

CABINET: THURSDAY, 20 FEBRUARY 2020 at 2.00 PM

A Cabinet Meeting will be held in Committee Room 3, County Hall on 20 February 2020 at 2.00 pm

A G E N D A

Leader

- 1 Corporate Plan 2020-23 *(Pages 3 - 84)*

Clean Streets, Recycling & Environment

- 2 Application for a Hackney Carriage Fare Increase *(Pages 85 - 94)*

Education, Employment & Skills

- 3 Central South Consortium - Shared Education Advisory Services *(Pages 95 - 160)*

Finance, Modernisation & Performance

- 4 Corporate Asbestos Management Plan *(Pages 161 - 206)*
- 5 Corporate Food Safety Management System *(Pages 207 - 442)*
- 6 Budget Monitoring Month 9 *(Pages 443 - 494)*
- 7 Budget Report 2020-2021 *(Pages 495 - 750)*

Housing & Communities

- 8 Hub and Library Strategy *(Pages 751 - 844)*

Strategic Planning & Transport

- 9 Cardiff Local Development Plan Full Review: Consideration of Proposed Amendments Tabled at Council Meeting of 28 November 2019 *(Pages 845 - 890)*

**Strategic Planning & Transport,
Clean Streets, Recycling & Environment
Social Care, Health & Wellbeing**

10 Cardiff Council's Response to Welsh Governments' Clean Air consultation
(Pages 891 - 912)

PAUL ORDERS
Chief Executive

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

**CYNGOR CAERDYDD
CARDIFF COUNCIL**



CABINET MEETING: 20 FEBRUARY 2020

CORPORATE PLAN 2020-23

LEADER (COUNCILLOR HUW THOMAS)

AGENDA ITEM: 1

Reason for this Report

1. To enable the Cabinet to consider the draft Corporate Plan 2020-23 and recommend it to Council for approval.

Background

2. The Corporate Plan forms part of the strategic policy framework set out in the Council's Constitution and is considered annually by the Council. The document outlines the organisation's strategic policy priorities and forms part of the required statutory improvement framework as it discharges the Council's current obligations under the Local Government (Wales) Measure 2009 to publish a stage one plan, which sets out how the Council plans to achieve its priorities for improvement. The Plan also discharges the Council's responsibilities under the Well-being of Future Generations (Wales) Act 2015.
3. In July 2017, the Cabinet approved a new policy programme for the next five years, entitled 'Capital Ambition', which sets out the Administration's principles, priorities and ambitions for the city. This includes the following four priorities, each of which contains 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.
4. On 23 January 2020, the Cabinet approved a refreshed Capital Ambition document, which provides an updated statement of the Administration's priorities and commitments for the remainder of the municipal term from January 2020 to May 2022. This has also provided an opportunity for the Administration to restate and reaffirm its values and ensure that the

Council can re-orientate itself to focus on the Administration's political priorities over the next two and a half years.

Issues

Corporate Priorities

5. To ensure that the Council's resources support the delivery of the Administration's priorities, as set out in the refreshed Capital Ambition document, a new Corporate Plan for 2020-23 has been developed in tandem with the process for setting the Council's budget for 2020/21. A copy of the draft Corporate Plan 2020-23 is attached as **Appendix A** to this report.
6. This has also been developed in the context of sustained and severe financial pressures within public services. In balancing the budget for 2020/21, savings of £9.764 million will be required. The Council faces an estimated budget gap of £73.4 million over the medium term from 2021/22 to 2024/25. This is in addition to almost £225 million in cumulative savings that have been made over the past 10 years.
7. The Corporate Plan 2020-23 will be supported by Directorate Delivery Plans, which will set out in greater detail how objectives will be delivered, as well as how directorate business will be taken forward. These key business planning documents will be supported by a significantly strengthened performance management framework.
8. Following approval, a copy of the Corporate Plan 2020-23 will be published on the Council's website by 1 April 2020 and, as in previous years, an interactive and more accessible version of the Corporate Plan that communicates the Council's priorities and objectives will also be provided.

