown and Splott.</p>
---	---

Part 1: Impact on outcomes and due regard to Sustainable Development

Please use the following scale when considering what contribution the activity makes:		
+	Positive	Positive contribution to the outcome Negative contribution to the outcome Neutral contribution to the outcome Uncertain if any contribution is made to the outcome
-	Negative	
ntrl	Neutral	
Uncertain	Not Sure	

	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 484	1.1 People in Cardiff are healthy; <i>Consider the potential impact on</i> <ul style="list-style-type: none"> the promotion of good health, prevention of damaging behaviour, promote healthy eating/active lifestyles etc, vulnerable citizens and areas of multiple deprivation Addressing instances of inequality in health 	x				- See 1.2 below – encouraging walking, cycling and use of public transport
	1.2 People in Cardiff have a clean, attractive and sustainable environment; <i>Consider the potential impact on</i> <ul style="list-style-type: none"> the causes and consequences of Climate Change and creating a carbon lite city 	x				- These proposals would result in children from the local and surrounding areas attending new build school buildings fit for the 21 st Century. It is proposed to provide cost effective sustainable buildings that will reduce ongoing revenue costs in turn reducing the Council's carbon footprint in line Cardiff's Carbon Reduction Strategy (May 2015).
	<ul style="list-style-type: none"> encouraging walking, cycling, and use of public transport and improving access to countryside and open space 	x				<ul style="list-style-type: none"> In line with the Well-being of Future Generations Act Cardiff's Band B programme is committed to providing Local Schools for Local Children, to encourage use of sustainable modes to travel to schools, such as walking and cycling. School projects take into account transport issues when they are being designed and the need to provide safer routes to encourage walking to schools Promotion of initiatives such as Kerbcraft training, training in cycling skills and the Local Authority's implementation of Active Travel measures
	<ul style="list-style-type: none"> reducing environmental pollution (land, air, noise and water) 	x				- Implementation of an effective travel plan would minimise the need for non-sustainable transport to and from schools

	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"> reducing consumption and encouraging waste reduction, reuse, recycling and recovery 	x				- Proposals are progressed in line with Welsh Government Community Benefit Measurement Tool which encourages reduced consumption, waste reduction and recycling.
	<ul style="list-style-type: none"> encouraging biodiversity 			x		- Site surveys will be undertaken to establish levels of biodiversity and will explore opportunities to develop appropriate initiatives.
1.3	People in Cardiff are safe and feel safe; Consider the potential impact on <ul style="list-style-type: none"> reducing crime, fear of crime and increasing safety of individuals addressing anti-social behaviour protecting vulnerable adults and children in Cardiff from harm or abuse 	x x x				- All schools in Cardiff have policies in place to ensure safeguarding and the wellbeing of staff, children and young people.
1.4	Cardiff has a thriving and prosperous economy; Consider the potential impact on <ul style="list-style-type: none"> economic competitiveness (enterprise activity, social enterprises, average earnings, improve productivity) Assisting those Not in Education, Employment or Training attracting and retaining workers (new employment and training opportunities, increase the value of employment,) promoting local procurement opportunities or enhancing the capacity of local companies to compete 	x				- The school would provide employment.
1.5	People in Cardiff achieve their full potential; Consider the potential impact on <ul style="list-style-type: none"> promoting and improving access to life-long learning in Cardiff raising levels of skills and qualifications giving children the best start improving the understanding of sustainability addressing child poverty (financial poverty, access poverty, participation poverty) the United Nations Convention on the Rights of a Child and Principles for Older persons 	x				- The Council's proposals for Band B of the 21 st Century Schools Programme, and the Cardiff 2020 strategy, clearly state the link between improving the environment for learning and raising standards of achievement. - With significant sports and wider leisure provision now established, or being developed, in many schools a key objective is to enable third party to access the sports facilities at schools, on a sustainable financial basis. The development of a viable model for all schools across the city to be accessed by the communities which they serve is needed.

	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"> - Cardiff's Child Friendly City strategy places the rights and voices of children and young people at the heart of Cardiff's policies, strategies and services; involving them in decision making and addressing the barriers which limit their life chances. As such the public consultation on the proposal will include representation from children and young people. - Subject to approval any future design work would also include representation from children and young people.
1.6	Cardiff is a Great Place to Live, Work and Play <i>Consider the potential impact on</i> <ul style="list-style-type: none"> • <i>promoting the cultural diversity of Cardiff</i> • <i>encouraging participation and access for all to physical activity, leisure & culture</i> • <i>play opportunities for Children and Young People</i> • <i>protecting and enhancing the landscape and historic heritage of Cardiff</i> • <i>promoting the City's international links</i> 	x		x		<ul style="list-style-type: none"> - With significant sports and wider leisure provision now established, or being developed, in many schools a key objective is to enable third party to access the sports facilities at schools, on a sustainable financial basis. The development of a viable model for all schools across the city to be accessed by the communities which they serve is needed.
1.7	Cardiff is a fair, just and inclusive society. <i>Consider the potential impact on</i> <ul style="list-style-type: none"> • <i>the elimination of discrimination, harassment or victimisation for equality groups</i> 	x		x		<ul style="list-style-type: none"> - See Equality Impact Assessment below and attached. - The Council's recruitment process would ensure that good practice is followed, including the application of the Council's policies on equal opportunities.
	<ul style="list-style-type: none"> • <i>has the community or stakeholders been engaged in developing the strategy/policy/activity?</i> • <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> 	X x				<ul style="list-style-type: none"> - Subject to authorisation the public consultation will include engagement with all relevant stakeholders.
EQUALITY IMPACT ASSESSMENT (This is attached on page 13) <i>Will this Policy/Strategy/Project have a differential impact on any of the following:</i>						

	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	<p>The Council delivers positive outcomes for the city and its citizens through strong partnerships</p> <p><i>Consider the potential impact on</i></p> <ul style="list-style-type: none"> <i>strengthening partnerships with business and voluntary sectors</i> <i>the collaboration agenda and the potential for shared services, cross-boundary working and efficiency savings</i> 	x				<p>The 'Cardiff Commitment' is the Council's youth engagement and progression strategy. The Cardiff Commitment sets out how the council, together with a wide range of public, private and third sector partners, will work together to ensure a positive destination for every young person in Cardiff after they finish school, either in employment or further education and training.</p> <p>To date over 120 businesses have pledged to support Cardiff Commitment and provide opportunities to schools and young people, better preparing them for the world of work, contributing to the future economic growth of the city.</p> <p>The Council's proposals for Band B of the 21st Century Schools Programme, and the Cardiff 2020 strategy, clearly state the link between improving the environment for learning and raising standards of achievement.</p> <p>The Council is keen to assist with the development of opportunities between schools and businesses, to help create a sustainable pool of talent for future workforce needs, and spread skills across the city. An example of this is the Creative Education Partnership that has been established between Cardiff West Community High School and partners from the creative industries to provide opportunities for young people to leave education with skills and competences and to be work ready</p> <p>The significant school developments proposed would provide opportunities for strong partnerships with businesses and employers from a range of sectors in the Cardiff economy. Opportunities for further partnerships are being explored and will be progressed in line with the priorities set out in the Cardiff Commitment</p>

	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	

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):

Economic

- Investment in the establishment of one new build primary school with 630 places (3 forms of entry) and one new build secondary school with 1,200 places (8 forms of entry) with sixth form provision.
- The new buildings will support the delivery of a broad and balanced curriculum.
- The new build schools would provide employment opportunities.

Social

Potential impact of reduced access to Catholic school places

Greater distance for some pupils to travel to school

There would be the potential for community use of school facilities outside of school hours.

Upgrade community facilities in Tremorfa through the replacement of public open space in Splott, significantly enhanced community facilities located on the new school site and replacement pitches for shared use with St Albans Rugby Club and the wider local community.

- It is proposed that St Alban's Catholic Primary School would close in August 2021. Those children seeking to continue a faith based education would need to apply to alternative primary schools.
- The proposal to reduce the age range of Baden Powell Primary School from 3-11 years to 4-11 years, from September 2021, will be offset by the proposed increase in capacity at Tremorfa Nursery School
- **Environmental sustainability**

- The school would be designed in such a way that it seeks to minimize running costs and detrimental environmental impact.

WHAT ACTIONS HAVE BEEN IDENTIFIED OR CHANGES BEEN MADE TO THE POLICY / PLAN / PROJECT AS A RESULT OF THIS APPRAISAL:

The proposal is subject to consultation and statutory process and will be reviewed following consultation in order to assess whether to progress to the next stage (statutory notice).

If the proposals were to proceed, an equality impact assessment would be carried out to identify accessibility to the new build school sites. The equality

impact assessment would take into account policies such as the Equality Act 2010, TAN 12: Design 2014 as well as building regulations such as, BS8300, Part M and relevant Building Bulletins.

Part 2: Strategic Environmental Assessment Screening

		Yes	No
2.1	Does the plan or programme set the framework for future development consent?	x	
2.2	Is the plan or programme likely to have significant, positive or negative, environmental effects?		x

Is a Full Strategic Environmental Assessment Screening Needed? <ul style="list-style-type: none"> ▪ If yes has been ticked to both questions 2.1 and 2.2 then the answer is yes ▪ If a full SEA Screening is required then please contact the Sustainable Development Unit to arrange (details below) 	Yes	No X An SEA has been undertaken (attached)
--	-----	---

If you have any doubt on your answers to the above questions regarding SEA then please consult with the Sustainable Development Unit on 2087 3228 or 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?		x	
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?		x	
3.3	Is a full HRA needed?		x	

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 2087 3215 or email biodiversity@cardiff.gov.uk

Appendix 1 – Statutory Requirements

It is possible that the Impact 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.*
- **Sustainable Development Bill:** *The Bill, when it comes into effect, will require sustainable development (SD) to be a central organising principle for the organisation. This means that there is a duty to consider SD in the strategic decision making processes.*
- **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. 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.*
- **The Welsh Language 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*
- **Strategic Environmental Impact Assessment:** *A Strategic Environmental Assessment (SEA) is an European Directive for plans, programmes and policies with land use implications and significant environmental effects.*
- **Habitats Regulations Assessment:** *The Conservation (Natural Habitats, &c.) (Amendment) Regulations 2007 provides a requirement to undertake Habitats Regulations Assessment (HRA) of land use plans.*



Policy/Strategy/Project/Procedure/Service/Function Title: Proposal: SCHOOL ORGANISATION PLANNING: 21ST CENTURY SCHOOLS, BAND B: EARLY YEARS, PRIMARY AND SECONDARY SCHOOL PROVISION TO SERVE ADAMSDOWN AND SPLOTT
New

Who is responsible for developing and implementing the Policy/Strategy/Project/Procedure/Service/Function?	
Name: Richard Portas	Job Title: Programme Director
Service Team: School Organisation Planning	Service Area: Education and Lifelong Learning
Assessment Date: June 2019	

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

See Page 2

3 Assess Impact on the Protected Characteristics

3.1 Age

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

	Yes	No	N/A
--	-----	----	-----

3 to 11 years	x		
11 to 18 years	x		
18 - 65 years	x		
Over 65 years	x		

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

- Age 4 -11: Impact of potential reduced access to local Catholic school places; greater distance for some pupils to travel to school should they wish to continue to be educated in a Catholic school
- Age 3 – 18: The proposals will support the delivery of education in high quality learning environments
- All ages: The provision of improved community facilities in Tremorfa through the replacement of public open space in Splott, significantly enhanced community facilities located on the new school site and replacement pitches for shared use with St Albans Rugby Club and the wider local community is positive.

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

- There are a number of other Catholic Primary Schools which have the capacity to take Catholic pupils from the St. Alban's area including St. John Lloyd and St. Peter's both situated within the same High School cluster as St. Alban's.
- Arrangements would be made to ensure that the Admission policies of the other schools gave equal priority to children from the current St. Alban's catchment.
- Arrangements would also be made with St. Illtyd's High School to ensure there would be no negative impact on pupils unable to secure in year transfers to alternative Catholic primary provision.
- Arrangements would be put in place with alternative Catholic schools to ensure smooth transition for pupils from St. Alban's.
- Future demand for Catholic school places in South Cardiff can be met by other Catholic schools in the area.
- Transport arrangements for any pupils transferring to alternative schools would be assessed in line with the Council's School Transport Policy

If no differential impact, explain the reason(s) for this assessment:

3.2 Disability and Access

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

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

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
What action(s) can you take to address the differential impact?
If no differential impact, explain the reason(s) for this assessment:
<p>Accessibility of the accommodation</p> <ul style="list-style-type: none"> If the proposals were to proceed, equality impact assessments would be carried out to identify the accessibility of the new school buildings. The equality impact assessments would take into account policies such as the Equality Act 2010, TAN 12: Design 2014 as well as building regulations such as, BS8300, Part M and relevant Building Bulletins.

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
Transgender People (People who are proposing to undergo, are undergoing, or have undergone a process [or part of a process] to reassign their sex by changing physiological or other attributes of sex)		X	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
What action(s) can you take to address the differential impact?
If no differential impact, explain the reason(s) for this assessment:
<ul style="list-style-type: none"> The Council's procedure for managing staffing changes arising from reorganisation would be used in implementing any changes as a result of this proposal. This would ensure that good practice is followed, including the application of the Council's policies on equal opportunities. The proposal would need to ensure compliance with the Council's policies on equal opportunities.

3.4. Marriage and Civil Partnership

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

	Yes	No	N/A
Marriage			X
Civil Partnership			X

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
What action(s) can you take to address the differential impact?
If no differential impact, explain the reason(s) for this assessment:
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			N/A

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
What action(s) can you take to address the differential impact?
If no differential impact, explain the reason(s) for this assessment:
<ul style="list-style-type: none"> The Council's procedure for securing staffing requirements to implement this proposal would be used in implementing this proposal. This would ensure that good practice is followed, including the application of the Council's policies on equal opportunities. If the proposal were to proceed, an equality impact assessment would be carried out to identify the accessibility of the new school building. The equality impact assessment would take into account policies such as the Equality Act 2010, TAN 12: Design 2014 as well as building regulations such as, BS8300, Part M and relevant Building Bulletins.

3.6 Race

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

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

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

<ul style="list-style-type: none"> The proposal would not have a differential impact upon one particular race as school provision is available to all races and would continue to be provided within the same community. As there is no safe walking route available, there are currently a small number of Gypsy/ Traveller children attending St Albans Catholic Primary School receiving free home to school transport.
What action(s) can you take to address the differential impact?
<ul style="list-style-type: none"> Free home to school transport would be provided for children to the nearest school that they opt to transfer to, if the proposed closure of St Albans Catholic Primary School goes ahead, where there is deemed to be no safe walking route.
If no differential impact, explain the reason(s) for this assessment:

Religion, Belief or Non-Belief

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

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

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
<ul style="list-style-type: none"> Impact of potential reduced access to local Catholic school places Greater distance for some current St Alban's pupils to travel to school Pupils could be disadvantaged when applying for admission to secondary education, based on existing admission arrangements for Catholic secondary

<p>schools in Cardiff.</p> <ul style="list-style-type: none"> Families who wish, in future, to access education in a Catholic primary school would be unable to do so at St Alban's
What action(s) can you take to address the differential impact?
<ul style="list-style-type: none"> There are a number of other Catholic Primary Schools which have the capacity to take Catholic pupils from the St. Alban's area including St. John Lloyd and St. Peter's both situated within the same High School cluster as St. Alban's. Travel distance to school would be increased for the majority of pupils who opt to transfer to another Catholic school. Transport arrangements for any pupils transferring to alternative schools would be assessed in line with the Council's School Transport Policy Future demand for Catholic school places in South Cardiff can be met by other Catholic schools in the area - arrangements would be made to ensure that the Admission policies of the other schools gave equal priority to children from the current St. Alban's catchment. Arrangements would also be made with St. Illtyd's High School to ensure there would be no negative impact on pupils unable to secure in year transfers to alternative Catholic primary provision. Arrangements would be put in place with alternative Catholic schools to ensure smooth transition for pupils from St. Alban's.
If no differential impact, explain the reason(s) for this assessment:

3.8 Sex

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

	Yes	No	N/A
Men		x	
Women		x	

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

What action(s) can you take to address the differential impact?
If no differential impact, explain the reason(s) for this assessment:
<ul style="list-style-type: none"> • Maintained school provision admits pupils of both sexes and this would continue to be the case. • The Council's procedure for managing staffing changes arising from reorganisation would be used in implementing any changes as a result of this proposal. This would ensure that good practice is followed, including the application of the Council's policies on equal opportunities.

3.9 Sexual Orientation

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

	Yes	No	N/A
Bisexual		x	
Gay Men		x	
Gay Women		x	
Heterosexual		x	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
What action(s) can you take to address the differential impact?
If no differential impact, explain the reason(s) for this assessment:
<p>(Fears that recruitment opportunities could be affected by sexual orientation)</p> <p>Evidence collated by the Stonewall lobby group alleges that Lesbian, Gay, Bisexual people are likely to be discriminated against in workplace recruitment.</p> <p>The Council's procedure for managing staffing changes arising from reorganisation would be used in implementing any changes as a result of this proposal. This would ensure that</p>

good practice is followed, including the application of the Council's policies on equal opportunities.

3.10 Language

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

	Yes	No	N/A
Welsh Language		x	
Other languages		x	

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

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

If no differential impact, explain the reason(s) for this assessment:

Language support

- The proposal will not directly impact on the level of support provided. The allocation of teachers and BTAs is usually in place for the period of the academic year but is liable to change throughout the year to meet fluctuations in demand.

Impact of the proposal on the Welsh Language

- It is not anticipated that there will be any differential impact on the Welsh Language, as a result of this proposal.
- The teaching of Welsh within an English medium setting is subject to the requirements of the National Curriculum. This would not change with the expansion of the school. This proposal does not seek to change the number of Welsh-medium primary or secondary school places available in the area.
- The Council works closely and constructively with partners on its Welsh Education Forum, which includes representatives of nursery, primary, secondary and further

education, childcare, RhAG and the Welsh Government. The Forum actively informs the planning of Welsh-medium places, to continue to drive the Council's plan to sustainably increase the number of learners within Welsh-medium schools and those learning Welsh in English-medium schools.

- The council monitors birth rates, the yield from proposed housing and the patterns of take-up in Welsh-medium provision at primary and secondary age, with a view to bringing forward appropriate plans to meet any increased demand.
- Whilst forecasts, based on the number of children in the Welsh-medium primary, indicate that additional capacity will be required to meet the demand for places in Welsh-medium secondary schools, separate proposals will be brought forward at the appropriate time to ensure there are sufficient places available.

4. Consultation and Engagement

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

The Council's Accessibility Officer would be given the opportunity to comment on the scheme.

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

Groups	Actions
Age	See Generic Over Arching below
Disability	
Gender Reassignment	
Marriage & Civil Partnership	
Pregnancy & Maternity	
Race	
Religion/Belief	
Sex	

Sexual Orientation	
Language	
Generic Over-Archiving [applicable to all the above groups]	

- There will be a full public consultation (subject to approval) which will include a range of stakeholders e.g. parents, children, staff, governors and the wider community. This assessment will be reviewed after the consultation.
- If the proposal were to proceed, an equality impact assessment would be carried out to identify the accessibility of the new school building. The equality impact assessment would take into account policies such as the Equality Act 2010, TAN 12: Design 2014 as well as building regulations such as, BS8300, Part M and relevant Building Bulletins.

Further Action

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

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: Rachel Burgess Willis	Date: June 2019
Designation: Schools Organisation Planning Officer	
Approved By:	
Designation:	
Service Area:	

- 7.1 On completion of this Assessment, please ensure that the Form is posted on your Directorate's Page on CIS - *Council Wide/Management Systems/Equality Impact Assessments* - so that there is a record of all assessments undertaken in the Council.
For further information or assistance, please contact the Citizen Focus Team on 029 2087 3059 or email citizenfocus@cardiff.gov.uk

Background

In 2008, a retrospective Strategic Environmental Assessment (SEA) of Cardiff's 21st Century: A Strategic Framework for a School Building Improvement Programme (published in 2006) was carried out based on the guidance that supports the European SEA Directive 2001/42/EC.

The retrospective approach to assessment was quality assured by an external consultant and their independent compliance review determined that the report detailing the assessment on the strategic framework met the key requirements set out for reporting the SEA process as required by the SEA Directive.

The retrospective assessment provides the basis for assessing current and future school organisation proposals at a strategic level.

If a proposal were to proceed, an environmental assessment would be carried out as part of the planning application process.

To request a copy of the assessment on the Strategic Framework please contact Rachel Willis, 029 2087 3946, RWillis@cardiff.gov.uk

Proposal

SCHOOL ORGANISATION PLANNING: 21ST CENTURY SCHOOLS, BAND B: EARLY YEARS, PRIMARY AND SECONDARY SCHOOL PROVISION TO SERVE ADAMSDOWN AND SPLOTT

Page 503

xx	= very incompatible; very negative effect
x	= incompatible; negative effect
✓	= compatible; positive effect
✓✓	= very compatible; very positive effect
0	= no links; neutral effect
? and/or mitigation	= uncertain effects
DNA	= data not available

See table headers below: * Comparison of the preferred option to a possible alternative option(s) are required in a SA/SEA.

SEA objective	SCHOOL ORGANISATION PLANNING: 21ST CENTURY SCHOOLS, BAND B: EARLY YEARS, PRIMARY AND SECONDARY SCHOOL PROVISION TO SERVE ADAMSDOWN AND SPLOTT		Do nothing	
	Rating	Commentary/ explanation of compatibility with SEA objective	Rating	Commentary/ explanation of compatibility with SEA objective

SEA objective	SCHOOL ORGANISATION PLANNING: 21 ST CENTURY SCHOOLS, BAND B: EARLY YEARS, PRIMARY AND SECONDARY SCHOOL PROVISION TO SERVE ADAMSDOWN AND SLOTT		Do nothing	
	Rating	Commentary/ explanation of compatibility with SEA objective	Rating	Commentary/ explanation of compatibility with SEA objective
1. <i>Promote a greener economy by delivering a sustainable pattern of schools across Cardiff</i>	✓	<p>The current school buildings at Willows High School and Baden Powell Primary School are rated C & B (Poor) for sustainability. The Willows buildings are also under utilised due to the number of surplus places and therefore energy use is inefficient.</p> <p>This proposal would result in the pupils attend new build, fit for purpose 21st Century schools. The new buildings would be energy efficient and there would be high utilisation rates and therefore more efficient energy use.</p>	x	The current school buildings are not considered fit for the 21 st Century. The buildings are also under utilised due to the number of surplus places and therefore energy use is inefficient.
<p>2. <i>Reduce greenhouse gas emissions through:</i></p> <p><i>Energy efficient building design and disposing of poor quality surplus accommodation</i></p> <p><i>Promoting sustainable modes of transport and integrated transport systems</i></p>	<p>✓</p> <p>x</p> <p>Mitigation</p>	<p>a)</p> <p>This proposal would result in pupils attending new build, fit for purpose 21st Century school buildings. The new buildings would be energy efficient meeting BREEAM excellent and an EPC A rating.</p> <p>b)</p> <p>An increase in the number of children attending the new build school sites could increase the volume of traffic in the vicinity of the school.</p> <ul style="list-style-type: none"> - Emphasis is placed on travel by active modes where this is possible and on providing the facilities and opportunities at school for students to travel by walking, cycling and public transport. Encouraging active travel to school is a very important means of increasing levels of physical activity in children and tackling the growing problem of childhood obesity. Reducing congestion at the school gate is key to ensuring the safety of pupils and to mitigating impacts on the local neighbourhood. - Provision of parent parking places is generally not supported by Cardiff Council. This is because such provision would promote travel to school by car, generate local traffic, contribute to congestion and reduce pupil safety. Parking facilities provided at schools is generally only for staff and to meet operational needs. - Management of access to the school site prior/during parent drop off and pick up times would help with health & safety. 	x	See comments next to SEA Objective 1 above

SEA objective	SCHOOL ORGANISATION PLANNING: 21ST CENTURY SCHOOLS, BAND B: EARLY YEARS, PRIMARY AND SECONDARY SCHOOL PROVISION TO SERVE ADAMSDOWN AND SLOTT		Do nothing	
	Rating	Commentary/ explanation of compatibility with SEA objective	Rating	Commentary/ explanation of compatibility with SEA objective
		<ul style="list-style-type: none"> - Cardiff's Supplementary Planning Guidance (Access, Circulation and Parking Standards 2010) sets out that all new or expanded schools are required to develop a Travel Plan for submission with a planning application. A Travel Plan is a policy and action plan to: <ul style="list-style-type: none"> o manage transport efficiently o improve access by all means of travel for employees, visitors, patients and students o encourage sustainable transport – walking, cycling, public transport and car sharing o reduce car use. - A School Travel Plan is specifically designed to address the transport needs of pupils and staff and will vary according to the nature of the education being provided and the catchment area of the school. <p>School safety zones would be set up to address health and safety concerns from increased traffic flows in the school vicinity.</p>		
3. <i>Promote health and wellbeing</i> by protecting and enhancing Public Open Space (POS) and improving access to POS	0	With significant sports and wider leisure provision now established, or being developed, in many schools a key objective is to enable third party to access the sports facilities at schools, on a sustainable financial basis. The development of a viable model for all schools across the city to be accessed by the communities which they serve is needed.	x	See comments next to SEA Objective 1 above
4. <i>Minimise</i> air, light and noise pollution associated with building development and traffic congestion	0 0	<p>a) Those delivering the scheme would be encouraged to minimise air, light and noise pollution during any works including adherence to any planning conditions imposed in this respect.</p> <p>b) To reduce congestion and associated pollution the following would be considered:</p> <ul style="list-style-type: none"> ▪ Formalising the parking regime outside the school 	x	See comments next to SEA Objective 1 above

SEA objective	SCHOOL ORGANISATION PLANNING: 21 ST CENTURY SCHOOLS, BAND B: EARLY YEARS, PRIMARY AND SECONDARY SCHOOL PROVISION TO SERVE ADAMSDOWN AND SLOTT		Do nothing	
	Rating	Commentary/ explanation of compatibility with SEA objective	Rating	Commentary/ explanation of compatibility with SEA objective
		<p>to discourage unsafe parking and help with enforcement.</p> <ul style="list-style-type: none"> The schools develop and maintain an Active Travel Plan which includes schemes such as the Park Safe / Walk Safe scheme which encourage parents to park further away from the school. 		
5. <i>Protect</i> and enhance biodiversity, flora and fauna	0	Any proposal taken forward would be subject to full planning requirement including consideration of biodiversity, flora and fauna	x	See comments next to SEA Objective 1 above
6. <i>Protect</i> and enhance the landscape (habitats/visual amenities)	0	Any proposal taken forward would be subject to full planning requirement including consideration of landscape – (habitats/visual amenities)	x	See comments next to SEA Objective 1 above
7. Conserve water resources and increase water efficiency in new developments and promote sustainable urban drainage systems	0	Any proposal taken forward would be subject to full planning requirement including consideration of water conservation and SUDS	x	See comments next to SEA Objective 1 above
8. <i>Promote</i> regeneration by delivering inclusive schools that will improve equality of opportunity and access for all	0	<p>Achieved by making schools community focused - opening facilities to the public e.g. evening classes and extended learning opportunities.</p> <p>If the proposal were to proceed, an Equality Impact Assessment (EqIA) would be carried out to consider the accessibility of the new building site.</p> <p>The EqIA would take into account policies such as the</p>	x	See comments next to SEA Objective 1 above

SEA objective	SCHOOL ORGANISATION PLANNING: 21ST CENTURY SCHOOLS, BAND B: EARLY YEARS, PRIMARY AND SECONDARY SCHOOL PROVISION TO SERVE ADAMSDOWN AND SLOTT		Do nothing	
	Rating	Commentary/ explanation of compatibility with SEA objective	Rating	Commentary/ explanation of compatibility with SEA objective
		Equality Act 2010, TAN 12: Design 2014 as well as building regulations such as, BS8300, Part M and relevant Building Bulletins.		
9. <i>Protect and enhance</i> designated historic assets	0	There are no registered historic assets on the proposed new school site.	x	See comments next to SEA Objective 1 above

Conclusion

The proposal has been assessed to be compatible with the environmental objectives used to assess the goals and principles of the "21st Century Schools: Strategic Framework for A School Building Improvement Programme" that underpins school organisation proposals.

Where the assessment has identified a potential negative environmental impact in terms of an increase in the volume of traffic (Objective 4), measures to mitigate the effect are detailed.

It is proposed to:

- Close St Albans Catholic Primary School, from August 2021;
- Increase the capacity of Baden Powell Primary School from 420 places (2 Forms of Entry) to 630 places (3 Forms of Entry), and reduce the age range of the school from 3-11 years to 4-11 years, from September 2021;
- Transfer Baden Powell Primary School to Tremorfa Park and replace the existing buildings with new build accommodation;
- Increase the capacity of Willows High School from 1,121 places (7.4 Forms of Entry) to 1,200 places (8 Forms of Entry) for pupils aged 11-16;

- Transfer Willows High School to Tremorfa Park and replace the existing buildings with new build accommodation;
- Establish post-16 provision for up to 250 pupils within the new buildings;
- Increase the capacity of Tremorfa Nursery School from 112 places to 128 places and expand the range of services provided on site including the relocation of Flying Start childcare (currently located on the Willows High School site) and parenting support, within an Integrated Children's Centre on the existing Tremorfa Nursery School site and the vacated St Albans Catholic Primary School site;
- Upgrade community facilities in Tremorfa through the replacement of public open space in Splott, significantly enhanced community facilities located on the new school site and replacement pitches for shared use with St Albans Rugby Club and the wider local community.

**CARDIFF COUNCIL
CYNGOR CAERDYDD**



CABINET MEETING: 11 JULY 2019

CORPORATE RISK MANAGEMENT - QUARTER 4 2018/19

**FINANCE, MODERNISATION & PERFORMANCE (COUNCILLOR
CHRIS WEAVER)**

AGENDA ITEM:7

Reason for this Report

1. To bring the risk management position at quarter 4 2018/19 to the attention of the Cabinet, for consideration of the key risks facing the Council.

Background

2. The Cabinet receives an update on the risk management position on a biannual basis, and an opportunity to raise comments. The last Cabinet review was on 13 December 2018, at which time the risk management position at quarter 2 2018/19 was presented.
3. Each Directorate holds a Directorate Risk Register (DRR), and the Senior Management Team (SMT) collectively own a Corporate Risk Register (CRR). The CRR records the main risks to the delivery of corporate objectives and priorities, whilst the DRRs record the key risks to the delivery of Directorate functions and priorities.
4. A risk escalation process is in place, whereby each Director is required to take ownership of all residual (current) risks rated as 'red/amber' and above on their DRR and, at a minimum, to escalate all 'red' residual risks to SMT for collective ownership and review.
5. SMT determine if any changes are required to the CRR each quarter, as a result of this reporting process. The remaining escalated risks continue to be held on DRRs and reviewed by SMT each quarter until it is agreed that mitigation is sufficient for risk ownership to transfer back to the Directorate. The corporate risk management position is reported to, and considered by, the Audit Committee on a quarterly basis.
6. The quarter 4 risk assessments continue to apply the 4x5 Risk Matrix introduced in the Council's Risk Management Strategy and Policy, approved by Cabinet on 12 July 2018.

Issues

7. Each Director has worked with their Risk Champion(s) to undertake their quarter 4 risk management review. The Risk Management Team has also provided advice and guidance on the measurement and reporting of risks. The quarter 4 risk assessments are presented on the Corporate Risk Map (Appendix A), the CRR Summary (Appendix B) and the Detailed CRR (Appendix C).
8. The Risk Management Review process has two tiers (Directorate and Corporate) and the actions at each for quarter 4 are detailed as follows.

Directorate Risks

9. At the quarter 4 position, 261 risks were reported from DRRs. All escalated risks and requests for de-escalation were discussed and approved in SMT on 21 May 2019.
10. It was agreed that 11 directorate risks would be carried forward as SMT escalated risks at quarter 4.

Directorate	Economic Development	Education	Governance & Legal Services	Housing & Communities	Planning, Transport & Environment	Resources	Social Services
Directorate Risks	27	28	7	35	39	104	21
Risks at SMT Escalation Point	0	0	1 (shared)	2	3	4	2 (1 shared)

Corporate Risks

11. SMT collectively reviewed the escalated directorate risks and corporate risk updates at the end of quarter 4. In consideration of the potential impact on corporate priorities and objectives and the supporting mitigations, SMT has approved the following material CRR changes since the last Cabinet update on 13 December 2018.
12. **Brexit** - The risk that Brexit (and any subsequent decisions) may create severe disruption to the City and hinder its ability to continue to deliver effective services and maintain community cohesion, was formally recognised in the Corporate Risk Register in quarter 3. A number of controls are already in place including the review of business continuity plans and regular contact with WLGA, Welsh Government, respective public partners and suppliers. As the outcome of Brexit becomes clearer, priority areas will become the main focus of attention, with further work undertaken to identify longer term implications on areas such as workforce planning. The residual risk is B2.
13. **Health & Safety** – Residual risk rating reduced from red (B2) to red-amber (C2) in quarter 3. This reduction reflects the considerable amount of work that has been undertaken, supported by the remodelled H&S Team in dealing with key risks. The first phase of RAMIS implementation has

completed and a review of Fire Safety and Legionella remedial work has progressed significantly. Priority works have been identified and are progressing, and the organisation's knowledge in relation to H&S compliance has greatly improved. Changing the Council's prioritisation to manage key risks such as Fire, Asbestos, Legionella and H&S standards in schools has been required in order to focus resources and funding available, and, although systems are not yet fully in-bedded, the improvements made by Q3 are reflected in the overall reduction of risk. H&S Governance remains a key priority for the Council as risk of failure is not tolerable.

14. **Workforce Planning** – Both residual and target risk ratings reduced from red-amber (B3) to amber-green (C3) in quarter 4, in recognition of the work having been undertaken to have workforce plans in place for every directorate. This is now embedded as part of the corporate planning process.
15. **Financial Resilience and Budget Monitoring (Control)** – residual risk ratings for both risks reduced from red (B2) to red-amber (C2) in quarter 4 as targeted, following approval of the Council's Budget for 2019/20 and a reported balanced outturn position for 2018/19.
16. **Non-completion of Statutory Building Equipment Maintenance** – Target reduction date extended to quarter 2 2019/20 in quarter 4. Work is ongoing in respect of Landlord/Occupancy Agreements. The Agreement for Schools has been incorporated within the Schools Handbook and 'one front door' established to assist implementation. An occupancy agreement for non-schools properties has been drafted and is anticipated for completion end of quarter 2 2019/20.

Reason for Recommendation

17. To enable the Cabinet to monitor risk management activity, and consider the Risk Management Review - Quarter 4 2018/19.

Legal Implications

18. There are no direct legal implications arising from this report. However, one of the benefits of identifying risk is that mitigation measures may be taken, if appropriate, and consequently successful claims against the Council may be avoided altogether, or reduced.

Financial Implications

19. There are no direct financial implications arising from this report. The Corporate Risk register will be used to guide the Internal Audit Plan and the Council's resource planning processes and forms an important part of the governance arrangements for the Council.

RECOMMENDATIONS

Cabinet is recommended to note the content of the Corporate Risk Register.

SENIOR RESPONSIBLE OFFICER	CHRIS LEE Corporate Director Resources
	5 July 2019

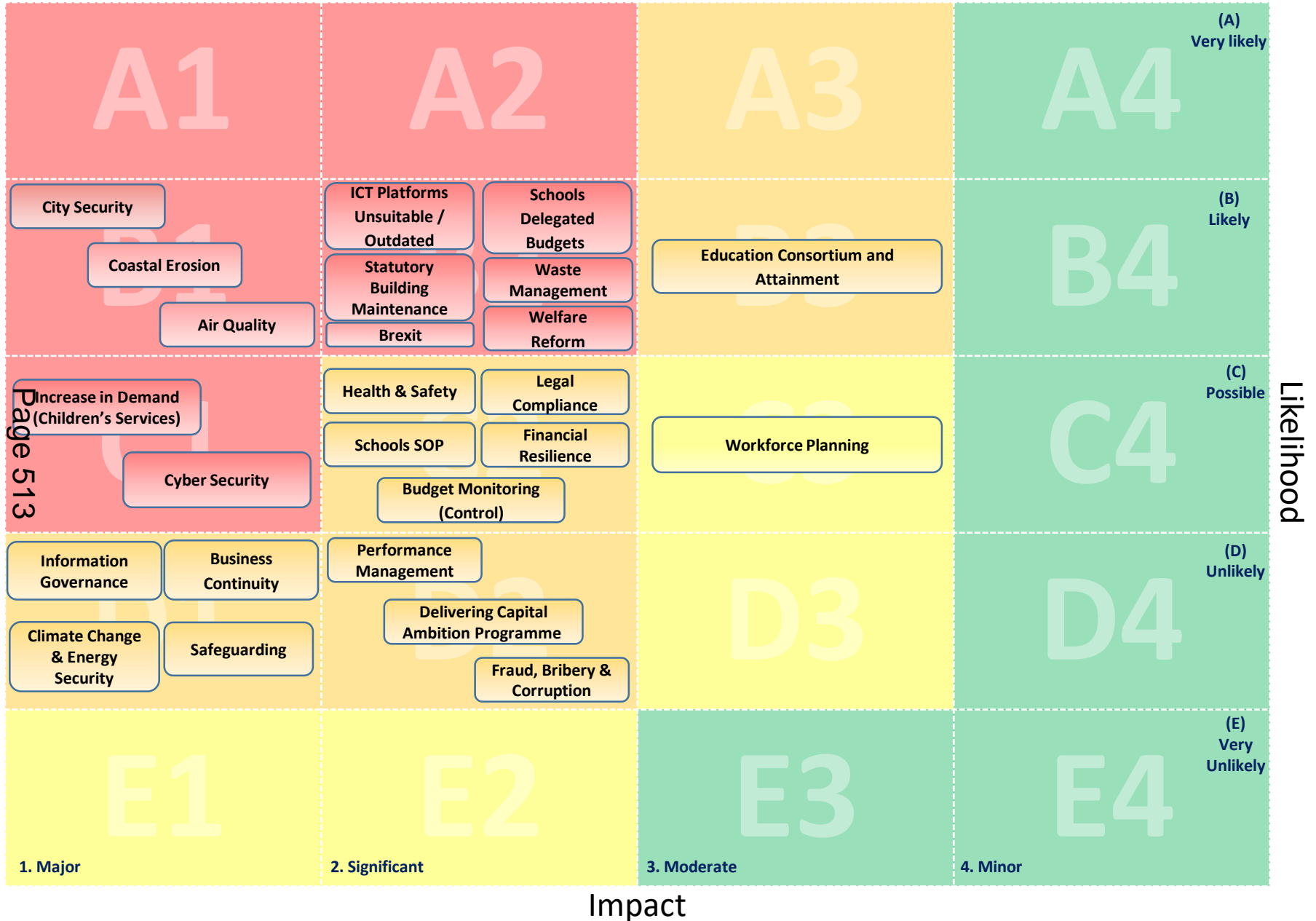
The following Appendices are attached:

Appendix A - Corporate Risk Map – Q4 2018/19

Appendix B - Corporate Risk Register Summary – Q4 2018/19

Appendix C - Detailed Corporate Risk Register – Q4 2018/19

Corporate Risk Map Q4 2018/19



This page is intentionally left blank

Corporate Risk Register Summary Snapshot Quarter 4 2018/19

Appendix B

Number of Risks by Inherent Risk Rating

Likelihood	+	A1	10	A2	2	A3	A4
	B	B1	8	B2	5	B3	B4
	C	C1		C2		C3	C4
	D	D1		D2		D3	D4
	E	E1		E2		E3	E4
-		1	2	3	4		
		+	Impact				-

Number of Risks by Residual Risk Rating

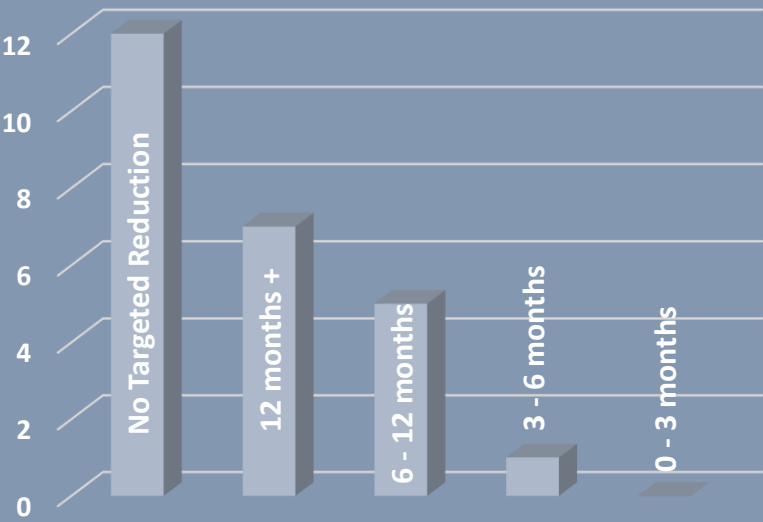
Likelihood	A	A1	A2	A3	A4	
	B	B1 3	B2 6	B3 1	B4	
	C	C1 2	C2 5	C3 1	C4	
	D	D1 4	D2 3	D3	D4	
	E	E1	E2	E3	E4	
		1	2	3	4	
		+	Impact			-

Number of Risks by Target Risk Rating

Likelihood	A	A1	A2	A3	A4	
	B	B1 1	B2 1	B3 2	B4 1	
	C	C1 2	C2 5	C3 2	C4	
	D	D1 3	D2 4	D3 3	D4	
	E	E1 1	E2	E3	E4	
		1	2	3	4	
		+	Impact			-

Inherent Risk Rating	Corporate Risk Title	Residual Risk		Target Risk	
		Rating	Movement from Q3	Rating	Movement from Q3
A1	City Security	B1	↔	B1	↔
	Air Quality & Clean Air Strategy		↔	C3	↔
	Brexit	B2	↔	B3	↔
	Non-completion of Statutory Building Equipment Maintenance		↔	D3	↔
	Cyber Security	C1	↔	E1	↔
	Financial Resilience	C2	↓	C2	↔
	Budget Monitoring (Control)		↓		↔
	Schools Organisation Programme (Band B)		↔		↔
	Health and Safety	D1	↔	D3	↔
	Information Governance		↔	D1	↔
A2	Welfare Reform	B2	↔	B2	↔
	ICT Platforms Unsuitable/ Outdated		↔	D3	↔
B1	Coastal Erosion	B1	↔	C1	↔
	Education – Schools Delegated Budgets	B2	↔	B3	↔
	Waste Management		↔	C2	↔
	Increase in Demand (Children's Services)	C1	↔	C1	↔
	Business Continuity	D1	↔	D1	↔
	Safeguarding		↔	D2	↔
	Climate Change & Energy Security		↔		↔
	Delivering Capital Ambition Programme	D2	↔	D2	↔
B2	Education Consortium & Attainment	B3	↔	B4	↔
	Legal Compliance	C2	↔	C2	↔
	Performance Management	D2	↔	D2	↔
	Fraud, Bribery and Corruption		↔		↔
	Workforce Planning	C3	↓	C3	↓

Corporate Risks - Target Reduction Date



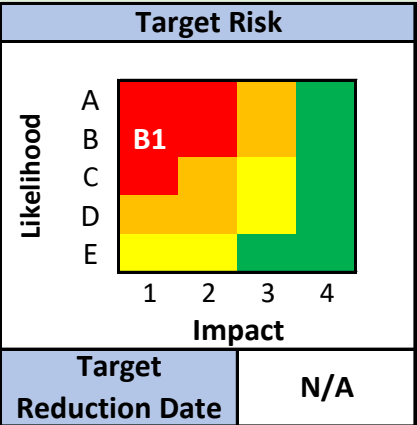
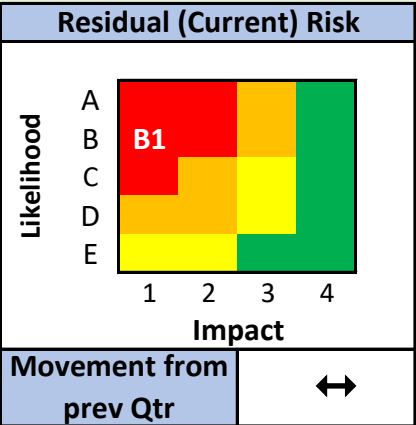
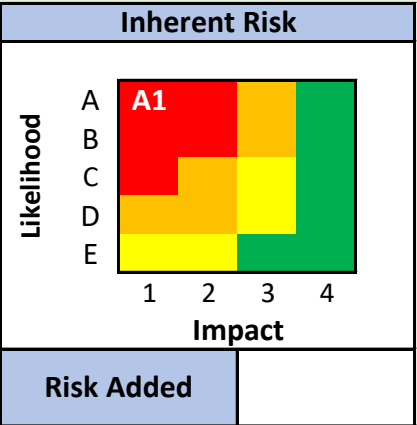
Key

High (Red)	Medium (Red-Amber)
Medium (Amber-Green)	Low (Green)
↓	Decrease from previous quarter
↔	No change from previous quarter
↑	Increase from previous quarter

This page is intentionally left blank

City Security

Description
Major security-related incident in the city as a result of international or domestic terrorism.



Risk Owner(s)	
Chris Lee (Isabelle Bignall) Andrew Gregory	Councillor Huw Thomas Leader

What we've done/are currently doing to achieve the Residual Risk Rating
<ul style="list-style-type: none">• All existing identified high-risk, crowded places have been formally assessed.• Some crowded places have an extremely limited and in some cases ‘third party managed’ access control process to operate them; providing little/no challenge.• Crowded places have varying standards of boundary treatments protecting them; providing a limited/cursory visual deterrent but little/no protection from a hostile vehicle.• CONTEST Protect/Prepare Task & Finish Group maintains the City Gateways Public Realm Enhancement Scheme, with agreed options for suitable PAS 68/69 mitigation for appropriate boundary locations; referred to as ‘gateways’.• 19 (38%) of the identified ‘gateways’ into the crowded places already benefit from PAS 68/69 mitigation in place, implemented as a direct result of Home Office (Crowded Places) and Olympic Legacy funding.• The estimated cost for the procurement and installation of the PAS 68/69 mitigation and ancillary services is £3.6 Million.• Work is ongoing with City Operations to advise developers across the city in relation to appropriate mitigation required.• The Cardiff City Centre Access Control Protocol is currently operating at the heightened response level, reflecting the UK National Threat Level; permitting vehicles onto the pedestrianised areas within Cardiff City Centre using strict parameters.• The Tabernacle Access Control Document is fully operational and sits and as an annex document to the main City Centre Access Control Protocol. It enables the Urban Traffic Control Officers to better manage Tabernacle ‘users’, covering their requirements whilst adhering to the existing Traffic Regulation Order.• Wales Extremism and Counter Terrorism Unit (WECTU) Counter Terrorist Security Advisor’s (CTSA’s), the Emergency Services & Cardiff Council provide Project Argus and EVAC/Griffin training across the city to raise awareness for likely impacts associated with major incidents and in particular, terrorist attacks. The sessions also cover the support likely to be immediately available from the emergency services and Cardiff Council, the practical and simple preparations people/organisations can make prior to incident occurring to help themselves manage and recover from its impacts.• As the above shows, the work done in the city to address security concerns has been predominantly focused on the provision of physical assets to mitigate against the threat of hostile vehicles. Although this area remains important, a more holistic approach is needed to develop the city’s response to and management of a wider range of potential threats.