Well-being Objectives

9. The Well-being of Future Generations (Wales) Act 2015 places a duty on public bodies to carry out sustainable development which means that the Authority must set and publish well-being objectives, supported by a well-being statement, which make progress towards meeting the seven national well-being goals that are set out below:
 - A prosperous Wales
 - A resilient Wales
 - A healthier Wales
 - A more equal Wales
 - A Wales of cohesive communities
 - A Wales of vibrant culture and thriving Welsh Language
 - A globally responsible Wales
10. The Council must also act in accordance with the 'sustainable development principle' by embedding the following five ways of working:

- Long Term
 - Prevention
 - Integration
 - Collaboration
 - Involvement
11. The Corporate Plan 2020-23 has been developed in accordance with the statutory requirements of the Well-being of Future Generations (Wales) Act 2015. It takes account of the Well-being Plan for Cardiff that has been developed by the Cardiff Public Services Board (PSB) in accordance with the statutory requirements of the Well-being of Future Generations (Wales) Act 2015.
 12. The Corporate Plan and the Well-being Plan are key documents in delivering Capital Ambition and translating the Administration's priorities into deliverable organisational objectives. The Corporate Plan focuses on the issues and services that the Council has prioritised and the Well-being Plan focuses on areas of collaborative advantage in the delivery of public services in the city.
 13. The Council must agree and publish Well-being Objectives that are designed to maximise the Council's contribution to achieving each of the seven national well-being goals. In accordance with the development of the draft Well-being Plan, Cardiff Council has adopted the same seven Well-being Objectives as the Cardiff PSB:
 - 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
 14. These Well-being Objectives demonstrate what public services in Cardiff want to achieve, reflect their shared aspirations and the common understanding of the challenges facing the city. The Council must also publish a 'statement' about its well-being objectives at the same time as the objectives are published. Both requirements are discharged through the Corporate Plan.
 15. An integrated corporate approach has been developed in order to combine the Council's Well-being and Improvement Objectives. This has been based on a comprehensive audit and self-assessment by directorates, which was undertaken to explore the extent to which the directorates contribute to each of the Well-being Goals, what more could be done and what further action could be taken to make progress towards the goals. Following on from this exercise, a number of steps or actions have been developed, supported by appropriate performance indicators, in order to measure progress.

16. Both the Council and the Cardiff PSB will measure progress towards achieving the Well-being Objectives using the same indicators of city performance. This will enable partners in Cardiff to keep track of how the city is performing and help demonstrate Cardiff's contribution towards achieving the Welsh Government's aims to improve well-being nationally.

Corporate Plan Development

Self-Assessment

17. Each directorate undertook a self-assessment of the steps and Key Performance Indicators (KPIs) included in the Corporate Plan, drawing on the statutory Annual Well-being Assessment for 2018/19 that was approved by Council on 18 July 2019, Quarterly Performance Reports and any other relevant performance literature, such as reports of the Council's Scrutiny Committees or statutory regulators. This formed the basis for, where necessary, amending and updating the Corporate Plan.
18. The Corporate Plan 2020-23 includes a basket of performance measures with clear targets, which consist of Public Accountability Measures (PAMs), as well as "Local" indicators selected for their particular relevance to directorates. The Council will continue to recognise the importance of statutory indicators and respond to the demands of the external performance landscape; however, an emphasis will also be placed on selecting measures of success which are relevant for Cardiff.

Public Consultation

19. The development of the Corporate Plan 2020-23 has been informed by the findings of the annual Ask Cardiff survey and the budget consultation process for 2020/21.

Well-Being Objectives

20. Each individual Well-being Objective contained in the Corporate Plan has been the focus of a formal discussion between Cabinet Members and Directors with responsibility for delivery. This has allowed the political and managerial leadership of the Council to consider the progress made against the Well-being Objectives and to ensure the sustainable development principles of collaboration, integration and involvement – as identified by the Well-being of Future Generations (Wales) Act 2015 – characterised the approach. Each session was also attended by the Leader of the Council and Cabinet Member for Finance, Modernisation & Performance to ensure that a clear corporate overview was provided.

Engagement with the Council's Scrutiny Committees

21. The KPIs and the proposed targets contained in the draft Corporate Plan 2020-23 were considered by the Policy Review and Performance Scrutiny Committee's Performance Panel on 12 February 2020, which was also attended by the Chairs of the other Scrutiny Committees. This session provided an opportunity for the proposed targets to be challenged and cross-scrutiny committee observations to be fed into the target setting

process ahead of formal pre-decision scrutiny of the draft Corporate Plan 2020-23 on 17-19 February 2020.