What we plan to do to meet target
<ul style="list-style-type: none">• The CONTEST Protect/Prepare Group will continue to monitor and review the city’s Hostile Vehicle Mitigation scheme to ensure it is fit for purpose until it is fully installed.• The CONTEST Protect/Prepare Group will give a status report to the Cardiff CONTEST Board• The CONTEST Board will continue to try to identify external funding sources/opportunities from Welsh Government and UK Central Government to conclude scheme and appropriately mitigate the risk.• The work that will be completed will improve the protection of the City Centre public realm but further funding will be required to conclude the protection of identified public realm.• A holistic security strategy for the city is being developed through the city’s CONTEST partnership mechanisms. This strategy will extend the perspective of the city’s security beyond hostile vehicle mitigation to incorporate a range of security measures, including the continuing development and agglomeration of the city’s CCTV and the deployment of new technological solutions• Once the strategy has been completed it will provide a suite of costed business cases that will allow the continued incremental development of the city’s security provision• This in turn will allow partners to be more responsive to emerging funding opportunities

Potential Impact(s)
Immediate / Short-Term <ul style="list-style-type: none">• Large numbers of fatalities, injuries to public• Extensive structural damage and/or collapse of buildings• Major fire• Damage/disruption to utilities (gas, electricity, water etc.)• Immediate impact to businesses in the Cardiff area Ongoing / Longer Term <ul style="list-style-type: none">• Media coverage affecting public perception, leading to a loss of public confidence directly resulting in reduced business, retail and tourism revenues generated in the city.• Area to be viewed as a risk for potential future business investment.• Inability to attract major future national and international events (political, sporting etc.)• Increase in demand for council services/support for all affected.• Current economic climate to reduce the effectiveness of any recovery/regeneration of the area.

Type(s) of Impact	
<ul style="list-style-type: none">• Service Delivery• Reputational• Legal• Financial	<ul style="list-style-type: none">• Health & Safety• Partnership• Community & Environment• Stakeholder

Linked Risks

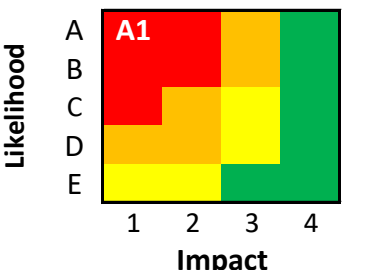
Key Indicators / Measures used to monitor the risk

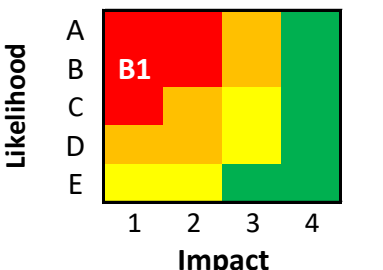
Air Quality & Clean Air Strategy

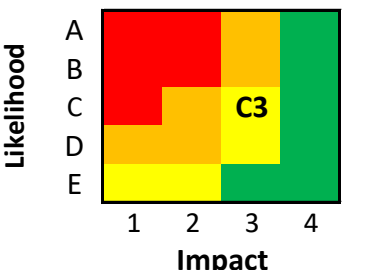
Description
<p>- Poor air quality is the most significant environmental determinant of health. UK Government has placed the improvement of Air Quality very high on their agenda and it has been made clear that they consider the responsibility for addressing the issue is at the door of Local Authorities.</p> <p>The UK and devolved Governments have a legal obligations to achieve nitrogen dioxide (NO2) annual average limit value (A5/m3 AA) as set out in the EU Ambient Air Quality Directive (2008/50/EC) in the shortest possible time, and their continued failure to meet this has been subject to a number of legal challenges.</p> <p>Cardiff does not comply with legal standards of NO2, and the primary source of the pollution is road transport emissions, particularly diesel vehicle emissions. Cardiff currently falls short of the required limits and although improvements are being seen, non-compliance of the legal limits is projected beyond 2020.</p> <p>Inability to secure funding to undertake full feasibility study through to implementation of mitigation measures</p> <p>- The timescale for completing the technical work on compliance of nitrogen dioxide limits required under the direction from Welsh Government is extremely challenging</p>

Potential Impact(s)
<p>Consequence:</p> <p>- No improvement to air quality, leading to:</p> <p>Legal & Regulatory / Financial</p> <p>- Breach of legal / statutory requirements</p> <p>- Potential significant financial penalty</p> <p>Health & Safety</p> <p>- No improvement to health</p> <p>- Increased burden on health care</p> <p>- Further deterioration of related health conditions</p>

Type(s) of Impact	
<ul style="list-style-type: none">• Service Delivery• Reputational• Financial• Strategic	<ul style="list-style-type: none">• Health & Safety

Inherent Risk

Risk Added

Residual (Current) Risk

Movement from prev Qtr

Target Risk

Target Reduction Date

Risk Owner(s)	
Andrew Gregory (Gary Brown)	Councillor Caro Wild Strategic Planning & Transport

What we've done/are currently doing to achieve the Residual Risk Rating
<p>Monitoring - Cardiff have 4 existing declared 4 Air Quality Management Areas (AQMA's) all as a result of elevated NO2 concentrations resulting from road traffic emissions.</p> <p>Development of a Clean Air Strategy:</p> <p>A draft strategy has been developed which outlines the strategic measures required to address the air quality issues in Cardiff, summarised as follows:</p> <ul style="list-style-type: none">- LDP Policies adhered to (KP18, EN13), Develop and finalise relevant SPG to improve AQA, additional relevant SPGs- Transport strategy- reducing congestion, Car clubs, 20mph zones, changing behaviours- Active Travel Improvements - increase Cycling and Walking- Public Transport Improvements - Buses, Metro, Trains, school travel plans, behaviours- Increase EV infrastructure, alt fuels (H2), fleet changes (CCC to lead), industry change, influence behavioural change. Non idling zones, parking permit reform, taxi policy review. <p>Cardiff's Transport & Clean Air Green Paper 'Changing how we move around a growing city' has also been developed and consulted on.</p> <p>WG Direction:</p> <p>Following the receipt of the Formal Direction from Welsh Government a Cabinet Report titled Air Quality – Welsh Government Direction was submitted and approved by Cabinet on 28th March 2018. The initial proposal setting out the case for change was submitted to Welsh Government on the 28th March 2018 to meet the requirement to submit before the 31st March 2018. This included the identification of governance, associated resource requirements, the scope of work, procurement approach, indicative costing's and timeline.</p> <p>A number of Active Travel and Transport mitigations have already been implemented:</p> <ul style="list-style-type: none">- 20 mph zones in Cathays, Gabalfa, Canton and Riverside- Launch of bike hire scheme and installation of 250 Next Bikes in the city centre, with usage uptake extremely positive- Car free day to promote active and alternative travel- Active Travel improvement schemes at various locations, to enable and promote safe and sustainable travel to school etc- A4119 Ph 2b Bus priority measures at Cathedral Rd- Pilot of segregated cycle lane at Maes y Coed Rd

What we plan to do to meet target
<p>- ongoing development and implementation of programme of active travel and transport improvements</p> <p>- Outline business case has identified preferred options package of non-charging measures to be consulted on</p> <p>Consultation process is underway (ends May 15th) and following feedback, the preferred options will be refined (subject to cabinet and WG agreement) to enable the full business case to be submitted to WG by the end of June 2019.</p>

Linked Risks

Key Indicators / Measures used to monitor the risk
<ul style="list-style-type: none">• Interim plan by end Dec 2018• Final plan by end Jun 2019

Brexit

Description
The risk that Brexit (and any subsequent decisions) will create severe disruption to the City and hinder its ability to continue to deliver effective services and maintain community cohesion.

Potential Impact(s)
<ul style="list-style-type: none">Community Cohesion – Increase of tensions / hate crimeCivil unrest – Protest / Disruptions to transport / City linksShortage of fuel, foods and medicines will impact on communityService Delivery is impacted by shortage / loss of key suppliesEU Settlement Scheme is not managed effectively thus disrupting those affectedBusiness Continuity Plans fail to be effective against the challenges posed by brexit.Key facilities not kept open such as schools and advice centres

Type(s) of Impact
<div><ul style="list-style-type: none">Service DeliveryReputationalLegalFinancial</div> <div><ul style="list-style-type: none">Health & SafetyPartnershipCommunity & EnvironmentStakeholder</div>

Inherent Risk
<div><div>Likelihood</div><div><div>A</div><div>B</div><div>C</div><div>D</div><div>E</div></div><div><div>1</div><div>2</div><div>3</div><div>4</div></div></div> <div>A1</div> <div>Impact</div> <div>Risk Added</div>

What we've done/are currently doing to achieve the Residual Risk Rating
<ul style="list-style-type: none">Officers in regular contact with WLGA / Welsh Government and respective public partnersDirectorates reviewing / monitoring respective business continuity plans and making relevant adjustments where needed.Key suppliers identified / Resilience testingLead officer in place for EU Settlement Scheme providing coordination and communication to internal and external stakeholdersBusiness continuity Plans reviewed by Emergency Management Unit.

Linked Risks

Residual (Current) Risk
<div><div>Likelihood</div><div><div>A</div><div>B</div><div>C</div><div>D</div><div>E</div></div><div><div>1</div><div>2</div><div>3</div><div>4</div></div></div> <div>B2</div> <div>Impact</div> <div>Movement from prev Qtr</div>

Target Risk
<div><div>Likelihood</div><div><div>A</div><div>B</div><div>C</div><div>D</div><div>E</div></div><div><div>1</div><div>2</div><div>3</div><div>4</div></div></div> <div>B3</div> <div>Impact</div> <div>Target Reduction Date</div>

Risk Owner(s)
<div>Paul Orders (Senior Management Team)</div> <div>Councillor Huw Thomas Leader (Brexit)</div>

What we plan to do to meet target
<ul style="list-style-type: none">As Brexit outcome becomes clearer priority areas will become the main focus of attention.Longer term implications on areas such as workforce planning need to become clearer over the forthcoming period.

Key Indicators / Measures used to monitor the risk

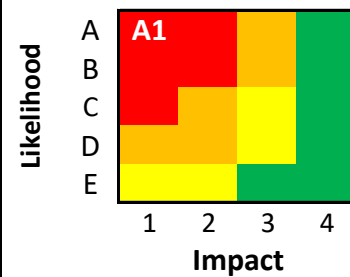
Non-completion of Statutory Building Equipment Maintenance

Description

RAMIS holds statutory obligations across the estate and is the central system for uploading of certificates and identifying and closing down remedial actions.

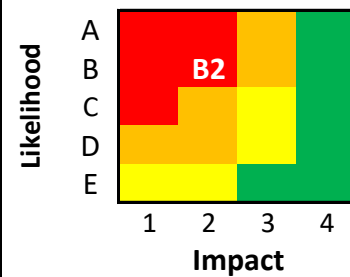
The risk from statutory inspections lies with the cost of the remedial works which are required to maintain the premises, installation, equipment in a safe and legally compliant condition. However the visibility provided by RAMIS allows accurate evaluation of risk and targeting of funds available.

Inherent Risk



Risk Added

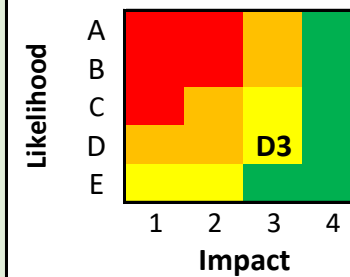
Residual (Current) Risk



Movement from
prev Qtr



Target Risk



Target
Reduction Date

Q2 2019/20

Risk Owner(s)

Neil Hanratty

Councillor Russell Goodway
Investment & Development

What we've done/are currently doing to achieve the Residual Risk Rating

Contractor

- Statutory Planned Preventative Maintenance (PPM) undertaken by competent contractor. Consequential remedial work identified on test certificates.
- Improved statutory maintenance contracting arrangements in place in Qtr 1 inc. use of SFG 20 as specification for statutory obligations testing and new risk based specification for legionella management supported by RAMIS.
- FM competent person(s) review all test certificates, remedial work captured and communicated to client as necessary/applicable
- Statutory Obligations Team has been established within Building Services to improve monitoring and supervision of statutory obligations contractor. Contractors have been trained in the use of RAMIS in order for test certs to be uploaded directly to the system by contractors.

RAMIS IT Software

- RAMIS implemented across the Council with bi-monthly reporting on statistics to SMT;
- 200 Building Managers have received training in their responsibilities and use for the RAMIS system, including schools estates staff and Headteachers.
- Full time officer Adminstrating RAMIS, providing training and issuing reports from the system to all service areas to push compliance ratings up to a minimum of 80% set by SMT.
- RAMIS has been embraced by Service Areas and will ensure that the Council is aware of the compliance position on any given asset to avoid any risks to building users and the organisation.
- Condition surveys have been completed which represents an extensive piece of work to improve our understanding and knowledge base of all the Council's land and property holdings.
- Procurement of new Building Maintenance Framework arrangements to be utilised from April 2019.

Corporate Landlord Programme

- County Estates senior management structure established supporting - Strategic Asset Management, Capital Delivery and Property Services, to manage and deliver all the Council's non-domestic property functions within one portfolio.

What we plan to do to meet target

Statutory Obligation Compliance

- Continue to commission investigations / work to complete required compliance testing (and works required) in respect of 'gaps' in compliance identified by reports from RAMIS.

Landlord / Occupancy Agreement

- Complete Landlord/Occupancy Agreement template and roll out in 2019/20. This will set out principle occupant and landlord permissions responsibilities and Permission for Works arrangements required.

Potential Impact(s)

Potential consequences of non-compliance with statutory maintenance:

- Fatalities or serious injuries
- Closure of part or whole of facilities with major disruption to service delivery
- HSE interventions and consequential actions including fines and prosecution;
- Significant additional expenditure requiring realignment of Corporate budgets;
- Temporary relocation of staff
- Temporary loss of operational service
- Invalidation of insurance policy
- Serious adverse impact on reputation
- Damage to fabric of building or other equipment

Type(s) of Impact

- Service Delivery
- Reputational
- Legal
- Financial
- Health & Safety
- Partnership
- Community & Environment
- Stakeholder

Linked Risks

Key Indicators / Measures used to monitor the risk

Compliance stats from the Corporate Health & Safety Team.

Cyber Security

Description
Two of the eleven areas of a Cyber Security assessment underpinning the corporate risk have been identified as high risk as follows: Monitoring - inability to assess how and when systems are being used, leading to an ineffective response to deliberate attacks or accidental user activity. Corporate Cloud Security - 2016 Internal Audit identified contract, SLA and service management weaknesses in externally hosted services.

Inherent Risk
<div><div>Likelihood</div><div><div>A</div><div>B</div><div>C</div><div>D</div><div>E</div></div><div><div>1</div><div>2</div><div>3</div><div>4</div></div><div>Impact</div></div> <div><div>A1</div></div>
Risk Added

Residual (Current) Risk
<div><div>Likelihood</div><div><div>A</div><div>B</div><div>C</div><div>D</div><div>E</div></div><div><div>1</div><div>2</div><div>3</div><div>4</div></div><div>Impact</div></div> <div><div>C1</div></div>
Movement from prev Qtr

Target Risk
<div><div>Likelihood</div><div><div>A</div><div>B</div><div>C</div><div>D</div><div>E</div></div><div><div>1</div><div>2</div><div>3</div><div>4</div></div><div>Impact</div></div> <div><div>E1</div></div>
Target Reduction Date

Risk Owner(s)
<div>Chris Lee (Phil Bear)</div> <div>Councillor Chris Weaver Finance, Modernisation and Performance</div>

What we've done/are currently doing to achieve the Residual Risk Rating
The principal controls for the high risk areas are as follows: Monitoring - Minimal routine log analysis with incident reporting to ISB and discussed with IAO. Corporate Cloud Security - Maturing PIA & CIA process used to assess risks to data and technology solutions.

What we plan to do to meet target
<ul style="list-style-type: none">ICT and Information Governance (IG) Teams to continue to liaise with FM for physical security assurances and to promote an incident reporting culture.To ensure strong ICT security, monitoring and cloud security controls:<ul style="list-style-type: none">ICT lifecycle and notification targets are being monitored and managed through the 'ICT Platforms' risk actions.Collaboration between ICT and IG to develop and map current ICT system providers in phased development of an Information Asset Register.Privacy Impact Assessment / Cloud Impact Assessments to be reviewed to ensure compliance with the requirements of the General Data Protection Regulation (GDPR) Action Plan being managed by the Information Governance Team.Governance and management requirements to be formalised for periodic and systematic review of all ICT systems.SIRO to review / consider Cloud Infrastructure to ensure:<ul style="list-style-type: none">Assurance of effective governance and management.Resource, risk appetite and outcomes required.Education of business systems owners in risk and management of cloud based services.

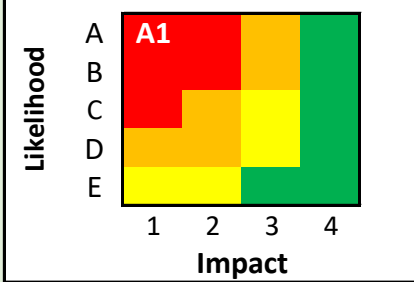
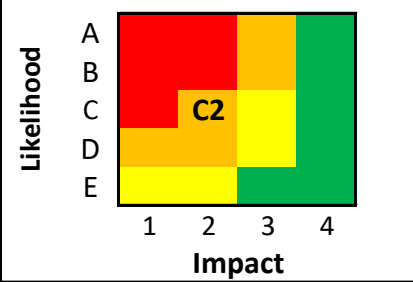
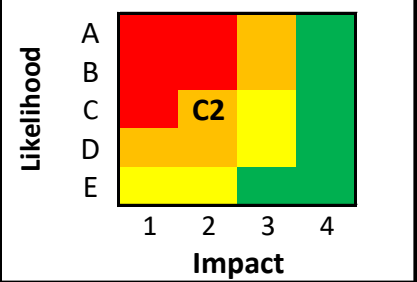
Potential Impact(s)
The intent of cyber attackers includes, but is not limited to: <ul style="list-style-type: none">financial fraud;Information theft or misuse,activist causes to render computer systems intolerable and to disrupt critical infrastructure and vital services. The impact of a cyber-attack / incident has the potential to involve the realisation of the risks associated with: <ul style="list-style-type: none">An information governance breach (i.e. Stop Now Order, Information Notice, Enforcement Notice, Financial Penalty etc.)A business continuity incident – with a potential for major loss of service and legal, health and safety and financial implications.A financial / fraud related attack. A malicious attack could result in loss of confidence from those transacting with the Council (reputation), as well as legal, asset, system, operational and financial implications.

Type(s) of Impact
<div><div><ul style="list-style-type: none">Service DeliveryReputationalLegalFinancial</div><div><ul style="list-style-type: none">Health & SafetyStakeholder</div></div>

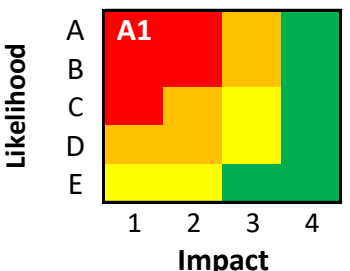
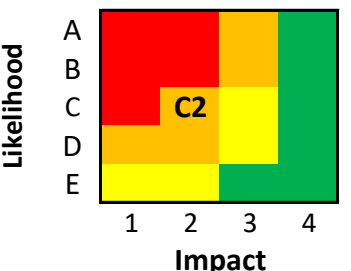
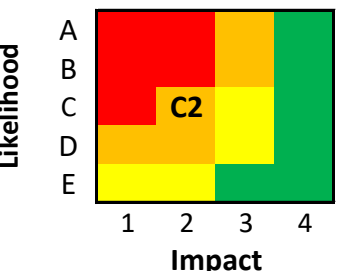
Linked Risks

Key Indicators / Measures used to monitor the risk

Financial Resilience

Description		Inherent Risk	Residual (Current) Risk	Target Risk	Risk Owner(s)	
<p>Failure to deliver a balanced annual budget and a fully informed Medium Term Financial Plan which would significantly weaken the financial resilience of the Council.</p> <p>The current outlook is that there is a Budget Gap of £105 million for the period 2020/21 to 2023/24.</p>					<p>Chris Lee (Ian Allwood)</p>	<p>Councillor Chris Weaver Finance, Modernisation and Performance</p>
		Risk Added	Movement from prev Qtr	Target Reduction Date	N/A	
		What we've done/are currently doing to achieve the Residual Risk Rating				
		<p>2019/20 and Medium Term</p> <ul style="list-style-type: none">• The Council has agreed for 2019/20 a Financial Resilience Mechanism of £3.8m. This has been used for one off use initiatives in 2019/20. This £3.8m is retained for 2020/21 and will be put into operation in the event of the 20/21 Budget Settlement being 1% worse than expected. This mechanism avoids the need to identify additional directorate savings at short notice and allows time to be allocated for greater level of savings to be delivered.• The final 2019/20 Budget was underpinned by Directorate Savings of £19.157m, Use of earmarked Reserves £2.75m and Council Tax at 4.9%. Robust Monitoring mechanism will consider Month 3 position in order to inform the first Cabinet report in September 2019.• The MTFP set out in the 2019/20 Budget Report and now highlights an estimated Budget Reduction Requirement of £105m for the medium term (2020/21/-2023/24)• Further diligence in respect to the rating of risk of each saving proposal but the responsibility for detail and achievability remains with the directorate.• The Council regularly reports in relation to its financial performance and monitoring.• The Wales Audit Office identified that the Council has a transparent and effective savings approach which supports financial resilience being achieved.• A financial snapshot is used to report the financial resilience of the Council and is reviewed 3 times a year and reported at Budget Report (Feb 19), Budget Strategy (Jul) and to Audit Committee.				
		What we plan to do to meet target				
		<p>2019/20 and Medium Term</p> <ul style="list-style-type: none">• Where needed, further work being undertaken to identify any areas of further action in respect to budget saving proposals put forward for 2019/20. These proposals will be closely monitored during the year.• Work will shortly commence in respect to 2020/ 21 budget proposals and a robust medium term financial plan taking into account internal and external challenges. This will include alignment with the Digital, Service Review,and Senior Management Team.• Continue to maintain close alignment with objectives of the Corporate Plan and the Capital Ambition Delivery Team in order to ensure resources are allocated appropriately and that longer term financial savings are developed in enough time to be realised in the medium term.• Continue to refresh assumptions at key stages as relevant information becomes available.				
Potential Impact(s)		Linked Risks				
<ul style="list-style-type: none">• Risk of failing to meet statutory obligations and that service delivery impacted due to uncertainty in the budget planning process.• Risk that settlement figures will not be as anticipated giving an element of uncertainty to any proposals from Cabinet during public consultation and beyond.• Risk that savings identified as part of business as usual and efficiencies have not been robustly reviewed for achievability and will not deliver as planned.• Risk that financial constraints and budget proposals result in unintended consequences such as increased instances of non-compliance and financial impropriety.• Risk that annual budget settlement frustrates medium / longer-term planning and that the cycle does not integrate with other business cycles and vice versa.• Risk that Medium Term Savings are not identified in a coherent, strategic way which impacts on service delivery.• The risk that the Council will not be able to react to adverse situations through a combination of poor imprudent planning and significant challenges such as increasing demands for services such as social services, education, roads etc.		<p>Financial Snapshot which highlights historical and current performance on performance against budget, performance against savings against budget, level of borrowing, financial ratios Work being undertaken with SMT to consider the savings opportunities over the medium term 2020/21 - 2023/24</p>				
Type(s) of Impact		Key Indicators / Measures used to monitor the risk				
<ul style="list-style-type: none">• Service Delivery• Reputational• Legal• Financial						
<ul style="list-style-type: none">• Stakeholder						

Budget Monitoring (Control)

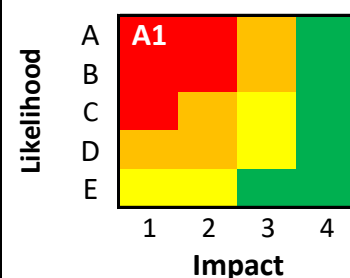
Description	Inherent Risk	Residual (Current) Risk	Target Risk	Risk Owner(s)	
<p>Failure to achieve the budget set, inclusive of budgeted spend and savings across Directorates, with increased use of emergency finance measures and the drawdown of reserves.</p>	 <p>Risk Added</p>	 <p>Movement from prev Qtr ↔</p>	 <p>Target Reduction Date N/A</p>	Chris Lee	<p>Councillor Chris Weaver Finance, Modernisation and Performance</p>
Potential Impact(s)	What we've done/are currently doing to achieve the Residual Risk Rating			What we plan to do to meet target	
<ul style="list-style-type: none"> Inability to balance spend, against budget, for the financial year. Requirement to implement emergency measures to reduce spending during the financial year thus adversely impacting on ability to meet corporate plan objectives. Requirement to drawdown from General Reserves at the year end. 	<ul style="list-style-type: none"> Clear financial procedure rules setting out roles and responsibilities for budget management are in place. In recognition of the quantum of savings and the risks posed a £3 million General Contingency was allocated in the Budget. The 2018/19 Month 9 position highlights a significant directorate overspend but an overall balanced budget. The Corporate Director of Resources, Chief Executive and Cabinet Members continue to hold challenge meetings and these will continue for 2019/20. Full financial monitoring processes is in place for month 3 to 11 of the financial year including achievement of budget savings with months 3 to 10 completed. 			<ul style="list-style-type: none"> The outturn position will be used to inform the key risk areas for budget monitoring in 19/20. 	
Type(s) of Impact			Linked Risks		Key Indicators / Measures used to monitor the risk
<ul style="list-style-type: none"> Service Delivery Reputational Legal Financial 	<ul style="list-style-type: none"> Stakeholder 				<p>Monthly Directorate Monitoring reports detailing likely outturn position and performance against savings accepted.</p>

Schools Organisation Programme (Band B)

Description

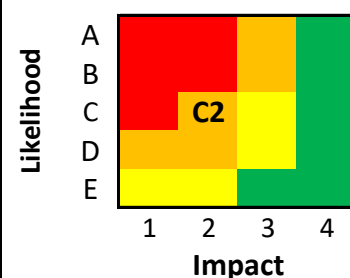
Very large scale Capital Programme – Band B (£284m) with tight timescales for delivery, in context of very rapidly growing primary age school population.

Inherent Risk



Risk Added

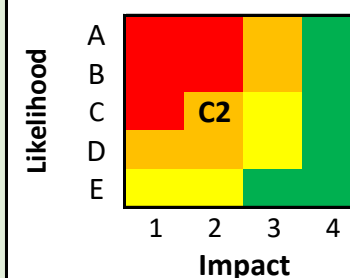
Residual (Current) Risk



Movement from
prev Qtr



Target Risk



Target
Reduction Date

N/A

Risk Owner(s)

Nick Batchelar
(Janine Nightingale)

Councillor Sarah Merry
Deputy Leader &
Education, Employment & Skills

What we've done/are currently doing to achieve the Residual Risk Rating

- 21st Century Schools Band B funding bid was submitted to Welsh Government in July 2017 and the Strategic Outline Case for £284m was approved in November 2017. Two Cabinet Reports in October and December 2018 outlined the priorities for this second phase of funding.
- Robust governance model, in line with Corporate Landlord being agreed.
- Arup report commissioned to look at Governance & capacity issues within the SOP team, with recommendations reported to Cabinet in May 2018.
- Head Teachers & Chairs of Governors of those schools involved in Band B briefed on process and timescales.
- Band B Delivery Group and School Development group formed internally to look corporately at issues including legal title, highways & transportation and planning.
- Technical feasibility and design work underway with assistance from Mott McDonald and Stride Treglown architects.
- Finance preparing the capital profiles for submission to Welsh Government and to monitor draw down and spends.
- Strategic Estates Department commissioned to achieve capital receipts of £25m to assist in funding the capital programme.
- Developing an enhanced asset management regime for the three “D” category High Schools, Fitzalan, Cantonian and Willows, in order to ensure that they remain as safe teaching and learning environments until such time as the buildings are replaced.
- Developing a robust procurement strategy for this large scale programme.

What we plan to do to meet target

- Formal Governance via the Schools Programme Board.
- Strengthening of the capacity of the SOP team critical to ensuring effective delivery of the programme. This includes ensuring that corporate colleagues in departments including legal, strategic estates, ICT, planning and highways and transportation are available.
- Continued active dialogue with Welsh Government and other professional parties to support progress and development.
- Prioritise population data development to support accurate projections and forecasts for existing resident populations and to support effective s106 negotiations going forward.
- Ensure consistent monitoring and reporting of all risks to Schools Programme Board.

Potential Impact(s)

- Insufficient secondary places in some central area of the City.
- Insufficient places in ALN settings across the City, leading to costly placement in out of county & private settings.
- School Buildings that are not suitable for teaching and learning
- Further degeneration of school buildings & rise in asset management backlog
- Three category “D” condition buildings, that are classed as end of life failing & being closed with hundreds of displaced students across the City.
- Reducing educational standards.
- Risk that insufficient capacity in team to deliver the very large programme.
- Project cost and time overruns
- Risk that Welsh Government do not approve individual project funding if not satisfied with Business Cases.

Type(s) of Impact

- Reputational
- Legal
- Financial
- Social
- Health & Safety
- Stakeholder

Linked Risks

Key Indicators / Measures used to monitor the risk

Health & Safety

Description		Inherent Risk	Residual (Current) Risk	Target Risk	Risk Owner(s)	
Improved corporate health and safety arrangements for key risks across the Council – require imbedding and ongoing monitoring.					Chris Lee (Donna Jones)	Councillor Chris Weaver Finance, Modernisation and Performance
		Risk Added		Target Reduction Date	6-12 mths	
		What we've done/are currently doing to achieve the Residual Risk Rating				
		<ul style="list-style-type: none">• Corporate Health and Safety Structure in place - team reduced by one in Qtr 4, with one staff member allocated full time to Lamby Way for QTR3 & 4 - which has impacted on resources available.• Key Health and Safety Policy and Guidance reviewed and updated.• RAMIS fully implemented covering statutory risk on Council Premises - H&S Lead on administration to ensure consistent approach to management of building risk.• Health and Safety Support Service for schools in place, completed first term of support - all urgent work requirements completed at end of QTR 4.• Corporate H&S manage risks from Asbestos, Fire & Legionella, A Strategic Review of Fire and legionella completed in QTR 4 - Update to SMT 5/19.• RAMIS Status reported to SMT bi-monthly providing compliance statistics on Phase 2 of implementation – Remedial tasks arising from statutory inspections for high risk disciplines.• Corporate Asbestos Team implemented in QTR 4 - The team will manage all asbestos surveying for Council Premises including management surveys, provision of local sampling and updating of RAMIS. The team will also provide all asbestos training for the Council.• Implementation of the following digital services in Q4:- <p>ALERT – PACD Replacement rolled out across the Council.</p> <p>RAMIS – Asbestos module implemented.</p> <p>RAMIS – Risk Assessment Library - piloted in QTR 4</p> <p>RAMIS – Accident reporting module implemented</p> <ul style="list-style-type: none">• Asbestos Management – Revised Policy and procedures implemented across the Council.• UKATA accreditation gained for Asbestos Awareness Training to Council employees and contractors.• Programme of Asbestos Surveying commenced in QTR4.				
		What we plan to do to meet target				
		<ul style="list-style-type: none">• Management of the risk from Legionella bacteria in water systems must be improved across the council. In order to maintain efficiency and ownership of risk controls caretaking staff trained in legionella management and temperature controls. further work required to embed this process which will improve overall management of the risk from Legionella in Council premises.• Establish a UKATA training centre for delivery of CAT B Asbestos training to Council employees and contractors - urgent requirement as currently no training provider in place.• Programme of Asbestos Surveying to be delivered in 2019/20.• Risk Assessment Library to be rolled out in 19/20 Qtr1 & 2.• Improvement action - Waste Services following HSE Improvement Notice.• Share Point to be implemented for H&S in 19/20 QTR 1• Intranet Page to be established for H&S with A to Z facility.				
Potential Impact(s)						
<ul style="list-style-type: none">• Fatalities• Serious injuries• Prosecution – fines for corporate body and/ or fines/imprisonment for individual• Civil Claims• Negative Publicity						

Information Governance

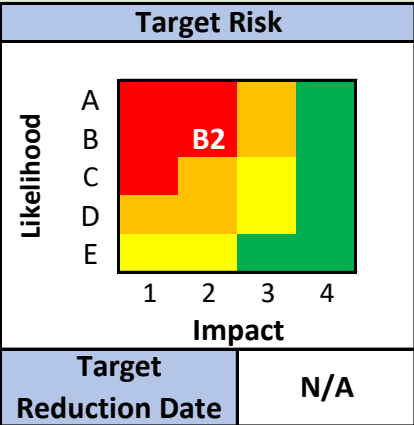
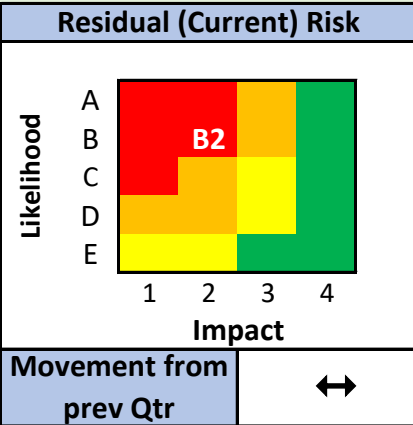
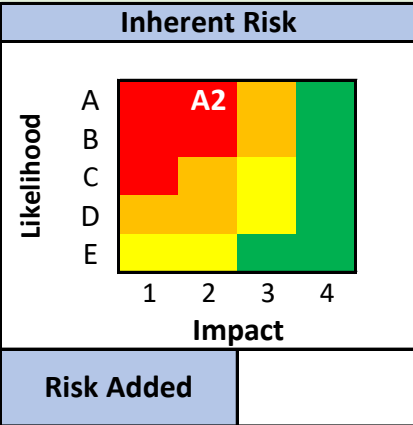
<div>Description</div> <div>Information handled inappropriately leaves the Council exposed to intervention and financial penalties issued by the Information Commissioner (ICO). This includes information held by Cardiff Schools.</div>	<div>Inherent Risk</div> <div><div><div><div><div>Likelihood</div><div>A</div><div>B</div><div>C</div><div>D</div><div>E</div></div><div><div><div><div>A1</div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div></div></div></div><div><div>1</div><div>2</div><div>3</div><div>4</div></div></div><div>Impact</div></div><div><div>Risk Added</div><div></div></div></div></div></div></div>	<div>Residual (Current) Risk</div> <div><div><div><div><div>Likelihood</div><div>A</div><div>B</div><div>C</div><div>D</div><div>E</div></div><div><div><div><div></div><div></div><div></div><div>D1</div></div><div><div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div></div></div></div><div><div>1</div><div>2</div><div>3</div><div>4</div></div></div><div>Impact</div></div><div><div>Movement from prev Qtr</div><div>↔</div></div></div></div></div></div>	<div>Target Risk</div> <div><div><div><div><div>Likelihood</div><div>A</div><div>B</div><div>C</div><div>D</div><div>E</div></div><div><div><div><div></div><div></div><div></div><div>D1</div></div><div><div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div></div></div></div><div><div>1</div><div>2</div><div>3</div><div>4</div></div></div><div>Impact</div></div><div><div>Target Reduction Date</div><div>N/A</div></div></div></div></div></div>	<div>Risk Owner(s)</div> <div><div>Chris Lee</div><div>Councillor Chris Weaver Finance, Modernisation and Performance</div></div>
<div>Potential Impact(s)</div> <div><div>Leads to the Information Commissioner issuing notices of non-compliance</div><div>These could consist of:</div><div><div>• A Stop Now Order which would mean that no personal data could be processed by the Council in its entirety</div><div>• An Information Notice which would mean that a service would have to provide information in a very limited period thereby impacting on service delivery</div><div>• Undertaking which requires an Action Plan of Remedial Measures which would be subject to ICO Audit</div><div>• Enforcement Notice requires immediate improvement action to be put in place</div><div>• Financial Penalty up to £17,500,000 for Higher Level Tier and £8,000,000 for Lower Level Tier breaches of the Data Protection Act</div></div></div>	<div>What we've done/are currently doing to achieve the Residual Risk Rating</div> <div><div>• Information Security Board is provided with Information Requests and Training compliance monitoring reports quarterly. This is chaired by the SIRO.</div><div>• Suite of Information Governance Policies and Strategies in place and annually updated.</div><div>• Data Protection Officer in post in line with articles 37-39 of the GDPR</div><div>• Information Governance/Data Protection Processes audited and gained assurance as part of Internal Audit in March 2019 and Cyber Security Plus ISAME Accreditation process in March 2019. This has built on the last ICO Consensual Audit determined that the Council is considered to have a ‘reasonable level of assurance’ in place</div><div>• Processes established for corporate handling of all Freedom of Information and Individual Rights Requests</div><div>• Data Security Incident processes in place and communicated to all staff together with formal reporting processes when required to the Information Commissioner</div><div>• The Information Governance Training Strategy in place and training provided to staff with access to electronic personal data</div><div>• Processes established through procurement and ICT acquisition processes for ensuring Data Protection Impact Assessments are completed if personal data is being processed, including Data Processing Agreement with third party contractors</div><div>• All new standard Council contracts include a clause regarding 3rd Parties processing personal data and obligations in respect of Freedom of Information.</div><div>• Standard Data Processing Agreements in place which services are required to complete and sign with any third parties who process personal data on behalf of their service.</div><div>• A corporate Information Asset Register is held which details personal data assets held by each Council directorate</div><div>• Service Level Agreements in place for contracted Data Protection Officer role to Rent Smart Wales, Cardiff Capital Region City Deal and the National Adoption Service as Cardiff Council is the Data Controller for these services</div><div>• Advice and assistance provided to collaborative services of the Educational Consortium, Vale, Valleys and Cardiff Regional Adoption Service and Shared Regulatory Service where Cardiff is not the Data Controller</div><div>• Advice, guidance support and the contracted role of the Data Protection Officer is provided to all Cardiff Schools to aid compliance within schools and governing bodies data controllership responsibilities.</div><div>• Advice and guidance is available to Directors and Lead Officers on the Information Governance aspects of Capital Ambition Programme.</div><div>• Corporate Retention schedule in place and updated annually in line with any legislative changes</div><div>• Information Governance Maturity Model established to monitor risks against areas of information governance to feed into corporate risk status</div><div>• The Digitalisation of Paper Records Strategy and associated business process changes is in place</div><div>• A Corporate external pilot storage contract is in place to improve processes and financial spend on storage of paper records externally</div></div>			<div>What we plan to do to meet target</div> <div><div>1) Data Protection e-learning training to be released on a directorate basis by September 2019 with 100% compliance targeted within each directorate</div><div>2) Individual Rights request processes to be reviewed to consider any opportunities available to improve compliance and streamline the Council’s ability to handle requests</div><div>3) As the result of new legal advice requires further work, building on the previous work, to issue a variance of contract for all existing contracts in place to be developed and provided to each directorate to issue to ensure compliance with the Data Protection Act 2018 and any adequacy decisions to be determined by the Information Commissioner post Brexit</div><div>4) A Record of Processing Activity to be developed with responsibilities for the personal data assets to be assigned to the responsible directorate Information Asset Owner</div><div>5) Following the pilot contract for Records Storage a formal contract to be put out for tender in quarter 2 of 2019/20 following conclusion of the pilot scheme</div></div>
<div>Type(s) of Impact</div> <div><div><div>• Service Delivery</div><div>• Reputational</div><div>• Legal</div><div>• Financial</div></div><div><div>• Stakeholder</div></div></div>	<div>Linked Risks</div> <div></div>	<div>Key Indicators / Measures used to monitor the risk</div> <div></div>		

Welfare Reform

Description

That the Council cannot meet its statutory obligations with the increased demands and reduced budgets placed upon it by the Welfare Reform including: Universal Credit, further reduction in Benefit Cap, size restrictions for social tenants, removal of automatic entitlement to housing costs for under 21s and changes to funded for supported housing. Lack of information, short timescales for implementation and the large number of citizens affected makes these changes a significant risk.

- Potential Impact(s)**
- Private landlords stop renting to benefit claimants
 - Social housing rents become unaffordable to some claimants, in particular those with large families
 - Increased homelessness and demand for temporary accommodation
 - Increased rent arrears, increased evictions
 - Redeployment / Severance for 140 benefits staff
 - Changing demands on Council stock resulting in increased voids and/or undersupply of smaller properties
 - Barriers to building additional affordable housing
 - Supported accommodation becomes unaffordable impacting on social services and vulnerable homeless clients



Risk Owner(s)

Sarah McGill
(Jane Thomas)

Councillor Lynda Thorne
Housing & Communities

- What we've done/are currently doing to achieve the Residual Risk Rating**
- Communities staff continue to work closely with private landlords and advice agencies to mitigate wherever possible the reduction in benefit.
 - Discretionary Housing payments are being used to top up the benefit claims of those most affected by the changes and to pay rent in advance and bonds to help tenants to move accommodation where necessary.
 - Timely information is being given to claimants to help them respond to the changes.
 - A streamlined process is in place for re-housing tenants who need to downsize as a result of the social housing size restrictions. DHP is being used to pay removal costs and to cover shortfall while tenants are waiting to move.
 - The Welfare Liaison team within the housing service is in place to assist tenants affected by the changes. Work has been carried out to identify those affected by the reduced Benefit Cap and to advise them accordingly and to identify the most vulnerable families and award DHP.
 - Universal Credit full service has commenced in Cardiff. Despite additional resources put in place rent arrears for council tenants have risen significantly since the change was implemented.
 - The council is currently providing face-to-face services on behalf of the DWP including digital inclusion and budgeting advice, however funding for this is being cut from March 2019 and will transfer to CAB.
 - The Advice Hub in Central Library is providing comprehensive advice services for those affected by Welfare Reform and this is being rolled out across the city in Community Hubs and foodbanks.
 - The Inclusive Growth Board and subgroups are working well in coordinating multi-agency activity and developing appropriate interventions during a difficult transition period for many people affected.
 - Briefings continue to be provided to Members on Welfare Reform and further information is sent as appropriate.
 - Digital inclusion training and banking support has been successfully implemented and will continue to be monitored.
 - Into Work Services are providing services across the city and helping people get back to work with particular focus on those families affected by the benefit cap.

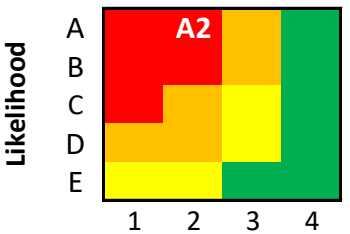
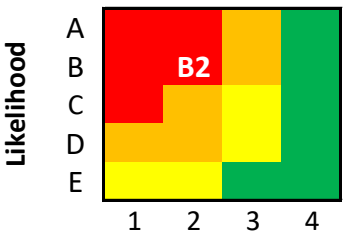
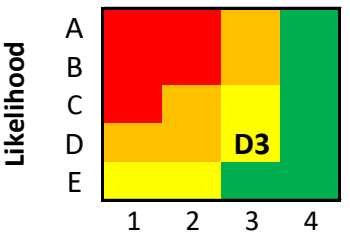
- What we plan to do to meet target**
- Further additional resource has been agreed for supporting council tenants following the implementation of Universal Credit Full Service as rent arrears have increased significantly, staff have been recruited to assist with this and the new team is working well. Rent arrears procedure has been reviewed to include a more preventative and flexible approach and more assistance for more vulnerable tenants. This will be monitored over the coming months.
 - Work has been undertaken to cost the potential risks of Universal Credit and this will continue to be updated as the more information is known.
 - Regular meetings are held with social housing providers to monitor and improve processes.
 - DHP spend is being monitored carefully. Expenditure for 19/20 will continue focusing on the most vulnerable individuals, helping people with the transition into work and mitigating the risk of homelessness.
 - Services for private landlords are being further developed to help prevent them withdrawing from the market.

Type(s) of Impact

Linked Risks

Key Indicators / Measures used to monitor the risk

ICT Platforms Unsuitable / Outdated

Description	Inherent Risk	Residual (Current) Risk	Target Risk	Risk Owner(s)	
<p>The ICT platforms (desktop, software, network, servers, and telephones) will not be able to support the technologies required by the corporate change programme and deliver effective service to the council, or will not provide a reliable service due to age and condition of equipment and systems.</p>	 <p>Risk Added</p>	 <p>Movement from prev Qtr ↔</p>	 <p>Target Reduction Date 12 mths +</p>	<p>Chris Lee (Phil Bear)</p>	<p>Councillor Chris Weaver Finance, Modernisation and Performance</p>
Potential Impact(s)	What we've done/are currently doing to achieve the Residual Risk Rating			What we plan to do to meet target	
<ul style="list-style-type: none"> Loss of PSN services. Service delivery impacts from unreliable/unavailable ICT systems Cardiff seen as unable to deliver on aspirations Poor morale from frustrations with inability to deliver services. Potential for income losses from revenue collection impacts. Unable to meet delivery deadlines on both business as usual and transformation projects. 	<ul style="list-style-type: none"> Spending for renewal/upgrade of highest risk items, in particular firewalls, core servers/switches and external bandwidth is under review. New system down analysis process in place to ensure that key pressure points are rapidly identified and fixed at minimum cost until full programme can be initiated. Recent issues with telephony have resulted in retargeting of some resources to focus on weak points now identified. New deliveries are all being designed for a 99.99% minimum uptime, with critical systems targeted at 99.999% (equating to less than 6 minutes per year) Active projects underway and the current aged file storage solution have been replaced and cloud based storage for additional resilience and flexibility is being assessed. Other projects underway to replace many of the core older back end servers. Corporate file storage systems replaced and new disk to disk backup option installed to improve performance and resilience. Due to mitigation actions so far to reduce the risk, the risk of critical service downtime has been reduced. Additional load balancers to be purchased for application resilience in key systems. Continued assessment of priorities for replacement – applications infrastructure and servers are the next priority Completed refresh of existing SAP, thin client and virtual server farms. Assessment of equipment required replacing to maintain PSN compliance Further revenue and capital investment in 2018-20. Completed migration of VM infrastructure over to Pure Storage. Completed migration of users from old remote access service to new solution. 			<ul style="list-style-type: none"> Development of lifecycle monitoring and clearer customer engagement. Pilot leasing scheme within schools to be considered for corporate desktop estate Breakdown of costs to remediate to be generated and reviewed. To include workstation replacement costs, supporting network infrastructure and server infrastructure. 	
Type(s) of Impact			Linked Risks		Key Indicators / Measures used to monitor the risk
<ul style="list-style-type: none"> Service Delivery Reputational Financial Stakeholder 					<ul style="list-style-type: none"> Annual independent testing of external and internal infrastructure via Information Technology Health Check (ITHC) for PSN compliance.

Coastal Erosion

Description		Inherent Risk	Residual (Current) Risk	Target Risk	Risk Owner(s)	
Breach of current defences resulting in widespread flooding.					Andrew Gregory	Councillor Michael Michael Clean Streets, Recycling and Environment
		Risk Added	Movement from prev Qtr ↔	Target Reduction Date 12 mths +		
		What we've done/are currently doing to achieve the Residual Risk Rating			What we plan to do to meet target	
		<ul style="list-style-type: none"> There are no controls to avoid the flood and coastal erosion risk event occurring, however incident management arrangements are in place, which whilst not preventative, represent a level of control. The current adhoc defences along the area are in a very poor condition. The necessary works are holistic and cannot be phased, therefore the residual risk rate cannot be lowered until the completed construction of the coastal defence scheme in its entirety. An Outline Business Case (OBC) has been submitted to Welsh Government for review as part of the WG Coastal Risk Management Programme that provides a funding mechanism for 75% of onward capital costs. A 25% capital matchfunding bid for 18/19 has been submitted & approved subject to WG grant award Formal application for funding and approval from WG submitted A Cabinet Office Forward Plan was submitted for March 2018 Cabinet Meeting for funding approval. The total costs associated with the Design, Early Contractor Engagement and Construction phases have been estimated at £10.9m (WG 75% funding = £8.2m and CCC 25% funding = £2.7m) Following the approval by Cabinet in March 2018 to progress the delivery of the Rover Way to Lamby Way coastal defence scheme, £638,549 grant has been received from Welsh Government (WG) to develop the Design and Full Business Case for the coastal defence scheme, with WG funding agreed in principal for construction phase, subject to approval of the business case. Full Business Case and detailed design tendered and contract awarded to JBA. 			<p>Next steps:</p> <p>Completion date for FBC anticipated February 2020.</p> <p>Public/ stakeholder consultation events continue to be held to present the current risk and proposed options.</p> <p>Working with Emergency Management to formulate interim measures</p>	
Potential Impact(s)						
<ul style="list-style-type: none"> Continued coastal erosion along the coast threatening the Rover Way Traveller site and critical infrastructure including Rover Way and the Rover Way/Lamby Way roundabout Erosion to two decommissioned land fill sites, with risk of releasing landfill material into the Severn Estuary and having significant environmental impacts Flood risk to 1,116 residential and 72 non-residential properties over 100 years, including risk to life, property, infrastructure and services N.B. the predicted rates of erosion threaten the Rover Way Travellers Site and the adjacent electrical substation within 5 years, and further release of large volumes of unknown tip material from the Frag Tip into the Seven Estuary. 						
Type(s) of Impact		Linked Risks			Key Indicators / Measures used to monitor the risk	
<ul style="list-style-type: none"> Service Delivery Reputational Financial Strategic 					<ul style="list-style-type: none"> Award of contract for FBC by Dec 2018 Key milestones TBC on award of FBC 	

Education - Schools' Delegated Budgets

<div>Description</div> <div>Secondary Schools with deficit budgets do not deliver agreed deficit recovery plans.</div>	<div><div>Inherent Risk</div><div><div><div><div>Likelihood</div><div>A</div></div><div><div>B</div><div>B1</div></div><div><div>C</div><div></div></div><div><div>D</div><div></div></div><div><div>E</div><div></div></div></div><div><div>1</div><div>2</div><div>3</div><div>4</div></div><div>Impact</div></div><div><div>Risk Added</div><div></div></div></div>	<div><div>Residual (Current) Risk</div><div><div><div><div>Likelihood</div><div>A</div></div><div><div>B</div><div>B2</div></div><div><div>C</div><div></div></div><div><div>D</div><div></div></div><div><div>E</div><div></div></div></div><div><div>1</div><div>2</div><div>3</div><div>4</div></div><div>Impact</div></div><div><div>Movement from prev Qtr</div><div>↔</div></div></div>	<div><div>Target Risk</div><div><div><div><div>Likelihood</div><div>A</div></div><div><div>B</div><div>B3</div></div><div><div>C</div><div></div></div><div><div>D</div><div></div></div><div><div>E</div><div></div></div></div><div><div>1</div><div>2</div><div>3</div><div>4</div></div><div>Impact</div></div><div><div>Target Reduction Date</div><div>12 mths +</div></div></div>	<div><div>Risk Owner(s)</div><div><div><div>Nick Batchelar (Neil Hardee)</div><div>Councillor Sarah Merry Deputy Leader & Education, Employment & Skills</div></div></div></div>	
	<div><div>What we've done/are currently doing to achieve the Residual Risk Rating</div><div><div><div><div><div><div>• The 2019/2020 delegated budget allocations were issued to schools in early March 2019 and monitoring arrangements put in place for those schools showing financial concern.</div></div><div><div><div>• Officers from Education and Financial Services have started to work with individual schools through Headteachers and Governing Bodies to formulate Medium Term Financial Plans (MTFP) to seek to either balance individual school deficits within four financial years or to ensure that the accumulated deficits were frozen or slowed as much as possible.</div><div><div>• Officers continue to monitor and challenge those schools in deficit before allowing any additional financial commitments, both staffing and other expenditure.</div><div><div>• Reviewing closely with Education Management Team and SOP in particular as to the opportunities available to address short medium term fall in pupil numbers for certain secondary schools.</div><div><div>• For each school in deficit, the Council has identified a monitoring officer to provide an independent challenge to the school. This is in addition to the LFM Officer currently supporting that school.</div><div><div>• Individual school budget monitoring positions reported to Education Management Team on a quarterly basis.</div><div><div>• School Budget Forum has agreed a revised protocol for responding to schools in deficit.</div><div><div>• Finance Officers continue to meet with Challenge Advisers to discuss individual schools in respect of their financial and school standard performance.</div><div><div>• The Council has been able to protect school delegated budgets over and above the Welsh Government threshold and a smaller number of schools than in 18/19 have been identified as requiring meeting with S151 officer and senior education officers. These meetings took place in April and early May.</div></div></div></div></div></div></div></div></div></div></div></div></div></div></div>				<div><div>What we plan to do to meet target</div><div><div><div><div>• Officers exercise the statutory powers of intervention on a school or schools in deficit who are unable to provide a medium term financial plan, this may involve removing delegation from a Governing Body.</div><div><div>• Officers explore through the School Organisation Planning process how different organisational arrangements for schools would affect the supply of pupils to schools thus affecting their delegated budgets. This will include an understanding of the long term impact of any unused school supply places on the funding formula.</div><div><div>• Working with CSC to ensure that maximising value from constituent parts of Education Improvement Grant is secured and that there is clarity of allocation mechanism for 2019/20 and beyond.</div><div><div>• Following consultation with the School Budget Forum an audit of budget impact on individual schools was undertaken during the Summer Term 2018 and this will be undertaken again in the summer of 2019. A higher response rate than in the previous year is expected and will feed into the discussion regarding the medium term financial plan.</div><div><div>• A working group has been established to examine the medium term financial planning processes used by the LA and schools.</div></div></div></div></div></div></div></div></div>
	<div><div>Type(s) of Impact</div><div><div><div>• Reputational</div><div>• Legal</div><div>• Financial</div></div></div></div>	<div><div>Linked Risks</div><div></div></div>		<div><div>Key Indicators / Measures used to monitor the risk</div><div></div></div>	

Waste Management

Waste Management							
<div>Description</div> <div>Failure to meet statutory recycling targets and deliver cost effective compliance with waste management legislation.</div>	<div>Inherent Risk</div> <div><div><div><div><div>Likelihood</div><div>A</div></div><div><div>B</div><div>B1</div></div><div><div>C</div><div></div></div><div><div>D</div><div></div></div><div><div>E</div><div></div></div></div><div><div>1</div><div>2</div><div>3</div><div>4</div></div></div><div>Impact</div></div> <div><div>Risk Added</div><div></div></div>	<div>Residual (Current) Risk</div> <div><div><div><div><div>Likelihood</div><div>A</div></div><div><div>B</div><div>B2</div></div><div><div>C</div><div></div></div><div><div>D</div><div></div></div><div><div>E</div><div></div></div></div><div><div>1</div><div>2</div><div>3</div><div>4</div></div></div><div>Impact</div></div> <div><div>Movement from prev Qtr</div><div>↔</div></div>	<div>Target Risk</div> <div><div><div><div><div>Likelihood</div><div>A</div></div><div><div>B</div><div></div></div><div><div>C</div><div>C2</div></div><div><div>D</div><div></div></div><div><div>E</div><div></div></div></div><div><div>1</div><div>2</div><div>3</div><div>4</div></div></div><div>Impact</div></div> <div><div>Target Reduction Date</div><div>12 mths +</div></div>	<div>Risk Owner(s)</div> <div><div>Andrew Gregory (Matt Wakelam)</div><div>Councillor Michael Michael Clean Streets, Recycling and Environment</div></div>			
	<div>What we've done/are currently doing to achieve the Residual Risk Rating</div> <div><p>The foundations of the current controls (as documented at Q4 17/18) are within the Recycling Waste Management Strategy 2015-2018, located on the council's website: https://www.cardiff.gov.uk/ENG/Your-Council/Strategies-plans-and-policies/Documents/CAB%20Appendix%201%20-%20Recycling%20Waste%20Management%20Strategy%202015%20Eng.pdf</p><p>Current Controls as at 18/19:</p><p>Recycling Development:</p><ul style="list-style-type: none">- Consultation of Waste & Recycling Strategy 2018-2021 has been completed and presented to Cabinet.- Implemetation of In-Cab and tachograph system is partly complete, which will improve service delivery through real time technology, optimistation of routes and identification of waste contamination.- The newly installed Auto Sorter for mixed plastics/ fibre products became operational (July 2018) and will improve processing efficiency, reduce rejects and increase recycling.- Modelling has been undertaken on best option for managing co-mingled recycling issue, with twin stream concluded as best option- Ongoing mgt of Cardiff Organic Waste Treatment contracts (Kelda/ Dwr Cymru) for an Anaerobic Digestion (AD) facility and Open Windrow Composting (OWC) facility to treat source-separated food and green/garden wastes respectively, over a 15 year period- Education taking place across Cardiff with focus on key areas for recycling improvement.- intervention plan developed to move from 58-64% recycling- Glass trial pilot has been completed and reviewed, and funding approved for 19/20 rollout<p>Wider Governance & Compliance:</p><ul style="list-style-type: none">- Ongoing investigation in the Waste function has been robsutly serviced, and is following a number of lines of enquiry, through which the governance process is being rigorously reviewed.- A prudent valuation for a contingent landfill tax liability together with other potential impacts on the Council’s accounts are in the process of being quantified with the support of external consultants (PWC), senior and specialist officers in the Council’s accountancy function.- Prosiect Gwyrdd (Cardiff Council in partnership with other L.A's) - ongoing mgt of contract over 25 years with Viridor, who will produce energy from the remaining ‘black bag’ waste which historically has gone to landfill, providing the best environmental, cost effective and practical solution for waste after recycling/ composting has been maximised (22% recycling from bottom ash)- Senior Management have worked with WG on explaining the current position and the improvements being put in place- Introduction of improvements in weighbridge and data systems holding data on waste movements, to improve data management and ease collation of data.</div>				<div>What we plan to do to meet target</div> <div><p>Recycling Development:</p><ul style="list-style-type: none">- Actions from the Waste & Recycling Strategy 2018-2021 to be part of programme monitoring for meeting recycling targets.- Ongoing In-Cab technology implementation & training<p>Wider Governance & Compliance:</p><ul style="list-style-type: none">- Work is ongoing to review the Waste Data Flow team resourcing to ensure it is sustainable and can provide information in a timely manner. Senior Management continue to work with WG on explaining the current position and the improvements being put in place- Work is ongoing in relation to the Governance of Waste Data Flow review and development of a senior management role within new structure, providing leadership in the area of Waste Data Flow.- Senior Management to have ongoing regular engagement and discussions with WG on Cardiff's Waste Strategy and compliance with the WG Blueprint. WRAP and CC developing a mandate- Ongoing commitment to working with PWC and senior and specialist officers in the Council's accountancy function in relation to landfill tax contingent liability</div>		
	<div>Potential Impact(s)</div> <div><p>Financial</p><ul style="list-style-type: none">• penalties and loss of grant support• continuing financial costs to service due to ongoing investigation<p>Legal & Regulatory</p><ul style="list-style-type: none">• Failure to comply with EU recycling waste directive, leading to sanctions, penalties or interventions<p>Strategic/ Reputational</p><ul style="list-style-type: none">• reputational consequence with citizens and key stakeholders</div>	<div>Linked Risks</div> <div></div>		<div>Key Indicators / Measures used to monitor the risk</div> <div><ul style="list-style-type: none">• Monthly monitoring recycling % from waste data flow</div>			

Increase in Demand (Children's Services)

<div>Description</div> <div>Failure to effectively manage demand resulting in increase in number of children looked after and the service and financial pressures this presents.</div>	<div><div>Inherent Risk</div><div><div><div><div>Likelihood</div><div><div><div><div>A</div><div>B</div><div>C</div><div>D</div><div>E</div></div><div><div><div><div>1</div><div>2</div><div>3</div><div>4</div></div><div>Impact</div></div></div><div><div><div><div>B1</div></div></div></div></div></div><div><div>Risk Added</div><div></div></div></div><div><div>Residual (Current) Risk</div><div><div><div><div>Likelihood</div><div><div><div><div>A</div><div>B</div><div>C</div><div>D</div><div>E</div></div><div><div><div><div>1</div><div>2</div><div>3</div><div>4</div></div><div>Impact</div></div></div><div><div><div><div>C1</div></div></div></div></div></div><div><div>Movement from prev Qtr</div><div>↔</div></div></div><div><div>Target Risk</div><div><div><div><div>Likelihood</div><div><div><div><div>A</div><div>B</div><div>C</div><div>D</div><div>E</div></div><div><div><div><div>1</div><div>2</div><div>3</div><div>4</div></div><div>Impact</div></div></div><div><div><div><div>C1</div></div></div></div></div></div><div><div>Target Reduction Date</div><div>N/A</div></div></div></div><div><div>Risk Owner(s)</div><div><div><div>Sarah McGill</div><div>Claire Marchant</div></div><div><div>Councillor Susan Elsmore</div><div>Social Care, Health & Well-being</div><div>Councillor Graham Hinchey</div><div>Children & Families</div></div></div></div><div><div><div>Potential Impact(s)</div><div><div><div><div><div>• Family breakdown leading to children becoming looked after</div><div>• Growth in the number of children entering the looked after system and associated costs for the Authority</div><div>• Insufficient placements to meet need</div><div>• Children are less likely to achieve their potential and to be fully participating citizens</div><div>• Life chances for children are reduced</div><div>• Delays in issuing care proceedings because of existing capacity in both Children's' and Legal Services</div><div>• Challenges in 'improving outcomes for children 'Challenges in effectively managing Service and financial pressures</div><div>• Significant increase in demand for residential and foster care placements for LACr resulting in increase in numbers placed outside Cardiff</div></div></div></div></div></div><div><div><div>What we've done/are currently doing to achieve the Residual Risk Rating</div><div><div><div><div><div>• Early Help Strategy</div><div>• Cardiff Family Advice and Support Service</div><div>• Information, Advice and Assistance functions (including Dewis Cymru)</div><div>• Locality working</div><div>• Interface Protocol for Children's' Services with Children's Team Around Family (TAF) and Disability Team Around the Family (DTAF) agreed and implemented</div><div>• Families First / Team Around the Family</div><div>• Flying Start</div><div>• Rapid Response Service</div><div>• Adolescent Resource Centre</div><div>• Legal tracker</div><div>• Decision making panels established across the stages of the child's journey</div><div>• Direct Payments</div><div>• Young Carers Action Plan</div><div>• New Families First Services</div><div>• Families First Services recommissioned</div><div>• Signs of Safety implementation plan refreshed</div></div></div></div></div></div><div><div><div>What we plan to do to meet target</div><div><div><div><div><div>• Children's Commissioning Strategy being developed to address placement quality and sufficiency.</div><div>• Fostering project and residential care projects supporting delivery of the emerging needs from the Commissioning Strategy</div><div>• Cardiff Family Advice and Support Service progressively implemented from April 2019.</div><div>• Transformation and ICF proposals developed to enhance services at the edge of care and support proactive improvement.</div><div>• Partnership arrangements for delivery of Child and Adolescent Mental Health Service (CAMHS) to be reviewed.</div><div>• Overarching strategy, Improving Outcomes for Children Programme Board and project groups beneath it.</div></div></div><div><div>DDP 2018/19:</div><div><div><div>• Improve recruitment and retention of children's social workers, ensuring the Council achieves and maintains a vacancy rate below 18% by March 2019 to raise standards and drive the quality and competency levels of staff through effective workforce dev in order to enable those with care and support needs to achieve what matters to them (DP13-CS)</div><div>• Continue to implement a sustainable finance and service delivery strategy across Children's and Adult Services throughout 2018/19, where the commissioning and delivery of services is evidence based, outcome focussed and commercially sound (CP15 -SS)</div></div></div></div></div></div><div><div><div>Type(s) of Impact</div><div><div><div><div>• Service Delivery</div><div>• Reputational</div><div>• Legal</div><div>• Financial</div></div><div><div>• Community & Environment</div><div>• Stakeholder</div></div></div></div><div><div>Linked Risks</div><div></div></div><div><div>Key Indicators / Measures used to monitor the risk</div><div><div>Children's Services:</div><div>Contacts 1 Number of Contacts / Referrals Received</div><div>SSWB 24 Percentage of assessments completed for children within statutory timescales</div><div>CS LAC 3e Number of children looked after</div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div>
--	--

Business Continuity

Description
Large scale incident/loss affecting the delivery of services.
The potential risk is that our most time sensitive activities are not sufficiently resilient and fail, following an incident which impacts on their delivery and that our incident management structure, used in response to internal incidents and external emergencies, also fails in response to an incident.

Potential Impact(s)
<ul style="list-style-type: none">• Health and Safety – potential impact on staff and on the public relying on our most, time sensitive, critical services.• Legal action -Failure of key services could lead to Legal action against the council.• Financial - Failure of key services could led to significant financial cost both in terms of Ombudsman action and Enforcement action from regulatory bodies as well as individual legal action against the corporate body where service failure leads to legal action against us from private claimants.• Reputational - Impact on key services to the public could lead to significant reputational damage to the organisation.• Stakeholder – Impact on key stakeholders as result of failure.• Service delivery – Potential significant impact on service delivery to the public, impact of key services could lead to significant impacts to the public and the corporate body un delivering its services.

Type(s) of Impact
<div><ul style="list-style-type: none">• Service Delivery• Reputational• Legal• Financial</div> <div><ul style="list-style-type: none">• Health & Safety• Stakeholder</div>

Inherent Risk
<div><div>Likelihood</div><div><div>A</div><div>B</div><div>C</div><div>D</div><div>E</div></div><div><div>1</div><div>2</div><div>3</div><div>4</div></div></div> <div>B1</div> <div>Impact</div>
Risk Added

Residual (Current) Risk
<div><div>Likelihood</div><div><div>A</div><div>B</div><div>C</div><div>D</div><div>E</div></div><div><div>1</div><div>2</div><div>3</div><div>4</div></div></div> <div>D1</div> <div>Impact</div>
Movement from prev Qtr

Target Risk
<div><div>Likelihood</div><div><div>A</div><div>B</div><div>C</div><div>D</div><div>E</div></div><div><div>1</div><div>2</div><div>3</div><div>4</div></div></div> <div>D1</div> <div>Impact</div>
Target Reduction Date

Risk Owner(s)	
Chris Lee	Councillor Huw Thomas Leader

What we've done/are currently doing to achieve the Residual Risk Rating
<ul style="list-style-type: none">• The Council has a BCM Champion who sponsors BCM at a strategic level and is actively supporting the BCM Programme.• We have an approved Business Continuity Policy which is aligned to ISO22301.• BCM Intranet web page.• BCM toolkit is now available on CIS allowing all service managers to develop an appropriate BCM response for their services allowing future effective maintenance and audit. BCM workshops are available from the BC Officer on request.• The Council has employed a Business Continuity Officer (appointed October 2010). The officer is a qualified ISO22301 lead auditor.• The Emergency Management Unit has developed an Incident Management Plan (Cardiff Councils Emergency Management Plan) to ensure alignment with ISO22301 this has been distributed to all Directorates.• The Council has a 24 hour Incident Management structure for Gold and Silver Officers.• A partnership approach between the Emergency Management Unit and the Corporate Risk Steering Group is helping to raise awareness and drive forward the BCM programme.• 87 % of our most time sensitive activities (Reds) now have Business Continuity plans which have met, or are going through, audit. Work on the remaining plans is ongoing to close gaps and bring them up to date and in line with the corporate audit requirement• Cardiff Council is a member of the Core Cities Business Continuity Group and has been for the last 8 years. This membership allows the sharing of best practice and joint initiatives between group members.• The Business Continuity Officer has been working closely with the procurement section of Resources to ensure that the resilience of suppliers is considered carefully when procuring services which are important to our most time sensitive activities, our Red and Amber activities.• Internal Audit completed an audit of the Business Continuity Risk in September 2018 and the assurance statement was "Effective with opportunity for improvement". Three key actions were identified and an action plan has been agreed to address the improvement opportunities, all the improvement actions are now completed as planned.• The Corporate Incident Management structure and many individual team Business Continuity Plans were tested in the two extreme snow events of March 2018, the value of the incident management structure and the business continuity work was recognised in the outcomes of the structured debrief following the two snow incidents.• Targeted specific actions were undertaken successfully for winter 2018 in order to enhance resilience around our severe weather response capability. Additional actions are planned for winter 2019 to further enhance resilience.• The Business Continuity Officer supported our Directorates in preparing for the potential impacts around Brexit.

What we plan to do to meet target
<ul style="list-style-type: none">• The BC Officer is working closely with Facilities Management to ensure they have effective plans in place to help manage possible business disruptions to our core buildings.• Work with ICT to ensure our core infrastructure is as resilient as practical to support a resilient and effective delivery of essential ICT services and the effective planning for recovery of critical IT services after an incident that affects our IT.• The Emergency Management Unit are planning a piece of partnership work with ICT to support areas that provide red activities in assessing the impact the loss of technical services, and ensuring suitable mitigation is in place to make our red services more resilient, where this is possible.• Work with the teams involved with looking at the potential of using alternative delivery models for council services. Identifying risks associated with alternative delivery models for specific services and recommend potential risk management solutions for implementation, to protect the delivery of our most critical services.• The Business Continuity Officer is working to develop and enhance individual Directorate response capability to ensure Directorates are in a stronger position to respond to incidents which could impact on the Council and our most time sensitive activities.• The Business Continuity Officer is proposing working closely with Education and Life Long Learning to support them in developing a school specific Business Continuity Plan template to enhance schools resilience capability.• The Emergency Management Unit propose enhancing our wider Business Continuity and Resilience work through the development of a separate but council hosted and developed EVAC Cardiff website, building on the strength of our existing EVAC Cardiff work which will support our main resilience work streams, building on the success of the EVAC Cardiff APP. This will complement our existing work with partner agencies in this area and aims to support the wider public in being more aware and empowered around their own and their community's resilience. This work should be complete by end of Quarter 1 2019/2020.• The BC officer is leading a review of 4x4 resources across the council to support our response capability to future winter storms.

Linked Risks

Key Indicators / Measures used to monitor the risk
The Red activity BC plan status is reviewed on a quarterly basis via a report to SMT after the CRR submission. Additionally the risk is managed as part of the Corporate Risk Management process via the CRR returns and the BC risk is also audited by Internal Audit . The last Internal Audit of the Business Continuity Risk was in in 2018.

Safeguarding

Description
Systemic failure in the effectiveness of the Council’s safeguarding arrangements together with other statutory safeguarding partners.

Inherent Risk
<div><div>Likelihood</div><div><div>A</div><div>B</div><div>C</div><div>D</div><div>E</div></div><div><div>1</div><div>2</div><div>3</div><div>4</div></div><div>Impact</div></div> <div><div>B1</div></div>
Risk Added

Residual (Current) Risk
<div><div>Likelihood</div><div><div>A</div><div>B</div><div>C</div><div>D</div><div>E</div></div><div><div>1</div><div>2</div><div>3</div><div>4</div></div><div>Impact</div></div> <div><div>D1</div></div>
Movement from prev Qtr

Target Risk
<div><div>Likelihood</div><div><div>A</div><div>B</div><div>C</div><div>D</div><div>E</div></div><div><div>1</div><div>2</div><div>3</div><div>4</div></div><div>Impact</div></div> <div><div>D1</div></div>
Target Reduction Date

Risk Owner(s)	
Sarah McGill	Councillor Huw Thomas Leader
Claire Marchant	Councillor Susan Elsmore Social Care, Health & Well-being
Davina Fiore	Councillor Graham Hinchey Children & Families
	Councillor Chris Weaver Finance, Modernisation and Performance

What we've done/are currently doing to achieve the Residual Risk Rating
<ul style="list-style-type: none">Embedding the Social Services & Wellbeing (Wales) Act 2014 in relation to the strengthening of adult safeguarding.Ongoing implementation of the Child Sexual Exploitation Strategy.Raising profile of Adult Sexual Exploitation (ASE) in Adult Services in line with the Child Sexual Exploitation (CSE) Strategy.Review of adult safeguarding undertaken and management strengthened.Systems in place to learn lessons from and address recommendations from child practice reviews, adult practice reviews and multi agency practitioner forumsMonthly quality and performance review across all areas of social servicesAnnual Plan for Regional Adults / Childrens Safeguarding Board.SBAR system implementation to understand and address significant risks, including safeguarding risks, in social servicesRecruitment and retention strategy in place to address children’s workforce issuesAction plan being delivered to address high caseloads in Children’s Services.Refreshed signs of safety action plan in place.Improving Outcomes for all our Children Steering Group chaired by Chief Executive established to oversee performance to improve outcomes for Cardiff’s most vulnerable children.Cardiff local operational safeguarding group established to support effective multi-agency safeguarding arrangements across the City, reporting to the Regional Safeguarding Board.

What we plan to do to meet target
<ul style="list-style-type: none">Implementation of revised Corporate Safeguarding Policy and action plan arising from internal audit of corporate safeguarding.Additional investment in corporate safeguarding to address recommendations from internal audit report.Cardiff and Vale Regional Safeguarding Board supporting the All Wales Adult and Child Protection Procedure due for completion by September 2019.Regular performance monitoring meetings with Children’s Social Services have been arranged.Process and escalation procedures agreed for children’s work, to be agreed with adults.Exploitation Strategy being developed to cover wider exploitation issues, including adults.CSE processes being adapted to address wider vulnerability issues, including exploitation, in a multi-agency way.Adult safeguarding improvement plan developed. <p>DDP 2018/19:</p> <ul style="list-style-type: none">Ensure children and adults are protected from risk of harm and abuse by raising awareness among public and professionals of safeguarding issues for the duration of the plan (CP6 -SS)Ensure children and adults are protected from risk of harm and abuse by revising the Child Sexual Exploitation Strategy by March 2019 to encompass new and emerging themes of child and adult exploitation (CP7-SS)Renew the safeguarding vision and strategy across the Directorate by March 2019 in order to take account of new national policy and practice guidance currently under development (DP5-SS)Commission an independent review of the effectiveness of the Multi Agency Safeguarding Hub (MASH) in consultation with the Regional Safeguarding Boards and consider recommendations for change / improvement with a view to implementing changes by March 2020 (CP8-CS)Review and develop mechanisms to improve engagement with communities at large and faith communities in particular by March 2019 to improve the safeguarding of children across the various communities in Cardiff (CP6 -SS)Embed strengthened Adult Protection procedures in consultation with staff and partners by March 2019 to ensure that adults are protected from harm(CP7-AS)Ensure that the Council’s Corporate Safeguarding Strategy is implemented (CP17-SS)

Potential Impact(s)
<ul style="list-style-type: none">A child/ren or adult/s suffers avoidable significant harm or death.Reputation of Council and partners.Severe adverse publicity.Potential regulator intervention.Loss of confidence by the community in the safety of children and adults.Loss of confidence of staff in the overall “safety” of the service, impacting on morale, recruitment and retention.Potential litigation with associated financial penaltiesSignificant financial implications of formal intervention <p>In addition to the above:</p> <ul style="list-style-type: none">Being held in contempt of courtImprisonmentUnlawful detention of personsPayment of costs/damagesProfessional reputation of staffRecruitment problems

Type(s) of Impact
<div><div><ul style="list-style-type: none">Service DeliveryReputationalLegalFinancial</div><div><ul style="list-style-type: none">PartnershipCommunity & EnvironmentStakeholder</div></div>

Linked Risks

Key Indicators / Measures used to monitor the risk
Adult Services: SSWB 18 Percentage of adult protection enquiries completed within 7 working days Children's Services: SSWB 24 Percentage of assessments completed for children within statutory timescales SCC.014 Percentage of initial child protection conferences due in the year which were held within 15 working days of the strategy discussion SCC.034 Percentage of child protection reviews carried out within statutory timescales during the year SSWB 27 Percentage of re-registrations of children on local authority Child Protection Registers SSWB 28 Average length of time for all children who were on the CPR during the year

Climate Change & Energy Security

Description
Un-preparedness to the effects of climate change due to lack of future proofing for key (social and civil) infrastructure and business development, and inability to secure consistent energy supply due to rising energy costs and insecurity of energy supply.

Potential Impact(s)
Climate change will result in more intense and frequent rainfall events causing flooding, impacting: <ul style="list-style-type: none">•Loss of life and personal injury;•Direct damage to property, infrastructure and utilities;•Contamination and disease from flood and sewer water and flood on contaminated land;•Increased cost of insurance;•Break up of community and social cohesion;•Blight of land and development.
SHORT TERM RISKS Climate change is noted to already be affecting the frequency and intensity of rainfall events, making storm events flashier and increasing the rainfall volume. Our existing drainage network has not been designed to accommodate this increase in rainfall and in the short term, there will be an increase in flood events from urban drainage systems.
LONG TERM RISKS The influence of climate change will increase in the future and continue to have a growing influence on rainfall intensity and frequency. The urban drainage network in Cardiff will increasingly underperform and not be able to accommodate the increase in surface water runoff response time and volume from storm events. Storms will become flashier and carry higher rainfall. Poor management of new development will exacerbate the potential flood risk by not respecting natural drainage catchments and by not dealing with rainfall at source.
Fluvial Flooding There are 3 main rivers impacting the City - whilst main rivers are the responsibility of Natural Resource Wales, and as a Local Flood Authority we are not responsible for them, the affects of climate change will result in more flooding i.e. the same short term and long term risks will apply in relation to fluvial flooding.
Increased summer temperatures: <ul style="list-style-type: none">• An increase in heat related discomfort, illness and death, increasing pressure on health and emergency services• An increase in demand for limited water supplies• Damage to temperature sensitive infrastructure (transport systems, electrical systems).• Migration of biodiversity.
Inconsistent energy supply and cost: <ul style="list-style-type: none">• Inability to deliver public services• Decrease in economic output• Disruption to the supply of utilities• Increased transport costs• Increased costs for heating / providing services to buildings• Increased fuel poverty

Type(s) of Impact
<div><div><ul style="list-style-type: none">• Service Delivery• Reputational• Legal• Financial</div><div><ul style="list-style-type: none">• Health & Safety• Partnership• Community & Environment• Stakeholder</div></div>

Inherent Risk
<div><div>Likelihood</div><div><div>A</div><div>B</div><div>C</div><div>D</div><div>E</div></div><div><div>1</div><div>2</div><div>3</div><div>4</div></div></div> <div><div>B1</div></div>
Risk Added

Residual (Current) Risk
<div><div>Likelihood</div><div><div>A</div><div>B</div><div>C</div><div>D</div><div>E</div></div><div><div>1</div><div>2</div><div>3</div><div>4</div></div></div> <div><div>D1</div></div>
Movement from prev Qtr

Target Risk
<div><div>Likelihood</div><div><div>A</div><div>B</div><div>C</div><div>D</div><div>E</div></div><div><div>1</div><div>2</div><div>3</div><div>4</div></div></div> <div><div>D2</div></div>
Target Reduction Date

Risk Owner(s)
<div>Andrew Gregory</div> <div>Councillor Michael Michael Clean Streets, Recycling and Environment</div>

What we've done/are currently doing to achieve the Residual Risk Rating
Emergency Management Unit <ul style="list-style-type: none">• Cardiff Council Emergency Management Unit is working through the Local Resilience Forum (LRF) structure to ensure planning is carried out with consideration of flood risk.• Cardiff Area Community Risk Register is developed and reviewed on a regular basis by the Cardiff Area Risk Group. It takes into account changes in the national risk register and how those changes affect Cardiff.• We are engaging internally with The Welfare of Future Generations Act to integrate the community work with the Councils strategy and externally with voluntary organisations such as C3SC to provide training to community groups across Cardiff• Cardiff Council Emergency Management Unit have in place a long term communication strategy in Cardiff in conjunction with multi agency partners highlighting flood awareness alongside other emergency eventualities such as extreme temperatures and how residents, businesses and communities can be aware of the risks in their area and hence better prepare for them should that risk materialise. Cardiff has 5 active community flood plans with others in the planning stage. We have produced a ‘Preparing for Emergencies – A Guide for Communities’ document which is now available to all agencies and organisations. It provides information on how to prepare, respond and recover from an incident including flooding. The document can be found via the following link; https://www.cardiff.gov.uk/ENG/Your-Council/Strategies-plans-and-policies/Emergency-Planning-and-Resilience/Emergency-Planning-and-Resilience/Pages/default.aspx• We have further developed our capability to communicate with the public with the development of the EVAC Cardiff App which is now available for both android and apple systems. Alongside the App we are developing a stand-alone website to offer further advice and information to back up the information available via the App.• Parts of Cardiff now benefit from flood mitigation schemes, Rhiwbina village has a completed scheme providing flood protection to numerous properties that have been affected by flooding from Whitchurch Brook, Roath area of Cardiff around Waterloo Gardens has a scheme being built now which when complete will give flood protection to approx. 400 properties. This scheme has been developed and funded by Natural Resources Wales and Welsh Government. A coastal flood protection scheme is also being developed for future protection of the coast along Rover way. Emergency Management have been involved in all of these schemes alongside our Highways, Drainage and Water Management teams and the local communities.• We also have procedures in place to alert relevant departments within the council to extreme temperatures and work with partner agencies in line with Welsh Governments Heatwave Plan, this can be found via the following link; http://www.wales.nhs.uk/docopen/218909/
Energy Management <ul style="list-style-type: none">• The Council procures competitive energy contracts through the Crown Commercial Services on a 6 monthly purchasing window for the following 12 month financial year.• Key sites are fitted with back-up generators for emergency backup, specifically for IT systems.• The Carbon reduction Strategy 2022 identifies projects and activities through 4 strands in order to achieve a 35%

Linked Risks

What we plan to do to meet target
Emergency Management Unit <ul style="list-style-type: none">• To consider flood risks recognised in the Community Risk Register in the Community Planning/Integrated Partnership process. Community resilience workshops continue in high risk areas.
Energy Management <ul style="list-style-type: none">• Deliver development of local power generation within city boundaries and with neighbouring LAs by securing heat networks, Deliver the Affordable Warmth Strategy through measures such as ECO3 and energy efficiency opportunities, provide supplementary planning guidance on passive and renewable heating systems to new build and retrofit schemes.• Energy security related issues to inform corporate financial systems revised buying and power consumption monitoring arrangements to save money and reduce demand and provide corporate & community planning for Energy City Wide to Business and public sector.• Further guidance to be disseminated to service areas on energy security and energy savings opportunities such as implementation of Carbon Culture, delivering extensive energy invest to save programmes on the Council Estate.• Submit grant application for heat network in Spring 2019 and implement energy efficiency works identified in Re:Fit and Salix projects (targeting June)• Present Lamby Way Solar Farm Final Business Case for Cabinet approval in May 2019• Present Heat Network Final Business Case for Cabinet approval in Autumn 2019
Flood Management Planning <ul style="list-style-type: none">• The Surface Water Supplementary Planning Guidance (SPG) is to be reviewed by Select consultants who have been chosen to provide feedback on the document. Comments will be formulated and document updated.
Evaluation of historic flood incidents to identify key areas for Flood Alleviation projects. Any proposed schemes will incorporate climate change allowance.
Sustainable Development Unit <ul style="list-style-type: none">• Climate Change is referenced in the Well-Being Assessment and an action included in the Well-Being Plan.• Work to be undertaken with both the Covenant of Mayors and the Compact of Mayors (merging to become the Global Covenant of Mayors for Climate Change) to agree a consistent method of emissions reporting and action planning so as to not duplicate efforts and get maximum benefit from the commitments.

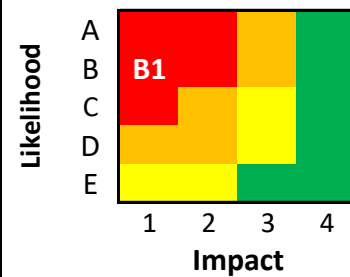
Key Indicators / Measures used to monitor the risk
<ul style="list-style-type: none">• Monthly monitoring recycling % from waste data flow

Delivering Capital Ambition Programme

Description

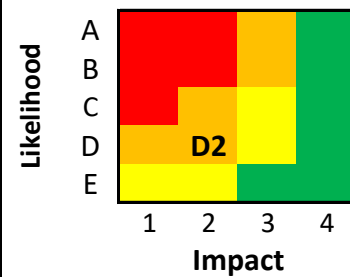
Projects within the Programme fail to deliver the change required to ensure the implementation of the Administration's agenda and to refocus services to meet the challenges faced by the Council and the city's wider public services.

Inherent Risk



Risk Added

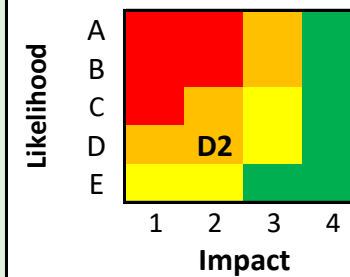
Residual (Current) Risk



Movement from
prev Qtr



Target Risk



Target
Reduction Date

6-12 mths

Risk Owner(s)

Chris Lee
(Dean Thomas)

Councillor Chris Weaver
Finance, Modernisation and
Performance

What we've done/are currently doing to achieve the Residual Risk Rating

- Governance arrangements established and led by the Chief Executive. The Modernisation component of the Capital Ambition Delivery Programme is led by the Corporate Director Resources; and the Resilient Services component is led by the Corporate Director People and Communities.
- Disciplined approach, where risk assessment forms an integral part of the approach to change.
- Programmes and projects initiated with dedicated resources.
- Experienced gained by managing programmes and projects over a number of years, building on lessons learned.
- An extensive training programme for the Capital Ambition Delivery Team was undertaken during 2017/18 to ensure both project management and business analyst's skills and knowledge are enhanced.
- Building capacity and capability across the organisation through development opportunities and skills transfer.
- Appropriate engagement and stakeholder management, including Trade Union meetings and updates for PRAP, Scrutiny and Internal Audit.
- Continued implementation of Programme & Project Management Database to enhance management information and reporting. Investment Review Board review/approve Business Cases and prioritise resources.
- SMT acts as the Sponsoring Group and receives regular updates on programme and project progress. All Programme Briefs are submitted to SMT for discussion prior to them being signed off at the relevant programme board.
- All Programme Briefs have been signed off by SMT and the relevant programme boards.
- Project briefs have been developed for a number of projects within the CADP.
- Effective governance arrangements are now in place for the CADP. These arrangements are continually monitored and refined as and when required.

What we plan to do to meet target

Monthly meetings are also taking place between the relevant SRO and the Portfolio Manager from the CADT. Project executives are invited to these meetings, as and when required, to provide project updates.
A review of the programme will be undertaken as part of the overall review of Delivering Capital Ambition.

Potential Impact(s)

- Failure to deliver the Administration's Capital Ambition statement.
- Failure to respond to the key financial and organisational challenges that dominate the medium term planning horizon of the Council.
- Vital services will not be protected if we fail to find more efficient ways of working.
- Reputational impact if services do not meet increasing customer expectations.
- Public services are not delivered efficiently or effectively and fail to deliver joined up services to the public.
- Lack of a programme management approach to the delivery of these significant projects will result in lack of governance and failure to report project progress to relevant stakeholders in a timely manner.
- Reputational risk with our external regulators if the CADP is not delivering on time and does not have robust governance arrangements in place.

Type(s) of Impact

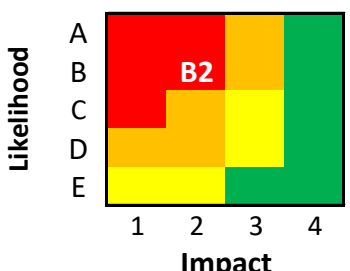
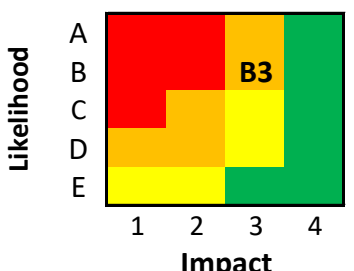
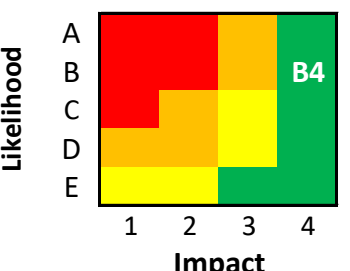
- Service Delivery
- Reputational
- Legal
- Financial

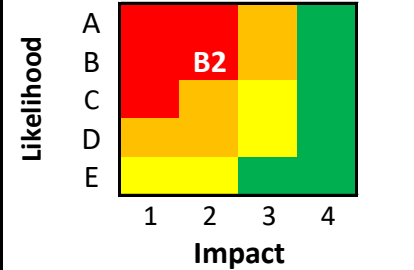
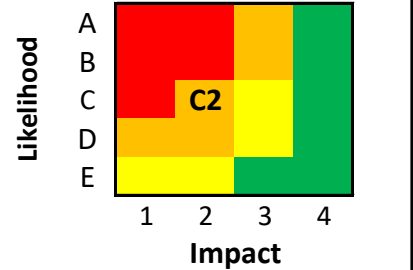
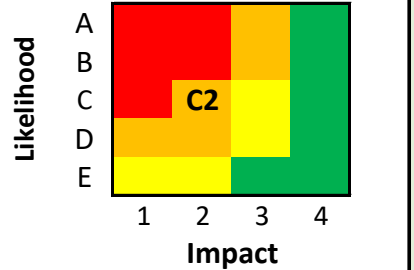
Linked Risks

Key Indicators / Measures used to monitor the risk

No key metrics/indicators but robust governance arrangements are in place to monitor the CADP.

Education Consortium & Attainment

Description		Inherent Risk		Residual (Current) Risk		Target Risk		Risk Owner(s)	
The Central South Consortium does not deliver effective services that challenge and support Cardiff schools to improve and Educational Attainment does not improve at the required rate.								<div>Nick Batchelar (Janine Nightingale)</div>	<div>Councillor Sarah Merry Deputy Leader & Education, Employment & Skills</div>
		Risk Added		Movement from prev Qtr		Target Reduction Date			
				↔		6-12 mths			
		What we've done/are currently doing to achieve the Residual Risk Rating							
		<ul style="list-style-type: none">• Results for 2017/18 show that Cardiff schools are performing well across a wide range of performance indicators at all Key Stages.• Outcomes of Estyn inspections and Categorisation outcomes have also improved.• The Council has ensured that the specific functions in relation to schools which are delivered by the Central South Consortium are closely integrated with the range of services and support provided to schools and to learners by the Council directly, recognising that school improvement is an outcome of many different activities, not a discrete activity delivered in isolation.• The Local Authority has strong working relationships with the Senior Primary, Secondary and Special School Challenge Advisers, and systems and processes to secure improved joint service delivery have been put in place.• The Schools Causing Concern processes have been revised.• Cardiff Schools are working with CSC and partners to develop and implement the new curriculum.							
		What we plan to do to meet target							
		The constituent Councils in the Central South Consortium (CSC) commissioned an external review of the CSC. This will report in May 2019. The Joint Committee of CSC will determine what follow up actions should be taken in light of any recommendations from the report.							
Potential Impact(s)									
<ul style="list-style-type: none">• Budget implications• Educational standards falling behind other LA’s• Potential impact on Estyn judgement for LA Intervention from WG									

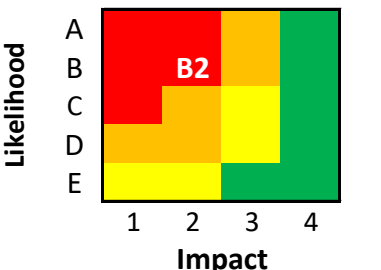
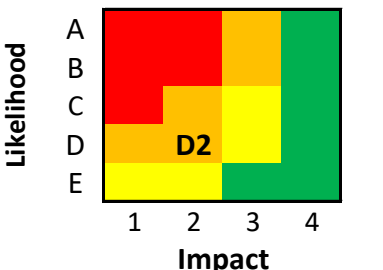
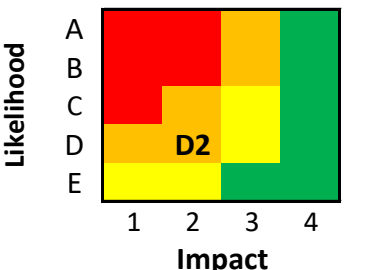
Legal Compliance					
Description		Inherent Risk	Residual (Current) Risk	Target Risk	Risk Owner(s)
<p>Changes in services and staff roles across the Council resulting in:</p> <ul style="list-style-type: none">• gaps in Council wide knowledge of the local authority framework of responsibilities and duties within which we have to operate;• inability to deliver the services in accordance with all duties and responsibilities due to lack of resource: <p>In each case leading to increased risk of challenges.</p> <p>Reduction and changes in front-line services, discretionary and statutory, will lead to increased risks of challenge from users and other stakeholders affected.</p>					<div>Davina Fiore</div> <div>Councillor Huw Thomas Leader</div>
		Risk Added	Movement from prev Qtr	Target Reduction Date	N/A
		What we've done/are currently doing to achieve the Residual Risk Rating			What we plan to do to meet target
		<ul style="list-style-type: none">• Professional internal legal and financial advice provided to a high standard.• Maintaining robust decision making process with legal implications on all Council, Cabinet and Committee reports and Officer Decision Reports at Director level.• Appropriate use of NPS Legal Services by Solicitors Framework to increase resilience.• Dedicated teams in specialist areas e.g. equalities, FOI / DPA.• Sharing training/publications received.			<ul style="list-style-type: none">• Further development of standard precedents with guidance for use in cases of low value/low risk/repetitive matters• Provide legal training to Directorates to develop knowledge within Directorates of specific statutory functions.• Encourage Directorates to ensure reports are discussed at preliminary stage in development to ensure all legal issues are addressed early
Potential Impact(s)					
<ul style="list-style-type: none">• Increase in number of challenges and complaints with consequences in terms of already stretched resources and impact of adverse decisions• Implementation of decisions delayed due to challenges and potentially fatally disrupted.• Impact on projects if reputation for sound management and implementation of projects is damaged• Major incident.• Adverse press/media reaction• Involvement from Welsh Government in terms of performance standards or measures.• Increased costs• Impact on capacity to deal with proactive legal work					
Type(s) of Impact		Linked Risks			Key Indicators / Measures used to monitor the risk
<ul style="list-style-type: none">• Service Delivery• Reputational• Legal• Financial					

Performance Management

<div>Description</div> <div>After considerable progress in both developing the way the organisation manages performance and in actual performance improvement, there is a need to focus on ensuring Performance Management practices are mature, embedded and consistently applied as the organisation looks to continue improving outcomes in the face of significant financial pressures.</div>	<div>Inherent Risk</div> <div><div><div><div>Likelihood</div><div>A</div><div>B</div><div>C</div><div>D</div><div>E</div></div><div><div>1</div><div>2</div><div>3</div><div>4</div></div></div><div><div>B2</div></div></div>	<div>Residual (Current) Risk</div> <div><div><div><div>Likelihood</div><div>A</div><div>B</div><div>C</div><div>D</div><div>E</div></div><div><div>1</div><div>2</div><div>3</div><div>4</div></div></div><div><div>D2</div></div></div> <div><div>Movement from prev Qtr</div><div>↔</div></div>	<div>Target Risk</div> <div><div><div><div>Likelihood</div><div>A</div><div>B</div><div>C</div><div>D</div><div>E</div></div><div><div>1</div><div>2</div><div>3</div><div>4</div></div></div><div><div>D2</div></div></div> <div><div>Target Reduction Date</div><div>6-12 mths</div></div>	<div>Risk Owner(s)</div> <div><div>Chris Lee (Gareth Newell)</div><div>Councillor Chris Weaver Finance, Modernisation and Performance</div></div>		
	<div>What we've done/are currently doing to achieve the Residual Risk Rating</div> <div><ul style="list-style-type: none">• The Council’s improved approach to the way it manages its performance was recognised by the Wales Audit Office’s follow-on report, but it is also clear there is more work to be done to build on the success achieved so far. A Performance Management programme has been put in place to deliver the required change to address three key areas relating to Reporting, Planning and Challenge.• The project teams have ensured their work incorporates the requirements of The Well-Being of Future Generations Act 2015, and the managed transitions between the Local Government (Wales) Measure 2009 and the requirements of the new legislation.• The Self-Assessment process has been established and fed into the SMT Corporate Plan workshop which identified high level key themes that link the Wellbeing of Future Generations Act.• Wellbeing objectives have been developed in line with the Corporate Plan development timeline and endorsed by SMT and presented to informal cabinet• A reporting framework has been developed to allow the right audiences to focus on the right level of detail to better aid decision-making.• Discussions took place with key representatives to further develop the self-assessment process which will contributed to the development of the Corporate Plan.• Service Level scorecards were developed across the Council and combine planning and reporting elements. T• Directorate Delivery Plans were developed and in use from April 2017.They are used and monitored throughout the year to ensure they represent a clear and up to date statement of what the directorate is aiming to deliver and the progress it is making• A Members training session regarding the Performance Management Framework was developed and carried out at the end of the September• The Performance Management Framework and Strategy has been finalised. A soft launch took place via the Corporate Performance Team’s Public SharePoint Page. The Framework will ensure greater effectiveness of planning and reporting, with clearer accountabilities and enhanced ‘line of sight’. A cascading matrix system of reporting has been developed through DDPs, Service Plan Scorecard and the reporting framework to demonstrate the golden thread.• The high level Performance Management Framework documents are available on the Performance Team’s Public SharePoint page• The Self-assessment process from 2016-17 was further built on and was rolled out in September 2017. The outputs from this were used to develop the Corporate Plan and the Directorate Delivery Plans.• Work was undertaken with Comms to align the PMF with the Capital Ambition Branding• New governance structures have been put in place to ensure Performance Management continues to be embedded across the organisation, including regular meetings of SMT to look at Assurance matters, and the formation of a Cabinet-level group that will look at performance holistically.</div>					<div>What we plan to do to meet target</div> <div><ul style="list-style-type: none">• Ongoing work continues to launch and embed the Performance Management Framework• Engagement work being undertaken with SMT regarding Performance Management</div>
	<div>Potential Impact(s)</div> <div><ul style="list-style-type: none">• The strategic and corporate level changes do not have the intended impact because they are not fully embedded in operational practices.<div>Council unable to accelerate performance improvement as planned/desired.</div></div>					

<div>Type(s) of Impact</div> <div><ul style="list-style-type: none">• Service Delivery• Reputational• Stakeholder</div>		<div>Linked Risks</div>	<div>Key Indicators / Measures used to monitor the risk</div>
---	--	-------------------------	---

Fraud, Bribery & Corruption

Description	Inherent Risk	Residual (Current) Risk	Target Risk	Risk Owner(s)	
<p>Fraud, financial impropriety or improper business practices increase as internal controls are weakened as resources become severely stretched.</p>	 <p>Risk Added</p>	 <p>Movement from prev Qtr ↔</p>	 <p>Target Reduction Date N/A</p>	<p>Chris Lee</p>	<p>Councillor Chris Weaver Finance, Modernisation and Performance</p>
Potential Impact(s)	What we've done/are currently doing to achieve the Residual Risk Rating			What we plan to do to meet target	
<ul style="list-style-type: none"> • Increase in frauds and losses to the Council • Reputational risk as more frauds are reported • Increased time investigating suspected fraud cases impacting on capacity 	<ul style="list-style-type: none"> • The Council communicates a zero tolerance approach to fraud, bribery and corruption • Regular review of relevant policies and procedures e.g. the Fraud, Bribery and Corruption Policy, Money Laundering Policy and Disciplinary Policy • Financial Procedure Rules and Contract Standing Orders and Procurement Rules and training • Work on the National Fraud Initiative exercises in collaboration with the Cabinet Office and Wales Audit Office • Receipt and dissemination of fraud intelligence alerts from law enforcement agencies • Regular reports to the Section 151 Officer and Audit Committee and the Chief Executive • Audit Committee review of the risk management, internal control and corporate governance arrangements of the authority • Independent assurance from Internal and External Audit on the effectiveness of governance, risk and control • Ongoing delivery of briefings to Schools on fraud and control risks • Cardiff Manager Programme includes session on risk management and compliance / control. • Provision of disciplinary management information on DigiGov • Mandatory disciplinary e-learning module for all managers to complete and a programme of mandatory e-learning modules and face-to-face training for Disciplinary Hearing Chairs, Investigating Officers and Presenting Officers • A Fraud Publicity Strategy has been approved, to publicise the Council's approach to counter fraud work / sanction activity and explain the roles and responsibilities of key parties 			<p>Draft Counter-Fraud and Corruption Strategy for Cabinet in July, to be followed by:</p> <ul style="list-style-type: none"> • participation in International Fraud Awareness week in November 2019 • roll-out mandatory counter-fraud eLearning across the Council, to commence in July 2019 <p>Investigation Team to:</p> <ul style="list-style-type: none"> • review the Council's Money Laundering Policy in quarter 1 2019 • review the SMAS responses from senior management in respect of fraud assurance and provide advice and guidance to support strong assurance • liaise with the Monitoring Officer and agree a policy for monitoring employees at work and a management framework for its enactment as well as undertaking online investigations • review and use the management information produced by HR in respect to the Disciplinary Policy 	
Type(s) of Impact	Linked Risks			Key Indicators / Measures used to monitor the risk	
<ul style="list-style-type: none"> • Service Delivery • Reputational • Legal • Financial 				<ul style="list-style-type: none"> • Adherence to the NFI Security Policy and annual completion of compliance forms • Mandatory eLearning completion rates • Delivery of Fraud Awareness week campaign • Delivery of Policy updates • Delivery of mandatory investigating officer training and the note taker training • Criminal investigations conducted on behalf of Directorates • Provision of timely investigation advice, guidance and support to Directorates as required 	

Workforce Planning

Description
Importance of forecasting and planning to build capability and capacity for the future is not fully recognised and embedded.