22. A copy of the draft version of the Corporate Plan 2020-23 and/or extracts detailing various steps and performance indicators relevant to each committee were considered formally by the Council's five Scrutiny Committees at meetings held on 17-19 February 2020. This enabled consideration of the draft Corporate Plan 2020-23 alongside the Cabinet's budget proposals for 2020/21. Copies of any letter(s) received from the Scrutiny Committees following those meetings are compiled within **Appendix B** to this report.

Delivery Framework

23. The new Capital Ambition document, which was approved by Cabinet on 23 January 2020, restates the Administration's priorities and forms a crucial part of the Council's policy and performance framework. The Corporate Plan 2020-23, and Directorate Delivery Plans, will translate the commitments set out in Capital Ambition into deliverable organisational objectives and will include more detailed delivery milestones, key performance measures and targets. The Corporate Plan 2020-23 has been developed alongside the Cabinet's budget proposals for 2020/21 and considered by all Scrutiny Committees, Cabinet and Council in February 2020.
24. A new delivery framework, strengthening the policy and performance arrangements will be brought forward for consideration by Cabinet in due course. The delivery framework will ensure that the corporate planning, performance monitoring and delivery arrangements are reconstituted to ensure the effective delivery of Capital Ambition and respond in full to the emerging new performance duty and self-assessment requirements, as set out in the Local Government and Elections (Wales) Bill.
25. The strengthened delivery framework will also set out how the Council has embedded the Sustainable Development Principles, as set out in the Wellbeing of Future Generations (Wales) Act, within the organisation's planning, monitoring and decision making.

Directorate Delivery Plans

26. The "business as usual" and more service focused commitments will be included in Directorate Delivery Plans to be prepared by Quarter 1 2020/21. The Directorate Delivery Plans will continue to provide an important link between the Corporate Plan, the work of directorates and the objectives set for individual employees. Directorate Delivery Plans will also further integrate financial and service planning, more detailed action about progressing Corporate Plan well-being and improvement objectives, as well as details of other important activities not included in the Corporate Plan. A Balanced Scorecard approach is also intended to provide a sharper focus on the key issues.
27. In addition, Directorate Delivery Plans will provide clear lines of responsibility, increased accountability and be subject to effective

management challenge and scrutiny. This will ensure that team and individual employee objectives are aligned with Council's key strategic priorities. This will support the Council's continued drive to improve compliance with organisational performance management requirements, including Personal Reviews. In this way, the Council will maintain an overview and manage the key organisational functions of:

- identification and delivery of priorities;
- service and financial planning;
- timely performance management integrating financial and service performance; and
- objective setting for, and performance of, individual members of staff.

Reason for Recommendations

28. To enable the Corporate Plan 2020-23 to be considered by the Council on 27 February 2020 and published thereafter by 1 April 2020, subject to any consequential amendments that may be required.

Financial Implications

29. This report sets out the Council's Corporate Plan for the period up until 2023. Implementing these strategic priorities and improvement objectives are in accordance with the amounts set out in the 20 February 2020 Budget Report, which includes both revenue and capital budgets for 2020/21, the indicative Medium Term Financial Plan for the period up to 2024/25 and the indicative Capital Programme for the period up until 2024/25.
30. The plan clearly identifies the demand and financial pressures within which the Council is operating in terms of both revenue and capital budgets with associated impact on the level of borrowing. Some of the objectives contained in this report will be subject to further detailed reports which will be accompanied by a robust business case. The detailed reports and business cases will need to include sufficient financial detail in order to set out the full and robust financial implications, as well as be fully informed of associated risks with particular regard to likelihood and value of funding from external sources such as Welsh Government.

Legal Implications

31. As noted in the body of the report, the Corporate Plan outlines the Council's strategic policy priorities and its plans to achieve its priorities for improvement (in discharge of the statutory improvement duties set out under Part 1 of the Local Government (Wales) Measure 2009). The Plan also fulfils the Council's statutory duties under the Wellbeing of Future Generations (Wales) Act 2015 (WBFG Act) with regard to the publication of Well-Being Objectives and a Well-Being Statement, as detailed in the body of the report. Decision makers must be satisfied that the Well-Being Objectives, as set out in the Corporate Plan, will contribute towards achievement of the statutory Well-Being Goals (listed in paragraph 9 of the report); and note that once the Well-Being Objectives have been set,

decision makers must have regard to the same, and must be satisfied that all reasonable steps have been taken to meet those Objectives.

32. The duties imposed on the Council under the WBFG Act include a duty to act in accordance with the 'sustainable development principle', which is defined as meaning that the Council must act in a manner 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 into account the impact of their decisions on people living their lives in Wales in the future. There are a number of factors which the Council must take into account in this regard, specifically, decision makers must:

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

33. Decision makers must be satisfied that the Council's formulation of the Corporate Plan is compliant with the sustainable development principle, having regard to the factors above. In considering the requirements of the WBFG, 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-andcommunities/people/futuregenerations-act/statutory-guidance/?lang>

34. Effective consultation is required for lawful decision making on policy matters, and the Local Government (Wales) Measure 2009 and the WBFG Act impose express consultation requirements. The report sets out the consultation undertaken in fulfilment of the Council's duties in this regard.

35. In considering this matter, the Council must also have regard to its public sector duties under the Equality Act 2010. The Council's decisions must have due regard to the need to: (a) eliminate unlawful discrimination; (b) advance equality of opportunity; and (c) foster good relations on the basis of the protected characteristics defined in the Act. 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.

36. The Corporate Plan is part of the Policy Framework, which is comprised of the key policies and strategies listed in Article 4.2 of the Constitution. The Cabinet is responsible for recommending any policy, plan or strategy which forms part of the Policy Framework, to full Council. The decision on whether to adopt the draft Corporate Plan is a matter for full Council.

RECOMMENDATIONS

Cabinet is recommended to:

1. approve the Corporate Plan 2020-23 for consideration by Council on 27 February 2020;
2. recommend to Council that authority be delegated to the Chief Executive, in consultation with the Leader of the Council, to make any consequential amendments to the Corporate Plan 2020-23 (Appendix A) following consideration by Council on 27 February 2020 and prior to publication by 1 April 2020

SENIOR RESPONSIBLE OFFICER	PAUL ORDERS Chief Executive
	14 February 2020

The following appendices are attached:

Appendix A: Corporate Plan 2020-23

Appendix B: Letter(s) received from Scrutiny Committees following consideration of the draft Corporate Plan 2020-23 (*to follow*)

The following background papers have been taken into account:

Capital Ambition (January 2020)

Delivering Capital Ambition

Cardiff Council Corporate Plan 2020-23



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

WORKING FOR CARDIFF,
WORKING FOR YOU
Page 11



Leader's Introduction

2020-2023

As my Administration enters the second half of its municipal term, we have reaffirmed our Capital Ambition commitments to create a greener, fairer and stronger capital city.

This plan describes in detail how we will deliver our Capital Ambition programme.

With the UK having now left the European Union, the plan sets out a positive and progressive response, with the Council investing alongside the private sector in a programme of major regeneration projects, placing a relentless focus on job creation and attracting inward investment. This work will include completing Central Square and the city centre's transformation as a business district, launching the next phase of Cardiff Bay's regeneration and delivering a new Industrial Strategy for the east of the city, which will create new jobs in this too often overlooked part of the city.

But a strong economy is about much more than simply creating jobs and attracting investment. It is a scandal that many of the poorest communities in Wales – including the one I represent - are less than a stone's throw away from the nation's economic centre. And so, through initiatives like the Living Wage City, we will place an equal emphasis on ensuring that the jobs and opportunities created in Cardiff are taken by citizens of all our communities.

Education remains our top priority. This plan describes how we will continue to drive up school performance and reduce the attainment gap between children from our most affluent and deprived communities, led by our hundreds of millions pound investment in building new, and improving existing, schools, and our commitment to becoming a Child Friendly City.

We will only achieve our ambition of becoming a Child Friendly City when Cardiff is a great place to grow up for all our children. Indeed, there can scarcely be a more important issue for the Council or the city than how we look after our most vulnerable children, particularly those in our care. We have invested in a new preventative, early help service for families that will put the right intervention in place, at the right time, in the right way. Over the next year, I expect this approach to begin making a big impact in helping families well before they reach a point of crisis. And we will make sure that the children in our care have the support from us, as a Corporate Parent, that any child would expect from their parent.