Inherent Risk
<div><div>Likelihood</div><div><div>A</div><div>B</div><div>C</div><div>D</div><div>E</div></div><div><div>1</div><div>2</div><div>3</div><div>4</div></div></div> <div>B2</div>
Risk Added

Residual (Current) Risk
<div><div>Likelihood</div><div><div>A</div><div>B</div><div>C</div><div>D</div><div>E</div></div><div><div>1</div><div>2</div><div>3</div><div>4</div></div></div> <div>C3</div>
Movement from prev Qtr

Target Risk
<div><div>Likelihood</div><div><div>A</div><div>B</div><div>C</div><div>D</div><div>E</div></div><div><div>1</div><div>2</div><div>3</div><div>4</div></div></div> <div>C3</div>
Target Reduction Date

Risk Owner(s)	
Chris Lee (Philip Lenz)	Councillor Chris Weaver Finance, Modernisation and Performance

What we've done/are currently doing to achieve the Residual Risk Rating
<ul style="list-style-type: none">• Workforce Strategy developed and agreed by Cabinet in April 2015 and programme developed to encompass a number of projects relating to the requirements around this risk, including Workforce planning, Learning & Development, PPDR review and Employee Voice.• An updated Workforce Strategy for 2018-2021 was developed and agreed by Cabinet in July 2018.• The Workforce planning project has a completed project brief identifying a number of key outputs• Workforce planning dashboard data provided to each Directorate to inform Directorate Delivery Planning discussions and development.• Research and benchmarking undertaken to help inform WFP approach going forward; including – attendance at WLGA – Work Force Planning Wales event - LGA/ Skills for Local Government hosted COP event.• HR working with Directorates where required, to help identify appropriate strategies to support their WFP agenda.• Children’s Services have developed a Workforce Strategy for their area which is being reviewed on a regular basis.• Resources have held a workshop which focussed on Professional and Technical areas to inform the key skills required for the Directorate going forward.• Work has taken place with Cardiff and Vale College to roll out an Essential Skills diagnostic tool to frontline employees through Commercial Services• A programme of NVQ study is been discussed with Cardiff & vale College and Commercial Services are coming forward with cohorts of employees to attend.• Employee surveys carried out to identify areas where further employee engagement / development can be focused.• Work has been carried out with WLGA and WAO to look at a Wales wide workforce planning process for use within Local Authorities.• Project brief for Workforce Planning provides full details of milestones and implementation dates.• A review of the courses provided by the Cardiff Academy has taken place to ensure that these meet the skills requirements for the future.• Workforce planning tool kit has been rolled out to pilot areas and workshops taking place between May and September 2017.• Feedback from pilots has been received and allowed for the toolkit to be reviewed.• Full rollout of Workforce planning toolkit took place place in 2018/19.• .All Directorates completed workforce plans by December 2018 and are now working on the actions therein.• A corporate process is in place for workforce plans to be updated by end of June each year as part of the business planning process• The workforce plans forecast and plan to build capacity and capability for future requirements and the process is now embedded into the corporate planning process

What we plan to do to meet target
<ul style="list-style-type: none">• The Council is reviewing its resourcing strategies to ensure that it is a considered employer for young people leaving school, college and universities.• As part of the Workforce Strategy Cabinet report, recruitment advertising to be reviewed and processes put in place to ensure that adverts are reaching hard to reach groups• Work is taking place to identify areas where the employee group is not representative of the communities and actions identified of what could be done to improve this• Actions being taken to improve the accessibility to Welsh language either through the recruitment process or through the training and development of current employees• Development to take place of a corporately agreed skills set for the future delivery of services so that all employees and posts can be measured against this skill set to identify learning and development gaps• Workforce planning now embedded into the corporate planning process

Potential Impact(s)
<ul style="list-style-type: none">• Poor service delivery due to ineffective use of resources.• Lack of resources with the knowledge and skills the Council requires for future delivery <p>Loss of resources and recruitment problems.</p> <p>Poor morale</p> <p>Loss of experienced staff members including managers</p> <p>Reduce the likelihood of attracting high calibre managers to Cardiff Council</p> <ul style="list-style-type: none">• Risk of not meeting statutory and legislative requirements in relation to specific workforce requirement e.g. social care.• Risk of workforce not representing the communities to which services are delivered.

Type(s) of Impact
<ul style="list-style-type: none">• Service Delivery• Reputational• Financial• Stakeholder

Linked Risks

Key Indicators / Measures used to monitor the risk

This page is intentionally left blank

COUNTER-FRAUD AND CORRUPTION STRATEGY

FINANCE, MODERNISATION & PERFORMANCE (COUNCILLOR CHRIS WEAVER)

AGENDA ITEM: 8

Reason for Report

1. To seek approval from Cabinet for the Counter-Fraud and Corruption Strategy, which outlines the overarching structure and approach to fraud risk management.

Background

2. The Counter-Fraud and Corruption Strategy is designed to co-ordinate the counter-fraud policy framework, and it outlines the strategic approach to tackling fraud across the organisation. It seeks to develop and maintain a culture in which fraud, bribery and corruption are understood across the organisation as unacceptable, for which firm action is and will be taken to prevent and detect fraud loss, bring fraudsters to account quickly and efficiently, and to recover any losses.
3. 'Fraud costs the public sector at least £20.6bn annually, and of this total, £2.1bn is specifically in local government' (Annual Fraud Indicator 2013 - which provided the last set of government sanctioned estimates).
4. The operational approach to prevent, detect and investigate any suspicions of fraud or financial impropriety is outlined within the Council's Fraud, Bribery and Corruption Policy, which was last reviewed and approved by Cabinet on 14 June 2018. The Strategy will provide a line of sight for the Council's range of counter-fraud policies and documents and support their ongoing co-ordination.

Issues

Strategy Development

5. The Strategy incorporates best practice guidance and intelligence from the Chartered Institute of Public Finance and Accountancy (CIPFA), notably the 'Fighting Fraud and Corruption Locally Strategy', and the

annual 'Fraud and Corruption Tracker'. It has also accounted for the Government's functional standards, which set out the basics that public bodies should have in place to find and fight fraud.

6. To develop the Strategy, best practice information and intelligence on the nature and management of fraud risks has been gained through lead counter-fraud officers participating in ongoing networking. This has involved participation in peer local authority networks such as the Core UK Cities, Welsh Chief Auditor and Welsh Investigator groups, and attending the Wales Audit Office Good Practice Exchange and the Wales Fraud Forum.
7. There is Senior Management Team (SMT) commitment to monitoring the rollout of the Strategy and ensuring effectiveness and compliance. The SMT has considered and agreed the contents and components of the Strategy in meetings between February and April 2019. The Audit Committee considered the draft Strategy in its meeting of 25 June 2019, following a 3-week period to consider and raise comments on the Strategy.
8. The Strategy has been aligned to the Council's commitment to integrity, ethical values and the law, through its Corporate Values, Constitution, and supporting policies and procedures.
9. The Council's fraud risk assessment is built upon national trends and intelligence and Council specific intelligence, which includes management and internal audit assurance, data matching and analysis (through participation in the National Fraud Initiative Cabinet Office exercises), and disclosures in the public interest through the Council's whistleblowing scheme.
10. The conditions for fraud and fraud 'red flags' are outlined in the Strategy to support all officers and Members to identify potential fraud risks, and information is provided on the responsibilities we all have for fraud risk management, and reporting concerns.

Counter Fraud Response

11. The Strategy includes a Counter-Fraud Action Plan, which outlines the core proactive and responsive activities and their frequency. Each of the counter-fraud activities are designed to 'acknowledge' and understand fraud risks, to 'prevent' and detect more fraud, and to 'pursue' and punish fraudsters.
12. Council-wide training and awareness is a cornerstone of the refreshed corporate counter-fraud response, for which priority actions have been programmed for 2019/20. A mandatory eLearning Fraud Awareness module will be rolled out commencing July 2019 and face-to-face training events will be arranged to reach non-computer users and school officers.
13. Planning is also underway to participate in the International Fraud Awareness Week, 17 – 23 November 2019. International Fraud

Awareness Week, or Fraud Week, was established by the Association of Certified Fraud Examiners (ACFE) in 2000 to raise awareness about fraud. The week-long campaign provides an opportunity to take proactive steps to promote anti-fraud awareness and education.

14. The Counter-fraud Action Plan also sets out the primary anti-fraud policies, and their review timescale to keep up to date with legislative and best practice approaches. It also sets out the participation in fraud networks for ongoing information on national and regional attempted and committed frauds, relevant trends and intelligence. Exercises are also planned to checks management assurance statements and risk updates periodically on fraud related matters, and to provide advice and assurance on consistent fraud risk measurement and management.

Reason for recommendation

15. To enable the Cabinet to consider the proposed Counter-Fraud and Corruption Strategy.

Legal Implications

16. Non adherence to this strategy may facilitate serious financial and corporate governance weaknesses. It is a mandatory requirement that the Council adheres to the laws which are applied within the Strategy i.e. the Fraud Act, Bribery Act and Theft Act etc. The Anti-Fraud and Corruption Strategy is the umbrella document demonstrating the activities taking place to combat fraud and corruption. Fraud and corruption exist in many formats and impact (amongst other matters) upon the Council's finances, service delivery and its customers. A realistic Anti-Fraud and Corruption Strategy helps to address all areas of prevention, detection and prosecution/sanction of potential and actual illegality.

Financial Implications

17. A Counter Fraud and Corruption Strategy is an important aspect of promoting effective financial stewardship and helping to safeguard the Council's financial resources. The covering report highlights that the training will be council-wide and needs to be delivered in ways suitable for the various groups of Council staff ranging from e-learning to face to face engagement sessions. The communication and engagement will be undertaken by council resources and is anticipated to within existing budget allocations. However, in the event of any additional cost being identified then the funding will need to be considered before proceeding. There is an existing Fraud Detection Earmarked Reserve that could be used if additional investment is required.

HR Implications

18. It will be important that the mandatory eLearning is effectively communicated to the target audience, including how this training will be

mandated to schools. A Monitoring Procedure will need to ensure compliance against the training.

RECOMMENDATIONS

The Cabinet is recommended to approve the Counter-Fraud and Corruption Strategy.

SENIOR RESPONSIBLE OFFICER	CHRIS LEE Corporate Director Resources
	5 July 2019

The following Appendices are attached:

Appendix A - Proposed Counter-Fraud and Corruption Strategy

Appendix B - Equality Impact Assessment

Draft Counter-Fraud & Corruption Strategy

Cardiff Council



Gweithio dros Gaerdydd, gweithio drosoch chi.
Working for Cardiff, working for you.

Page 547



Contents		Page
1.	Objectives	2
2.	Legal Background	5
3.	Values	7
4.	Assessing Fraud Risk	8
5.	Roles & Responsibilities	12
6.	Monitoring and Disclosures	14
7.	Counter-Fraud Response Plan	15
8.	Counter-Fraud Action Plan	16
Appendices		
a.	The Counter Fraud and Corruption Action Plan	16
b.	Glossary – Fraud Types	18
c.	A Desktop Guide to Reporting Cardiff Council Fraud, Bribery and Corruption	20

Foreword

Ensuring that we protect the public purse is a priority for the Council, which is why we have published the Counter-Fraud and Corruption Strategy.

With criminals increasingly seeking to exploit any weakness across the public sector, we need to be vigilant to fraud risks. This strategy will help ensure that we take all appropriate measures to safeguard public finances, which is more important than ever at a time of declining budgets.

Fraud affects our reputation and our ability to deliver services. All of us, therefore, have a responsibility to do all that we can to prevent fraud and proactively report any suspicions or concerns. This strategy sets out our responsibilities and the expectations of Council, and provides a framework for tackling fraud, bribery and corruption.

Council officers will be fully supported to deliver this strategy, through eLearning, training and awareness campaigns. Their active support will be essential in continuing to develop a culture in which fraud, bribery and corruption are understood across the organisation to be unacceptable, and for which firm action will be taken.

Fraud and any acts of bribery and corruption will not be tolerated.

Councillor Huw Thomas, Leader of the Council, and Paul Orders, Chief Executive.



1. Objectives

This Strategy is designed to develop and maintain a culture in which fraud, bribery and corruption are understood across the organisation as unacceptable, for which firm action is and will be taken to prevent and detect fraud loss, bring fraudsters to account quickly and efficiently, and to recover any losses.

Our Principles

The strategy will support us all to better understand fraud risk, and to prevent and detect fraud more effectively. The strategic response to fighting fraud in Cardiff Council includes the following principles through which we:

- **'Acknowledge'** and understand fraud risks, and take steps to tackle fraud through a robust anti-fraud response.
- **'Prevent'** and detect more fraud, by making good use of technology, maintaining and enhancing fraud controls and processes and delivering an anti-fraud culture.
- **'Pursue'** through punishing fraudsters and the use of civil sanctions and recovery of losses and support to the law enforcement response.



Fighting Fraud and Corruption Locally, Local Government Counter Fraud and Corruption Strategy, CIPFA 2016-2019



Our Targets

The Strategy is designed to support a fraud reporting culture, strong fraud awareness, assurance, and ownership within Directorates and teams.

1. **Reporting Culture** - Everyone working for / representing the Council (employees, agency workers, temporary staff, Members etc.) needs a good awareness of fraud risk and accountability for reporting, through training, communication activities and policy reviews. Members of the public must know how and when to raise concerns.
2. **Strong Assurance** - The Council's internal control systems need to provide indications of any unusual patterns of activity or events that may point to potential fraudulent activity. Fraud risks must be understood, monitored and managed, to deliver strong Council-wide assurance on fraud risk management.
3. **Ownership** - Everyone working for the Council needs to understand their personal responsibility for supporting counter-fraud risk management. Managers should consider this in Personal Review objective setting.

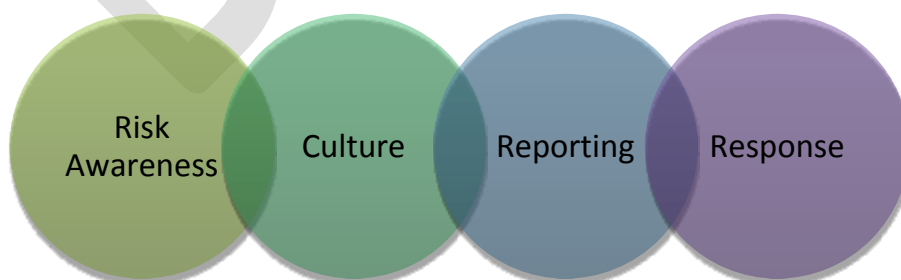
Why is this important?

'Fraud costs the public sector at least £20.6bn annually, and of this total, **£2.1bn is specifically in local government.**'

(**Annual Fraud Indicator 2013**, which provided the last set of government sanctioned estimates (England, Scotland, Wales and NI)).

Our Approach

The Council's approach for meeting the objectives of the strategy involves four core elements:



Risk Awareness - Deliver a range of fraud awareness training and take active steps to understand the nature and level of fraud risks. Providing managers with support in designing, operating and reviewing internal controls and sharing knowledge of vulnerabilities and lessons learned through strong communication channels.



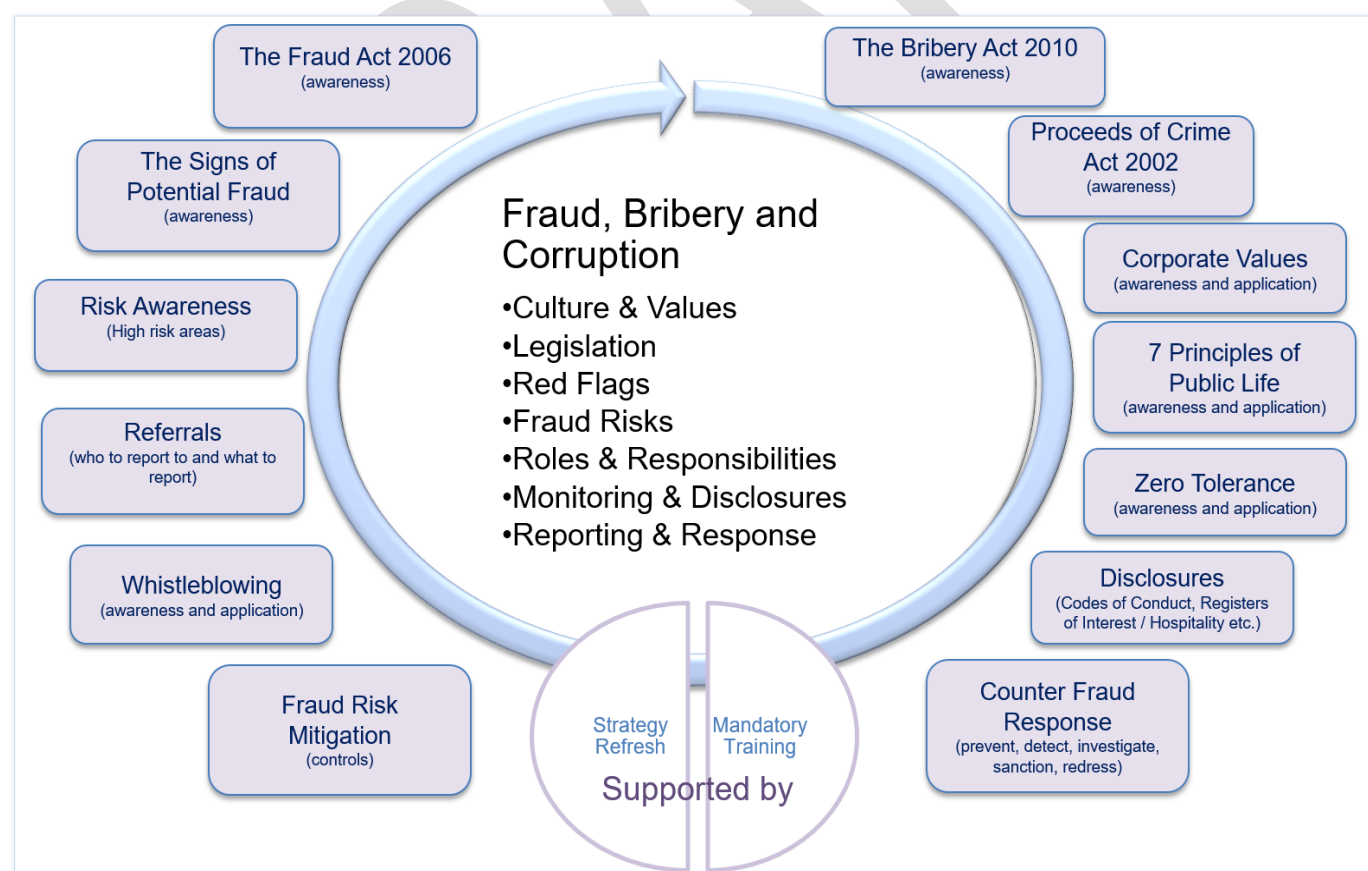
Culture - Supporting individuals in their responsibilities to prevent and detect fraud, through training and guidance to reinforce expectations. Communicating our attitude to fraud by raising awareness of the counter-fraud policy framework, which supports the application of clear ethical standards.

Reporting - Providing, effectively communicating, and promoting, robust process for reporting suspicions of fraud.

Fraud response - Responding to fraud effectively through a comprehensive fraud response plan, developing capability and capacity to investigate fraudsters and delivering a collaborative and supportive response.

How we will deliver the strategy

Awareness, support and training for ALL officers to understand and apply a strong counter-fraud culture. The Counter-Fraud Action Plan, which sets out the calendar of key activities planned for each financial year, is included in Appendix A.



2. Legal Background

There are a number of pieces of legislation in place that we need to be aware of and ensure we adhere to, which are summarised below:

Fraud

The Fraud Act 2006 focusses on dishonest behaviour, and the intent to make a gain either for yourself or another; to cause a loss to another; or, expose another to a risk of a loss. A person does not have to benefit from the fraud to be guilty of the offence. As soon as they have made a dishonest / false representation, they have committed fraud.

The offence of fraud can be committed in three ways, which are summarised below:

- ❌ **Fraud by false representation** – lying, or misleading someone in order to make a gain or cause a loss. *E.g. falsifying information in a job application form*
- ❌ **Fraud by failing to disclose information** – not stating something you have a legal duty to. *E.g. failing to declare a conviction, disqualification or commercial interest when such information may have an impact on your role, duties or obligation to declare.*
- ❌ **Fraud by abuse of a position** – abusing a position where there is an expectation to safeguard the financial interests of another person or organisation. *E.g. abusing access to monies, or using commercially confidential information to make a personal gain, or cause a loss.*

Fraud. Offences under the Fraud Act 2006 occur where the act or omission is committed dishonestly and with intent to cause gain or loss. The gain or loss does not have to succeed.

Successful prosecutions under the Fraud Act 2006 may result in an unlimited fine and/or a potential custodial sentence of up to 10 years.

Bribery and Corruption

Bribery and Corruption is covered by specific pieces of legislation:

The Bribery Act 2010 has made it a criminal offence to:

- ❌ **Offer, promise or give a financial or other advantage to another person, and/or**
- ❌ **Request, agree to receive, or accept a financial or other advantage.**

The Act contains further offences for commercial bribery. An offence relating to bribery of a foreign public official in order to obtain or retain business or an advantage in the conduct of business, and a form of corporate liability for failing to prevent bribery on behalf of a commercial organisation.

Bribery is generally defined as: an inducement or reward offered, promised or provided to someone to perform their functions or activities improperly in order to gain a personal, commercial, regulatory and/or contractual advantage.

A conviction under the Bribery Act 2010 may ultimately result in an unlimited fine and/or a custodial sentence of up to 10 years imprisonment.



Corruption is generally considered as an “umbrella” term covering such various activities as bribery, corrupt preferential treatment, kickbacks, cronyism, theft or embezzlement. Under the 2010 Act, however, bribery is now a series of specific offences.

A bribe does not have to be in cash; it may be the awarding of a contract, the provision of gifts, hospitality, sponsorship, the promise of work or some other benefit. The persons making and receiving the bribe may be acting on behalf of others – under the Bribery Act 2010, all parties involved may be prosecuted for a bribery offence.

Proceeds of Crime Act 2002 – The Act can be used for recovering criminal assets. Criminal confiscation is the most commonly used power, and this occurs after a conviction has taken place. The Act was introduced to deny criminals the use of their assets, to recover the proceeds of crime and to ‘disrupt and deter’ criminality.

Misconduct in Public Office: A common law offence for which the elements are:

- a) A public officer acting as such.
- b) Wilfully neglects to perform his duty and/or wilfully misconducts himself.
- c) To such a degree as to amount to an abuse of the public's trust in the office holder.
- d) Without reasonable excuse or justification.

This offence carries a maximum sentence of life imprisonment, and should be reserved for cases of serious misconduct or deliberate failure to perform a duty, likely to injure the public interest. Dishonesty or corrupt behaviour are not essential elements of the offence.

Other relevant legislation

The Criminal Finance Act 2017: Whilst this in the main relates to a UK tax evasion facilitation offence, Government guidance suggests prevention measures should be in place similar to the prevention measures under s7 of the Bribery Act 2010. The Council needs to have policies and procedures in place to prevent tax evasion from occurring.

The Serious Crime Act 2015: The Serious Crime Act gives effect to a number of legislative proposals in relation to serious and organised crime. In doing so, it builds on current law to ensure that the relevant bodies have the powers they need effectively and relentlessly to pursue, disrupt and bring to justice serious and organised criminals.

The Public Contracts Regulations 2015: Where a contracting authority has knowledge that a company or its representatives have been convicted of a corruption offence, they should be treated as ineligible (debarred) to participate in the tendering process. Companies cannot be permanently debarred, but instead will face a term of debarment, dependent on the case, that can be no longer than five years from the date of the conviction. Public authorities are also obliged to bring debarment to an end when the company can satisfactorily demonstrate ‘self-cleaning’.



3. Values

General Integrity and Ethical Values

The Council has a strong commitment to integrity, ethical values and the law, through the Council's Corporate Values, Constitution, and supporting policies and procedures:

- **Corporate Values** - guide the workforce and communicate expectations to our stakeholders on conduct and behaviour.
- **Induction and Training Processes** - are in place for all officers and Members to ensure awareness and understanding on a range of policies, procedures and regulations.
- **Statutory Roles** - which include the Section 151 Officer, who has overall responsibility for the financial administration of the Council and the Monitoring Officer, who has overall responsibility for ensuring that the Council, its Officers, and its Elected Councillors, maintain the highest standards of conduct
- **The Standards and Ethics Committee** - monitors and scrutinises the ethical standards of the Authority, its Members, employees and any associated providers of the Authority's services.
- **A Whistleblowing Policy** – encourages staff and contractors to speak out on misconduct or illegal behaviour within the organisation, which affects the public or other people (making a disclosure in the public interest).
- **Zero Tolerance attitude to fraud, bribery and corruption** – requires Officers and Members to act honestly and with integrity at all times, and to promptly report concerns

Zero Tolerance to Fraud

The Council requires Officers, Members and those we engage with, to act honestly and with integrity at all times. Zero tolerance is given to those committing or attempting fraudulent or corrupt acts (including bribery) inside and/or outside of the Council, through:

- Acting robustly and decisively when fraud, bribery and corruption are suspected and proven e.g. the termination of contracts, dismissal, prosecution etc;
- Taking action to recover any losses through fraud, bribery and corruption e.g. through agreement, Court action, penalties, insurance etc;
- Having sound internal control systems, which allow for innovation, whilst limiting opportunities for fraud, bribery and corruption;
- Optimising the publicity opportunities associated with anti-fraud and corruption activity within the Council and where appropriate, publishing the results of any action taken, including prosecutions, in the media.



4. Assessing Fraud Risk

Cardiff Council relies upon proactive and reactive work across the Council in order to effectively prevent and detect fraud.

The first line of defence is the internal control environment within each directorate, in which there needs to be a culture of accountability, a zero tolerance to fraud, supported by a robust application of controls, to prevent fraud and a reporting culture for any concerns.

Awareness and training are essential to ensure a Council-wide response to counter-fraud. A corporate approach to awareness and training is programmed in the Counter-Fraud Action Plan (see Appendix A).

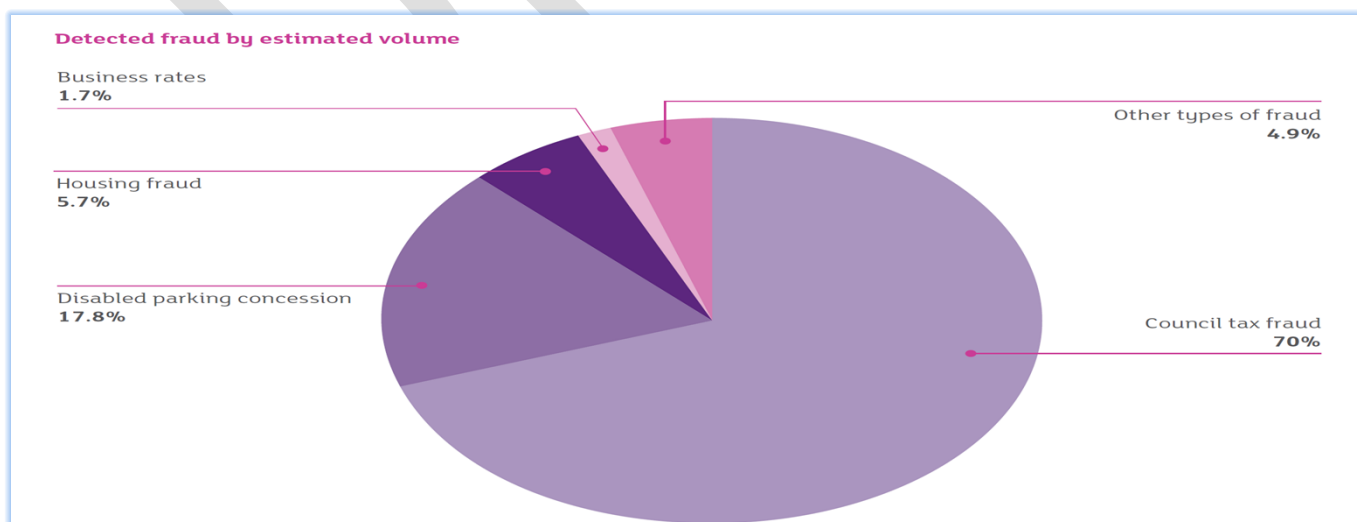
Central resources are targeted to the highest risk fraud areas, and the starting point for the risk assessment is national intelligence and data on fraud levels across local authorities. The annual CIPFA fraud and corruption tracker provides insight on the levels of fraud identified in UK local authorities and wider public services.

The most recent data on the relative proportions of detected local authority fraud by volume is shown below. The associated fraud risk descriptions are included within the glossary in Appendix B.

The following pages explain the process that is followed to develop the fraud risk assessment, starting with national data and intelligence, and then integrating Council intelligence. This strategy and the associated activities included in the Counter-Fraud Action Plan, are focussing greater attention to an organisation-wide fraud risk awareness, and the reporting of suspicions and concerns from all levels of the organisation.

National Trends & Intelligence

I. Detected Fraud in UK Local Authorities (by Volume)



CIPFA, Fraud and corruption tracker 2018

Estimated
Fraud Value
2017/18

- £216.1m Housing and Tenancy Fraud
- £26.3m Council Tax Fraud
- £10.4m Business Rates Fraud
- £7.3m Disabled Parking Fraud



The 'other' types of fraud (4.9% of detected volume) comprised the following, shown in order of frequency across UK local authorities, ordered from most frequent to least.

II. Primary 'other' types of fraud in UK Local Authorities in 2017/18

Primary 'Other' Types of Fraud	Estimated value 'overall'	Estimated value 'per fraud'
Adult Social Care fraud	£6.7m	£9.1k
Mandate fraud and manipulation of data	£6.6m	£25.6k
Procurement fraud	£5.2m	£36.4k
No recourse to public funds / welfare assistance fraud	£4.3m	£11.4k
Insurance fraud	£3.5m	£12.3k
Payroll, recruitment, expenses and pension fraud	£2.1m	Payroll - £6k Recruitment - £9.5k Expenses - £867 Pensions - £3.4k
Economic and voluntary sector support & debt fraud	£0.8m	£13.4k

CIPFA, Fraud and corruption tracker 2018

The Council uses its awareness of national fraud risk trends in local authorities and wider public services, to understand the growing areas of fraud and to consider the conditions in which fraud could take place. This knowledge is used to inform management activities, Internal Audit testing, and the focus of the Investigation's Team.

The value of actual fraud identified in Cardiff Council through fraud investigations, is monitored, recorded, and reported to each of the five Audit Committee meetings held each year.

Council Intelligence

The Council uses a number of sources of intelligence to identify its fraud risk, which build upon the national intelligence data that we receive. The Investigation Team uses the following primary means to identify its fraud risk assessment of the Council.



Building on national intelligence sources, three principal areas used to further refine the understanding of fraud risk, are as follows:



1. Internal Control Environment (Management and Internal Audit Assurance)

Managers at all levels are responsible for ensuring that systems and processes in place minimise fraud risk and are operating as they should. Managers are responsible for installing and monitoring strong physical and system controls to prevent fraud risks, and for effective mechanisms to detect and respond to potential fraud. Management monitor the controls in place to manage fraud risk, allegations of fraud, and other intelligence or red flags for fraud. This intelligence should inform their management risk assessments quarterly and assurance statements twice a year in respect of the prevention and detection of fraud.

Internal Audit provides independent assurance on the operation of internal controls. The Internal Audit plan is responsive to fraud risk, with national data and intelligence used to inform an inherent risk assessment, which is further refined by additional sources of assurance. High fraud risk areas (e.g. Council Tax, Business Rates and Housing) are subject to regular systematic audits, as are the areas of 'other' fraud (as categorised above). Audit test programmes assess the risk of fraud and the effectiveness of key controls to mitigate fraud. The work of audit provides a secondary assessment of the fraud risk.

2. Data Matching and Analysis

There are a number of activities in place to identify fraud risk through data analysis and data matching. Core financial systems use a range of methods to identify the risk of fraud, with mechanisms in place for assurance in key areas of high value transactions such as procurement and payroll.

The Council works with the Wales Audit Office and Cabinet Office to undertake data matching exercises in order to identify potential frauds and irregularities, and works with other local authorities to share intelligence and best practice. The data matching and analysis intelligence further informs the fraud risk assessment, whilst also leading to proactive fraud detection activities.

3. Whistleblowing

The Council's Whistleblowing Policy is a means through which those working for, or with us, can make a disclosure in the public interest, and this may relate to an allegation of fraud or financial impropriety. Workers are often the first to realise that there may be something significantly wrong within the Council. The Council is committed to the highest possible standards of openness, probity and accountability. In line with that commitment, we expect workers, and others that we deal with, who have serious concerns about any aspect of the Council's work to come forward and voice those concerns.

The Right Conditions for Fraud

A concept known as the fraud triangle refers to a 'perfect storm' where the following three elements, leading to fraud, coincide. At the same time as upholding our own corporate values, we need to be alert to the presence of these conditions in others, and to work on reducing the elements which are in our control as colleagues and managers.



The Fraud Triangle

1. Pressure

2. Opportunity

3. Rationalisation

Concept developed in 1950s by Criminologist Dr Donald Cressey.

- **Pressure or motivation** to commit fraud can come from a range of sources e.g. a detrimental change to an individual's personal financial situation.
- **Opportunity** to commit fraud generally results from poor controls in place within directorates i.e. failing to put in place measures to prevent attempted fraudulent acts. It is the responsibility of managers in the first instance to install and monitor effective controls, with all employees expected to report any concerns they have.
- **Rationalisation** is the justification that a person has to go about committing a crime. If the right culture and values are upheld, then regardless of the above two elements, people will not commit fraud.

Red Flags for Fraud

There are a number of behavioural characteristics, which may alert us to a greater risk of fraud. These are known as 'Red Flags', and we are all responsible for keeping alert to the presence of these behavioural characteristics in those that we work with, and reporting concerns to our line manager, where appropriate, and to the Audit Manager.

In its 2016 Report to the Nations on Occupational Fraud and Abuse, the Association of Certified Fraud Examiners identified behavioural red flags that many fraud perpetrators exhibit as follows:

- Ø Living beyond one's means.
- Ø Financial difficulties.
- Ø An unusually close association with a vendor or customer.
- Ø Control issues or an unwillingness to share duties.
- Ø Wheeler-dealer attitude involving shrewd or unscrupulous behaviour.
- Ø Irritability, suspiciousness, and defensiveness.
- Ø Addiction problems.
- Ø Refusal to take holidays
- Ø Complaining about their lack of authority.
- Ø Excessive gambling.
- Ø Increased smoking.
- Ø Making up excuses for missing documents, income, and finding scapegoats.



System / Data 'Red Flags'

Inventory shrinkage	Missing documents	Multiple payments
Spikes in invoice volume	Frequent complaints	Excessive number of adjusting entries

5. Roles and Responsibilities

Cardiff Council recognises the threat of fraud and corruption, and the harm they can cause to our organisation, our aims and objectives, and our service users.

It is important that we all recognise our personal accountability for managing the risk of fraud, bribery and corruption. To be able to 'acknowledge', 'prevent' and 'pursue' potential instances of fraud we need to work together and each understand the active role we must play. Our primary responsibilities for supporting a counter-fraud culture are included below.

Roles	Primary Responsibilities
All Employees	<ul style="list-style-type: none"> Complete all mandatory training; Uphold strong standards of conduct and compliance; Maintain physical and system controls to prevent and detect fraud; Keep aware of fraud risks and report suspicions.
Members	<ul style="list-style-type: none"> Complete all mandatory training; Uphold strong standards of conduct and compliance; Support a reporting culture and take appropriate action; Reinforce a culture of accountability and 'zero tolerance' to fraud.
Managers	<ul style="list-style-type: none"> Complete all mandatory training; Uphold strong standards of conduct and compliance; Maintain physical and system controls to prevent and detect fraud; Regularly assess, monitor and manage fraud risks; Support a reporting culture and take appropriate action; Reinforce a culture of accountability and 'zero tolerance' to fraud.
Section 151 Officer	<ul style="list-style-type: none"> Make arrangements for the proper administration of financial affairs; Authorise the investigation of potential financial irregularities.
Monitoring Officer	<ul style="list-style-type: none"> To ensure the Council, its officers, and its elected Members, maintain high standards of conduct.
Internal Audit Team	<ul style="list-style-type: none"> Develop and deliver a risk-based audit plan to provide assurance on effective financial management and sound systems of internal control; Evaluate the risk of fraud, and the systems and controls in place to prevent and detect fraud.



Internal Audit – Investigation Team	<ul style="list-style-type: none"> • Provide advice and support to the Section 151 Officer that all suspicions of fraud, bribery and corruption are dealt with in an effective, efficient and consistent manner; • Work closely with Directorates where fraud or financial impropriety is suspected; • Provide professional advice and support to Investigating Officers; • To lead investigations as appropriate; • Develop and deliver the Counter-Fraud Action Plan.
Audit Committee	<ul style="list-style-type: none"> • To monitor the Counter-Fraud Strategy, actions and resources; • To review the assessment of fraud risks and potential harm to the council from fraud and corruption.
<i>Dedicated Investigation roles</i>	<i>NB – this Strategy outlines the roles and responsibilities to support a Council-wide approach to Counter-Fraud. The specific roles in respect of investigations are included in associated policies.</i>

Reporting Culture

Through your day-to-day work, you are in the best position to recognise specific risks within your areas of responsibility, or those working closely with you. Where you believe the opportunity for fraud, corruption or bribery exists, whether because of poor procedures or oversight, you should report in accordance with the following simple steps.

If you believe you have identified potential fraud:

1. Report the matter to your line manager as soon as possible. Line managers should attempt to establish as many details as possible (through discussion with the notifying officer only).

OR

2. If the concern relates to your line manager, report the matter direct to the Audit Manager (Chris Pyke) or the Section 151 Officer (Christopher Lee).
3. Following any notification of fraud, financial impropriety or irregularity, Management should in the first instance, send an email to the Group Auditor Investigations, d.hexter@cardiff.gov.uk summarising allegation(s), including as much detail as possible.

NB. Key Contact information is included in Appendix C, and the investigation process is included in the Council's Fraud Bribery and Corruption Policy.

Further Reporting Mechanisms:

[Tenancy fraud](#) [Scams online](#) [Fraud online](#) [Whistleblowing Policy](#) [Benefit Fraud](#)

- | | |
|--|----------------|
| • Wales Audit Office Whistleblowers' Hotline | 029 20 320 522 |
| • Public Services Ombudsman for Wales | 0300 790 0203 |
| • Public Concern at Work | 020 3117 2520 |



6. Monitoring and Disclosures

The Council requires a number of disclosures to be made, to reinforce its counter-fraud culture. The primary policies in which disclosures are required relate to:

- Codes of Conduct (*Officers and Members*)
- Registers of Interest
- Register of Gifts and Hospitality
- Whistleblowing

In upholding strong standards of conduct and compliance, it is vital that we work in accordance with the full requirements of these policies and codes. All relevant interests, gifts, and hospitality, received in accordance with the respective policies, needs to be fully disclosed.

7. Counter-Fraud Response Plan

The Council's approach to counter-fraud includes a number of proactive and responsive elements.

Proactive

- Developing a counter-fraud culture to increase resilience to fraud;
- Preventing fraud through the implementation of appropriate and robust internal controls and security measures;
- Using techniques such as data matching to validate data and identifying anomalies;
- Deterring fraud attempts by publicising the organisation's anti-fraud and corruption stance and the actions it takes against fraudsters.

Responsive

- Detecting fraud through data and intelligence analysis;
- Implementing effective whistleblowing arrangements;
- Investigating fraud referrals;
- Applying sanctions, including internal disciplinary, regulatory and criminal;
- Seeking redress, including the recovery of assets and money where possible.

The Council has a Counter-Fraud Plan in place as part of its Counter-Fraud Policy Framework as summarised below.



Counter Fraud Policy and Document Framework



Each of the above documents supports the Council to achieve one or more of its Counter-Fraud objectives as follows:

- **‘Acknowledge’** and understand fraud risks
- **‘Prevent’** and detect more fraud
- **‘Pursue’** and punish fraudsters

These core documents need to be robustly applied, and adhered to, by all of us.

Included in Appendix C is a desktop guide for wide publicity and use across the Council.

8. Counter-Fraud Action Plan

The Audit Manager will produce a Counter-Fraud Action Plan on an annual basis to summarise the key Counter-Fraud work and initiatives scheduled for the financial year.

The Audit Committee will oversee the delivery of Counter-Fraud activities.