As with our youngest citizens, so too our oldest. The partnership working between the Council and the Health Board, be it Council staff working alongside the nurses and doctors on the wards in the Heath or in facilities like the Dementia Centre in Ely, is an inspiration. As the cuts continue to come, these teams are lighting the path that other public services will need to follow. They are a perfect example of what I mean when I talk about creating in our public services 'One Team, working for Cardiff.'

We will continue to invest in our communities, building new Council houses for the first time in a generation, delivering our programme of community regeneration schemes and making services more accessible through our locality approach, which joins up all public services at the community level, centred on our successful Community Hubs. Allied to this approach, we will break down barriers between council departments, acting as one team to keep our streets and communities clean, targeting our efforts intensively on inner city wards and areas of greatest need.

This plan also sets out how we will respond to the Climate Emergency and ensure that Cardiff grows in a resilient and sustainable way. In no area of city life will this be more important than in shifting to sustainable transport. We have set out a £1 billion programme of rail, bus and bike projects to drastically reduce our carbon emissions, air pollution and congestion, in addition to a range of initiatives in sustainable energy, housing and food. For those young people worried about your future, you have my commitment that we will do everything in our power to deliver this Green New Deal, and that Cardiff will play its part in meeting the challenge of the Climate Emergency.

We do not underestimate the difficulty of delivering our agenda. It will require bold solutions and big ideas, allied to ambitious and determined leadership, prepared to assemble a coalition of the willing. But I approach the years ahead with confidence, because I know that these are qualities that we in Cardiff have in abundance.

I look forward to working with partners from every community of our great city to deliver our Capital Ambition of creating a greener, fairer, stronger future for Cardiff.



Cllr Huw Thomas
Leader of Cardiff Council

An aerial photograph of Cardiff, Wales, showing the city's urban landscape, the harbor, and the Cardiff Bay waterfront. The image is used as a background for the document's content.

Capital Ambition Priority: Working for Cardiff

- 1. Cardiff is a great place to grow up Page 09
- 2. Cardiff is a great place to grow older Page 23
- 3. Supporting people out of poverty Page 31
- 4. Safe, confident and empowered communities Page 39

Capital Ambition Priority: Working for Wales

- 5. A capital city that works for Wales Page 49

Capital Ambition Priority: Working for the Future

- 6. Cardiff grows in a resilient way Page 57

Capital Ambition Priority: Working for Public Services

- 7. Modernising and integrating our public services Page 67



Capital Ambition

To outline its ambitions for the city, the Council's Administration initially set out a policy programme for the five years from 2017 to 2022, entitled 'Capital Ambition'. These policy commitments were updated in January 2020.

Capital Ambition identifies four priorities:

- **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.

Delivering Capital Ambition

Delivering Capital Ambition, the Council's Corporate Plan, sets out how the Administration's priorities for Cardiff will be achieved, providing clarity on what will be delivered, and by when.

In accordance with the requirements of the Well-being of Future Generations (Wales) Act 2015, *Delivering Capital Ambition* sets out Cardiff's Well-being Objectives, the steps we will take to achieve them and how we will measure progress.

Glossary of Terms

- **Well-being Objective:** sets out what the Council wants to achieve
- **Outcome Indicator:** a measure of city-wide performance
- **Step:** what the Council will do, and by when, to help achieve each Well-being Objective
- **Key Performance Indicator:** an indicator of operational performance that shows if the steps the Council are taking are effective
- **Target:** sets out a numerical value on Key Performance Indicators to be achieved
- **Budget Setting Process:** how the Council will ensure that resources are allocated annually for the purpose of taking steps to meet its Objectives
- **Self-Assessment:** a process that directorates undertake to help shape Well-being Objectives and identify the steps for inclusion in *Delivering Capital Ambition*

Setting Well-being Objectives

The Well-being Objectives were set following a self-assessment process undertaken by each directorate. This process was designed to ensure that each directorate had due regard to the sustainable development principle by encouraging a consideration of the five ways of working:

- **Long term:** The Well-being Objectives and steps in this plan were informed by the Well-being Assessment 2017, the Population Needs Assessment and work on Future Trends undertaken by the Cardiff Public Services Board (PSB).
- **Prevention:** Drawing on the evidence, our Well-being Objectives and steps are designed to tackle both the immediate demand pressures on public services and the root causes of these pressures, most importantly through tackling poverty and inequality.
- **Collaboration:** The Well-being Objectives in this plan were developed in close collaboration with our public service partners, and the Cardiff PSB has adopted the same seven Well-being Objectives in its Well-being Plan, reflecting our shared aspirations and the common understanding of challenges facing the city.
- **Integration:** The Well-being Objectives cut across departmental silos, focussing on what all Council services can do to improve the well-being of the people of Cardiff, and contribute to the seven national Well-being Goals. The Council has also integrated its Strategic Equality Objectives into the Corporate Plan to ensure that the strategic actions for creating a more equal city are embedded in the Council's Planning and Delivery Framework.
- **Involvement:** In developing the Well-being Objectives we have drawn on the results of the annual Ask Cardiff citizen survey - which received over 3,800 responses - and on focus groups with 'seldom heard' groups. We have also drawn on the results of the Child Friendly City Survey - which received over 6,000 responses from children and young people - as well as feedback from specific consultation exercises, such as the Transport Green Paper.

The Council's Policy Framework

Capital Ambition sets out the Administration's policy agenda. The Corporate Plan and the Well-being Plan are key documents in delivering Capital Ambition, as they translate the Administration's priorities into deliverable organisational objectives.

- **Corporate Plan:** focuses on the issues and services which the Council has prioritised.

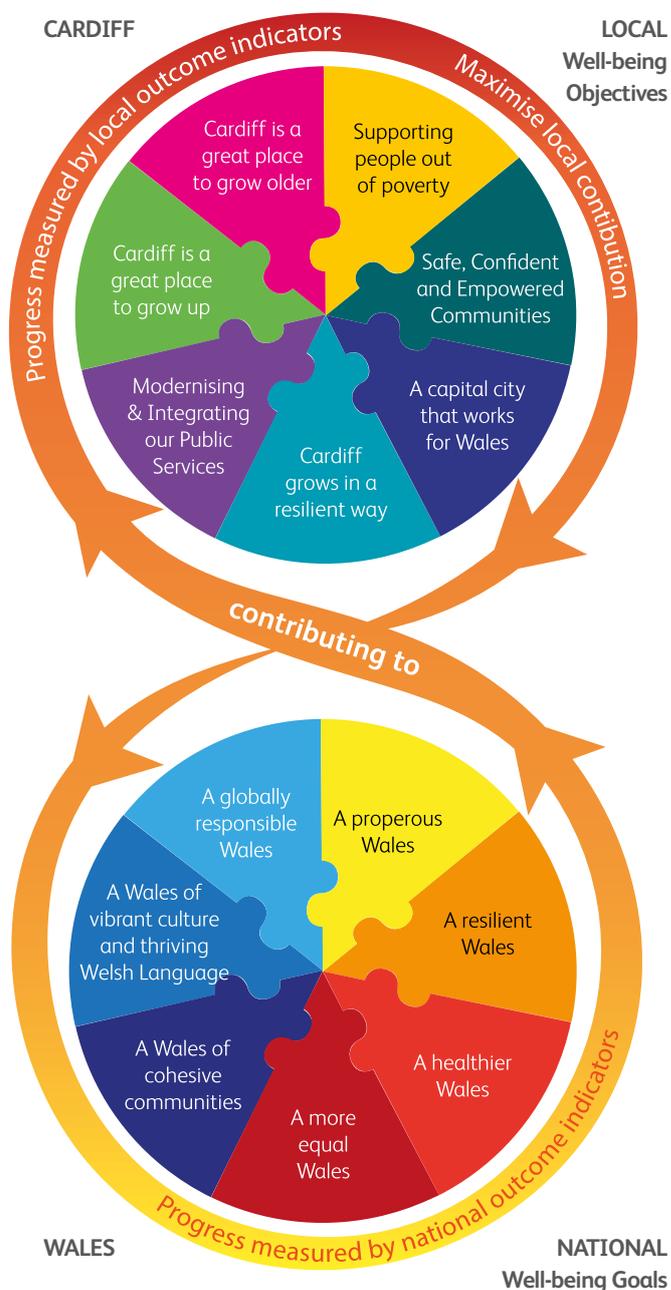
- **Well-being Plan:** focuses on areas of collaborative advantage in the delivery of public services. Both the Council and the Public Services Board will measure progress towards achieving the Well-being Objectives using the same indicators of city performance. Not only will this enable partners in Cardiff to keep track of how the city is performing, it will also help demonstrate Cardiff's contribution towards achieving the Welsh Government's aim of improving well-being nationally.

Contribution to National Well-being Goals

The Welsh Government has set out national Well-being Goals under which Cardiff Council and the Cardiff PSB have agreed complementary local Well-being Objectives. 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.

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.



Cardiff in 2020

A Fast Growing and Changing City

In the ten years from 2008 to 2018, Cardiff's population grew by 9.5%, or 31,500 people, and this growth is set to continue, with the Welsh capital projected to be one of the fastest-growing major British city.

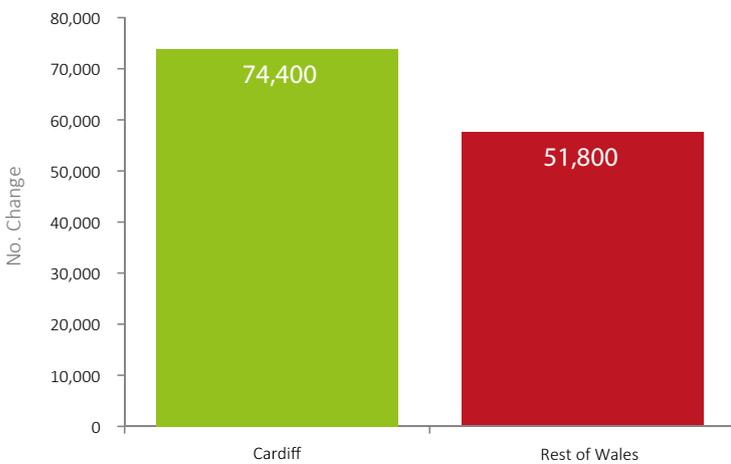
Cardiff is also by far the fastest-growing Local Authority in Wales. Over the next twenty years the capital city is set to see a larger growth in population than the other 21 Local Authorities in Wales put together. The number of people working in Cardiff has risen sharply over the past year, resulting in a net increase in the number of jobs in the city of some 25,000. In fact, five out of every six new jobs in Wales have been created in the capital over the past five years.

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.

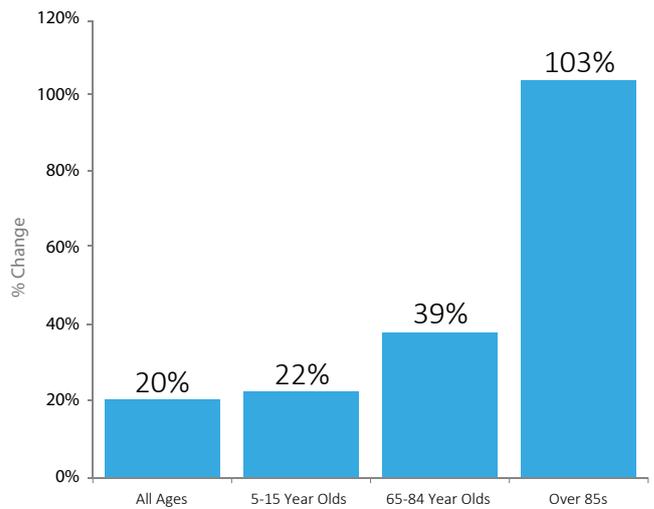
This is because the city's population growth will not be spread evenly across age groups. For example, the expected 22% increase in school children aged 5-15 years over the next twenty years will mean that more school places and more teachers will be needed.

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

Projected Population Growth 2019-2039



Cardiff Projected Population Growth by Age Group, 2019-2039



Climate Emergency

In March 2019 the Council declared a Climate Emergency, recognising the conclusions of the Intergovernmental Panel on Climate Change that limiting global warming to 1.5°C would require the city to lead on rapid and far-reaching transitions in land, energy, buildings and transport. The Council is already invested in a number of activities that will help decarbonise

the city and is committed to accelerating this agenda moving forward. This will include bringing forward a revised One Planet Cardiff strategy to set out the Council's aspiration and begin a city-wide conversation about what more the Council, the city and residents could be doing to tackle the Climate Emergency.