The Counter-Fraud and Corruption Action Plan

Ref.	Action Required	Timescale
Anti-fraud and Corruption Policies Updates (<i>Primary Policies</i>)		
1.	Fraud, Bribery and Corruption Policy Review and update the policy that guides the approach to preventing fraud, bribery and corruption, and managing suspected cases	<i>Review every two years</i>
2.	Fraud Response Plan Review and update the approach followed in the event of suspicions of fraud, bribery and corruption	<i>Review every two years</i>
3.	Money Laundering Policy and Procedure Review and update the policy that provides guidance, obligations and reporting arrangements.	<i>Review every two years</i>
4.	Whistleblowing Policy Review and update to ensure it meets best practice.	<i>Regular review (directed by Monitoring Officer.)</i>
5.	Prosecution Policy Review and update the policy that provides guidance on a decision to prosecute an individual in respect of a criminal investigation case.	<i>Review every two years</i>
Participation in Networks and Information Reviews		
6.	Fraud Network Attend meetings and correspond with Chief Auditors, Investigators and other like-minded professionals/relevant groups. To ensure we are up to date with national and regional attempted and committed frauds, and trends and intelligence.	<i>Ongoing</i>
7.	Senior Management Assurance Statements - Review Audit Investigation Team to review Directorate responses to their assurance statements on the prevention and detection of fraud, as part of the Council's fraud risk assessment.	<i>Twice a year</i>



Ref.	Action Required	Timescale
8.	Directorate Risk Register - Review Audit Investigation Team to review Directorate Risks relating to fraud, bribery and corruption risks, to provide advice and guidance, and as part of the Council's fraud risk assessment.	<i>Twice a year</i>
Training and Awareness Raising		
9.	Counter-Fraud Training Develop an eLearning fraud-training package to roll out across the council.	Commencing July 2019
10.	Training/communication sessions Participate in International Fraud Awareness Week in November each year, working with the Council's Communications Team. Promote an anti-fraud culture and awareness raising at a local level.	Ongoing
Data Analytics & Proactive Fraud Reviews		
11.	National Fraud Initiative Participate in the data matching exercise on an ongoing basis to assist in the prevention and detection of fraud.	Ongoing
12.	Internal Audit Plan and Review The Internal Audit Plan is informed by CIPFA intelligence of local authority fraud risks, and wider organisation risks and information. The team actively reviews the effectiveness of controls in place to prevent and detect fraud, as part of their ongoing programme of work.	Ongoing



Glossary – Fraud Types

CIPFA Fraud and Corruption Tracker 2018

1. Adult social care fraud
Adult social care fraud can happen in a number of ways but the increase in personal budgets gives a greater opportunity for misuse.
Investigations cover cases where:
<ul style="list-style-type: none"> • direct payments were not being used to pay for the care of the vulnerable adult • care workers were claiming money for time they had not worked or were spending the allocated budget inappropriately.
2. Blue Badge fraud
The Blue Badge is a Europe-wide scheme allowing holders of the permit to parking concessions which are locally administered and are issued to those with disabilities in order that they can park nearer to their destination.
Blue Badge fraud covers abuse of the scheme, including the use of someone else's Blue Badge, or continuing to use or apply for a Blue Badge after a person's death.
3. Business rates fraud
Business rates fraud is not a transparent landscape for the fraud investigator, with legislation making it difficult to separate between evasion and avoidance. Business rates fraud covers any fraud associated with the evasion of paying business rates including, but not limited to, falsely claiming relief and exemptions where not entitled.
4. Cautions
Cautions relate to a verbal warning given in circumstances where there is enough evidence to prosecute, but it is felt that it is not in the public interest to do so in that instance.
5. Council tax fraud
Council tax is the tax levied on domestic properties and collected by district and unitary authorities in England and Wales and levying authorities in Scotland.
Council tax fraud is split into three sections:
<ul style="list-style-type: none"> • council tax single person discount (SPD) – where a person claims to live in a single-person household when more than one person lives there • council tax reduction (CTR) support – where the council tax payer claims incorrectly against household income • other types of council tax fraud – e.g. claims for exemptions or discounts to which the council tax payer has no entitlement.
6. Debt fraud
Debt fraud includes fraudulently avoiding a payment of debt to an organisation, excluding council tax discount.
7. Disciplinary outcomes
Disciplinary outcomes relate to the number of instances where, as a result of an investigation by a fraud team, disciplinary action is undertaken, or where a subject resigns during the disciplinary process.
8. Economic and voluntary sector (grant fraud)
This type of fraud relates to the false application or payment of grants or financial support to any person and any type of agency or organisation.
9. Housing fraud
Fraud within housing takes a number of forms, including sub-letting for profit, providing false information to gain a tenancy, wrongful tenancy assignment and succession, failing to use the property as the principle home, abandonment, or right to buy.



10. Insurance fraud
This fraud includes any insurance claim that is proved to be false, made against the organisation or the organisation's insurers.
11. Mandate fraud
Action Fraud states that: "mandate fraud is when someone gets you to change a direct debit, standing order or bank transfer mandate, by purporting to be an organisation you make regular payments to, for example a subscription or membership organisation or your business supplier".
12. Manipulation of data fraud
The most common frauds within the manipulation of data relate to employees changing data in order to indicate better performance than actually occurred and staff removing data from the organisation. It also includes individuals using their position to change and manipulate data fraudulently or in assisting or providing access to a family member or friend.
13. No recourse to public funds fraud
No recourse to public funds prevents any person with that restriction from accessing certain public funds. A person who claims public funds despite such a condition is committing a criminal offence.
14. Organised crime
The Home Office defines organised crime as "including drug trafficking, human trafficking and organised illegal immigration, high value fraud and other financial crimes, counterfeiting, organised acquisitive crime and cyber crime".
15. Procurement fraud
This includes any fraud associated with the false procurement of goods and services for an organisation by an internal or external person(s) or organisations in the 'purchase to pay' or post contract procedure, including contract monitoring.
16. Right to buy
Right to buy is the scheme that allows tenants that have lived in their properties for a qualifying period the right to purchase the property at a discount.
17. Welfare assistance
Organisations have a limited amount of money available for welfare assistance claims so the criteria for applications are becoming increasingly stringent. Awards are discretionary and may come as either a crisis payment or some form of support payment.
18. Whistleblowing
Effective whistleblowing allows staff or the public to raise concerns about a crime, criminal offence, miscarriage of justice or dangers to health and safety in a structured and defined way. It can enable teams to uncover significant frauds that may otherwise have gone undiscovered. Organisations should therefore ensure that whistleblowing processes are reviewed regularly.



A Desktop Guide to Reporting Cardiff Council Fraud, Bribery and Corruption

FRAUD is the dishonest intent to obtain a financial gain from, or cause a financial loss to, a person or party through false representation, failing to disclose information or abuse of position.

CORRUPTION/BRIBERY is the offering, promise, giving, requesting, agreeing to receive, or accepting a payment or other advantage to induce or reward a person to improperly carry out their duties

DO

- **Note your concerns**

Record details such as your concerns, names, descriptions, dates, times, details of conversations and possible witnesses. Time, date and sign your notes.

- **Retain or secure evidence**

Retain any evidence that may be destroyed, but do not alter or write on it in any way.

- **Report your suspicion promptly**

Confidentiality will be respected – delays may lead to further financial loss.

- **Be discreet**

Don't discuss your concerns with anyone who doesn't need to know.

DO NOT

- **Confront the suspect or convey concerns to anyone other than those authorised**

Never attempt to question a suspect yourself; this could alert a fraudster and place you at harm and jeopardise an investigation/put evidence at risk.

- **Try to investigate the concern yourself**

Never attempt to gather evidence yourself unless it is about to be destroyed; speak with the Council's Counter-Fraud Specialist as soon as possible for advice and guidance.

- **Be afraid of raising your concerns**

The Public Interest Disclosure Act 1998 protects employees who have reasonable concerns. You will not suffer discrimination or victimisation by following the correct procedures.

If you suspect that fraud against the Council has taken place, you must report it immediately:

- To your line manager in the first instance, where appropriate and
- To the Audit Manager (Chris Pyke) or the Section 151 Officer (Christopher Lee)
- Via email to the Group Auditor Investigations (d.hexter@cardiff.gov.uk)

Report Fraud, Bribery & Corruption – contact details:

Audit Manager

Internal Audit, County Hall, Cardiff. CF10 4UW

Telephone: 2087 2284

All calls will be treated in confidence and investigated by professionally trained personnel

Protecting your Council from Fraud, Bribery and Corruption

Your nominated **Counter-Fraud Specialist is David Hexter**, who can be contacted by telephoning **029 2087 2284**, or emailing d.hexter@cardiff.gov.uk
If you would like further information about Cardiff Council Fraud Activities, please visit our [SharePoint site](#).



Equality Impact Assessment Corporate Assessment Template



Policy/Strategy/Project/Procedure/Service/Function Title: Counter-Fraud and Corruption Strategy
New/Existing/Updating/Amending: New

Who is responsible for developing and implementing the Policy/Strategy/Project/Procedure/Service/Function?	
Name: Chris Pyke	Job Title: Audit Manager, Operational Manager
Service Team: Internal Audit	Service Area: Resources
Assessment Date: 13/05/2019	

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

<p>This Strategy is designed to develop and maintain a culture in which fraud, bribery and corruption are understood across the organisation as unacceptable, for which firm action is and will be taken to prevent and detect fraud loss, bring fraudsters to account quickly and efficiently, and to recover any losses.</p> <p>Reporting Culture - raising awareness of fraud risk and accountability for reporting, through training, communication activities and policy reviews. Members of the public must also know how and when to raise concerns.</p> <p>Strong Assurance - fraud risks must be understood, monitored and managed, to deliver strong Council-wide assurance on fraud risk management.</p> <p>Ownership - Everyone working for the Council needs to understand their personal responsibility for supporting counter-fraud risk management. Managers should consider this in Personal Review objective setting.</p>
--

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

<p>'Fraud costs the public sector at least £20.6bn annually, and of this total, £2.1bn is specifically in local government.'</p> <p>The CIPFA Fraud and Corruption Tracker 2018 states that 17.8% of detected fraud in UK Local Authorities by volume, relates to disabled parking concession – individuals</p>

CARDIFF COUNCIL

Equality Impact Assessment Corporate Assessment Template

without a legitimate blue badge, abusing the blue badge scheme.

The Investigation Team receives referrals from various sources, including members of staff and members of the public. The team produces quarterly progress reports to Audit Committee, which provide details of counter fraud activity including the number of and types of fraud referral. However, we do not currently have any equality monitoring data on the groups who are the subject of referrals. National publications and trends shape the risk assessment of fraud in Cardiff and determine the annual Investigation Team work plan.

Criminal investigations are conducted in accordance with the Police and Criminal Evidence Act, which sets out the rules relating to the treatment and questioning of persons under investigation.

Fraud from the public sector deprives vulnerable citizens of the help and support that they need.

3 Assess Impact on the Protected Characteristics

3.1 Age

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

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

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

Public funds should be more secure / zero tolerance to fraud. There is a shortage of affordable / local authority housing. CIPFA estimate housing fraud to cost £216m.

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

There are no concerns that the policy could have a negative differential impact on people due to age. Increased work in this area would likely have a positive impact on the vulnerable.

3.2 Disability

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

CARDIFF COUNCIL

Equality Impact Assessment Corporate Assessment Template

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

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

Public funds should be more secure / zero tolerance to fraud. Concerns relating to the abuse / misuse of residential (permit) parking and the blue badge scheme should be reported and therefore, there is a potential for more spaces to become available to those persons entitled to park. Additionally increased focus on tenancy fraud could also have a positive outcome.

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

There are no concerns that the policy could have a negative differential impact on people due to disability.

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
Transgender People (People who are proposing to undergo, are undergoing, or have undergone a process [or part of a process] to reassign their sex by changing physiological or other attributes of sex)	X		

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

Public funds should be more secure / zero tolerance to fraud.

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

There are no concerns that the policy could have a negative differential impact on people due to gender.

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?

CARDIFF COUNCIL

Equality Impact Assessment Corporate Assessment Template

	Yes	No	N/A
Marriage	X		
Civil Partnership	X		

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

Public funds should be more secure / zero tolerance to fraud.

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

There are no concerns that the policy could have a negative differential impact on people due to marriage and civil partnership.

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	X		
Maternity	X		

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

Public funds should be more secure / zero tolerance to fraud.

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

There are no concerns that the policy could have a negative differential impact on people due to pregnancy and maternity.

3.6 Race

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

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

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

Public funds should be more secure / zero tolerance to fraud.

Equality Impact Assessment Corporate Assessment Template

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

There are no concerns that the policy could have a negative differential impact on people due to race.

3.7 Religion, Belief or Non-Belief

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

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

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

Public funds should be more secure / zero tolerance to fraud.

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

There are no concerns that the policy could have a negative differential impact on people due to religions, beliefs or non-beliefs.

3.8 Sex

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

	Yes	No	N/A
Men	X		
Women	X		

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

Public funds should be more secure / zero tolerance to fraud.

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

There are no concerns that the policy could have a negative differential impact on men and/or women.

3.9 Sexual Orientation

CARDIFF COUNCIL

Equality Impact Assessment Corporate Assessment Template

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

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

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

Public funds should be more secure / zero tolerance to fraud.

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

There are no concerns that the policy could have a negative differential impact on people due to Sexual Orientation.

3.10 Welsh Language

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

	Yes	No	N/A
Welsh Language			X

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

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

4. Consultation and Engagement

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

A copy of the strategy and Equality Impact Assessment (EIA) was shared with the Equality Team, the potential was discussed with two lead equality officers and the content of the EIA was amended as appropriate to cover the advice received.

The Corporate Director Resources attended the Trade Union partnership meeting on the 17th June 2019 and provided an opportunity to discuss the strategy.

CARDIFF COUNCIL

Equality Impact Assessment Corporate Assessment Template

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

Groups	Actions
Age	The actions required are generic to all groups and included below.
Disability	The actions required are generic to all groups and included below.
Gender Reassignment	The actions required are generic to all groups and included below.
Marriage & Civil Partnership	The actions required are generic to all groups and included below.
Pregnancy & Maternity	The actions required are generic to all groups and included below.
Race	The actions required are generic to all groups and included below.
Religion/Belief	The actions required are generic to all groups and included below.
Sex	The actions required are generic to all groups and included below.
Sexual Orientation	The actions required are generic to all groups and included below.
Welsh Language	The actions required are generic to all groups and included below.
Generic Over-Arching [applicable to all the above groups]	<p>In order to achieve the aims of the Strategy, the approach must be accessible and inclusive in respect of the needs of all individuals within the Council, service providers / users and the citizens of Cardiff.</p> <p>A communications lead has been appointed to ensure that the awareness campaign is tailored and relevant to the intended audience, taking into account the relevant demographics.</p> <p>A fraud awareness, eLearning module has been procured from an external supplier, this has been tailored in-house to the needs of the Council and incorporates the Counter-Fraud and Corruption Strategy. It is suitable for a wide audience and will be translated into Welsh.</p> <p>Various communication methods will be utilised, which may include, Twitter, Facebook, press releases, communications briefings. Workshops, face-to-face training and drop in sessions will also be offered to ensure that individuals based at satellite locations and non-computer users are fully engaged.</p> <p>Taking the above into account, there will be no adverse impact on any Equality groups or Protected Characteristics, as the Strategy will support the Council in its duty to protect public funds from illegal activity and to comply with legislation. In fact, the deterrence of fraud will be of general benefit to all groups. Robust processes dealing with fraud, will reinforce the integrity of the Council.</p>

CARDIFF COUNCIL

Equality Impact Assessment Corporate Assessment Template

6. Further Action

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

7. Authorisation

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

Completed By : David Hexter	Date: 11 th June 2019
Designation: Group Auditor (Investigations)	
Approved By: Chris Pyke	17 th June 2019
Designation: Audit Manager, Operational Manager	
Service Area:	Resources

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

For further information or assistance, please contact the Citizen Focus Team on 029 2087 2536 / 3262 or email equalityteam@cardiff.gov.uk

**CARDIFF COUNCIL
CYNGOR CAERDYDD**



CABINET MEETING: 11 JULY 2019

BUDGET STRATEGY REPORT 2020/21 AND THE MEDIUM TERM

**PORTFOLIO: FINANCE, MODERNISATION & PERFORMANCE
(COUNCILLOR CHRISTOPHER WEAVER)**

AGENDA ITEM: 9

Reason for this Report

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

Structure of the Report

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

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

General Background

6. The Medium Term Financial Plan (MTFP) included within the Council's 2019/20 Budget Report identified a potential budget gap of £104.9 million over

the period 2020/21 – 2023/24. The budget gap is a result of anticipated funding failing to keep pace with demand and inflationary pressure on services.

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

Issues

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

National Context

9. Local financial planning is linked to the wider economic and financial context. The Chancellor's Spring Statement, which is linked in the background documents to this report, included some positive signs including:
 - Forecast growth for the next five years.
 - Predictions of a further 600,000 people in work by 2023.
 - Inflation forecasts of 1.9% in 2020 returning to the Bank of England's 2% target in the medium term.
 - Forecasts that national debt (as a percentage of GDP) will continue to fall to 2023/24.
10. The Statement suggested that public finances had reached a turning point. However, it is difficult to predict what this may mean for spending on public services. The Chancellor indicated the Government would take a balanced approach to keep debt falling: "reducing borrowing and debt whilst supporting public services, investing in the economy and infrastructure and keeping taxes low."
11. The economic implications of Brexit are an unknown in forecasts. The Office for Budget Responsibility (OBR) has stated that the long-term impact on the UK economy will depend on the agreement that is reached with the European Union (EU.) The Chancellor had been expected to undertake a Comprehensive Spending Review (CSR) in 2019 to set the tone for post-Brexit Government Spending. However, with the timescale for Brexit extended until 31 October 2019, and a Conservative leadership election, the timeframe for the CSR has become increasingly uncertain.
12. The Chief Secretary to the Treasury recently told the House of Lords Economic Affairs Committee, that the launch of the Spending Review before the summer recess was "unlikely to happen given the current timetable for the Conservative leadership election." She added that while there would be a "need to set revenue budgets (for 2020/21), we do already have capital budgets for 2020/21." It is therefore uncertain whether there is the potential for a late CSR, (which would have timing implications for notification of the Welsh

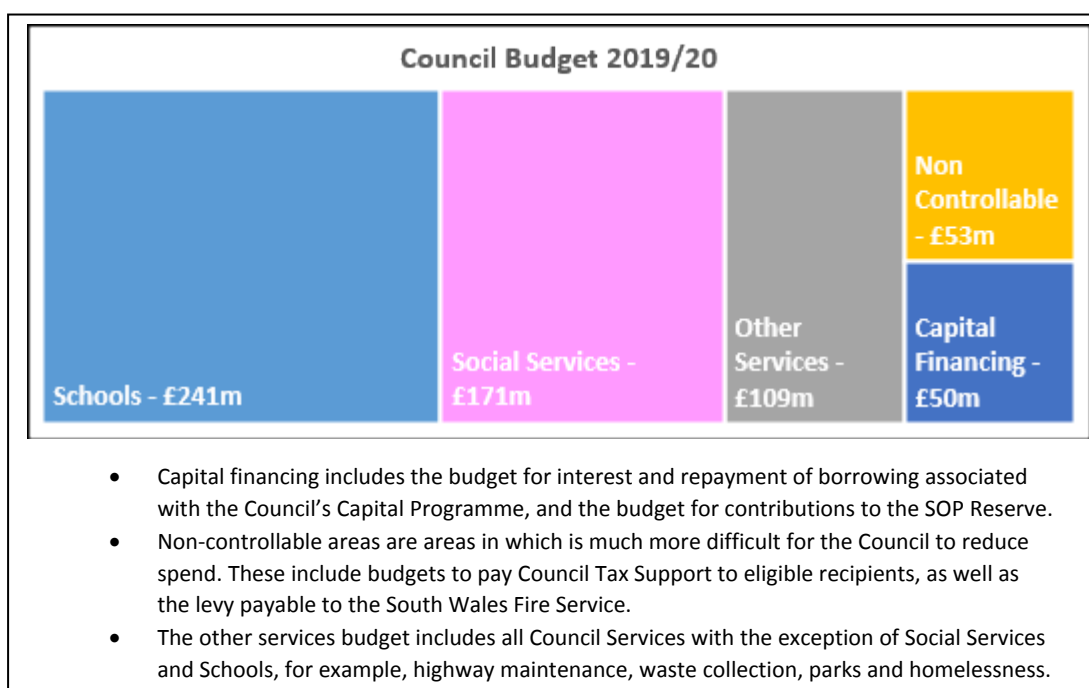
Block Grant and Local Government Settlement), or if it is more likely that the CSR will not take place in advance of setting 2020/21 budgets.

The Welsh Context and Local Government Settlement

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

Council Context

18. Challenging financial circumstances reiterate the importance of clear links between strategic priorities and financial planning. It is important that scarce resources are allocated appropriately, with regard for impact on future generations. The Council's financial strategy documents, including the Budget, MTFP, Capital and Treasury Strategies, are framed by the priorities and objectives set out in Capital Ambition, the Corporate Plan and the Wellbeing Plan. Budget Strategy assumptions also have regard to the principles within the Wellbeing of Future Generations (Wales) Act 2015. Further information on the Council's core priorities is contained in the MTFP at Annex 1.
19. The prolonged period of financial challenge experienced by Local Government will make it more challenging to deliver the savings required over the medium term. The Council has identified cumulative savings in excess of £220 million over the past ten years, and has seen a reduction of over 1,600 full time equivalent (FTE) posts since 2012/13 (in services other than schools). The continued need for significant savings over the medium term is an important factor in financial resilience, as considered later in the Report.
20. The shape of the Council's budget has changed over the past decade. With no real term increase in AEF to help meet cost pressures in areas where demand has grown significantly, (such as Social Services and Schools), this growth has primarily been financed from savings in other directorates. Over time, this has seen budgets for "other services" contract significantly. In 2019/20, Social Services and Schools account for 66% of the Council's net budget, following net budgetary increases of £73 million over the past five years. A further 8% of the Council's net budget is attributable to the financing of the capital programme. The pressure and ongoing affordability of this aspect of the budget is considered in the Capital sections of this Report.



The Medium Term Budget Reduction Requirement

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

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

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

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

Approach to Budget Strategy

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

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

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

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

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

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

Medium Term Financial Plan Scenario Analysis

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

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

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

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

Consultation and Engagement

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

Capital Investment Programme - Context

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

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

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

Capital Programme Affordability

42. A key consideration in setting the Capital Investment Programme is affordability. General Capital Support provided by WG has reduced by 35% over the past decade, placing additional pressure on the Council to pay for investment. The reduction in General Capital Support has been accompanied by a range of pressures on the capital programme. In broad terms, these either relate to investment in existing assets, or investment in development projects to meet strategic aims. They include:

- Highways infrastructure and repairs backlogs
- Vehicle procurement options
- Property maintenance backlog and surveys
- Investment to improve service
- Demand for affordable housing
- Economic Development and regeneration aspirations
- School Building Development Programme
- Meeting savings targets and generating income
- Existing capital scheme commitments
- Incurring expenditure in advance of asset sales
- Mandatory investment e.g. disabled adaptations

42. In June 2019, WG announced a supplementary budget that includes a capital investment package of £85 million across Wales. This incorporates:

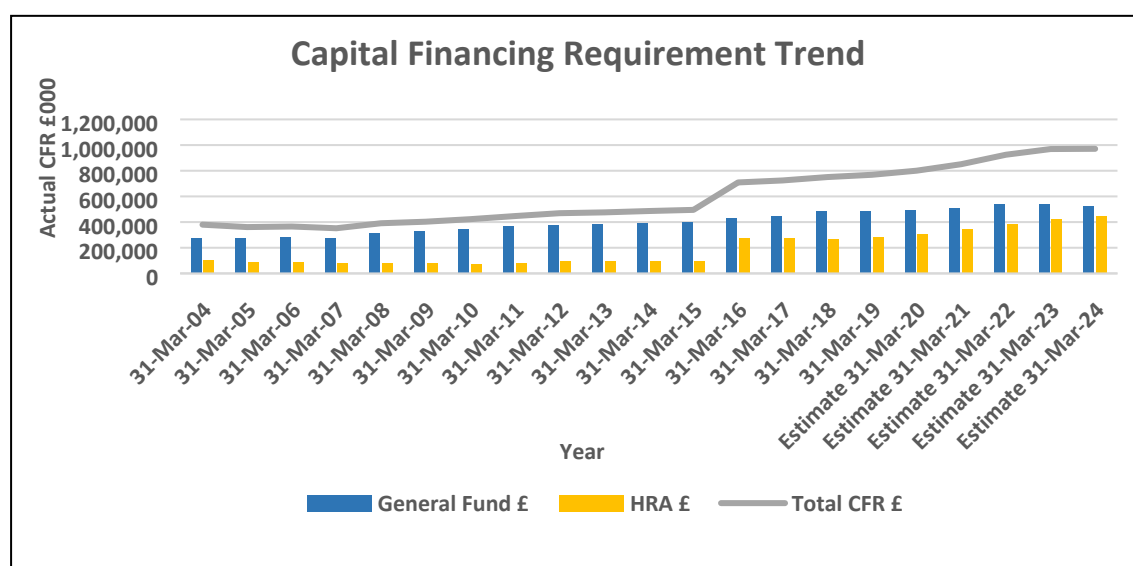
- £50 million to invest in local government social housing programmes.
- £5 million to support the maintenance of the road network.
- £10 million for the Economy Futures Fund.
- £20 million for Local Government (presumed to be General Capital Funding).

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

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

Borrowing

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



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

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

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

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

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

Capital Receipts

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

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

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

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

Developing the Capital Programme 2020/21 to 2024/25

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

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

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

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

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

Financial Resilience

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

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

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

Area	Issues Arising
Cumulative Savings	<ul style="list-style-type: none"> Cumulative levels of savings over recent years are significant This makes it more challenging to deliver further savings
Funding Sources	<ul style="list-style-type: none"> With no real term increases in AEF, council tax is accounting for a larger proportion of the Council's overall funding The "gearing" effect means that a 4.3% increase in Council tax is required to generate a 1% increase in overall funding (taking into account the impact on the CTRS)
Reserves	<ul style="list-style-type: none"> Reserves are an important part of financial resilience. They provide a financial cushion and support a healthy cash position. The unaudited 2018/19 Accounts show no change in the Council's General Reserve and a £8.1 million net reduction in Earmarked Reserves (from 10.5% to 8.8% of net budget.) A reduction in earmarked reserves can be cause for concern if unplanned. However, this was not the case, and significant draw-downs in 2018/19 included: <ul style="list-style-type: none"> £2.2 million (net) from SOP reserve to support the costs associated with the 21st Century Band B Programme. £2.4 million from various reserves to fund the budget (as planned in the 2018/19 Budget Report). £0.9 million used from employee changes reserve to fund redundancy costs. £2.7 million (net) from HRA reserves. Whilst this was larger than anticipated in relation to some areas, including the housing repairs account, the position is being kept under close review in 2019/20. £1.2 million net reduction in schools balances. This needs to be read in the context of the late receipt of a building maintenance grant (£1.4 m) in 2018/19, which artificially inflated the year-end balance. Also, during 2018/19, the Council directed some schools to spend their balances where they had exceeded local thresholds for three consecutive years. The Budget Strategy currently assumes a lower use of reserves as general budget funding in 2020/21 (£0.75 million.) This sum can be accommodated from the Strategic Budget Reserve, which is held for this purpose. This assumption will be kept under review.
Other Financial Indicators	<ul style="list-style-type: none"> Indicators that consider long term borrowing in relation to both long term assets, and to taxation, have remained at consistent levels and do not highlight any cause for concern In 2018/19, working capital as a percentage of gross revenue expenditure has reduced. This indicator measures the authority's ability to cover existing expenditure from working capital (current assets less current liabilities). Whilst Local Authorities are protected to a degree, given their ability to access short-term borrowing, this measure acts as an indicator of how an authority measures its short-term finances. Whilst there is a reduction in the indicator in 2018/19, it is still at a healthy level, consistent with prior years, allowing the Council to cover day-to-day expenditure.

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

Reasons for Recommendations

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

Legal Implications

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

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

Financial Implications

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

HR Implications

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

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

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

RECOMMENDATIONS

The Cabinet is recommended to:

- (1) Agree the budget principles on which this Budget Strategy Report is based and the approach to meeting the Budget Reduction Requirement both in 2020/21 and across the period of the Medium Term Financial Plan within the context of the objectives set out in Capital Ambition.
- (2) Agree that directorates work with the relevant Portfolio Cabinet Member, in consultation with the Corporate Director Resources and Cabinet Member for Finance, Modernisation and Performance to identify potential savings to assist in addressing the indicative budget gap of £25 million for 2020/21 and £101 million across the period of the Medium Term Financial Plan.
- (3) Delegate to the Chief Executive, in consultation with the Leader and Cabinet Member for Finance, Modernisation and Performance, the authority to implement any saving proposal in advance of 2020/21 where no policy recommendation is required or where a policy decision has already been taken.
- (4) Note that work will continue to update and refresh the MTFP and that this will be reported to Members as appropriate.
- (5) Agree that expressions of interest are sought from officers in respect of the voluntary redundancy scheme, in order to support the delivery of savings required in the report.

- (6) Propose that Council adopt the Budget Timetable Framework set out in Appendix 2 be adopted, and that the work outlined is progressed with a view to informing budget preparation.
- (7) Agree that consultation on 2020/21 budget proposals will take place in order to inform the preparation of the draft 2020/21 Budget.

SENIOR RESPONSIBLE OFFICER	CHRIS LEE Corporate Director Resources
	5 July 2019

The following Annexes are attached:

Annex 1: Medium Term Financial Plan

The following Appendices are attached:

Appendix 1: Budget Strategy Frequently Asked Questions

Appendix 2: Proposed Budget Timetable Framework 2020/21

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

Appendix 4: Finance Resilience Snapshot

Background Documents

2019/20 Budget Report – February 2019

Capital Strategy 2019/20

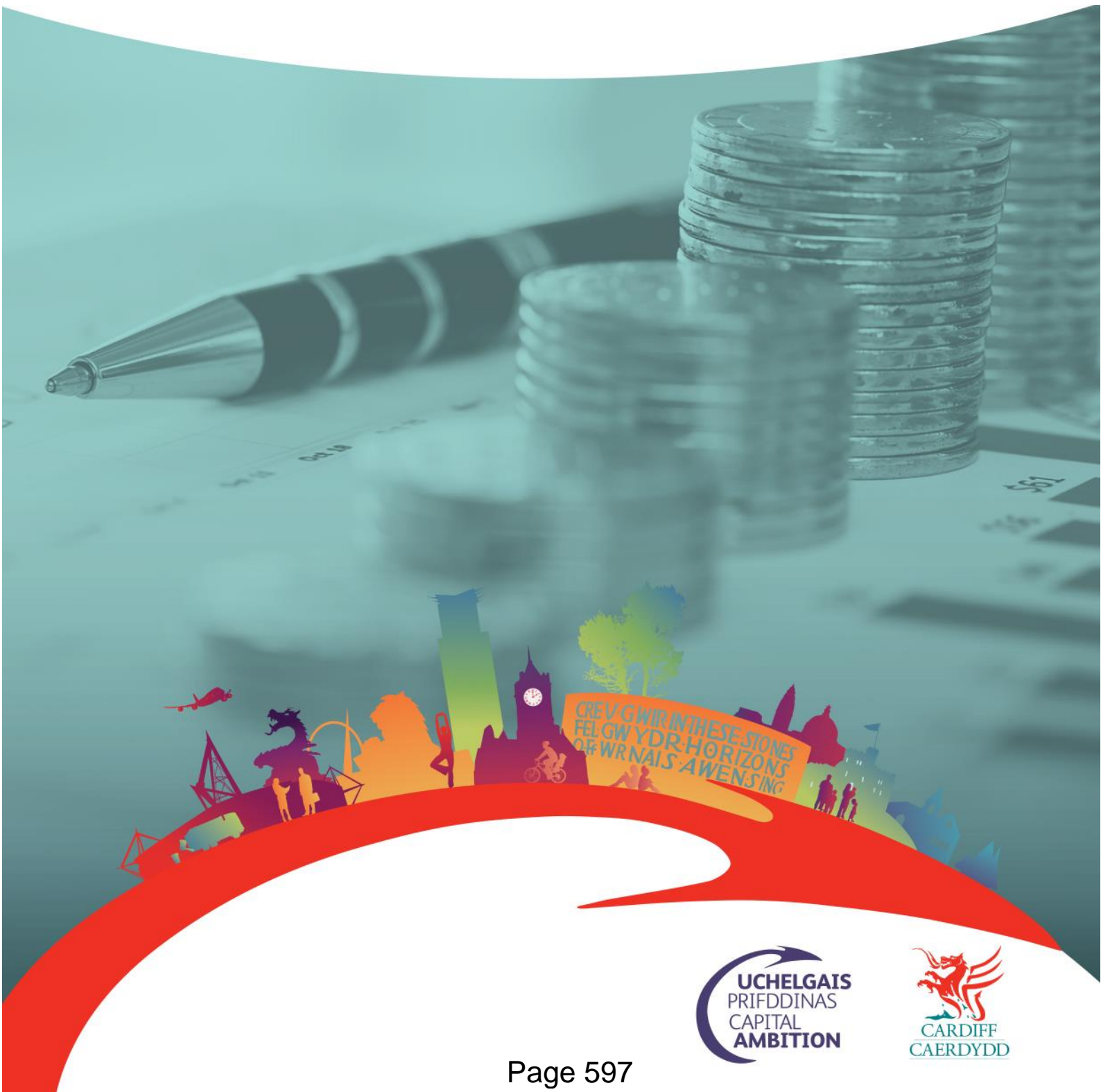
Chancellor's Spring Statement 2019: <https://www.gov.uk/government/topical-events/spring-statement-2019>

This page is intentionally left blank

Cardiff Council

Medium Term Financial Plan

2020/21 – 2023/24



Contents

Section 1. Introduction	Page
1.1 Aims and Purpose of MTFP	1
1.2 Governance	1
1.3 MTFP Overview	1

Section 2. Context and Outlook	Page
2.1 Council Priorities	2
2.2 City Demographics	3-4
2.3 Economic and Financial Outlook	4-6
2.4 Council Financial Context	6-7

Section 3. The Financial Challenge	Page
3.1 Forecast Financial Position 2019/20 - 2023/24	8
3.2 Pressures - Key Assumptions	9-12
3.3 Funding - Key Assumptions	13-14

Section 4. Risk and Uncertainty	Page
4.1 Sensitivity Analysis	15
4.2 Horizon Scanning and Known Unknowns	15
4.3 Longer Term Outlook	15-16
4.3 Key Risks	16

Section 5. Addressing the Budget Gap	Page
5.1 Budget Gap	17
5.1 Council Tax	17
5.2 Savings	18-19

Section 1. Introduction

1.1 Aims and Purpose of MTFP

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

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

1.2 Governance

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

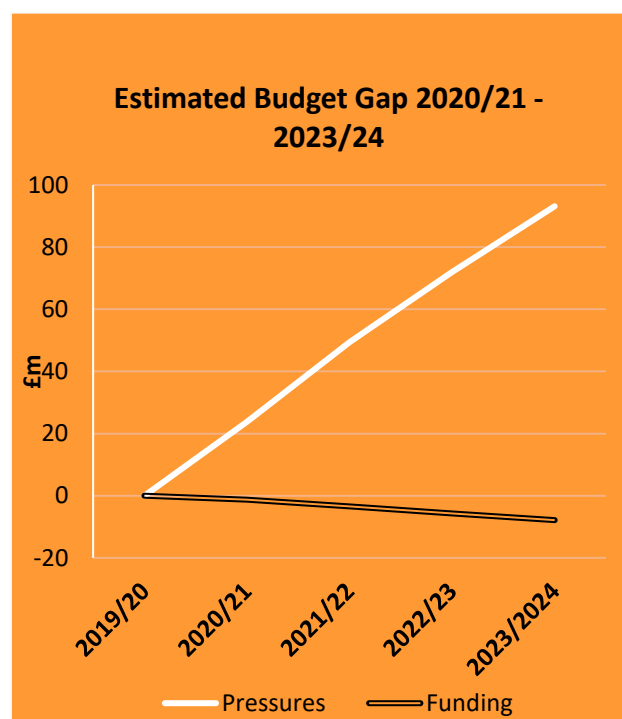
Development of the MTFP is an iterative process. Regular review is required to ensure it reflects most recent information and captures emerging issues. Elected Members and Senior Management are engaged in the process through a series of regular briefings, to scope, inform and scrutinise the plan.

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

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

1.3 MTFP Overview

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



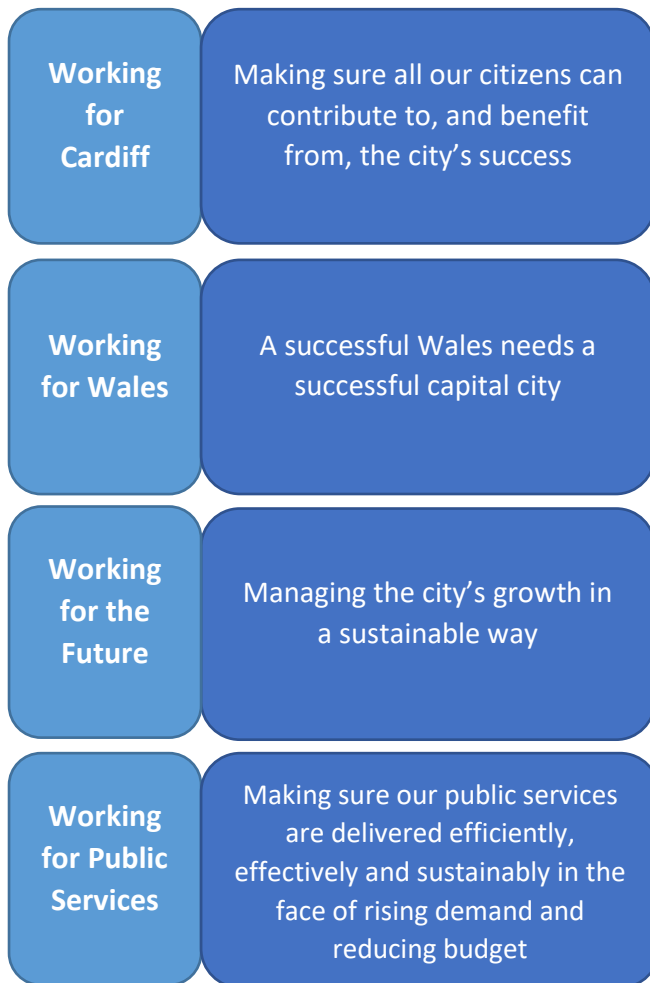
“Budget Gap” is the term used to describe the difference between the funding the Council expects to receive, and the estimated cost of continuing to deliver services at the current level. Put simply, the budget gap is a result of funding failing to keep pace with demand, inflation and other financial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

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

Section 2. Context and Outlook

2.1 Council Priorities

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



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

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

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



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

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



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

Section 2. Context and Outlook

2.2 City Demographics

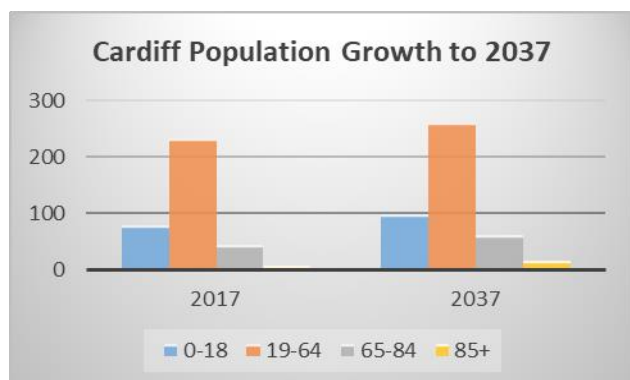
The demographic profile of the city and its potential financial impact need to be considered in forecasting financial pressures.

Population

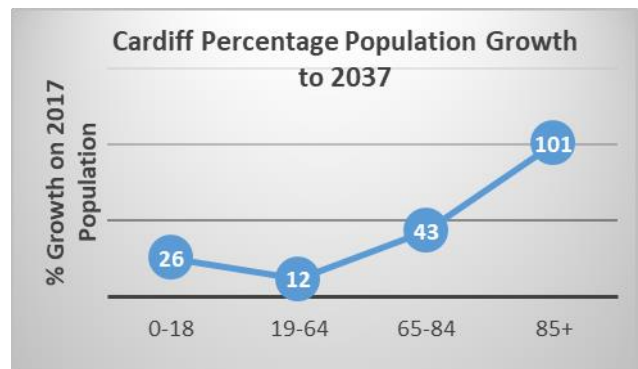
Cardiff has a population of 367,000. Between 2005 and 2015, its population grew by 11%. This trend is set to continue with projected growth of 20% between 2017 and 2037. This outstrips the combined estimated growth of every other authority in Wales.



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



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



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

Education

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

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

Housing

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

Section 2. Context and Outlook

target for 6,646 additional affordable homes by 2026.

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

Employment

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

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

Deprivation

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

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

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

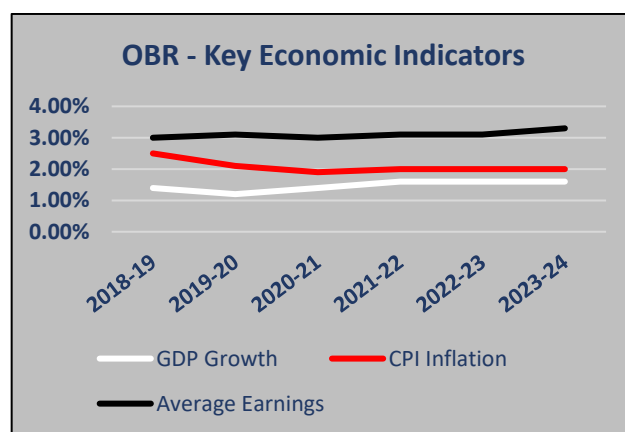
2.3 Economic and Financial Outlook

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

UK Context

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

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



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

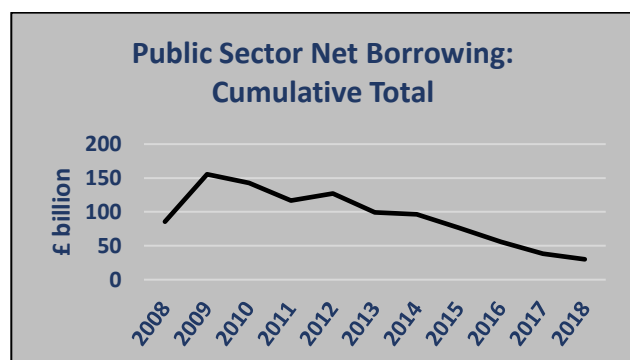
Section 2. Context and Outlook

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

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

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

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



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

Brexit

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

Welsh Context

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

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

Section 2. Context and Outlook

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

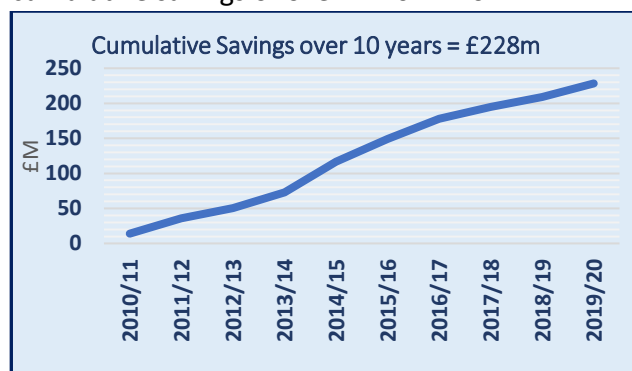
Although some improvement in funding is predicted at the Welsh level, from a Local Government perspective, it does not seem prudent to anticipate a material improvement in funding over the medium term. Predicted increases to the Welsh Block Grant are set in the context of significant political and economic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

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

2.4 Council Financial Context

Historic Context

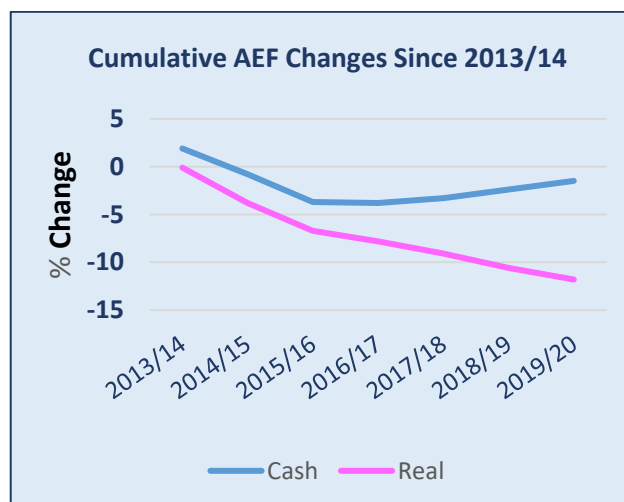
Over the past 10 years, the Council has identified cumulative savings of over £220 million.



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

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

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



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

Resultant shape of the Council's Budget

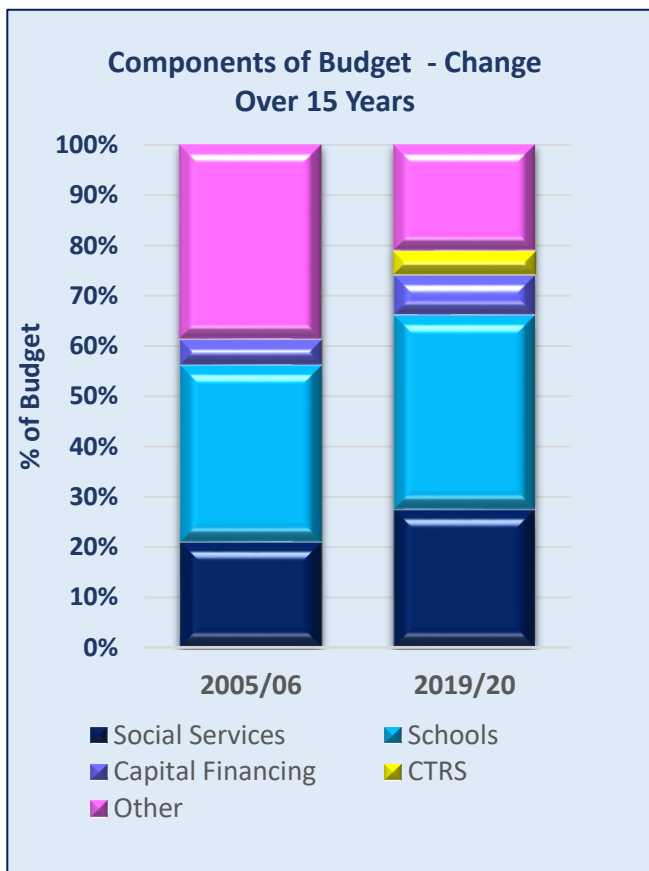
The extended period of savings has had a significant impact on the *shape* of the Council's budget. Some directorate budgets have contracted significantly and others have grown.

Section 2. Context and Outlook

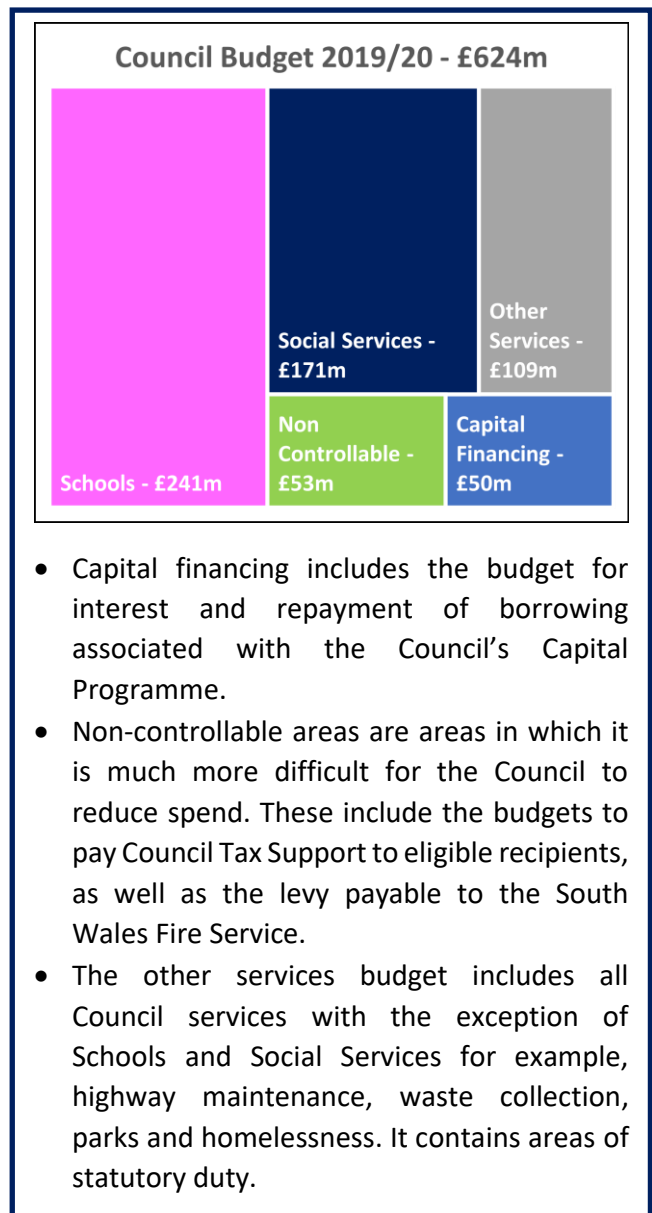
Demand and price pressure has been acute in the areas of Social Services and Schools. Over the period 2015/16 – 2019/20 budgets in these areas have increased by £73 million.