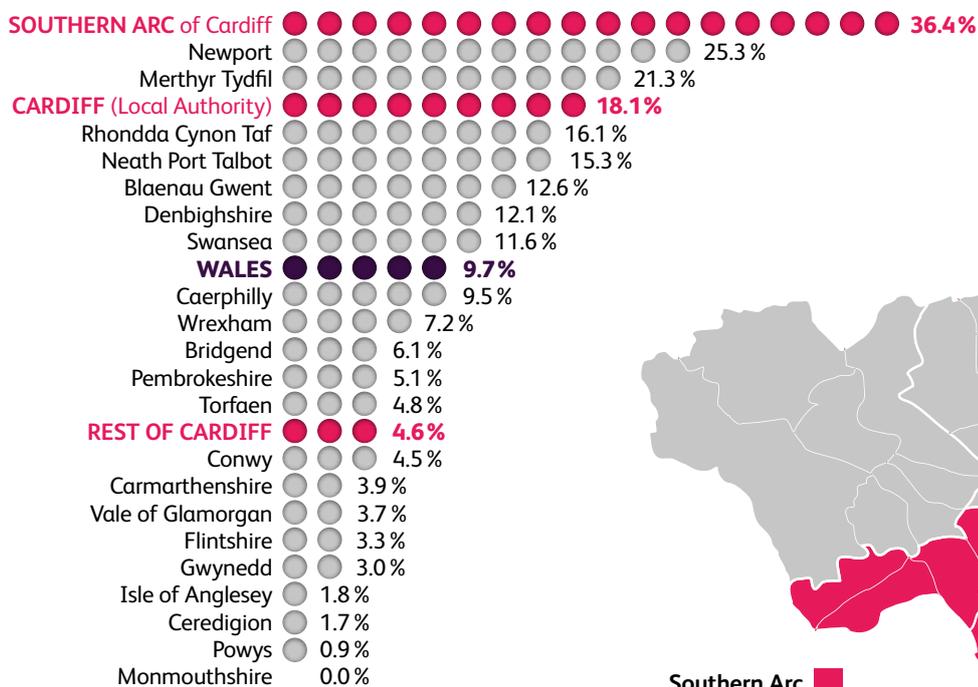
An unequal city

The gap between rich and poor in the city is too wide, and it is growing. For example, unemployment rates in Ely are around ten times higher than those in Lisvane.

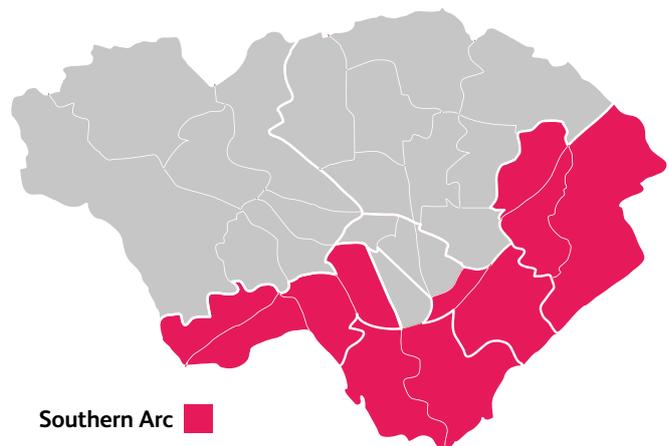
Differences in health outcomes are even more pronounced, with a healthy life expectancy gap of between 22 and 24 years between the most and least deprived communities, and premature death rates from key non communicable diseases in Splott being around six times higher than in Thornhill.

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 (Ranked 1-191), WIMD 2019 Overall Index



Source: 2019 WIMD, Welsh Government/ Mid-2018 Small Area Population Estimates, ONS



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 Council must close a budget gap of £73m over the next four 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 in sight to austerity 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. This will form the backdrop to public service delivery as the City responds to the realities of the post-Brexit world and the Council continues to deliver its agenda for the city.

Well-being Objective 1:

Cardiff is a great place to grow up

For many children and young people in our city, Cardiff is a great place to grow up. Educational provision and learner achievement are both improving, and the city offers a wealth of opportunities in sports, business, leisure and culture.

Although the performance of our schools has significantly improved over recent years, we need to continue the focus on addressing inequality in achievement, participation and progression, which for certain groups of young people remains too high in Cardiff. Through 'Cardiff 2030' – our vision for education and learning in Cardiff – we will continue to transform our education system and deliver our commitment that every child in Cardiff goes to a good or excellent school.