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

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



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



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

Section 3. Medium Term Financial Plan

3.1 Forecast Financial Position

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

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

Section 3. Medium Term Financial Plan

3.2 Pressures Key Assumptions

Pay Pressures

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

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

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

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

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

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

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

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

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

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

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

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

Section 3. Medium Term Financial Plan

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

Price Inflation

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

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

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

Commitments

Forecast financial commitments include:

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

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

Forecast capital financing figures reflect the following key assumptions:

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

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

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

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

Section 3. Medium Term Financial Plan

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

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

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

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

Demographic Pressures

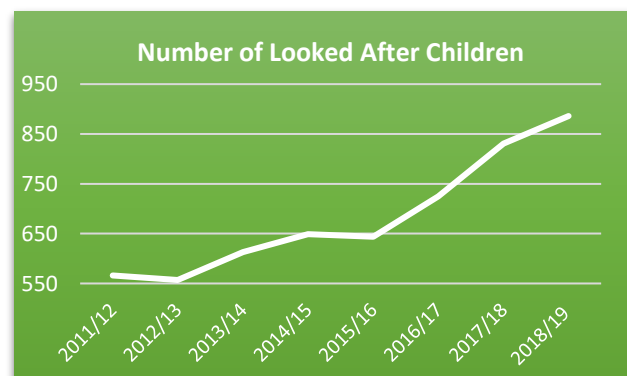
Over recent years, Cardiff has had one of the fastest growing populations of any of the UK core cities. As outlined in the section on City Demographics, significant population growth is expected to continue, with faster growth in the under-18 and over 65 age brackets.

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

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

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

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



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

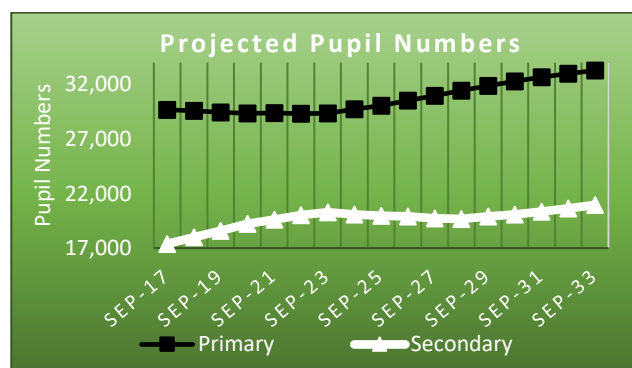
Section 3. Medium Term Financial Plan

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

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

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

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



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

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

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

Emerging Financial Pressures

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

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

3.3 Funding Key Assumptions

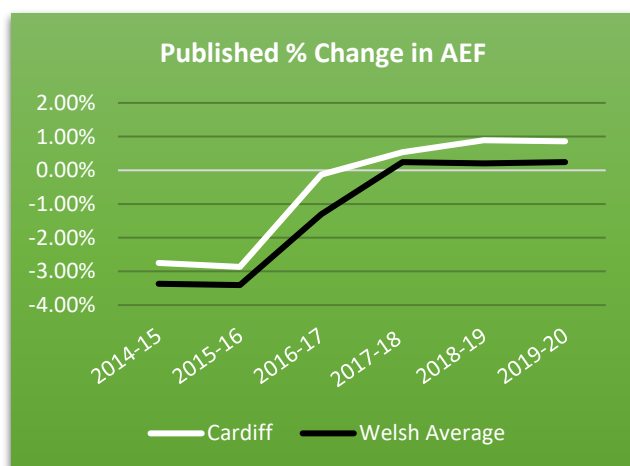
Aggregate External Finance (AEF)

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

Section 3. Medium Term Financial Plan

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

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



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

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

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

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

Reserves

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

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

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

Section 3. Medium Term Financial Plan

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

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

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

Specific Grant Funding

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

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

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

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

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

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

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

Section 4. Risk and Uncertainty

4.1 Sensitivity Analysis

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

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

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

4.2 Horizon Scanning & Known Unknowns

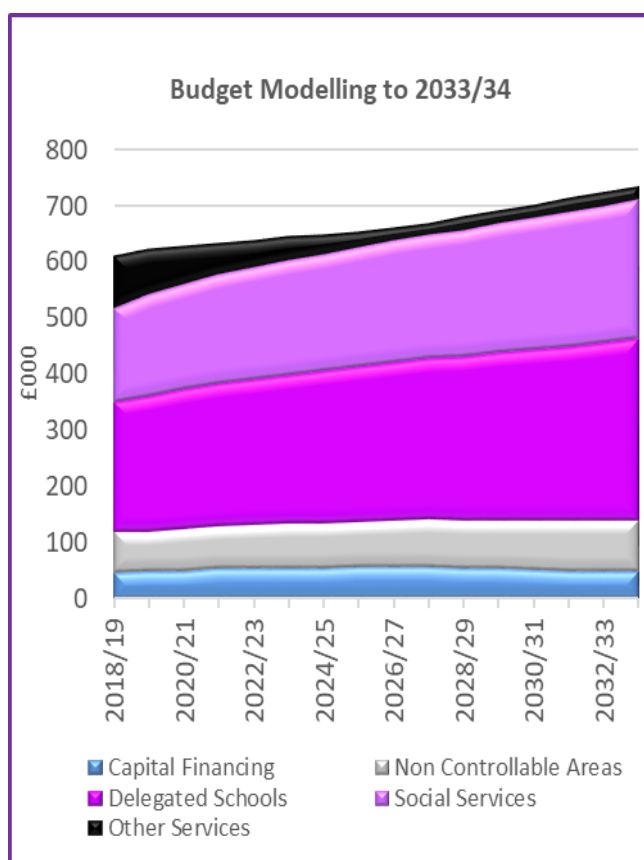
As well as key assumptions, a number of other factors must be closely monitored. These are currently too uncertain to quantify at present, but have the potential to be significant in terms of quantum. These include:

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

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

4.3 Longer Term Outlook

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



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

Section 4. Risk and Uncertainty

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

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

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

4.4 Key Risks

The key risks associated with the MTFP are recapped below:

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

Section 5. Addressing the Gap

5.1 Budget Gap

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

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

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

5.2 Council Tax

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

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

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

Council Tax Base

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

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

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

Council Tax Support Budgets

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

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

The level of the Council Tax

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

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

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

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

Section 5. Addressing the Gap

5.3 Savings Requirement

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

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

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

There will be a need to:

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

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

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

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

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

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

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

Budget Strategy Report 2020/21 - Question and Answers

What is this about?

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

The Revenue Budget

What are things looking like?

- Challenging, with some significant uncertainties.

What are the uncertainties?

There are many, but here is a flavour:-

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

What are the challenges?

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

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

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

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

How much is the Budget Gap?

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

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

So how will the Council bridge this gap?

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

To be kept
under
review

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

Savings

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

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

How can I have my say?

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

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

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

What next?

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

The Capital Programme

What is capital?

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

What is the picture on Capital?

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

What are the investment pressures on the Programme?

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

What are the key considerations in terms of affordability?

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

What is the position on capital receipts?

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

What is the position in terms of borrowing?

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

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

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

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

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

What next?

- Directorates will be asked to commence with the approach outlined above, starting with a robust review of the current programme.

This page is intentionally left blank

PROPOSED REVENUE BUDGET TIMETABLE FRAMEWORK 2020/21

Date	Budget Strategy
Jul 2019	<ul style="list-style-type: none"> Budget Strategy Report considered at Cabinet Budget Strategy Report considered at Council
Jul - Oct 2019	<ul style="list-style-type: none"> Directorates further develop detail 2020/21 efficiency & income proposals Senior Officer Meetings / Cabinet Member meetings to scrutinise the detail of 2020/21 efficiency & income budget proposals Consider early implementation of 2020/21 efficiency proposals where possible and appropriate Ongoing review of the in-year monitoring position and the key risk areas identified in the body of the report Directorates review scope for transformational proposals Following consultation with Cabinet Members, business cases to be developed in targeted areas
Oct 2019	<ul style="list-style-type: none"> Provisional 2020/21 Settlement received Some visibility of Specific Grants at All Wales level <p><i>This is in line with usual timescales - there is a risk that these may slip as described in the Report</i></p>
Oct / Nov 2019	<ul style="list-style-type: none"> Consideration of 2021/22 and later years' proposals
Nov / Dec 2019	<ul style="list-style-type: none"> Consultation on 2020/21 draft budget savings proposals (income and transformational proposals)
Dec 2019	<ul style="list-style-type: none"> Cabinet approval of Council Tax Base Final Budget Settlement received (usual timescale, potential to slip)
Jan 2020	<ul style="list-style-type: none"> Fine-tuning of budget proposals and consideration of medium term financial plans Review responses to consultation
Feb 2020	<ul style="list-style-type: none"> Approval of Corporate Plan and Budget

In addition, throughout this period there will be continued involvement and consultation with council tax payers, the grants sector, Scrutiny Committees, Trade Unions, employees and statutory consultation with schools

This page is intentionally left blank

Key Schemes within the 2019/20 to 2023/24 Capital Programme

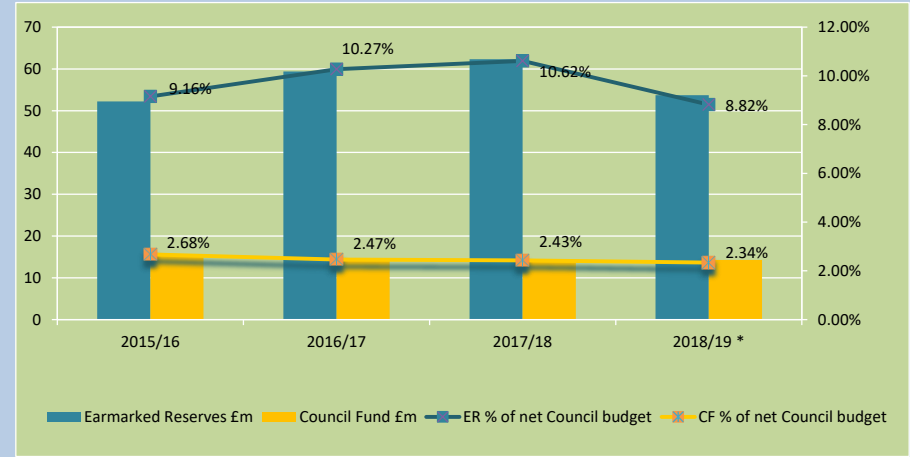
Theme	Types of expenditure
Annual Sums	<ul style="list-style-type: none"> Disabled adaptations to allow people to remain independent in their homes Highway infrastructure Property asset renewal Neighbourhood regeneration Parks asset renewal Road safety; cycle and public transport network improvements
Previously Agreed / Ongoing Schemes	<ul style="list-style-type: none"> Facility to support victims and those at risk of domestic abuse Whitchurch High School accessibility for disabled pupils Bereavement Strategy Western Transport Interchange 21st Century Schools Band B programme Completion of Central Square public realm Modernising ICT to improve business process City Centre youth hub and Butetown pavilion Strategic cycle routes Council contribution to support WG grant bids for coastal erosion, transport links and a targeted regeneration investment programme Development of a new household waste recycling centre Council agreed contribution to CCRCD expenditure in accordance with profile approved by Regional Cabinet in January 2018
New Capital allocations including invest to save proposed in 2019/20 Budget	<ul style="list-style-type: none"> Additional support for disabled adaptations grant Roll out of glass recycling collection service Works to structures at Millennium Walkway and Roath Park dam Enabling works, if required to implement economic development schemes Economic Development schemes at the Chapter Arts Centre and the former Virgin Active site Contribution towards the cost of the Indoor Arena subject to the level of capital receipts and approved affordability envelope Road safety and other improvements proposed from parking enforcement income Lamby Way solar farm and contribution to District Heat Network LED street lighting in residential areas
External Grant and Contribution assumptions	<ul style="list-style-type: none"> Targeted regeneration investment programme 21st Century schools Band B programme Public highways refurbishment Local Transport Fund, active travel, road safety and safe routes in communities Coastal and flood risk management programme design Planning gain and other contributions received towards a range of schemes
Invest to Save	<ul style="list-style-type: none"> 21st Century schools Band B programme Council leisure centre investment as part of alternative service delivery Loan to Cardiff City Transport Services Limited New cemetery to increase burial space in the city Building energy efficiency schemes
Public Housing (HRA)	<ul style="list-style-type: none"> Improvements to garages, gullies and open spaces Investment in existing stock to sustain Welsh Housing Quality Standards (WHQS) Significant increase in new affordable housing proposals including land acquisition following removal of debt cap Disabled adaptations

This page is intentionally left blank

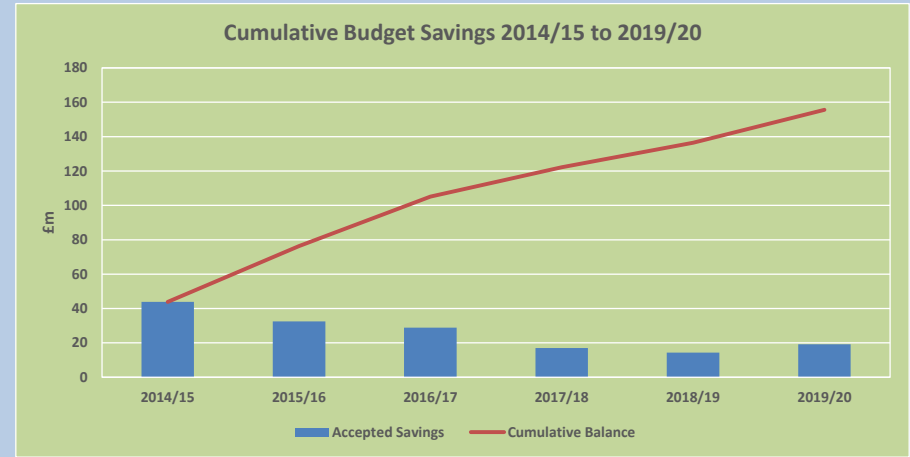
FINANCIAL SNAPSHOT REPORT - BUDGET STRATEGY VERSION - JULY 2019

The following tables, charts and figures give an indication of the financial resilience of the Council as per the Statement of Accounts.

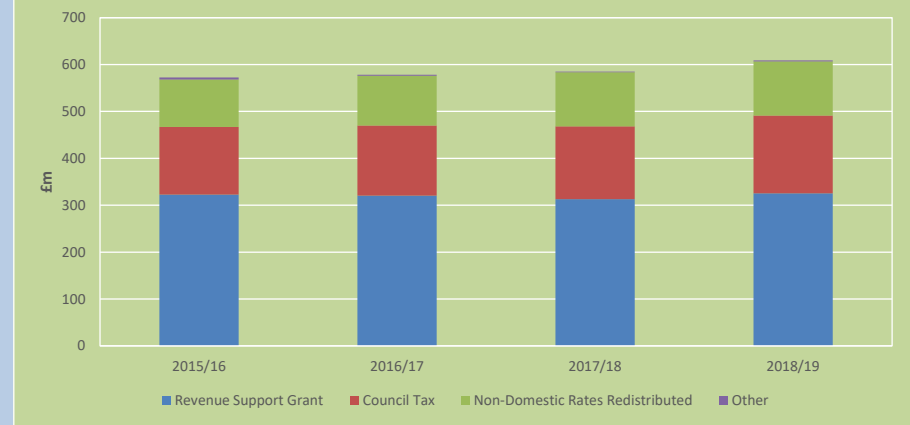
Level of Council Fund (CF) and Earmarked Reserves (ER)



Cardiff Council Historic Cumulative Budget Savings



Actual Revenue Funding Split



Other Financial Indicators

Indicator	2015/16	2016/17	2017/18	2018/19*
Working Capital as a percentage of Gross Revenue Expenditure (%)	6.02%	6.99%	8.69%	7.35%
Usable Reserves as a percentage of Gross Revenue Expenditure (%)	10.31%	11.46%	13.28%	10.34%
Earmarked Reserves as a percentage of Gross Revenue Expenditure (%)	6.63%	7.79%	7.90%	6.52%
Unallocated/General Reserves to Gross Revenue Expenditure (days)	7	6	6	6
Long-term Borrowing to Long-term Assets (ratio)	0.35:1	0.35:1	0.36:1	0.36:1
Long-term Borrowing to Taxation & Aggregate External Finance	1.05:1	1.03:1	1.03:1	1.04:1
Council Tax as a % of Taxation & Non-Specific Grants (%)	27.68%	27.85%	28.30%	29.02%

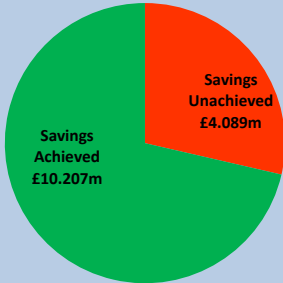
* 2018/19 figures are estimates, subject to Audit.

The tables below show the Outturn position for the 2018/19 financial year for both revenue and capital.

Revenue Outturn Position

Directorate	Net Expenditure Budget £000	Outturn £000	Variance £000	Variance %
Corporate Management	23,191	23,638	447	1.9%
Economic Development	6,648	7,141	493	7.4%
Education & Lifelong Learning	255,376	256,308	932	0.4%
People and Communities				
Housing and Communities	44,394	43,860	(534)	(1.2%)
Social Services	168,232	171,110	2,878	1.7%
Planning, Transport and Environment	44,995	46,260	1,265	2.8%
Resources				
Governance & Legal Services	5,367	5,612	245	4.6%
Resources	20,374	20,001	(373)	(1.8%)
Total Directorates	568,577	573,930	5,353	0.94%
Capital Financing	35,236	34,844	(392)	(1.1%)
General Contingency	3,000	0	(3,000)	(100.0%)
Summary Revenue Account etc.	1,750	1,402	(348)	(19.9%)
Discretionary Rate Relief	350	392	42	12.0%
Total	608,913	610,568	1,655	0.3%
Funded by:				
Revenue Support Grant	325,564	325,564	0	0.0%
Non-Domestic Rates (NDR)	115,383	115,383	0	0.0%
Reserves and Balances	2,350	2,350	0	0.0%
Council Tax	165,616	166,417	(801)	(0.5%)
NDR Refunds on Council Properties		854	(854)	
Total Funding	608,913	610,568	-1,655	0.0%
Net (Surplus) /Deficit for Year	0	0	0	0

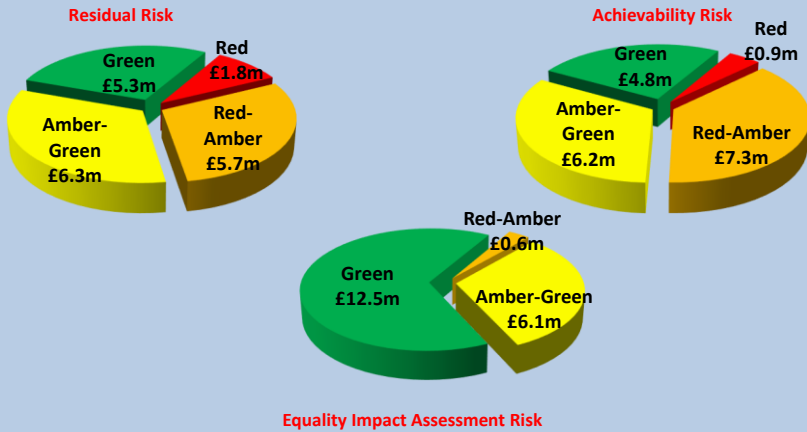
2018/19 Revenue Savings Achieved and Unachieved



Capital Outturn Position - 18/19

Directorate	Budget £000	Outturn £000	Variance £000	Variance %	(Under)/ Overspend £000	Slippage £000
Economic Development	26,274	22,157	(4,117)	(15.7%)	0	(4,117)
Education & Lifelong Learning	48,724	46,635	(2,089)	(4.3%)	3,941	(6,030)
People and Communities						
Housing and Communities	12,167	8,372	(3,795)	(31.2%)	0	(3,795)
Social Services	2,001	1,596	(405)	(20.2%)	0	(405)
Planning Transport and Environment	28,990	20,923	(8,067)	(27.8%)	0	(8,067)
Resources	7,518	3,911	(3,607)	(48.0%)	0	(3,607)
Total	125,674	103,594	(22,080)	(17.57%)	3,941	(26,021)

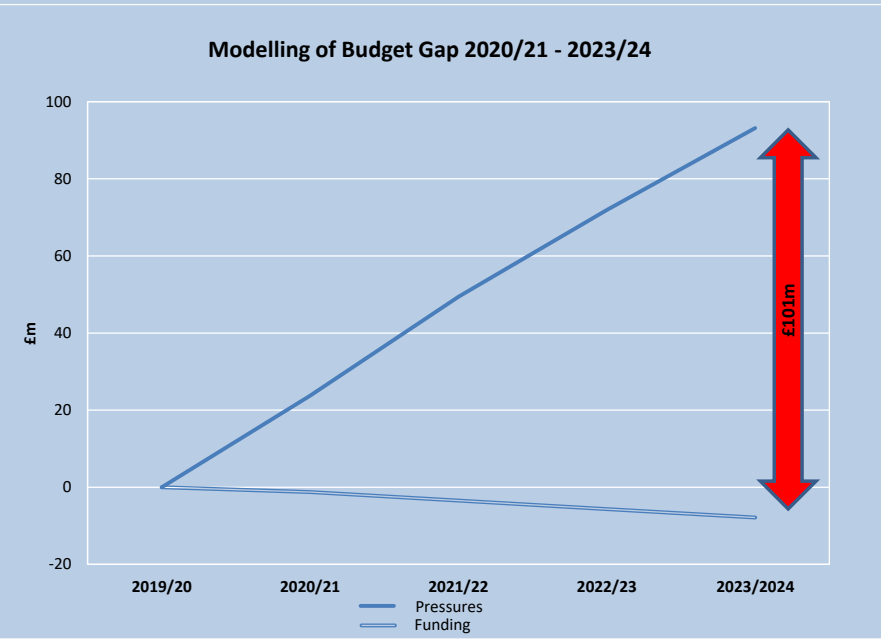
Final Budget Proposals 2019/20 Risk Analysis - TOTAL SAVINGS £m



The tables below show the Medium Term Financial Plan (MTFP), the risks and affordability indicators facing the Council.

MTFP Scenario

	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	TOTAL £000
Financial Pressures	23,728	25,711	22,495	21,222	93,156
Funding Reductions	1,251	2,212	2,201	2,190	7,854
Budget Requirement Reduction	24,979	27,923	24,696	23,412	101,010
Budget Strategy Assumptions	6,498	6,790	7,095	7,415	27,798
Total Savings Required	18,481	21,133	17,601	15,997	73,212
Total Strategy	24,979	27,923	24,696	23,412	101,010



Capital Expenditure & Capital Financing Requirement (CFR)

	31 Mar 18 £000	31 Mar 19 £000	31 Mar 20 £000	31 Mar 21 £000	31 Mar 22 £000	31 Mar 23 £000
Capital Expenditure	Actual	Estimate	Estimate	Estimate	Estimate	Estimate
Council Fund (General Fund)	113,441	103,594	112,137	171,801	119,726	25,660
Housing Revenue Account	24,824	38,870	64,510	79,750	68,750	54,350
Total Capital Expenditure	138,265	142,464	176,647	251,551	188,476	80,010
Capital Financing Requirement excl. Landfill						
Council Fund CFR	484,044	486,902	491,763	509,515	537,625	542,826
Housing Revenue Account CFR	266,711	279,248	308,740	341,577	387,096	426,251
Total CFR	750,755	766,150	800,503	851,092	924,721	969,077

Affordability Indicator - Capital Financing Costs as a % of Controllable Budget

	2011/12	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Difference 11/12-23/24
	Actual	Actual	Estimate	Estimate	Estimate	Estimate	Estimate	
	%	%	%	%	%	%	%	%
Net	13.47	13.72	13.75	14.59	15.95	15.90	15.56	15.52
Gross	15.17	18.18	18.38	19.88	22.08	22.83	22.81	50.36

This page is intentionally left blank

**CARDIFF COUNCIL
CYNGOR DINAS CAERDYDD**



CABINET MEETING: 11 July 2019

CARDIFF COUNCIL ANNUAL COMPLAINTS REPORT 2018 - 19

**FINANCE, MODERNISATION AND PERFORMANCE
(COUNCILLOR CHRIS WEAVER)**

AGENDA ITEM: 10

Reason for this Report

1. To report to the Cabinet on the operation of the corporate complaints procedure between 1st April 2018 and 31st March 2019. The statistics for corporate complaints are set out by service area.

Background

2. Complaints provide valuable information about how we are performing and what our customers think about our services. Most people who complain tell us what we have done wrong and how we can do better; we use this information to improve our services, strengthen our relationships with customers and make better use of our resources. Publishing this annual report demonstrates the Council's commitment to transparency and a positive approach to dealing with and learning from complaints.
3. The Council's complaints procedure reflects guidance given in the Welsh Government Model Policy and Guidance Paper for Handling Complaints. This was further supported by the Public Services Ombudsman for Wales. Complaints Managers record information about the number of complaints they have received and how quickly they acknowledged and responded to the complaints. This information is submitted to the Corporate Complaints Team at the end of each quarter. The Corporate Complaints Team use this information to ensure that the complaints policy is being adhered to. Meanwhile, the Public Services Ombudsman for Wales captures detailed information regarding complaints against the Council which is included in his annual report.

Complaints

4. A total of 2,558 complaints were recorded during 2018-19. This is a 34.1% increase from the previous year, when 1,907 complaints were recorded.

Compliments

5. As an organization, we receive many positive comments about our staff and the services we provide. Knowing where things are working well and are appreciated is as important to capture as knowing where things are perhaps not working. We therefore keep a record of the compliments we receive as well as the complaints. Good practice and learning can then be circulated across the Council.
6. Across the year 2018-19, Cardiff Council received a total of 2,611 recorded compliments, which is a 31.1% increase from the previous year when 1,991 compliments were recorded.

Ombudsman Complaints

7. Recommendations in Ombudsman reports and observations about our strengths and weaknesses help us improve our processes. The Ombudsman closed 110 cases involving Cardiff Council in 2018-19 compared to 123 cases in 2017-18. The Ombudsman received 27 premature complaints (defined as when the council has not had a reasonable opportunity to deal with the complaint itself). 45 cases were closed by the Ombudsman after initial consideration and with no further action required by the Council. A further 19 cases were declined because the Ombudsman was satisfied with action proposed or taken by the Council and 19 cases were out of the Ombudsman's jurisdiction. There were 0 cases accepted for further investigation during 2018-19. This is the first time this has happened since the establishment of the Public Services Ombudsman (Wales) Act 2005 and demonstrates the confidence the Ombudsman has in the authority's complaints handling.

Reason for Recommendations

8. To enable Cabinet to have corporate overview of the complaints and compliments process during 2018/19 and to note the information contained within the report.

Financial Implications

9. This report has no direct financial implications. Any financial implications of future changes made to improve processes and learn from complaints will need to be met from existing resources.

Legal Implications

10. There are no direct legal implications arising from this report.

HR Implications

11. There are no HR implications arising from this report.

RECOMMENDATIONS

Cabinet is recommended to note the contents of the report.

SENIOR RESPONSIBLE OFFICER	Isabelle Bignall Chief Digital Officer
	5 July 2019

The following appendix is attached:

Appendix 1 –Cardiff Council Annual Complaints Report 2018-19

This page is intentionally left blank

Cardiff Council

Annual Complaints Report

2018-19



Cardiff Council Annual Complaints Report 2018-19

Foreword

Welcome to Cardiff Council's Annual Complaints Report for 2018/19. In this report you will find details of how we have performed in dealing with complaints as well as some of the key highlights and successes.

While complaints have increased for the second year in a row, (an increase of 34.1%) this is due to a number of reasons that are detailed in the report. There has also been an increased awareness of the complaints process amongst the residents of Cardiff in recent years, which helps us keep the user at the heart of the process, and enables us to better understand how to improve our services.

Cardiff Council provides the highest possible quality of service to our customers and service users, and we recognise that there are times when things go wrong, or where expectations aren't met. Although it is disappointing to convey that Cardiff Council's services occasionally fall below the expected standard, it is inspiring to recognise that issues are captured, reviewed and improvements implemented, so that services are continually being refined as a direct result of the information provided by the residents of Cardiff Council. As an organisation, we provide people with a procedure to feed back to us both positive and negative experiences and encourage a culture of learning, where the focus is on resolution and continual improvement. Examples of this can be found throughout this report, as well as information on positive feedback and compliments that have been received from customers this year.

I am pleased to report that for the 7th consecutive year, the Public Services Ombudsman for Wales has not issued any Section 16 reports against the Council. Of the 110 complaints that the Ombudsman closed during 2018/19, 0 were taken forward to investigation. This is the first time this has happened since the establishment of the Public Services Ombudsman (Wales) Act 2005.

Finally, I would like to thank the conscientious and committed staff from front-line services and whom manage complaints on a daily basis. Their success is reflected in the amount of compliments we do receive about our staff and services.

Yours sincerely

Councillor Chris Weaver

Cabinet Member for Finance, Modernisation and Performance



Cardiff Council Annual Complaints Report 2018-19

Reason for this report

To report to the Cabinet on the operation of the corporate complaints procedure between 1st April 2018 and 31st March 2019. The statistics for corporate complaints are set out by service area.

A complaint is defined within the Council as:

“An expression of dissatisfaction, however made, about the standard of service, action or lack of action by the Council, or its staff, affecting an individual customer or group of customers.”

Complaints recorded under the corporate complaints procedure do not include ‘first time’ representations which are effectively requests for a service and dealt with as such. A new report of a pothole or a missed bin for example, would not be registered as a complaint, but as a request for service. Of course, in the event that we failed to respond to the ‘request’ appropriately, then that may generate a complaint.

Our complaints procedure

The Council’s complaints procedure reflects guidance given in the Welsh Government Model Policy and Guidance Paper for Handling Complaints. This was further supported by the Public Services Ombudsman for Wales.

Complaint received. A complaint can be registered via any Council venue and once received, should be forwarded to the Service Area Complaints Manager. Every Council service area has a lead officer for complaints. The Complaints Manager will ensure complaints are acknowledged and

recorded and facilitate the investigation of the complaint in accordance with the corporate complaints procedure.

Acknowledgment. The Complaints Managers will aim to acknowledge complaints within 5 working days. At this stage, we can let the customer know who is dealing with their complaint and our understanding of what the customer’s complaint entails. We can also let the customer know that a full response will follow within 20 working days of our receipt of the complaint.

Full response. At the end of an investigation, a response should be produced depending on how a customer has indicated they prefer to be contacted. The response should include the outcome of the investigation as well as any necessary action taken for service improvement. The Ombudsman states that the aim of every formal investigation should be to “investigate once, investigate well”. Advice is also included on what the complainant should do if they remain dissatisfied with the outcome – to contact the Public Services Ombudsman for Wales.

Public Services Ombudsman for Wales. Complaints that progress to the Ombudsman will have been thoroughly investigated by the service area. If a complainant remains dissatisfied, it is for the Ombudsman to assess whether there is any evidence of service failure or maladministration not identified by the Council.



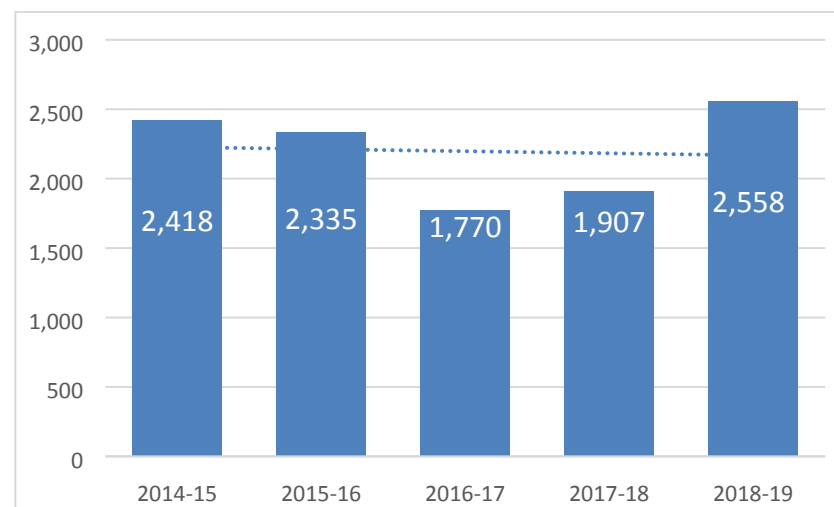
Cardiff Council Annual Complaints Report 2018-19

Complaints for Cardiff Council in 2018-19

A total of **2,558** complaints were recorded during 2018/19. This is a **34.1%** increase from the previous year, when 1,907 complaints were recorded.

Year	Number of complaints
2018-19	2,558
2017-18	1,907
2016-17	1,770
2015-16	2,335
2014-15	2,418

COMPLAINTS HAVE INCREASED BY
34.1%
WHEN COMPARED TO 2017/18



Complaints received per 1,000 of population

	2016/17	2017/18	2018/19
Cardiff population (estimate)	357,496	361,168	362,756
Total number complaints received	1,770	1,907	2,558
Number of complaints received per 1,000	5.0	5.3	7.0

The population of Cardiff is estimated at 362,756 (Source: <https://statswales.gov.wales>). In 2018/19, Cardiff Council handled 2,558 complaints from customers, meaning that an average of 7.0 complaints were received per 1000 residents.



Cardiff Council Annual Complaints Report 2018-19

Complaints breakdown for Cardiff Council

Service Area	Number of complaints 2017/18	Number of complaints 2018/19
Waste	570	890
Housing	440	479
Arts and Theatres	226	291
Neighbourhood Services	69	253
Resources (Council Tax, HR and Customer & Digital Services)	176	225
Economic Development (including Parks & Harbour Authority)	135	146
Traffic & Transportation	152	141
Education	29	44
Highways Maintenance	36	42
Bereavement & Registration	38	24
Planning	21	13
Facilities Management	12	6
Governance & Legal Services	3	2
Total	1,907	2,558

NB Complaints for Social Services are recorded under their statutory complaints procedure. Information on this can be found at the end of this report.



Cardiff Council Annual Complaints Report 2018-19

Compliments for Cardiff Council in 2018-19

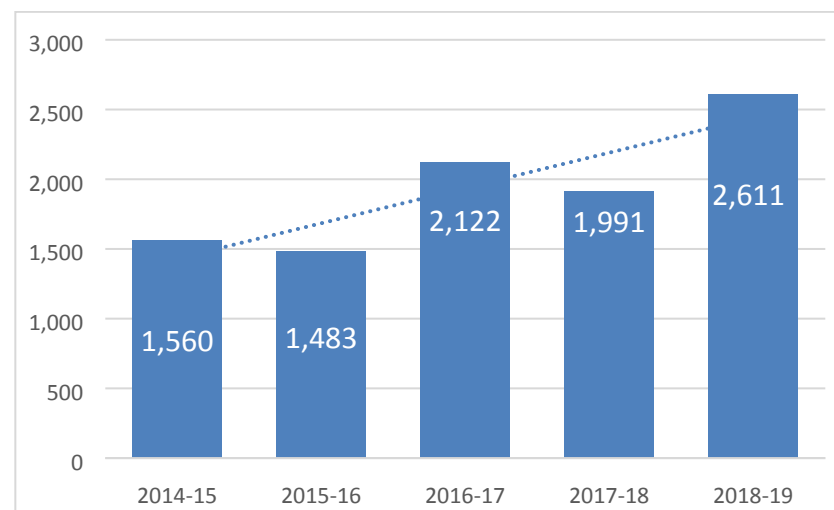
A total of **2,611** compliments were recorded during 2018/19. This is a **31.1%** increase from the previous year, when 1,991 complaints were recorded.

Year	Number of compliments
2018-19	2,611
2017-18	1,991
2016-17	2,122
2015-16	1,483
2014-15	1,560

Compliments received per 1,000 of population

	2016/17	2017/18	2018/19
Cardiff population (estimate)	357,496	361,168	362,756
Total number compliments received	2,122	1,991	2,611
Number of compliments received per 1,000	5.9	5.5	7.2

COMPLIMENTS HAVE INCREASED BY
31.1%
WHEN COMPARED TO 2017/18



The population of Cardiff is estimated at 362,756 (Source: <https://statswales.gov.wales>). In 2018/19, Cardiff Council handled 2,611 compliments from customers, meaning that an average of 7.2 compliments were received per 1000 residents.



Cardiff Council Annual Complaints Report 2018-19

Compliments breakdown for Cardiff Council

As an organisation, we receive many positive comments about our staff and the services we provide. Knowing where things are working well and are appreciated is as important to capture as knowing where things are perhaps not working. We therefore keep a record of the compliments we receive as well as the complaints. Good practice and learning can then be circulated across the Council.

The 31.1% increase in complaints recorded is encouraging. Work will take place to ensure that the good service provided every day by some Council departments is captured and we are hopeful of seeing a further increase during 2019/20.

We have provided examples of the types of compliments received over the following pages.

Service Area	Number of compliments 2017/18	Number of compliments 2018/19
Housing & Communities	549	703
Arts & Theatres	146	477
Customer & Digital Services	363	472
Economic Development (including Parks & Harbour Authority)	394	292
Waste Collections	138	217
Bereavement & Registration Services	191	180
Neighbourhood Services	97	140
Planning, Highways, Traffic & Transportation	99	98
Finance	9	25
Education & Lifelong Learning	2	4
Legal & Democratic Services	3	3
Total	1,991	2,611



Cardiff Council Annual Complaints Report 2018-19

Service Area	Compliment
Arts & Theatres	Just a quick email to say a massive thank you to you and all the staff at St David's Hall. The night went brilliantly and everyone was so happy and willing to help. Thank you once again and look forward to working with you all next year!
Arts & Theatres	I would like to say how amazing your (New Theatre) staff were. At the sweet counter upstairs, the lady went out of her way to go to the bar for my friend's drink. As I have a bad leg, I was worried about exiting the show as I had seen the crowds on the stairs for other performances. I spoke to a lady member of staff and she said don't worry I'm fine to get you personally after the show and get you safely to the lift, which she did. I cannot fault the service your staff gave.
Central Transport Services	Without any regrets I will come back. Great staff friendly and also the mechanics was friendly and explained to me what was wrong with my car. Thank you everyone, keep going!
Citizen Hub	We are so grateful. Some of these quite hard to reach students have been transformed and now have a real sense of purpose and ambition, beyond what their families offer, in some cases. It's made me re-evaluate our provision for these students. Work experience is key and I will put it on earlier in the year next time, so that it has a greater impact, motivating them with their studies and apprenticeship applications.
Connect to Cardiff	Just to say thank-you, I get social anxiety so this online form helps me so much and everyone I have talked with using it have been wonderful, the customer service is always so polite and helpful. You have a great team working there...your workers always put me at ease and are respectful and polite and should be told they are doing a fantastic job. I know how hard the job is and little feedback comes back which is positive,
Economic Development	I thought you'd be interested in hearing about a very positive experience I had at County Hall this morning. One of your car parking personnel was extremely helpful in finding a spot for me to park and also, due to this morning's particularly inclement weather, in asking whether I'd like to borrow an umbrella to use between the car and the building. I was also impressed with the fact that he spoke to me in Welsh and English; asking if he could be of further assistance. I thought you'd want to be informed of such excellent customer care.
Events	I just wanted to say a massive thank you, Cardiff is absolutely our favourite place to work, so much so, we don't even mind the 5 hour drive! Having performed at lots of Christmas events in recent weeks I can honestly say the staff at Cardiff (stage managers, crew etc.) are the friendliest and most helpful bunch of people we have worked with all year, so keep up the good work.
Finance	The customer was very thankful for the staff member's empathy and understanding as the customer had been very upset the evening before regarding a Council Tax issue
Harbour Authority	Flat Holm - Thank you, the trip was amazing! The young people got so much out of it. They loved the whole experience. As an end of year trip we are looking to book the same group onto the hour and a half boat ride. Once again many thanks.



Cardiff Council Annual Complaints Report 2018-19

Service Area	Compliment
Highways	A tweet was received to “applaud the 20mph notices that have been spray painted on the road surfaces in Grangetown. I am pleased to see these measures being implemented throughout the City Centre”.
Housing	Many thanks for your email... also thanks so much to you all for offering me the house. It really means a lot to me & will make my life so much easier....I've never had something so nice given to me in my life. I will always look after it.
Libraries	This library is just what the community needs. Comprehensive range of books, good groups and events and lovely people. Happy days!
Meals on Wheels	Thank you so much for sending such helpful, wonderful people to deliver such delicious meals. Today's lamb casserole and the golden syrup sponge could not be bettered even by the most famous chefs!
Parks	I hoping to send this email to the team that looks after the plants in front of County Hall. I thought I would just take a little bit of time to say thank you for all your hard work and I send my appreciation! The red tulips are stunning, and mix of colours with the other flowering bulbs are just beautiful!!! I am sure that many of my other colleagues here in County Hall think so too!! Please continue with the fantastic work throughout the year as each time I see the flowers they make my day just a little bit better!
Planning	I just wanted to say thank you for dealing with my requests so efficiently. It is RARE to have someone send information i.e. the hard copies before I sent the email - knowing that they would be more useful. I do appreciate all your help. Also, everyone I have spoken to in your department has also been unusually helpful - after living in another local authority for over 40 years - not something I am used to and so I want to thank you.
Preventative Services	Thank you for all your help, all my requests were followed through promptly, advice was given when necessary and you maintained excellent communication throughout the whole process. I was over the moon with the service provided.
Telecare	Thank you to all the staff at Telecare for all their help and assistance over the last few days. I have had several falls and am extremely grateful
Traffic	Just to say whoever thought of the idea to have the inside lane of Newport road (coming down Rumney hill) as a filter lane, so there is no stopping at the traffic lights is an absolute genius. It has done wonders for the traffic in the morning coming from Rumney, St Mellons and Llanrumney. Literally a world of difference. Whoever it was needs a promotion and Christmas bonus.
Waste Collections	May I say that you and your team have transformed the city of Cardiff with your programme against illegal advertising. When I travel around Wales and some parts of England I feel proud of our City as elsewhere illegal advertising seems rampant.



Cardiff Council Annual Complaints Report 2018-19

Ombudsman Complaints 2018-19

The Ombudsman closed **110** cases involving Cardiff Council compared to 123 cases in 2017-18. The Ombudsman received 27 premature complaints (defined as when the Council has not had a reasonable opportunity to deal with the complaint itself). A further 45 cases were declined because the Ombudsman was satisfied with action proposed or taken by the Council. The Ombudsman wrote to the Chief Executive during 2018/19 and commended the Council's approach to closing cases via 'Voluntary settlements'. 19 cases were closed by voluntary settlements during 2018/19. These are redress proposals (an apology / change of process / time and trouble payment) which enable cases to be closed without the need for full investigation. On that note, we are pleased to report that **0** Ombudsman investigations took place during 2018-19. This is the first time this has happened since the establishment of the Public Services Ombudsman (Wales) Act 2005.

The Ombudsman closed the cases for the following reasons:

	2017-18	2018-19
Complainants had not exhausted the Council's complaints process - they were referred back to the Council	21	27
Cases closed by the Ombudsman after initial consideration <ul style="list-style-type: none">e.g. no evidence of maladministration or service failureno evidence of hardship or injustice suffered by the complainantlittle further would be achieved by the Ombudsman pursuing the matter	41	45
Cases declined because Ombudsman was satisfied with action proposed or taken by Council (Quick-Fix / Voluntary Settlement)	36	19
Cases out of Ombudsman's jurisdiction	22	19
Cases withdrawn by complainant	1	0
Complaint led to an Ombudsman's report – complaint upheld	1	0
Complaint led to an Ombudsman's report – complaint not upheld	1	0
Total	123	110



Cardiff Council Annual Complaints Report 2018-19

Ombudsman Complaints - a yearly comparison

The table below shows the total number of complaints made to the Ombudsman regarding Cardiff Council over the last five years.

Year	
2014-15	98
2015-16	143
2016-17	133
2017-18	123
2018-19	110

Investigations leading to reports

The Ombudsman issues a report if he finds that a complainant has suffered hardship or injustice through the Council's maladministration or service failure.

Under the Public Services Ombudsman (Wales) Act 2005, the Ombudsman can issue one of two types of report following an investigation into a complaint by a member of the public: Section 16 and Section 21.

Section 16 Report

The first type of report is known as a Section 16 report. This is issued when the Ombudsman believes that the investigation report contains matters of public interest. The Council is then obliged to publicise the report at its own expense. **For the seventh consecutive year, the Ombudsman issued 0 Section 16 reports against Cardiff Council.**

Section 21 Report

The Ombudsman can issue a Section 21 report if the Council agrees to implement any recommendations he has made and if he is satisfied that the case does not raise matters of public interest. **The Ombudsman issued 0 Section 21 reports during 2018-19.**



Cardiff Council Annual Complaints Report 2018-19

Learning from complaints

Complaints provide valuable feedback and are viewed by our staff as a positive opportunity to learn from experiences in order to drive continual organisational improvement and prevent similar things happening again.

Our complaints handling procedure helps us to address a customer's dissatisfaction and may also prevent the same problems that led to the complaint from arising again. For our staff, complaints provide a first-hand account of the customer's views and experience, and resolving complaints early saves resources and creates better customer relations.

Every Council Service Area has a lead officer for complaints and Corporate Complaints Workshops have been set up to look at common issues relating to complaints handling, including standardising responses to customers, collecting customer views and developing templates.

Some of the actions we take in response to complaints might appear to be small but they can make a big difference. The following are examples - big and small - of what we have done as a result of learning from complaints

Complaint area	Complaints analysis	Service improvement
Arts & Theatres – New Theatre	A complaint was received regarding 'rowdy' customers at a show. The customer was unhappy at what they thought was a disproportionate attitude towards front of house staff telling off customers for using their phones but not when it came to talking during the performance.	An apology was offered for the behaviour of customers during the show. It was explained to the customer that there are challenges that come with judging the appropriate level of audience participation. However, these issues will be brought up at the next staff training session.
Arts & Theatres – St David's Hall	A customer was unable to attend a ukulele concert at St David's Hall. The (unticketed) events experienced an unprecedented increase in numbers that meant that some people were denied access.	St David's Hall have started planning next year's events and (although they are unable to create more space) they have agreed that the event will be ticketed in future which will hopefully ease the access issues that were experienced this year.
Customer & Digital Services – Connect to Cardiff	Complaints received about incorrect information provided by staff at the contact centre, Connect to Cardiff.	Any complaints regarding members of staff are managed effectively with the benefit of call recordings being available for staff to hear and work through a plan of rectification with either one of the centre's full time coaches or a Team Leader.



Cardiff Council Annual Complaints Report 2018-19

Complaint area	Complaints analysis	Service improvement
Economic Development - Events	Complainant has attended Sophia Gardens car park on an event day. They had checked the Council website beforehand where it said that parking would be £3.60 for 3 hours. On arrival the complainant was charged £15.	To resolve the matter, the Council apologised for the distress caused and assured the complainant that the Council website would be updated with the correct pricing structure for future event days.
Facilities Management	Complainant was disappointed with the condition of the male and female toilets at the caravan park.	The site warden, apologised to the complainant and informed them that Facilities Management would work to upgrade the shower and toilet facilities as a result.
Harbour Authority	A complaint was received about litter (timber and rubbish that is washed up on the wetlands) within the Harbour Authority's jurisdiction.	A temporary boom (navigational barrier) has been installed by the Authority to try and establish where rubbish is coming from. Two members of staff continue to litter pick –covering 30kms of riverbank under our jurisdiction and also with the kind assistance of Cardiff Rivers Group in scheduled clean ups.
Harbour Authority	A complaint about litter at Mermaid Quay during a popular weekend event. There were higher levels of litter than normal due to the fine weather.	We have reviewed resources allocated to cleanse the harbour at weekends and on bank holidays to ensure that the resource meets demand in future to prevent this situation from happening again.
Housing – Anti-Social Behaviour	Complaints received relating to anti-social behaviour of local residents.	A range of short and longer term measures have been put in place This includes letters being sent to residents reminding them of their responsibilities, or offering to make contact if they have any reports of ASB or any descriptions individuals hanging about. Increased patrols in the relevant area also take place.
Housing - General	Complaint received stating that correspondence was sent to the incorrect name.	There is already a procedure whereby all responses are proof read and checked prior to being sent out. However, in this instance, there was a genuine error. Apologised to the customer and reiterated to staff the importance of proof reading.
Complaint area	Complaints analysis	Service improvement



Cardiff Council Annual Complaints Report 2018-19

Housing – Social Lettings Unit	A complaint was received disputing the qualifications of a member of staff who had considered the medical circumstances of a complainant on the Housing waiting list.	Letters will now contain qualifications of the person who has made the decision.
Neighbourhood Services	Complaints received regarding excess littering in local communities.	Regular ward analysis of complaints is carried out to identify any particular littering hotspots.
Parks	A complaint was received due to anti-social behaviour by people using the basketball court in a park.	Investigations were made, and an officer spoke to the complainant to discuss solutions to help alleviate the problem. Following a productive discussion, a solution was found which included increased signage and coordination with the Police in order to reduce issues going forward.
Parks	Various issues relating to Bute Park - litter, overgrowth, lack of bins, poor lighting, homeless people, etc.	Letter sent to customer advising there are no current proposals to change the lighting at Sophia Gardens, however, in the longer term a scheme is being developed for the Sophia Gardens road in connection with the cycle superhighway proposals and the need to consider a lighting upgrade will be considered as part of the design process.
Rent Smart Wales	Analysis has shown that, as enforcement activity increases, so too do the number of formal complaints regardless of the validity of the enforcement action.	We invest in marketing and communication activities to ensure that the Rent Smart Wales obligations are well understood and will continue to do so in conjunction with our local authority partners, in order to limit the need for enforcement action.
Waste	Complaints relating to waste inform our decisions. We have a lot of information available to us.	The Council launched its consultation on the draft Recycling & Waste Management Strategy in 2018/19. Complaints data will be used to ensure we capture the views of key stakeholders and the general public who use our services.

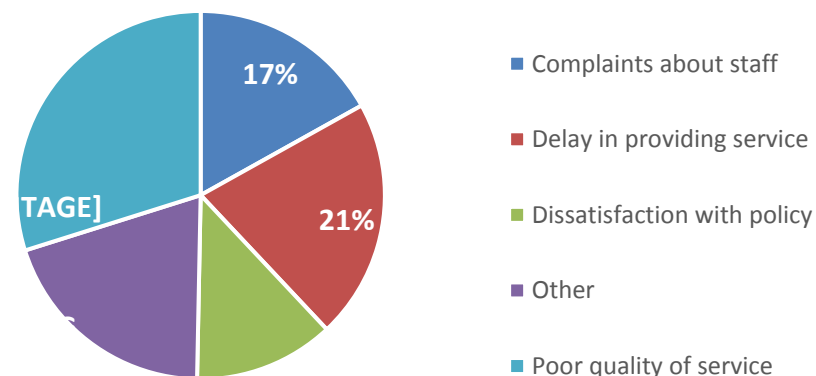


Cardiff Council Annual Complaints Report 2018-19

Housing & Communities

Housing & Communities continue to adopt a constructive and positive approach to complaints. Each case is investigated to establish exactly what (if anything) has gone wrong, with the primary aim being to resolve the matter for the individual if possible. In addition to doing everything possible to resolve individual complaints, officers will always look at any changes that can be made following a complaint, for example to our literature or procedures. Any lessons that can be learned from a complaint are used to deliver service improvements.

Service Area	2017/18	2018/19
Assessment & Support	92	103
Hubs & Community Services	17	44
Landlord Services	117	119
Preventative Services	13	6
Regeneration, Development & Enabling	23	5
Responsive Repairs Unit	161	184
Libraries	16	17
Adult Community Learning	1	1
Total	440	479
Number / Percentage of complaints responded to on time	430 (97.7%)	464 (96.9%)
Complaints about staff	68 (15.5%)	81 (16.9%)
Delay in providing service	129 (29.3%)	101 (21.1%)
Dissatisfaction with policy	51 (11.6%)	59 (12.3%)
Other	31 (7.0%)	95 (19.8%)
Poor quality of service	161 (36.6%)	143 (29.9%)
Total	440	479



The detailed reasons for complaints are monitored at monthly meetings by the Assistant Director for Housing and Communities and other relevant staff. Any patterns, such as the types of errors being made, can then be addressed and the appropriate action taken to ensure best practice; for example, changes made to procedure or standard letters being amended.

The role of the specialised Housing Complaint Officers has expanded as hoped and they now deal with complaints relating to a number of housing teams including Landlord Services (including Social Lettings, Anti-Social Behaviour and Tenancy Management), Hubs and the Responsive Repairs Unit. This allows for a consistent and thorough approach to all complaint investigations and their roles continue to evolve.



Cardiff Council Annual Complaints Report 2018-19

The slight increase in the number of complaints about Assessment & Support can be attributed to the continued Welfare Reform measures the Benefits section have had to implement. These measures have also had an impact on customers' rent accounts and this is a further possible explanation for the increase in complaints received by the Finance Team within Landlord Services.

Although the number of complaints about Hubs & Community Services has increased slightly, these remain very low at 44. It should be noted that in 2018/19, the volume of customers visiting the Hubs has increased by over 14.6% to 1,184,091.

The largest proportion of complaints was about Responsive Repairs who are responsible for responsive repairs for 13,546 Council properties. 184 complaints were received and, while any level of complaints remains of concern, it should be noted that prior to this increase, complaints had decreased for Responsive Repairs for five consecutive years in a row (440 in 2013/14, 333 in 2014/15, 227 in 2015/16, 164 in 2016/17 to 161 in 2017/18). Furthermore, the amount of complaints is less than 0.20% of the approximately 102,000 repairs carried out in 2018/19 in total. With at least 93% of repairs being carried out by the in-house workforce and 90% of appointments made, customer satisfaction with the Responsive Repairs service remains high as is demonstrated by good feedback in the annual tenant survey.

It is pleasing however to see the fall in complaints about Regeneration, Development & Enabling. This area includes the Housing Development team and the Neighbourhood Regeneration team, both of whom work to improve the quality of life in communities across the city through either the provision of new homes or local regeneration schemes. The scale of these projects means that there will be an inevitable impact on local residents and it is a testament to the work of the teams that so few complaints have been received.



Cardiff Council Annual Complaints Report 2018-19

Planning, Transport & Environment

Service Area	2017/18	2018/19
Highway Maintenance	36	42
Planning (including Building Control)	21	13
Traffic & Transportation	152	141
Total	209	196
Number / Percentage of acknowledgments sent within 5 working days	203 (97.1%)	183 (93.3%)
Number / Percentage of responses sent within 20 working days	181 (86.7%)	151 (77.1%)

Highway Maintenance received **42** complaints for 2018/19. This is an increase of 6 on the previous year when 36 complaints were recorded.

The highest number of complaints received was again related to Potholes and Paving (16 complaints). This is an increase of 1 on the previous year when 15 complaints were received. A number of complaints were concerning the quality of the pothole repair, although this is often attributable to the repair only being temporary to make the area safe and serviceable until a permanent repair can be provided.

Carriageway reconstruction complaints decreased from the previous year with 3 complaints received compared to 5 for 2017/2018. The theme of the complaints was the disruption caused to residents by the road closures

necessary to undertake the works. Therefore, every effort is made to minimise disruption by undertaking works at off-peak times and displaying advance warning notices within the areas of the roads affected.

Maintenance Operations received 8 complaints in 2018/19 compared with 13 in the previous year. The largest number of complaints were concerning blocked drains (4). It should be noted that once a blocked drain has been reported, a drainage crew will endeavour to attend the location within 48hrs to cleanse/flush the drain accordingly.

Traffic & Transportation received **141** complaints for 2018/19, which is a decrease of 11 from the total (152) for 2017/18.

The highest number of complaints related to Penalty Charge Notices (30 complaints received by the service area). The main reason for the complaints were that their appeals against the charge had been rejected. The issuing of a penalty charge notice is a legal process and all appeals received against the issue of a notice are dealt with using the correct legislative process. Another common theme of the complaints was correspondence being sent to the wrong address. It should be noted that the Council receive the appropriate information from the DVLA and it is the motorist's responsibility to ensure that the information held is correct and up-to-date.



Cardiff Council Annual Complaints Report 2018-19

Civil Parking Enforcement received 28 complaints. This is a considerable decrease from the 52 complaints that were received in 2017/18. The fall in complaints of this nature is likely to be because motorists are now more aware to the increased enforcement of moving traffic offences such as yellow box junctions and also bus lanes, and have started to alter their driving habits accordingly.

Road Safety Schemes have seen a slight increase in complaints during 2018/19, with 17 complaints received compared to 15 for the year before. Although these comments are logged as complaints, essentially the information is classed as feedback to the scheme and included as part of the post-scheme monitoring process. These comments are a valuable aid when assessing if any adjustments are required to a scheme.

The **Planning Service** received **13** complaints in total for 2018/19. This is a decrease of 8 on the previous year where 21 complaints were recorded. These complaints covered a range of issues relating to planning applications, the planning consultation process, planning decisions and compliance with Building Regulations. This figure is small considering that Development Management determines approximately 3,000 planning applications per year. Many of these applications will require negotiating with multiple parties to discuss contentious issues and securing decisions using either Delegated Powers or by reporting through the Planning Committee. Planners also investigated approximately 501 Enforcement Cases where planning permission had not been granted, developments had not complied with permissions granted, and unauthorised and alleged unauthorised developments had been undertaken.



Cardiff Council Annual Complaints Report 2018-19

Resources

Service Area	2017/18	2018/19
Resources (Finance, Customer & Digital Services and HR)	176	225
Finance	114	120
Customer & Digital Services	61	104
HR	1	1
Total	176	225
Number / Percentage of responses sent within 20 working days	149 (84.7%)	209 (92.9%)
Complaints about staff	42 (21.9%)	49 (16.9%)
Delay in providing service	16 (8.3%)	27 (9.3%)
Dissatisfaction with policy	25 (13.0%)	108 (37.3%)
Other	24 (12.5%)	25 (8.7%)
Poor quality of service	85 (44.2%)	80 (27.7%)
Total	192*	289*

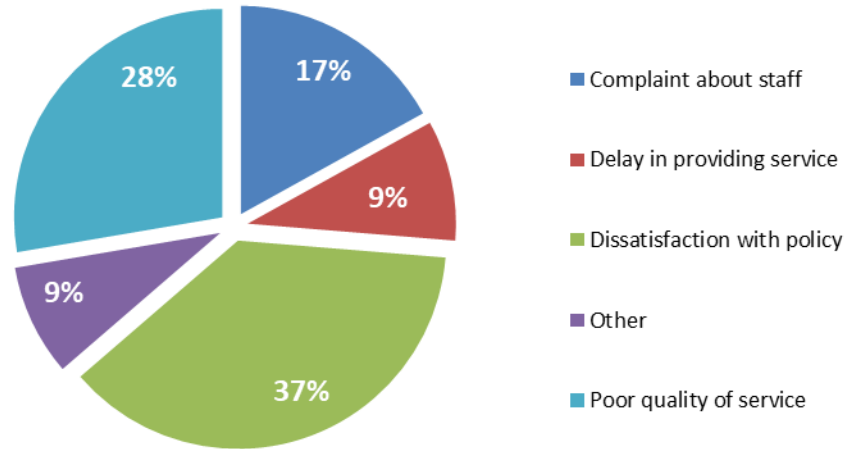
*Total does not equal 100% as some complaints are recorded amongst multiple categories

Although the overall number of complaints for **Resources** has increased to **225** complaints in 2018/19 compared to the previous year (176), at least part of this rise is attributable to the addition of Customer & Digital Services to the directorate as of April 2018. However, the majority of the complaints received in 2018/19 continue to be addressed to Revenue Services in Finance. Despite a challenging year for the citizens of Cardiff faced with

increases in Council Tax, the level of complaints has remained largely stable, and thanks to streamlining processes and increased monitoring of ongoing complaints, the majority (92.9%) were responded to within 20 working days, representing a significant improvement on the last two years.



Cardiff Council Annual Complaints Report 2018-19



The collection of as much Council Tax income as possible is particularly important in the current economic climate and the Directorate is continuing to take a robust stance in pursuing Council Tax debtors. It is pleasing to see that, despite these efforts, complaints have remained relatively static over the last four years (109 in 2015/16, 115 in 2016/17, 114 in 2017/18 to 120 in 2018/19).



Cardiff Council Annual Complaints Report 2018-19

Customer & Digital Services includes a number of key frontline services including C2C, 24/7 Services and Rent Smart Wales. Connect to Cardiff (C2C) has received 23 complaints which is a decrease when compared to 25 in 2017/18. This is the second successive year the complaints figure has reduced.

Of the 23 complaints received, 11 were not upheld and 2 only partially upheld, leaving 10 that are considered as having genuine grounds for complaint. Of the upheld complaints, any regarding members of staff are managed effectively with the benefit of call recordings being available for staff to hear and work through a plan of rectification with either one of our full time coaches or a Team Leader.

To reduce further reduce complaints, our Stats and Support Team work closely alongside C2C on a daily basis and can produce accurate and timely data to the second, such as the time a customer waits to be answered or when a customer was actually passed to colleagues in the back office of our service area partners to be assisted further. This affords the ability to drill down right to the heart of the customers concerns and understand any points of failure without the need to rely on customer/staff accounts in order to form a decision.

For the 2018/19 period, C2C handled 572, 680 calls, 78, 058 emails and 9,889 webchats. When combined, the volume of customer interactions dealt with by C2C on these channels alone total 660, 627. When factoring in how many of these interactions with customers resulted in complaint, this is the equivalent of 0.002% of customers registering a dissatisfaction and is balanced out further by the number of compliments that were received in the same period.

Rent Smart Wales was introduced in November 2015, with the enforcement provisions being implemented from November 2016. During the 2018/2019 period, call and email volumes stabilised to an average of 4,464 interactions per month. From a complaints perspective, an increase in compliance and enforcement activity has led to an increase in the number of complaints.

There has unfortunately been a 118.75% increase in the total number of complaints received with 70 formal complaints recorded, compared to 32 2017/2018. 32.9% (23 incidents) of the formal complaints were categorised as 'Enforcement'. Enforcement complaints are usually contesting a Fixed Penalty Notice that has been served by the enforcement team as part of investigation into non-compliance. As enforcement activity increases, the expectation is that the complaints generated as a result of enforcement activity will also increase.

9% (6 incidents) of the formal complaints were categorised as 'Compliance and Regulation' and relate to breaches of licence conditions. This work generates a high number of complaints as it is similar to enforcement activity, and ensures that licence conditions are being met. It also deal with concerns regarding fitness and proprietary of individuals.

24/7 Services provides support, security and reassurance 24 hours a day , 365 days a year, to over 4,500 citizens across Cardiff.

'Helping citizens to live independently and feel safe in their locality' is at the heart of everything we set out to achieve.

These services include Telecare, Meals on Wheels, Alarm Response Centre (ARC), Concierge and Locality Wardens.



Cardiff Council Annual Complaints Report 2018-19

Within 2018/19, 24/7 Services received **11** complaints. This is an increase compared to the 4 we received last year.

The team within the ARC have established effective working relationships between housing and the community. Locality wardens have increased visible presence addressing anti-social behaviour. CCTV operators are fully trained and experienced, having the confidence to question any security breaches. This has increased contact channels which has resulted of the 5 complaints relating all to ARC and staff.

No previous complaints had been received for Meals on Wheels, however this year 2 were received. This was coupled with the significant expansion of the service to a 7 day function, increasing customer base to over 360 customers.

Of the 254,654 Telecare calls that were received for the year only 2 complaints were upheld. These complaints reflect less than 0.001% compared to the volume of calls. Telecare continues to receive positive feedback and 98% of our customers would recommend the service.

24/7 services continues to develop Customer Satisfaction Surveys to obtain as much feedback from all services to ensure we are continually improving.

24/7/ Services has retained its accreditation of TSA and ISO, and more recently gained SSAIB accreditation for its CCTV monitoring. The quality management systems are set to continually improve delivery of services and focuses on customer satisfaction and how to reach the best outcomes. This is embedded within our processes and staff communication.



Cardiff Council Annual Complaints Report 2018-19

Education & Lifelong Learning

Service Area	2017/18	2018/19
Education	29	44
Number / Percentage of acknowledgments sent within 5 working days	17 (58.6%)	41 (93.1%)
Number / Percentage of responses sent within 20 working days	10 (34.5%)	31 (70%)

The **Education & Lifelong Learning** Directorate received **44** formal complaints in 2018/2019, an increase from the 29 recorded in 2017/18.

Of the 44 complaints received, 41 of the complaints were acknowledged within five working days. The Directorate responded to 70% of the complaints received within 20 days of receipt. Further work will take place over the coming year to try and improve this result. However, the percentage of complaints acknowledged within 5 working days and responded to within 20 days has increased compared to 2017/18. Of the complaints which were responded to outside of the 20 working day timescale, some have involved the Directorate having to commission an Independent Investigator to undertake and oversee the complaint process. Others were sent directly to the Director of Education which can result in delays due to time constraints. The result of these processes has an impact

on the Council meeting its complaint timescales. When this occurs, the Directorate will send an interim reply explaining the reasons for delay and when the complainant can expect a response.

The most common reasons for complaining were in relation to concerns for the statutory functions of School Admissions and Statements of Special Educational Needs.

It is important to note that under Section 29(1) of the Education Act 2002, governing bodies of all maintained schools are required to establish procedures for dealing with complaints relating to the school or to the provision of facilities or services. The Local Authority does not have a role in investigating or resolving complaints about schools. The Welsh Government has issued guidance to support schools in dealing with complaints entitled Complaints Procedures for School Governing Bodies in Wales (Welsh Government circular no 011/2012). Within the guidance, it is the responsibility of the Local Authority to satisfy itself that all schools it maintains have adequate complaints procedures in place and that these are published. A governing body complaints procedure may, with the agreement of the local authority, include a stage for the local authority to consider the complaint. However, the statutory responsibility for dealing with a complaint remains with the governing body.



Cardiff Council Annual Complaints Report 2018-19

Bereavement & Registration Services

Service Area	2017/18	2018/19
Bereavement & Registration	38	24
Number / Percentage of complaints responded to on time	38 (100%)	24 (100%)

There were **24** recorded complaints via emails and letters for **Bereavement & Registration Services** in 2018/19 compared to 38 in 2017/8. Bereavement and Registration Services actively encourages the bereaved and all Registration Service users to contact them should they experience any issues with any burial, cremation, marriage or registration service as these are such significant events where there can be no errors.

Complaints are received by email, via C2C, in writing and also via Bereavement Services' reception area where service monitor forms are completed. All complaints are recorded on a database and dealt with as soon as possible and always within the timescale. Service Provision Questionnaires are sent to all those who use Bereavement and Registration Services which provides an additional avenue for people to advise us of any issues with the services they have received.

It is important to note that due to the high number of visitors to the service – with over 4,000 funeral services per annum, approximately 500,000 visitors to our sites, 9,000 registrations for births and deaths, and 1,500 marriages – the complaints are very minimal.

Bereavement and Registration Services is a 'right first time' service in which our customers, the bereaved, or those carrying out life changing events are our ultimate priority. Customer requests and comments via service monitor forms and questionnaires are scrutinised and service standards have been developed to inform the public. From these standards, monthly performance data is monitored to ensure that we are meeting our commitments to Cardiff's citizens. Annually our level of customer satisfaction averages 99%.

The complaints reported would equate to under 0.01% of all visitors to our sites. Visitors often come to us in quite a vulnerable state and at differing points in their grieving process. This can mean that small issues may become of increased importance to them and we actively encourage families to communicate their needs with Bereavement Services via service monitor forms. In 2017-18, 18 instances of this nature were recorded. These are then monitored via our monthly statistics and at operational meetings. Trends in service requirements are then considered at this point as well. Where an error has occurred we will also proactively apologise in writing to the family concerned to try and stop an issue escalating.

Registration Services is also an area in which our citizens are undertaking life changing events and as such we have to respond to their needs with sensitivity and understanding. We also register deaths at University Hospital of Wales and work with the team there to ensure that any issues are dealt with in a timely manner.



Cardiff Council Annual Complaints Report 2018-19

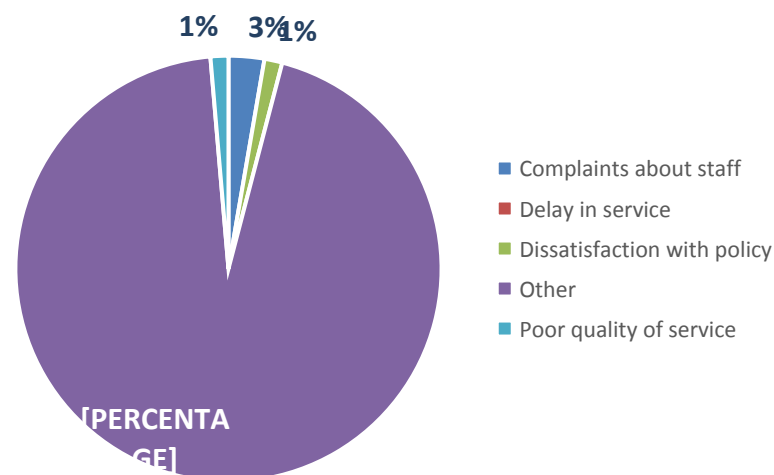
Arts and Theatres

Service Area	2017/18	2018/19
Arts and Theatres	226	291
Number / Percentage of acknowledgments sent within 5 working days	226 (100%)	291 (100%)
Number / Percentage of responses sent within 20 working days	226 (100%)	291 (100%)
Complaints about staff	7 (3.1%)	8 (2.7%)
Delay in service	0 (0%)	0 (0%)
Dissatisfaction with policy	3 (1.3%)	4 (1.3%)
Other	212 (93.8%)	279 (95%)
Poor quality of service	4 (1.7%)	4 (1.3%)

Arts and Theatres contains two of the city's biggest arts venues, St David's Hall and the New Theatre. Complaints for Arts and Theatres have increased from 226 in 2017/18 to **291** in 2018/19.

100% of complaints received an acknowledgement within 5 working days with the same number receiving a full response within 20 working days.

A large variety of shows take place within Arts and Theatres and it is important to note that the majority of complaints for this service area can be classified as 'customer preference' rather than service failure; for example, the department receives complaints about shows not being to the customer's personal taste. It is also noted that the numbers of complaints regarding the behaviour of other audience members is increasing and is likely indicative of wider issues within society, and not



due to poor service provision. In context, there were approximately 425,000 tickets sold within 2018/19 and so the complaints equate to under 0.1% of customers being dissatisfied.



Cardiff Council Annual Complaints Report 2018-19

Waste Collections

Service Area	2017/18	2018/19
Waste Collections	570	890
Number / Percentage of complaints responded to on time	529 (92.8%)	774 (87.1%)

The number of complaints received by **Waste Collections** has increased by 56% from 570 in 2017/18 to **890** in 2018/19.

In comparison with the previous year, the majority of complaints received against the various complaint types has remained stable. The key complaint types that have seen a noticeable increase from the previous year are non-collections of all waste streams.

During Quarter 4 of 2017/18, the service area implemented new back office and in-cab technology. Back office staff and frontline operatives had to undertake training and new ways of working. The drivers have taken some time to adjust to this new way of working and there has been a number of missed collections while they have been adjusting to these changes.

The highest number of complaints was received in Quarter 4 with 215 complaints regarding non collections being received. The snowfall at the end of January 2019 and the beginning of February 2019 caused significant problems with collections. The snow events also impacted on the service area's ability to deliver bins/bags/caddies and re-stock outlets.

There has also been a significant number of new properties built in Cardiff over the last year, and Waste Management has experienced access issues to some of these sites, resulting in further non-collection complaints.

The number of complaints is considered to be extremely low when the volume of waste service delivery is taken into account. With approximately 161,000 address points currently serviced citywide, over 485,000 waste collections are carried out weekly – which is equivalent to over 25 million collections a year. Additionally, Waste Management also provides education to residents, bulky waste collection services and delivery/repair services across the City, as well as access to two household waste recycling centres during the 2018/19 period.

87% of all complaints made were responded to within 20 working days or less. In order to ensure a high number of complaints are responded to within this timescale, a traffic light system is operated by the Business Support team at Lamby Way.

Complaints and trends are robustly monitored by officers through close liaison with Connect to Cardiff and regular updates from the Service Area Complaints Manager. Complaints and compliments are also discussed with managers and union representatives at monthly meetings, are displayed on display screen monitors at Lamby Way and are regularly fed back to the crews through their team briefs.

It is encouraging to see that in addition to the complaints received during the previous year, the service area received 217 compliments during the 2018/19 period which is a 57% increase from 2017/18



Cardiff Council Annual Complaints Report 2018-19

Neighbourhood Services

Service Area	2017/18	2018/19
Neighbourhood Services	69	253
Number / Percentage of complaints responded to on time	44 (63.8%)	231 (91.3%)

253 complaints were received for **Neighbourhood Services** which comprises of; street cleansing, education and enforcement & flytipping. This is a 267% increase from the previous year when 69 complaints were recorded. Neighbourhood Services was in its infancy during 2017/18 and work has since taken place on improving the service's reporting processes. We feel the number of complaints recorded during 2018/19 is more reflective of the service and provides an accurate baseline for the future.

Through improved engagement with our citizens, Neighbourhood Services ensures 'the citizen is central to how we work' and recognises that everyone has a role to play in tackling environmental issues such as litter and fly tipping, whilst ensuring our streets are a safe, clean and inspiring place to live. There is great potential for every local authority to enhance this endeavour by working alongside residents and allowing them to take ownership of their own neighbourhoods.

116 complaints were received in relation to Education & Enforcement, particularly with regards to literature & signage. Since its creation in 2016, Neighbourhood Services has looked to increase education and engagement initiatives through its enforcement function. We have, for example, worked with Communications to publicise the 'Love Where You

Live' campaign. This involved newspaper articles, using social media and publicising volunteer events. We have worked with local schools to raise litter awareness (for example, through the 'Love Where You Live' poster competition), promoting the work through the websites of the Council and its associated partners, and we have developed links with media outlets like Wales Online. We are confident that the increase in complaints is as a result of this increased profile and increased citizen focus on enforcement activities.

55 complaints were received in relation to flytipping. The issue of waste being dumped illegally is a costly and time-consuming process for the Council and it is now easier to report flytipping due to the introduction of Cardiff's 'log it report it' app. To counter this, the Council was able to adopt new legislative powers during 2018/19 that will enable us to issue Fixed Penalties of £400 to first-time offenders for small-scale fly-tipping offences. To reflect our zero tolerance approach to fly-tipping, there will be no reduction for early payment. In addition to adopting the new legislative powers, we will be introducing new technologies to help prevent and detect offences. Bringing in these additional measures will hopefully result in a decrease in complaints over the coming year.

Finally, 32 complaints were received in relation to Street Cleansing. The Council's successful 'Love Where You Live' campaign continues to work well across the city. The campaign has been designed to work with community groups and volunteers, so we can all work together to create a sense of pride in the communities that we live in. This includes neighbourhood cleaning blitzes, community litter picks and raising recycling awareness with residents.

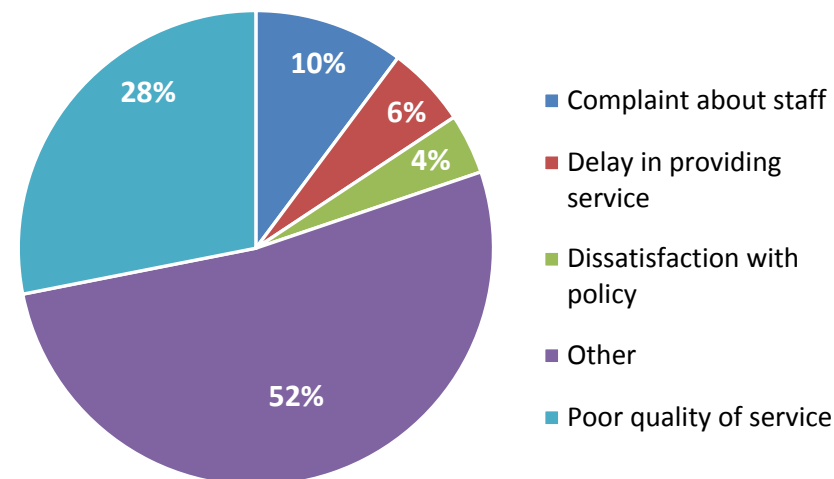


Cardiff Council Annual Complaints Report 2018-19

Economic Development

Service Area	2017/18	2018/19
Economic Development	56	65
Number / Percentage of acknowledgments sent within 5 working days	56 (100%)	64 (98.5%)
Number / Percentage of responses sent within 20 working days	56 (100%)	65 (100%)
Parks & Harbour Authority	79	81
Number / Percentage of acknowledgments sent within 5 working days	78 (98.7%)	76 (93.8%)
Number / Percentage of responses sent within 20 working days	69 (87.3%)	77 (95.1%)
Complaints about staff	9 (16.1%)	15 (10.2%)
Delay in service	9 (16.1%)	8 (5.5%)
Dissatisfaction with policy	1 (1.8%)	6 (4.1%)
Other	23 (41.1%)	76 (52.1%)
Poor quality of service	14 (25.0%)	41 (28.1%)

During 2018/19, **Economic Development** received **146** complaints which is a slight increase on the 135 recorded during 2017/18. The complaints comprised of 5 for City Centre Management, 5 for Strategic Estates, 17 for Venues and Tourism (this includes Cardiff Castle, the Events team, Cardiff Caravan Park and the Norwegian Church), 3 for Economic Development, 26 for Major Events, 9 for Facilities Management and 44 for Parks & Harbour Authority.



Complaints have remained relatively static and the slight increase can largely be attributed to Facilities Management joining Economic Development from Quarter 2. The legacy and benefit to Cardiff of hosting major events is significant and feedback from many has been overwhelmingly positive. When considering the number of high profile projects and the amount of regeneration activity across the city, the number of complaints received for 2017/18 is still a very encouraging result

Statutory Complaints – Social Services



Cardiff Council Annual Complaints Report 2018-19

Children's Services

Children's Services received **185** complaints during 2018/19, an increase from 124 in 2017/18. 21 complaints were received direct from children and young people (or an advocate) during the year compared with 8 in 2017/18. The 185 complaints equates to 6.1% of the children receiving services from us at any given time during the year.

Stage 2 investigations initiated in 2018/19 decreased to 6 compared to the 8 carried out in 2017/18. There was a further reduction in referrals from the Public Services Ombudsman for Wales to Children's Services, with 2 received in 2018/19 compared with 6 in the previous year. In relation to these referrals, the Ombudsman made the following decisions:

- 1 case required no action to be taken.
- 1 case were recommended to progress to Stage 2 before any further involvement with the Ombudsman.

Stage 1 complaints are resolved effectively which means that only a small percentage of complaints – 3% (6 / 185) proceeded to Stage 2.

Adults Services

Adults Services received **70** complaints during 2018/19, 2 more than the 68 complaints received during 2017/18. The 70 complaints equate to 1.1% of the adults receiving service from us at any given time during the year.

There were 4 Stage 2 investigations in 2018/19 compared with 7 in 2017/18, and 2 referrals from the Public Services Ombudsman for Wales.

Of these 2 referrals,

- 1 case required no action to be taken.
- 1 case was recommended to progress to Stage 2 before any further involvement with the Ombudsman.

Stage 1 complaints are resolved effectively which means that only a small percentage of complaints – 6% (4/70) proceeded to Stage 2.

Relatively few of Adults and Children's Services complaints have proceeded to Stage 2 and this demonstrates that the majority of customers are happy for the Council to deal with their complaints at a local level and that managers are effectively dealing with the issues raised.

Priorities for the coming year

We will continue to review the complaints service through 2019/20 and make any necessary changes to ensure that our complaints process



Cardiff Council Annual Complaints Report 2018-19

remains customer-focused and that the Council is providing the best service possible. Below are some of our priorities this coming year so that we can achieve these goals.

Improved complaints training

We will continue to offer training to staff throughout 2019/20. In the coming year, we will provide specific training on complaint responses. The Corporate Complaints team will be working with service areas to improve the overall quality of our complaint responses. Training has been arranged for service areas during Quarter 1 with the aims of enhancing written communication and encouraging consistency cross the Council.

Improved complaints reporting

The complaints team has implemented a quarterly report which will help to identify any trends promptly but also place increased emphasis on what the Council is learning from complaints. Quarterly meetings will also be arranged with Service Area Complaints Managers so that issues can be raised, discussed and resolved. The Council will also be required to report on complaints data to the Public Services Ombudsman for Wales. This will enable comparisons with the other Local Authorities in Wales.

Improved complaints resolution

There are occasions where a problem can be resolved without the need to enter the complaints process. The complaints team will look at ways of

empowering public-facing staff to try and resolve these problems at the first point of contact before they escalate into complaints. This may involve training with service areas to help them apply the complaints policy and procedure.

Improved complaints efficiency

We will continue to monitor the percentage of complaints responses provided in the agreed timescales. Our policy states that we aim to respond in 20 working days and (when this is not possible), we should keep the complainant informed.

Improved customer satisfaction

Though compliments have increased this year, there is a concern that the good service provided every day by some Council departments is not being represented. The complaints team will look at ways of updating our recording procedure to ensure our compliments are captured and that we are continuing to take on board what our customers want.

We hope to see continued progress in complainant satisfaction as a result of new processes that have been put in place alongside our training package for written responses. We will continue to monitor and develop this throughout 2019/20.



**CARDIFF COUNCIL
CYNGOR CAERDYDD**



CABINET MEETING: 11 JULY 2019

**REVIEW OF CARDIFF WORKS AND MATRIX AGENCY
PROVISION.**

**FINANCE, MODERNISATION AND PERFROMANCE
(COUNCILLOR CHRIS WEAVER)**

AGENDA ITEM: 11

REASON FOR THIS REPORT

1. Cardiff Works (the Councils in-house recruitment agency) moved to Housing and Communities from HR People Services on 1st April 2019 with the aim of expanding its role and in particular linking the service to Into Work Advice services and training. A full review will be undertaken to develop the opportunities these new arrangements present.
2. Cardiff Works also oversees the contract for external provision of agency staff which is currently provided by Matrix SCM Ltd. This contract is due to expire on 7th September 2019. To allow time for a full review of agency worker provision to take place, it is proposed to award a further 12 month contract to the current provider.

BACKGROUND

3. Cardiff Works directly employs temporary administration and clerical staff and supplies these to all directorates in the Council. The Cardiff Works Service also oversees the contract for the supply of external agency staff. The current contract for external agency staff is with Matrix SCM Ltd (Matrix).
4. Matrix does not provide agency workers itself, instead it provides a brokerage service, entering into contractual arrangements with a number of different agencies and ensuring that workers are provided from these agencies as required by the Council. There are currently 123 local supplier agencies signed up with Matrix.
5. Matrix provide a full time on site account manager for Cardiff to assist with day to day enquires. The account manager also supports the agencies that provide the temporary workers to the authority.
6. The contract with Matrix has proven good value for money. Since December 2016, cashable savings for the authority have been approximately £200,000, when compared with the previous contract.

These savings have been realised by system and process improvements and from the reduction in agency management fees. Some of the system improvements relate to automation of back office functions including the approval's process, with increased efficiencies in procurement, invoicing and billing arrangements.

7. The duration of the arrangement with Matrix was from 1st December 2016 to 7th September 2018 with the option to extend for 12 months until 7th September 2019. This option to extend has been utilised and therefore the contract is due to expire on 7th September 2019.

ISSUES

8. While the current arrangements with Matrix are good value for money compared with the previous agency contract, the spend on external agency staff fees remains high. The review will consider the current arrangements, both with Matrix and with the external agencies that they commission. It will also explore the opportunities to use temporary / agency posts as a way to assist people into work.
9. There is clearly an opportunity to link Cardiff Works more closely to employment and training support from the Into Work Advice Services team, providing a pathway for those seeking work. The Into work team will support candidates to gain placements with Cardiff Works. This will include bespoke interview technique training and candidate assessment help. Work will be done to ensure that adequate training is carried out before placements arise to ensure that job seekers have the required skills for the specific roles on offer. The job seeker, once in placement, and now with valuable current work skills, will continue to be supported by the Into Work team to move from the temporary placement into permanent employment.
10. In order to review the current arrangements and develop options for the future further time is required. It is therefore proposed that an interim arrangement is put in place for a year while the review is undertaken. This will be achieved by using the NPS All Wales Agency Worker Framework to make a direct award to Matrix and thereby continue using their brokerage service for a further year.
11. The National Procurement Service (NPS) All Wales Agency Worker Framework guidelines state that "A Direct award may be made where it is possible to establish the most economically advantageous offer on the basis of the terms laid down in the Framework Agreement, and where the services required, and proposed contract terms are included in the Framework Agreement and Specification. Should this be the case, customers should then undertake a benchmarking exercise of all Service Providers within their preferred Lot(s), by applying the framework rates to their current/anticipated volumes"
12. In accordance with these guidelines, the Councils Commissioning and Procurement team have carried out a benchmarking exercise using the framework pricing submitted by the suppliers. Based on this valuation,

Matrix SCM Ltd are the least expensive Framework provider. The total value of the contract is estimated to be £12.5 million

13. This interim direct award for 12 months will provide time for the current position to be reviewed and to establish a proposed way forward. The future arrangements will be set out in a further cabinet report in early 2020.

Reason for Recommendation

14. To award a further contract for a year to the current provider of external agency services, Matrix SCM Ltd, to allow a full review of agency provision in the Council to be undertaken.

Procurement Implications

15. A benchmarking exercise was undertaken in line with the guidelines of the NPS framework to ensure best value and based on this the Council can direct award so it remains compliant with procurement regulations. This agreement to date has delivered value through lower agency management fee whilst providing access to improvements in terms of portal improvement including regulatory compliance, better management reporting and an onsite account manager.

Financial Implications

16. As an extension to the current contract is proposed there will be no changes to the financial arrangements for the Council. The costs of engaging agency workers through the Matrix contract will be passed onto the Directorates hiring these workers who will need to ensure they have budget available to meet these obligations.

Legal Implications

17. The report recommends that a contract for the external provision of agency staff at a value of £12,500,000 be awarded to Matrix SCM Limited. Legal services are instructed that the contract is to be placed as a 'call off contract' under a framework agreement that has been put in place by a third party, (National Procurement Service). Before placing reliance on a third party framework and awarding the call off contract Cabinet should be satisfied that:-
 - Cardiff Council was identified in the contract notice (advertising the framework opportunity) as a party entitled to use the framework,
 - the procedure set out in the framework agreement for awarding a call-off agreement has been followed (in this case it should be checked that the procedure allows for direct award, which is the proposal in this case),
 - the works fall within the nature and scope of the works covered by the framework agreement, or lot relied upon,

- the terms and conditions set out in the framework for call-off contracts are used and
- the term of the framework covers the period of the proposed call off contract or if the term of the contract exceeds the framework term that this is done for value for money reasons and not to circumvent procurement rules. If the term of the call off contract was to materially exceed the framework term this point would require further consideration.

18. In addition to the above the service area should be satisfied that :-

- The prescribed terms and conditions of the call of contract meet the Council's requirements (for example as to payment) and the obligations imposed on the Council can be complied with,
- the proposals are within budget (or suitable budget provision can be made) and

Generic matters

19. In considering this matter Cabinet must have regard to the Council's public sector equality duties under the Equality Act 2010 (including specific Welsh public sector duties). Pursuant to these legal duties, Councils must in making decisions have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. The Protected characteristics are: age, gender reassignment, sex, race – including ethnic or national origin, colour or nationality, disability, pregnancy and maternity, marriage and civil partnership, sexual orientation, religion or belief – including lack of belief. If the recommendations in the report are accepted and when any alternative options are considered, the Council will have to consider further the equalities implication and an Equality Impact Assessment may need to be completed.
20. The Well-Being of Future Generations (Wales) Act 2015 ("the Act") places a 'well-being duty' on public bodies aimed at achieving 7 national well-being goals for Wales – a Wales that is prosperous, resilient, healthier, more equal, has cohesive communities, a vibrant culture and thriving Welsh language, and is globally responsible.
21. In discharging its duties under the Act, the Council has set and published Well-being objectives designed to maximise its contribution to achieving the national Well-being goals. The Well-being objectives are set out in Cardiff's Corporate Plan 2019-22: <http://cmsprd.cardiff.gov.uk/ENG/Your-Council/Strategies-plans-and-policies/Corporate-Plan/Documents/Corporate%20Plan%202018-21.pdf>
22. The Well-being duty also requires the Council to act in accordance with 'sustainable development principle'. This principle requires the Council to act in a way which seeks to ensure that the needs of the present are met

without comprising the ability of future generations to meet their own needs. Put simply, this means that Council decision makers must take account of the impact of their decisions on people living their lives in Wales in the future. In doing so, the Council must:

- Look to the long term
- Focus on prevention by understanding the root causes of problems
- Deliver an integrates approach to achieving the 7 national well-being goals
- Work in collaboration with others to find shared sustainable solutions
- Involve people from all sections of the community in the decisions which affect them

23. Cabinet must be satisfied that the proposed decision accords with the principles above; and due regard must be given to the Statutory Guidance issued by the Welsh Ministers, which is accessible using the link below: <http://gov.wales/topics/people-and-communities/people/future-generations-act/statutory-guidance/?lang=en>
24. The Council has to be mindful of the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards when making any policy decisions and consider the impact upon the Welsh language, the report and Equality Impact Assessment deals with all these obligations. The Council has to consider the Well-being of Future Guidance (Wales) Act 2015 and how this strategy may improve the social, economic, environmental and cultural well-being of Wales.
25. Cabinet must also be satisfied that the proposal is within the Policy and Budget Framework, if it is not then the matter must be referred to the Council. 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. Council 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

HR Implications

26. There are no HR implications for this report.

RECOMMENDATIONS

The Cabinet is recommended to approve a direct award to current provider Matrix SCM Ltd (for agencies services) for a period of 12 months. The duration of this direct award will be from 8th September 2019 to 7th September 2020.

SENIOR RESPONSIBLE OFFICER	Sarah McGill
	Corporate Director People & Communities
	5 July 2019

This page is intentionally left blank

**CARDIFF COUNCIL
CYNGOR CAERDYDD**



CABINET MEETING: 11 JULY 2019

HMO LICENSING RENEWAL

HOUSING & COMMUNITIES (COUNCILLOR LYNDA THORNE)

AGENDA ITEM: 12

Reason for this Report

1. The additional licensing scheme for Houses in Multiple Occupation (HMO) in Plasnewydd is due to expire in November 2019. This report seeks authorisation from Cabinet to carry out the required statutory consultation before returning to Cabinet for consideration of a re-declaration of the Scheme.
2. The report also briefs Cabinet on:
 - Changes in England currently being considered in Wales which would have significant positive impacts on the HMO licensing function in Cardiff if replicated in Wales.
 - The sharp rise in enforcement activity required on “poorly converted buildings” where tenants are being placed at risk.

Background

3. There are two forms of HMO licensing in Wales, Additional Licensing and mandatory licensing. Additional licensing applies to any form of HMO specified in a designation made by the Council. An Additional Licensing designation may be made where a significant portion of the HMOs in a given geographical area are being managed ineffectively and that poor management is affecting the occupiers or the public. The Council must consult those affected and consider their representations.
4. The additional licensing designation lasts for a maximum of 5 years. If the Council wishes to re-declare, it must consult and once again prove its case. This process is time consuming; any weaknesses will provide grounds for judicial review.
5. The initial Cathays additional licensing scheme ran from 2010 to 2015 and the current scheme runs from 2016 to 2021. The Plasnewydd scheme started in 2014 and expires in November 2019.

6. The total number of licensed HMOs in Cardiff is approximately 3,550, consisting of approximately 1800 licensed HMO in Cathays and 830 licensed in Plasnewydd respectively under additional licensing schemes.
7. If Cabinet is minded to re-declare the additional licensing scheme in Plasnewydd for a further 5 years, it will need to consider a report justifying the case for re-declaration. The Council will need to carry out a consultation exercise with all persons likely to be affected by the designation and include the results in that declaration report.

Mandatory Licensing

8. In Wales, mandatory licensing currently applies to three storey HMOs with five or more occupiers. Mandatory licensing was introduced in 2006 and approximately 920 HMO across the City are licensed under these provisions.
9. In England, the three storey requirement for mandatory licensing has been removed, the only pre-condition being that the property has five occupiers. This has significantly increased the number of properties licensable, representing a two to threefold increase.
10. Welsh Government is considering whether there is a case for extension of mandatory licensing across Wales, as in England, and is hearing evidence from the six Councils, including Cardiff, which have significant HMO issues. They also have a current focus on the impact of large student populations on communities, as well as scrutiny of performance on returning empty properties to beneficial use.
11. English and Welsh Housing Law is beginning to show other areas of divergence. For example, Wales has the Rentsmart scheme requiring owners to obtain registration and ensure that a licensed landlord is in place. England has not introduced a similar scheme, but has instead produced a system of banning orders for rogue landlords and civil penalties which can be levied by the local authority, in lieu of prosecution, with income retained by the authority. The Cabinet member will be apprised of these changes as required.

Issues

Re-declaring the Plasnewydd Additional Licensing Scheme

12. The Plasnewydd Additional Licensing Scheme expires on 2 November 2019. There has been much activity during the first 5 years of the scheme but still much that needs to be achieved in order to secure all of the improvements that are needed. 1092 HMOs have been inspected and licensed. 77% were found not to be compliant with licensing standards, and although the extent of non-compliance will vary greatly from minor improvement to major non conformity, it represents a major undertaking to revisit each property and ensure standards are met.

13. It is important to note that not all costs can be recovered through the licensing fee, particularly those costs associated with health and safety inspections and subsequent enforcement. The use of additional licensing in both Plasnewydd and Cathays has shown that some difficult cases or problematic rogue landlords may fully occupy the time of one or two officers, reducing their ability to focus on routine licensing work.
14. Improvements have been made at over 200 HMOs, but 58% of properties licensed in Plasnewydd are yet to be confirmed as being up to standard due to lack of resource. A further designation for 5 years will be required if the scheme is to deliver the required improvements along with additional funding to augment the team by the recruitment of three additional officers at a cost of £160,000 per annum.
15. If Cabinet wishes to re-declare the additional licensing scheme for Plasnewydd, a further consultation exercise will be required with persons likely to be affected by the re-designation. Thereafter, Cabinet must consider a further report prior to declaration.

Existing resources

16. The Cardiff Housing Enforcement Team within the Shared Regulatory Service has 12.8 full time equivalent officers. These officers are Environmental Health Officers or Housing Surveyors and they carry out all of the functions relating to housing standards in the private rented sector, including approximately 1000 complaints a year. They also inspect all licensable HMOs and draft licences. They deal with filthy and verminous premises, and properties causing a statutory nuisance. Two of the officers are engaged primarily in work to return empty private sector properties to use, and managing the nuisance issues that arise. In addition, there are 3 Licensing Support Officers who handle the administrative work and monitor outstanding licence applications.
17. The Housing Enforcement team is currently facing significant challenges caused by the expansion of the private rented sector and the demand for quality accommodation. The team is seeing an upsurge in the number of dangerous property conversions being undertaken by rogue landlords, often with disregard for Planning and Building Regulations requirements. During 2018-19 the team closed 40 properties either because dangerous conversions had been carried out or properties were in serious disrepair. In comparison with figures over the last decade, this represents a significant increase in the number of emergency interventions to safeguard the public and is a worrying trend. Additional work loads flowing from the need to remove unsafe cladding from high rise buildings and the implication of the Renting Homes Act place an additional strain upon resources.
18. Additionally, the Rentsmart Wales Scheme has created a focus on landlords who are not fit and proper, and the investigations are resource intensive. Some landlords are acting in a vexatious manner, using appeals to tribunals and freedom of information requests to hamper the enforcement process. In the last 5 years, the Team has taken 53

prosecutions for a variety of offences relating to poor management standards, failure to obtain a HMO or Rentsmart licence or a failure to comply with notices requiring works or Prohibition Orders. Fines have totalled over £245,000.

The extension of mandatory licensing

19. If the Welsh Government choose to extend mandatory licensing to all HMOs having 5 or more occupiers, irrespective of the number of storeys, the City would see significant benefits. Licensing is an essential ingredient of any proactive inspection programme for HMOs. It places a duty on the landlord to make an application, which facilitates identification and inspection, and a fee is payable which provides some valuable funding towards this proactive work. Health and safety assessments are made on all properties and agreed licensing standards are applied. Licence conditions are applied which control ongoing management practices and an occupancy limit is applied.
20. Importantly, if introduced, it would put licensing on a sustainable footing. It would provide more equitable City-Wide coverage in a manner appropriate to risk and it would avoid the requirement to consult and renew every 5 years.
21. There is no comprehensive database of HMOs and their status can easily change. Housing Enforcement have records of 6,283 HMOs but Council Tax records, although not definitive, show that the number could exceed 7,000.
22. If mandatory licensing were extended as in England to cover HMOs having 5 occupiers regardless of the number of storeys, it could increase the number licensable by a factor of two to three times. If the Council's two additional licensing schemes were also retained this would likely provide licensing coverage to 5,000 or more of the City's 7000 HMOs, although this is an approximation.
23. Cabinet is asked to consider lobbying Welsh Government to make a change in the law and support this proposal. It may be worthwhile for Wales to go a little further than the English model and to include HMOs which consist of self-contained flats which do not comply with appropriate Building Regulation standards, otherwise known as poorly converted buildings.
24. However, the consequences of such a change would require additional resource in order to meet the subsequent challenges particularly in relation to rogue landlords. Further discussion will be needed on the additional resources required to successfully implement any mandatory licensing changes and to meet the challenges facing the service.
25. The additional staffing costs would be in the region of £475,000 per annum with an estimated £200,000 recoverable from licence fee income. Whilst the above represents a significant investment in resource, the benefits in improved housing standards in the Capital city would be

widespread and would be aimed at the housing sector which is used by the most vulnerable members of society. The income from an extended licensing scheme would offset some of the investment required and fees may be amended in accordance with recognised accounting procedures to ensure that recoverable costs are included.

Local Member consultation

26. Plasnewydd Members have been consulted and supportive comments have been received on the proposal to extend the additional licensing scheme for a further 5 years.

Reason for Recommendations

27. A further designation of the Council's Plasnewydd Additional Licensing Scheme alongside a possible expansion of mandatory licensing provisions would allow the Council to target areas of high HMO concentration.
28. Extending HMO licensing to more properties across the City in a proportionate manner has the potential to improve significantly the quality private rented properties.
29. Current pressures and expectations on the Housing Enforcement Service along with the possible expansion of mandatory provisions mean that a review of the resourcing of the team is necessary.

Financial Implications

30. Although there will be financial implications from undertaking the statutory consultation these are not expected to be significant and will be funded from within existing resources. If the Plasnewydd Additional Licensing Scheme is re-declared then the future report to Council will need to consider the options for funding the additional Licensing expenditure that are expected to be required after deducting HMO licence fee income.

Legal Implications

31. The legal advice and legal implications for Additional Licensing Schemes are as follows.
32. The protection of the public, in particular to private sector tenants of residential properties, is a key statutory duty incumbent on local authorities. Those duties include the protection of private sector tenants from poor quality housing, hazards and rogue landlords.
33. The enforcement of these standards is a general duty without specific funding. The additional licensing scheme does allow for a licence fee to be charged for every HMO in the additional Licensing Scheme area but this is ring fenced for licensing activities only. The enforcement of the breaches of the licence scheme should not be funded through the licence

fee. Any enforcement through the criminal courts would be expected to be able to apply to recover the costs of the case.

34. It is surmised that an increase in the number of designated HMO licences would increase the burden upon the private housing sector of the authority to prosecute breaches of those additional licences.
35. It should furthermore be considered that all decisions taken by or on behalf of the Council must :
- (a) be within the legal powers of the Council;
 - (b) comply with any procedural requirement imposed by law;
 - (c) be within the powers of the body or person exercising powers on behalf of the Council;
 - (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. 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.

Well Being of Future Generations (Wales) Act 2015

36. The Well-Being of Future Generations (Wales) Act 2015 ('the Act') places a 'well-being duty' on public bodies aimed at achieving 7 national well-being goals for Wales - a Wales that is prosperous, resilient, healthier, more equal, has cohesive communities, a vibrant culture and thriving Welsh language, and is globally responsible. The Council have taken into account the impact of the report recommendations on people living their lives in Wales in the future, having regard to:
- Looking to the long term
 - Focusing on prevention by understanding the root causes of problems
 - Delivering an integrated approach to achieving the 7 national well-being goals
 - Working in collaboration with others to find shared sustainable solutions
 - Involving people from all sections of the community in the decisions which affect them
37. The Council is satisfied that the proposed recommendations accord with the above principles.

HR Implications

38. Any additional posts deemed necessary as indicated in Para 14 of this report would be advertised and recruited under the terms of the Shared Regulatory Services agreement and progressed on the terms and

conditions of employment of the host authority (Vale of Glamorgan Council).

RECOMMENDATIONS

Cabinet is recommended to:

1. authorise the Shared Regulatory Service to undertake the required statutory consultation for the re-declaration of the Plasnewydd Additional Licensing Scheme.
2. Authorise Officers to inform Welsh Government of the Council's support for the proposed expansion of Mandatory HMO licensing, as in England but to also include "poorly converted buildings".
3. note that such an expansion will have resourcing implications, only some of which will be recoverable from HMO licence fee income.

SENIOR RESPONSIBLE OFFICER	SARAH MCGILL Corporate Director People & Communities
	5 July 2019

This page is intentionally left blank

City of 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.

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

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

Name of Strategy / Policy / Activity: HMO Licensing Renewal	Date of Screening: 4 June 2019
Service Area/Section: Shared Regulatory Service	Lead Officer: Steve Tudball
Attendees: Steve Tudball.	

What are the objectives of the Policy/Strategy/Project/Procedure/Service/Function	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>1. Cabinet Report to seek authorisation to consult stakeholders on the renewal of the Plasnewydd Additional Licensing Scheme for Houses in Multiple Occupation (HMOs) for a further 5 years. There will be a further report to Cabinet detailing the results of the consultation and seeking authorisation to make a further additional licensing designation, should it be appropriate.</p> <p>2. To brief cabinet on changes to the HMO licensing regime in England and to recommend that discussions take place with Welsh Government with a view to replicating those changes in Wales.</p> <p>3. To make Cabinet aware of the resource requirements should mandatory and additional licensing be extended in Cardiff in order to meet the acute challenges faced.</p>	<p>This report simply seeks authorisation to consult on additional licensing renewal and recommends further discussion with Welsh Government on the scope of mandatory licensing. The report does not therefore introduce a new policy at this stage.</p> <p>Should it be determined that the Plasnewydd additional licensing scheme is to be renewed for a further 5 years, that designation will be subject to a further Cabinet report. The Plasnewydd Additional Licensing Scheme commenced on 3 November 2014; a full Equalities Impact Assessment was completed at this stage and remains relevant.</p>

Part 1: Impact on outcomes and due regard to Sustainable Development

Please use the following scale when considering what contribution the activity makes:		
+	Positive	Positive contribution to the outcome
-	Negative	Negative contribution to the outcome
ntrl	Neutral	Neutral contribution to the outcome
Uncertain	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 679	1.1 People in Cardiff are healthy; <i>Consider the potential impact on</i> <ul style="list-style-type: none"> the promotion of good health, prevention of damaging behaviour, promote healthy eating/active lifestyles etc, vulnerable citizens and areas of multiple deprivation Addressing instances of inequality in health 	✓				HMO licensing, whether mandatory or additional, enforces standards relating to fire safety and amenities in houses in multiple occupation. An inspection is carried out in each HMO under the Housing Health and Safety Rating System and risks to health and safety are addressed e.g dampness, excess cold, fire safety, overcrowding, food safety etc. These improvements have a positive impact on health for tenants who are often vulnerable and living in poor conditions.
	1.2 People in Cardiff have a clean, attractive and sustainable environment; <i>Consider the potential impact on</i> <ul style="list-style-type: none"> the causes and consequences of Climate Change and creating a carbon lite city encouraging walking, cycling, and use of public transport and improving access to countryside and open space reducing environmental pollution (land, air, noise and water) reducing consumption and encouraging waste reduction, reuse, recycling and recovery encouraging biodiversity 	✓				HMO licence conditions place responsibilities on landlords in relation to waste management and recycling as well as the cleanliness and appearance of frontages, and therefore have a positive environmental impact.
	1.3 People in Cardiff are safe and feel safe; <i>Consider the potential impact on</i> <ul style="list-style-type: none"> reducing crime, fear of crime and increasing safety of individuals addressing anti-social behaviour 	✓				An inspection is carried out in each HMO under the Housing Health and Safety Rating System and any hazards relating to entry by intruders are addressed using legal powers available. Vulnerable people often live in houses in multiple occupation and may fall victim to rogue landlords, particularly where

2.C.PPCF.002	Issue: 3	Date: Mar 16	Process Owner: Gareth Newell	Authorisation: Head of Performance and Partnerships	Page 3 of 8
--------------	----------	--------------	------------------------------	---	-------------

	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"> protecting vulnerable adults and children in Cardiff from harm or abuse 					buildings have been poorly converted with little regard for building standards – these matters are addressed under the scheme.
1.4	Cardiff has a thriving and prosperous economy; Consider the potential impact on <ul style="list-style-type: none"> economic competitiveness (enterprise activity, social enterprises, average earnings, improve productivity) Assisting those Not in Education, Employment or Training attracting and retaining workers (new employment and training opportunities, increase the value of employment,) promoting local procurement opportunities or enhancing the capacity of local companies to compete 			✓		An additional licensing scheme has the potential to make some street scene improvements which may have a positive impact on the desirability of a neighbourhood and therefore its potential for investment, but this is considered a marginal improvement. Similarly, the scheme introduces a “level playing field” for landlords by introducing common standards, therefore eliminating the gain made by landlords who cut corners and supporting landlord who achieve high standards voluntarily.
1.5	People in Cardiff achieve their full potential; Consider the potential impact on <ul style="list-style-type: none"> promoting and improving access to life-long learning in Cardiff raising levels of skills and qualifications giving children the best start improving the understanding of sustainability addressing child poverty (financial poverty, access poverty, participation poverty) the United Nations Convention on the Rights of a Child and Principles for Older persons 			✓		The additional Licensing Schemes focus on areas with high concentrations of HMOs where typically student numbers are high. The scheme therefore has the potential to support students who choose to study in Cardiff and to perhaps ensure they maximise their potential while studying in Cardiff, although this is considered a marginal point.
1.6	Cardiff is a Great Place to Live, Work and Play Consider the potential impact on <ul style="list-style-type: none"> promoting the cultural diversity of Cardiff encouraging participation and access for all to physical activity, leisure & culture play opportunities for Children and Young People protecting and enhancing the landscape and historic heritage of Cardiff promoting the City's international links 			✓		Foreign Students are often found in poor quality accommodation, and therefore enforcing standards in that accommodation may have a positive impact on how the City is perceived by visiting foreign students and the reputation of the City worldwide, although this is a marginal point.

Page 681

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		
1.7	Cardiff is a fair, just and inclusive society. <i>Consider the potential impact on</i> <ul style="list-style-type: none"><i>the elimination of discrimination, harassment or victimisation for equality groups</i><i>has the community or stakeholders been engaged in developing the strategy/policy/activity?</i><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>	✓				It is a legal requirement that the Council fully consult all those likely to be affected by the designation and the results of that consultation will be reported to Cabinet pre-declaration.	
	<i>Will this Policy/Strategy/Project have a differential impact on any of the following:</i>					<i>Please give details/consequences of the differential impact (positive and negative), and what action(s) can you take to address any negative implications?</i>	
	<ul style="list-style-type: none">Age (including children and young people aged 0-25 and older people over 65 in line with the United Nations Conventions)			✓		<i>The Introduction of an Additional Licensing Scheme is targeted predominantly at the standards of the accommodation and the management practices of the landlord. Landlords directly are subject to the requirements of the License which is tenant blind. Tenants of any age will not necessarily be aware of Additional Licensing, but will continue to have access to advice and support through a number of existing services should they have an issue with their accommodation or their landlord.</i>	
	<ul style="list-style-type: none">Disability			✓		The Introduction of an Additional Licensing Scheme is targeted predominantly at the standards of the accommodation and the management practices of the landlord. Landlords directly are subject to the requirements of the License which is tenant blind. Tenants who have a disability will not necessarily be aware of Additional Licensing, but will continue to have access to advice and support through a number of existing services should they have an issue with their accommodation or their landlord.	
	<ul style="list-style-type: none">Gender Reassignment			✓		The Introduction of an Additional Licensing Scheme is targeted predominantly at the standards of the accommodation and the	
2.C.PPCF.002		Issue: 3	Date: Mar 16	Process Owner: Gareth Newell		Authorisation: Head of Performance and Partnerships	Page 5 of 8

	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	
						management practices of the landlord. Landlords directly are subject to the requirements of the License which is tenant blind. Tenants who are transgender will not necessarily be aware of Additional Licensing, but will continue to have access to advice and support through a number of existing services should they have an issue with their accommodation or their landlord.
	<ul style="list-style-type: none"> Marriage & Civil Partnership 			✓		Any License is given for each property, not the status of the landlord(s), agents or their relationship to each other. The Introduction of an Additional Licensing Scheme is targeted predominantly at the standards of the accommodation and the management practices of the landlord. Landlords directly are subject to the requirements of the License which is tenant blind. Married tenants will not necessarily be aware of Additional Licensing, but will continue to have access to advice and support through a number of existing services should they have an issue with their accommodation or their landlord.
	<ul style="list-style-type: none"> Pregnancy & Maternity 			✓		The Introduction of an Additional Licensing Scheme is targeted predominantly at the standards of the accommodation and the management practices of the landlord. Landlords directly are subject to the requirements of the License which is tenant blind. Expectant or nursing mothers who are tenants will not necessarily be aware of Additional Licensing, but will continue to have access to advice and support through a number of existing services should they have an issue with their accommodation or their landlord.
	<ul style="list-style-type: none"> Race 			✓		Translation and interpretation will be arranged as necessary for any landlord requiring these services. Information about the Licensing Scheme will be available in other languages and to specialist agencies offering advice and support to BME people. The Introduction of an Additional Licensing Scheme is targeted predominantly at the standards of the accommodation and the management practices of the landlord. Landlords directly are subject to the requirements of the License which is tenant blind. BME tenants will not necessarily be

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	
					aware of Additional Licensing, but will continue to have access to advice and support through a number of existing services should they have an issue with their accommodation or their landlord.
<ul style="list-style-type: none"> Religion/Belief 			✓		The Introduction of an Additional Licensing Scheme is targeted predominantly at the standards of the accommodation and the management practices of the landlord. Landlords directly are subject to the requirements of the License which is tenant blind. Tenants of any religious faith will not necessarily be aware of Additional Licensing, but will continue to have access to advice and support through a number of existing services should they have an issue with their accommodation or their landlord.
<ul style="list-style-type: none"> Sex 			✓		The Introduction of an Additional Licensing Scheme is targeted predominantly at the standards of the accommodation and the management practices of the landlord. Landlords directly are subject to the requirements of the License which is tenant blind. Tenants of any gender will not necessarily be aware of Additional Licensing, but will continue to have access to advice and support through a number of existing services should they have an issue with their accommodation or their landlord.
<ul style="list-style-type: none"> Sexual Orientation 			✓		Any License is given for each property, not the status of the landlord(s), agents or their relationship to each other. The Introduction of an Additional Licensing Scheme is targeted predominantly at the standards of the accommodation and the management practices of the landlord. Landlords directly are subject to the requirements of the License which is tenant blind. Married tenants will not necessarily be aware of Additional Licensing, but will continue to have access to advice and support through a number of existing services should they have an issue with their accommodation or their landlord.
<ul style="list-style-type: none"> Welsh Language 			✓		Translation and interpretation will be arranged as necessary for any landlord requiring these services. Information about the Licensing Scheme will be available in Welsh and other languages. The

	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 684						Introduction of an Additional Licensing Scheme is targeted predominantly at the standards of the accommodation and the management practices of the landlord. Landlords directly are subject to the requirements of the License which is tenant blind. Welsh speaking tenants will not necessarily be aware of Additional Licensing, but will continue to have access to advice and support through a number of existing services should they have an issue with their accommodation or their landlord.
		Yes		No		
	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 <i>Consider the potential impact on</i> <ul style="list-style-type: none"> <i>strengthening partnerships with business & voluntary sectors</i> <i>the collaboration agenda and the potential for shared services, cross-boundary working and efficiency savings</i> 			✓		

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):

Licensing of Houses in Multiple Occupation proactively identifies properties, where ordinarily the Council would only become aware of properties where a complaint is made. By working in this proactive, area based way the Council is able to take a comprehensive approach to raising housing standards. The private rented sector, and Houses in Multiple Occupation, are often the sector of choice for vulnerable members of society. The scheme facilitates the inspection of properties and the application of consistent standards. A provides a “level playing field” so that poor landlords are unable to under-cut good landlords for voluntarily supply properties of a higher standard. The scheme eliminates risks to health and safety and contributes to a healthier Cardiff where people can feel safe. It has positive effects on street scene and a marginal positive impact on the economic wellbeing of the City.

WHAT ACTIONS HAVE BEEN IDENTIFIED OR CHANGES BEEN MADE TO THE POLICY / PLAN / PROJECT AS A RESULT OF THIS APPRAISAL:

None

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?		✓

Is a Full Strategic Environmental Assessment Screening Needed?		Yes	No
<ul style="list-style-type: none"> ▪ If Yes has been ticked to both questions 2.1 and 2.2 above then the answer is Yes ▪ If a full SEA screening is required then please contact the Sustainable Development Unit to arrange (details below) 			✓

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

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

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

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.*

This page is intentionally left blank

**CARDIFF COUNCIL
CYNGOR CAERDYDD**



CABINET MEETING: 11 JULY 2019

INDOOR ARENA DELIVERY STRATEGY

**INVESTMENT & DEVELOPMENT (COUNCILLOR RUSSELL
GOODWAY)**

AGENDA ITEM:13

Appendices 2 – 6 of this report are not for publication as they contain exempt information of the description contained in paragraphs 14 and 21 of Schedule 12A of the Local Government Act 1972.

Reason for this Report

1. To set out the delivery strategy for the new Indoor Arena and to seek Cabinet authority to complete a Full Business Case.
2. As part of the above, to seek Cabinet authority to undertake a Competitive Procedure with Negotiation (CPN) procurement process under the Concession Contracts Regulation 2016 to attract proposals from the market for the delivery of a new Indoor Arena and associated enabling development.
3. To seek Cabinet authority to enter into a Memorandum of Understanding (MOU) with the owner of the Red Dragon Centre site to establish a non-binding agreement with the owner to give comfort to the Council to continue with its due diligence.

Background

4. Delivery of a new top-tier Indoor Arena has been a long-time aspiration for Cardiff Council. It is also a deep-rooted priority of the city's business community, recently re-affirmed through the consultation process for the Council's new Economic Strategy launched in April 2019.
5. Attracting more visitors that stay longer has been a deliberate economic strategy for nearly 30 years. Over that period, Cardiff has delivered an enviable reputation as a major events city that surpasses its size and international status. Cardiff's strategy has valued the softer benefits of attracting visitors as much as the economic impacts. The contribution towards changing perceptions and image and brand development has been significant and has served the city well, particularly through the difficult period of economic restructuring. Cardiff is now regarded as one of the

best places to live in the UK, with its cultural and recreational offer widely recognised.

6. Cardiff benefits from some of the best cultural and sporting infrastructure in the UK. In particular, the Principality Stadium is one of the best indoor venues in the world having hosted some of the most prestigious events on the international circuit. It remains one of the largest covered entertainment spaces in Europe and has become a brand icon of the capital city of Wales.
7. The Motorpoint Arena, the city's existing entertainment venue is small in comparison to facilities available in other core cities. Nonetheless, it has been a positive success, attracting more than 10 million visits over the last 25 years. According to an independent study in 2015, the venue has an estimated annual GVA impact of circa £29m and supports over 500 direct and indirect (FTE) jobs. However, it is clear the city can sustain a bigger entertainment venue, which will add a new dimension to the city's event offer, enabling a much more regular programme of high quality events, including access to top tier promotions that currently pass the city by.
8. Delivery of a new Indoor Arena is one of two key strategic economic commitments set out by the political administration in their strategic policy document *Capital Ambition*. In February 2018, Cabinet approved the Atlantic Wharf site (see Appendix 1) as the preferred location for delivery of a new Indoor Arena and provided authority for the Council to develop a delivery strategy.
9. In April 2019, the Council launched its new Economic Strategy setting out a spatial strategy for the city's future economic development. A core theme of this vision is the continued development of Cardiff Bay into a premier UK visitor destination. The regeneration of the Atlantic Wharf site, anchored by a new Indoor Arena is regarded as a major infrastructure catalyst for stimulating investment in the area.
10. The Atlantic Wharf site currently consists of two parcels of land: 12 acres owned by Cardiff Council; and 13 acres owned by BA Pension Fund Ltd (BAPTL). Together the two parcels of land provide the scale to deliver a transformational leisure-led mixed-use development anchored by the indoor arena.
11. The Council's strategy is to work collaboratively with the private sector to deliver a comprehensive redevelopment of the Atlantic Wharf site. Ideally, this would include a development partner acquiring the Red Dragon Centre site. In November 2018, Cabinet provided authority and funding to commence due diligence relating to the acquisition of the Red Dragon Centre site. BAPTL had initially required the Council to explore options with their preferred development partner. In March 2019, BAPTL agreed to allow the Council to develop its own proposals through direct engagement with the market through a soft market testing exercise. Independent advisors were appointed to manage the process and to report their findings. Confidential Appendices 2 & 3 set out the preliminary due diligence work undertaken to date including the results of the soft market testing exercise.

12. The Council owned land (12 acres) at Atlantic Wharf has sufficient scale in its own right to accommodate the new Indoor Arena. However, to have the desired impact, in both place making and economic terms, the new arena needs to stimulate a wider regeneration including a range of new investments that collectively create a new urban destination in Cardiff Bay. Maximum impact will only be realised if the existing Red Dragon Centre building is redeveloped. For the time being, the tenancy arrangements in the Red Dragon Centre are primed to enable this to happen.
13. In February 2019, as part of the budget setting process, Cabinet approved an affordability envelope in the Council's Medium Term Financial Plan to support delivery of the new arena. The Council now aims to do further diligence to complete a Full Business Case for the new arena, including full consideration of any land assembly required to enable its delivery.
14. At this stage in the process, BAPTL is not compelled to dispose of the site to the Council (or its partner), nor is the Council (or its partner) compelled to acquire the site. There is therefore risk that a land transaction may not proceed. If that were to be the case, the Council could still progress delivery of the new arena on land it currently owns at Atlantic Wharf. This would require the whole of the County Hall site and would therefore necessitate the relocation of Council office use from the site. As such, building the arena on Council owned land at Atlantic Wharf would delay delivery of the arena by up to 3 years.
15. A report on the future of the Council's core office estate including County Hall will be presented to Cabinet in September 2019.

Issues

16. In order to encourage the private sector to invest in the Atlantic Wharf regeneration project, the Council needs to commit to the delivery of a new arena. Proving the deliverability of a new arena would also assist the Council's case if it were ultimately required to acquire the Red Dragon Centre site itself, as a short-term interim measure. The Council has undertaken due diligence including the appointment of independent advisors and has engaged with existing arena facilities. Section A of Confidential Appendix 2 provides an independent view of the estimated costs associated with delivering a commercially viable new arena. It also sets out the level of income that can be expected to be generated by the facility and clarifies there will inevitably be a requirement for a public funding contribution. The Council is considering a range of funding solutions to enable delivery of a 15,000-capacity arena with work ongoing to explore which of these options could be the most financially attractive, whilst remaining within the risk appetite of the Council. There is now a need to test existing assumptions through a procurement process.
17. Whenever a public contribution is required towards a commercial development/operation there is a need to consider State Aid compliance. The Council has taken independent legal advice, which suggest that a State Aid Block Exemption is in place to enable localities to support delivery of cultural facilities in their area, subject to satisfying certain conditions. This

block exemption is potential available to enable a public contribution to support delivery of a new arena in Cardiff. The legal advice is set out in Section B of Confidential Appendix 2. The level of anticipated public contribution falls within the boundaries of the block exemption. As part of the final due diligence work, the Council will need to appoint independent advisor to review the Full Business Case to assess State Aid compliance across all aspects of the Council's involvement with the delivery of the project before making a final commitment to proceed.

18. The award of a contract for the new arena on the Atlantic Wharf site would need to be in place to support the case for the acquisition of the Red Dragon Centre site by the Council or a third party development partner. In particular, the ground conditions and other site related constraints need to be fully understood and costed including transport implications. A key consideration in the Full Business Case will be the current rate of construction price inflation which has the potential to undermine affordability if commencement of the development is subject to major delays.
19. The owners of the Red Dragon Centre site require the Council to conclude a land transaction by 31st December 2019. This is due to existing contractual obligations relating to their ownership and management of the site. This requires the Council to undertake a range of work to complete the Full Business Case within a condensed timescale. In particular, the Council is required to undertake a procurement process to demonstrate that the arena is affordable and deliverable.

Committing to the Indoor Arena

20. The Council has appointed specialist advisors to provide detailed advice on the latest innovations and trends in the arena market. A summary report is attached at Section A of Confidential Appendix 2, which provides examples of the costs associated with the construction of recently delivered arenas in the UK and Europe, and advice on the Council's proposed budget for the delivery of an arena in Cardiff. The report also provides an informed estimate of the likely level of income that could be secured through an arena operator.
21. As part of this due diligence, the Council has also engaged with professionals involved in the delivery of a number of arena facilities to establish a benchmark scheme. A number of recently built arenas have been delivered within the Council's financial envelope. A good example of an arena that matches the Council's requirement in terms of cost, performance and deliverability is the 17,000 capacity Ziggo Dome in Amsterdam, which was opened in 2012.
22. Whilst the Council's indicative budget is regarded as sufficient (as set out in Confidential Appendix 5) the final cost will ultimately be determined through a procurement process and a Full Business Case. At this stage, the affordability of the development is based on a capital contribution from the Council from within identified funding sources and earmarked capital receipts. The soft market testing has identified a variety of financial instruments available to the Council to support delivery of the arena. The

possibility of using an Income Strip lease is also an option for the Council as set out in Confidential Appendix 5.

Committing to the Preferred Location

23. In February 2018, Cabinet selected the Atlantic Wharf site as the preferred location to deliver the new Indoor Arena. The Council has agreed terms with BAPTL and through this report is seeking authority to sign an MOU (see Appendix 4) to provide time to undertake further due diligence, including a procurement process to prove the affordability and deliverability of the Indoor Arena. The MOU has a number of conditions which the Council need to satisfy by agreed dates, as follows:
- **Technical Feasibility and Associated Costs** – further due-diligence is required to determine the delivery risk relating to site technical appraisal, delivery costs and planning. This work is programmed to be concluded by 30 September 2019 and will subsequently be reviewed against the arena affordability envelope and State Aid regulations.
 - **Planning Risk** – as part of the technical works outlined above the key planning risks and implications affecting the location of the arena need to be identified and costed. This condition needs to be satisfied by 30 September 2019.
 - **Travelodge** – subject to confirmation of the optimum location for the arena through the procurement process and the technical works outlined above, it will need to be determined if the Travelodge needs to be relocated to enable delivery of the arena. The Council is required to have any such agreements in place with tenants by 30 September 2019.

Procurement

24. To be in a position to commit to an arena, the Council needs to procure a developer/operator (Opco/Propco) consortium which may or may not also include a construction partner, to demonstrate that an arena is affordable and deliverable. The Council has secured an extension from BAPTL to enable a procurement process with a view to selecting a delivery partner and concluding the acquisition of the land by 31 December 2019. Subject to the progress of the procurement process, the Council may need to reach agreement to extend the 31st December deadline imposed currently by BAPTL.
25. It is intended to follow the Competitive Procurement with Negotiation (CPN) procurement route under the Concessions Contracts Regulations 2016 (CCR 2016), recommended for use with complex projects that require dialogue with bidders. Although similar to Competitive Dialogue, the CPN route can be quicker because it provides the ability to make an award on initial tenders and allows negotiation at this early stage.
26. Subject to Cabinet approval, a Concession Notice will be issued on 31 July 2019 to act as a 'call for competition' to OJEU seeking expressions of

interest and pre-qualification submission. An initial engagement day would be provided to take interested consortia bidders through the published documentation. The initial period would be for 35-38 days. A review of pre-qualification responses would then take place, including consideration of affordability proposals and other general criteria, to determine if bidders remain in the process. The shortlisted bidders would then proceed to the invitation to tender stage (ITT) as set out in Section B of Confidential Appendix 2.

27. The plan is to return to Cabinet in October 2019 for authority to progress to the conclusion of the procurement process. First round ITT submissions would be evaluated within 4 weeks. If there is only one remaining bidder at this stage, direct negotiations can commence. However, if there is more than one bidder at this stage, further dialogue can take place through a “best and final offers” submission during December.
28. A final return to Cabinet would take place in December 2019 to approve the preferred bidder(s) to progress into an operational and development agreement for the delivery of the new arena and associated costs. Any delay would require approval of an extension by BAPTL.

Climate Emergency and Future Generations

29. On 28 March 2019, Cardiff Council approved a motion to declare a climate emergency. The Welsh Government also declared a climate emergency on 29 April 2019, the day after the Scottish Government, followed by the UK Government on 1 May. Over 70 Councils in the UK have now declared a climate emergency with the majority including targets to be achieved by 2030. As part of this the Council has agreed to support the implementation of the Welsh Government’s Low Carbon Delivery Plan, which aims to secure a carbon neutral public sector in Wales by 2030. This includes the commitment for the Council to progress a wide range of projects in support of the existing Carbon Reduction Strategy and to further reduce carbon emissions from the Council’s operations.
30. The selection of Atlantic Wharf as the preferred location for the new indoor arena was driven by the strategic Council policy objective to improve Cardiff’s public transport infrastructure. In particular, the arena will support delivery of the new Metro (light rail system) between the city centre and Cardiff Bay providing patronage for a sustainable on-going service. The operational hours of an arena make it inherently difficult for all journeys to be by sustainable means. However, the chosen location, adjacent to the strategic highways network, will enable effective Park & Ride use and will avoid unnecessary journeys through the city centre.
31. The needs of future generations has also been considered through the public consultation to develop a new Economic Strategy. Consultation responses to the initial Economic Green Paper supported proposals for a new, larger arena for the city. In particular, the need to expand upon the cultural infrastructure in Cardiff Bay was cited by a number of respondents to the consultation as essential in both raising the city’s profile as a visitor destination, as well as to provide a greater range and choice of activities for

Cardiff residents. It was also noted by some respondents that investment in the city's cultural infrastructure will support overall well-being, including supporting physical and mental health, social mobility and educational attainment. However, a number of respondents to the consultation highlighted the need to support investment in improved transport infrastructure aligned with the new arena.

32. Cardiff Council is also promoting a more sustainable approach to the visitor economy as part of a wider eco-tourism campaign that seeks to develop a more sustainable tourism economy in the city. This will also cover the arena by providing advice and guidance to local businesses, event organisers and visitors to enable them to reduce waste and their carbon footprint.

Next Steps

33. Significant work needs to be undertaken by the end of the calendar year as part of developing the Full Business Case and to meet the conditions of the BAPTL MOU Agreement to enable the Council to take a decision on delivery of the new arena by 31st December 2019, as follows:
 - **30 July 2019** - MOU Agreement signed in order to secure a land position to progress with the arena procurement.
 - **31 July 2019** - issue the Concession Notice to commence the CPN procurement process.
 - **30 September 2019** – complete technical site works to determine deliverability and associated costs and risks. (Required to satisfied conditions of BAPTL MOU Agreement)
 - **30 September 2019** - enter into Heads of Terms regarding the relocation of Travelodge (Required to satisfied conditions of BAPTL MOU Agreement)
 - **30 October 2019** - agree to release the County Hall car park for delivery of the arena. This would follow the Cabinet decision on the future of the core office estate in September. In the event that the Council opts to retain County Hall alternative parking arrangements can be provided on the RDC site to enable release of the County Hall car park site.
 - **December 2019** – Cabinet approval to validate preferred partner(s) to progress into an operational and development agreement for the delivery of the new arena and associated costs.

Delivery Programme

34. It is anticipated that the comprehensive regeneration of the Atlantic Wharf site will be delivered as two parts. At this stage, the Council is primarily concerned with the delivery of the Indoor Arena and associated enabling works including (as required) the relocation of the existing Travelodge hotel. The second part of the development may commence in parallel and may be delivered by the same delivery partner.

35. In terms of the delivery of the Arena and associated enabling works the indicative development programme is as follows:
- End 2019 – approval to proceed
 - End 2020 – planning permission
 - Beginning 2021 - commence arena construction and associated works
 - June 2023 – complete arena construction and associated works
 - Dec 2023 – open for business
36. The report attached at Confidential Appendix 3 sets out a number of phased scenarios relating to the potential redevelopment of the wider development site with Option 5 being the preferred solution with regards the delivery of the arena.
37. In order to conclude the Full Business Case, further due diligence is required (as set out in Confidential Appendix 6). This includes an independent review of the Full Business Case to be commissioned by the Section 151 Officer and the Monitoring Officer, including any land assembly implications, to assist with demonstrating State Aid compliance. In November, Cabinet approved a budget to undertake due diligence. It is anticipated that the remaining approved budget is sufficient to fund all of the required due diligence to enable the completion of a Full Business Case.

Risks

38. The Atlantic Wharf (Indoor Arena) project is managed by the Council using the PQA project management methodology. The project has a number of risks articulated in the risk register attached at Confidential Appendix 3.

Scrutiny Consideration

39. The Economy & Culture Scrutiny Committee considered this issue on 4 July 2019.

Reasons for Recommendation

40. To enable the Council to secure delivery of the new Indoor Arena and the comprehensive regeneration of the Atlantic Wharf site.

Legal Implications

41. In terms of any investment in the Atlantic Wharf site the Council has powers under section 12 of the Local Government Act 2003 to invest for any purpose related to its functions provided that any such investment is for the prudent management of its affairs.

42. The Council has power to borrow pursuant to section 1 of the Local Government Act 2003 for any purpose relevant to its functions provided that the relevant function is being lawfully engaged.
43. The Council's decision makers have a fiduciary duty to balance the interests of the local taxpayers against the aims of a Council policy or the purpose of a relevant statute.
44. The Council has power to acquire land by agreement for the purposes of any of its functions or for the benefit improvement or development of its area.
45. The Council has a legal obligation to ensure the best consideration for its property disposals pursuant to section 123 of the Local Government Act 1972 and a similar obligation in regard to acquisitions for the purposes of The EC Commission's notice on the notion of State Aid as referred to in article 107(1) TFEU. The Council will need to take account of independent valuation advice in regard to all proposed property transactions.
46. The proposed arena development will almost certainly require public subsidy. As such the Council will need to take specialist advice in regard to addressing any potential State Aid issues.
47. The Council is obliged to follow a proper procurement process as described in the body of this report together with its own Contract Standing Orders and Procurement Rules.
48. The decision about these recommendations has to be made in the context of the Council's public sector equality duties. The Council also has to satisfy its public sector duties under the Equality Act 2010 (including specific Welsh public sector duties). Pursuant to these legal duties, Councils must in making decisions have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. The Protected characteristics are: age, gender reassignment, sex, race – including ethnic or national origin, colour or nationality, disability, pregnancy and maternity, marriage and civil partnership, sexual orientation, religion or belief – including lack of belief. If the recommendations in the report are accepted and when any alternative options are considered, the Council will have to consider further the equalities implication and an Equality Impact Assessment may need to be completed.
49. The Well-Being of Future Generations (Wales) Act 2015 ("the Act") places a 'well-being duty' on public bodies aimed at achieving 7 national well-being goals for Wales – a Wales that is prosperous, resilient, healthier, more equal, has cohesive communities, a vibrant culture and thriving Welsh language, and is globally responsible.
50. In discharging its duties under the Act, the Council has set and published well being objectives designed to maximise its contribution to achieving the national well being goals. The well being objectives are set out in Cardiff's Corporate Plan 2018-21:

51. The well being duty also requires the Council to act in accordance with 'sustainable development principle'. This principle requires the Council to act in a way which seeks to ensure that the needs of the present are met without comprising the ability of future generations to meet their own needs. Put simply, this means that Council decision makers must take account of the impact of their decisions on people living their lives in Wales in the future. In doing so, the Council must:
- Look to the long term
 - Focus on prevention by understanding the root causes of problems
 - Deliver an integrates approach to achieving the 7 national well-being goals
 - Work in collaboration with others to find shared sustainable solutions
 - Involve people from all sections of the community in the decisions which affect them

The decision maker must be satisfied that the proposed decision accords with the principles above; and due regard must be given to the Statutory Guidance issued by the Welsh Ministers, which is accessible using the link below:

<http://gov.wales/topics/people-and-communities/people/future-generations-act/statutory-guidance/?lang=en>

52. The Council has to be mindful of the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards when making any policy decisions and consider the impact upon the Welsh language, the report and Equality Impact Assessment deals with all these obligations. The Council has to consider the Well-being of Future Guidance (Wales) Act 2015 and how this strategy may improve the social, economic, environmental and cultural well-being of Wales.

Financial Implications

53. This report and in particular the confidential appendices outline the extent of the due diligence and option appraisals that has been undertaken since the November 2018 Cabinet report, but a significant amount of further due diligence will still be required to inform the affordability element of the future Cabinet report due in December 2019. This will include, but will not be limited to, further work to determine the extent of:
- Arena Site Technical Due Diligence – includes identifying any site specific constraints and abnormal costs via detailed surveys as well as more detailed costings to deliver the worked up Arena specification. These will include, for example, the Arena acoustic requirements as well as any enabling developments, including additional public realm and infrastructure work, required as part of the construction phase to deliver the Arena. The potential relocation of the Travelodge hotel would also need to be considered here.

- Arena Procurement – the procurement process will allow the various expenditure and income projections to be market tested. The Council’s advisors are comfortable that the projections are within current market ranges but these need to be market tested through the procurement process to update the affordability model.
 - ABP - the development of the County Hall site requires ABP to release the council from a site covenant. Provision for this release is included in the affordability model but the conclusion of these negotiations will be required to ensure the Arena development can proceed.
54. Cabinet agreed in November 2019 to commit funding from the Council’s CEZ Reserve to meet the costs for developing a business case and associated due diligence works for the Indoor Arena. The Directorate consider that the existing resources previously allocated by Cabinet in November 2019 are sufficient to complete the additional due diligence activity required within the agreed cap, whilst recognising the tight timescale with a report back to Cabinet in December 2019. This expenditure will need to be regularly monitored and reviewed in the coming months to ensure that this position is maintained, in particular when the extent of the procurement is confirmed.
 55. The Council needs to be sure that a suitable developer will commit to delivering the arena within the Council’s affordability envelope, which was approved by Council as part of 2019/20 budget setting process in February 2019, and that an operator will commit to leasing the facility over the long term. This will need to be tested through a procurement process outlined in the above report.
 56. The Arena Affordability model assumes a Council gap funding contribution will be required, with a significant element of the Council contribution due to funded by earmarked Capital Receipts. However, as this stage a number of these capital receipts are yet to be realized. Any significant delays or non-realization of these capital receipts would likely have an adverse impact on the Council’s ability to meet this level of proposed gap funding contribution.
 57. The Arena project and the future of County Hall are intrinsically linked. Although subject to the further due diligence referred to above, the current assumption is that the preferred option is for Arena site to be situated on the County Hall car park with County Hall itself potentially being utilized in a later phase for enabling developments (subject to separate Cabinet decision on the future of the Core Office estate). This requires both the Arena and Core Offices programmes to be aligned.
 58. The preferred option for delivery of the Arena, as identified in Appendix 2, currently makes the prudent assumption that the Council will be required to initially acquire the whole RDC site in order to secure delivery of the arena, before later disposing of the site, or an element of it, to an appropriate third party. If this scenario were to materialize then double Stamp Duty Land Tax (SDLT) would be incurred (once for the Council and once for the third

party). Whilst the financial model currently assumes this will be the case to demonstrate prudence, clearly the Council should seek to explore alternative options to prevent double SDLT being incurred if possible.

59. The financial model also assumes that the RDC site is disposed of at the same price that it is acquired for. Any adverse impacts in the valuation of this land between time of acquisition and disposal, including any selling fees, could impact on affordability of the project. Further due diligence will be required to fully understand the impact of this and whether any mitigating actions are necessary.
60. State Aid is referenced in the report in the context of the Council's contribution to the construction of the Arena. The Council has taken independent legal advice, set out in Section B of Confidential Appendix 2, which demonstrates how the Council could satisfy State Aid requirements regarding any public contribution towards construction of the Arena. A business case will be developed to confirm affordability and deliverability issues, to be brought back to Cabinet in line with the timetable set out in Next Steps section of this report.
61. One of the funding options being considered is for the Council to enter into an Income Strip / Head Lease. In this option the Council would enter into a long term 40 year obligation to pay an indexed linked rental to a financial institution in exchange for an upfront capital sum. The income generated from the matching lease to an Arena Operator would then be used to fund this obligation, but in this scenario the council would be exposed to the potential financial risk of any default by the operator. This is another area where further due diligence is required to more fully understand the risks and benefits that the Council could achieve in this area. There will be a trade-off here between the capital sum the council would receive and the proportion of the income it would include in the income strip arrangement.
62. There are a number of assumptions included within these reports at this stage, and further due diligence works are essential to be able to mitigate identified risks and demonstrate that delivery of the Indoor Arena is viable, affordable and can satisfy State Aid requirements

RECOMMENDATIONS

Cabinet is recommended to:

- i) Note the preliminary due diligence set out in the appendices to this report undertaken since the last report presented to Cabinet on the Indoor Arena in November 2018.
- ii) Delegate authority to the Director of Economic Development in consultation with the Cabinet Member for Investment and Development, the Section 151 Officer and the Monitoring Officer to enter into the Memorandum of Understanding (MOU) attached at Confidential Appendix 4 relating to the acquisition of the Red Dragon Centre site and to report back to Cabinet before any legal agreements are entered into.

- iii) Delegate authority to the Director of Economic Development in consultation with the Cabinet Member for Investment and Development, the Section 151 Officer and the Monitoring Officer to deal with all aspects of the procurement of a developer/operator consortium for delivery of the new Indoor Arena subject to the approval of the preferred bidder by Cabinet at a later meeting.
- iv) Delegate authority to the Section 151 Officer and the Monitoring Officer to commission an independent review of the Full Business Case, including the implications of any land assembly requirements, to be presented back to Cabinet as part of its consideration of the Full Business Case in due course.

SENIOR RESPONSIBLE OFFICER	Neil Hanratty Director of Economic Development
	5 July 2019

The following appendices are attached:

Appendix 1: Site Plan

Confidential Appendix 2: Arena Due Diligence

Confidential Appendix A – Arena Business Case

Confidential Appendix B – Legal Advice

Confidential Appendix C – Economic Impact

Confidential Appendix 3: Atlantic Wharf Due Diligence

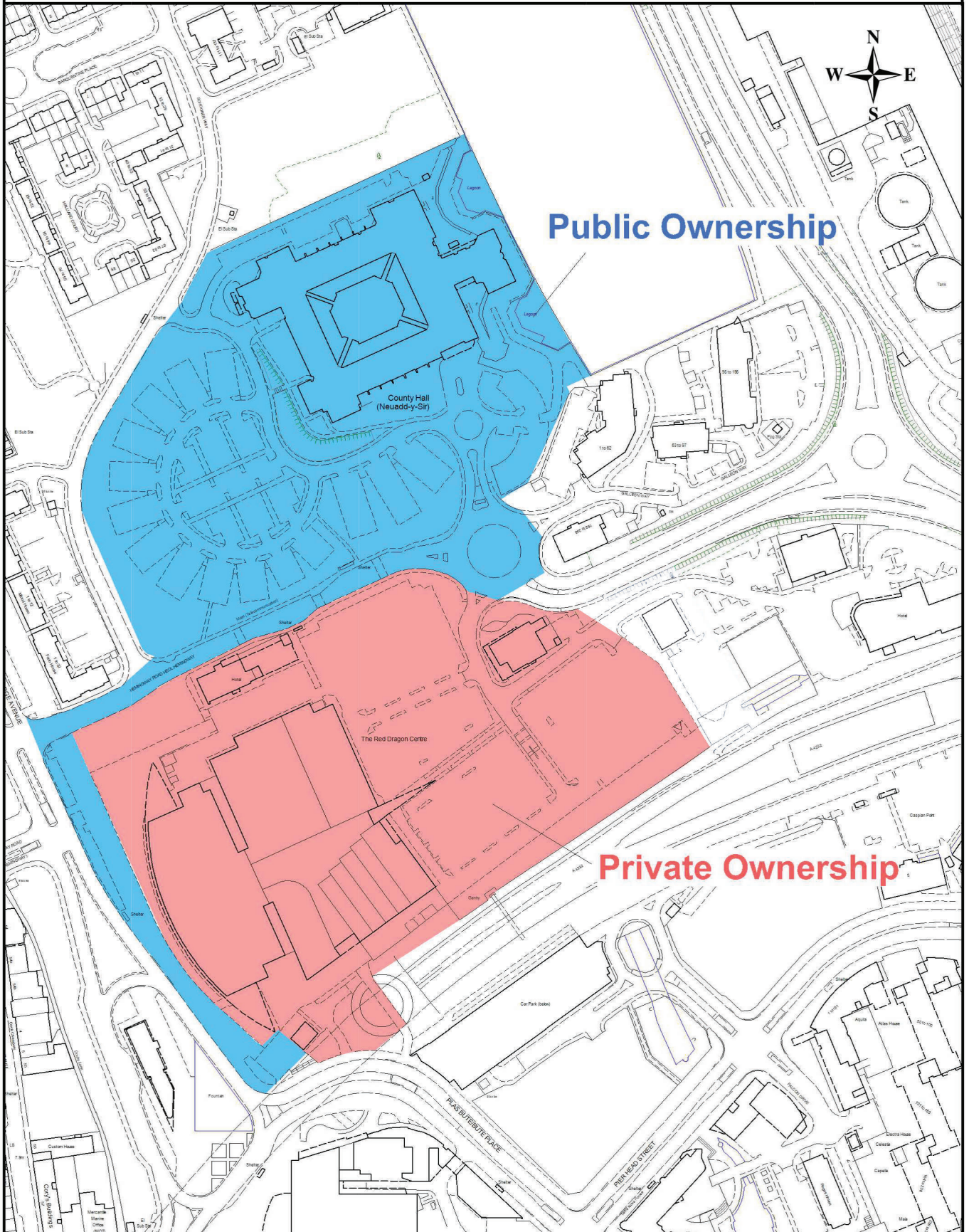
Confidential Appendix 4: Memorandum of Understanding BPATL

Confidential Appendix 5: Arena Funding Strategy

Confidential Appendix 6: Programme of Further Due Diligence

This page is intentionally left blank

Combined County Hall and Red Dragon Centre



Rev
No.

Drawn by
02/02/2018

Scale
1:3080

Date
03/01/2018

File Pathname / Project / Drawing No.
c071172

Based upon Ordnance Survey 1:1250 mapping with the permission of Her Majesty's Stationery Office © Crown Copyright. Unauthorised reproduction infringes Crown Copyright and may lead to prosecution or civil proceedings. Cardiff County Council 100023376 (2016)



This page is intentionally left blank

By virtue of paragraph(s) 14, 21 of Part(s) 4 and 5 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 14, 21 of Part(s) 4 and 5 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 14, 21 of Part(s) 4 and 5 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 14, 21 of Part(s) 4 and 5 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 14, 21 of Part(s) 4 and 5 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank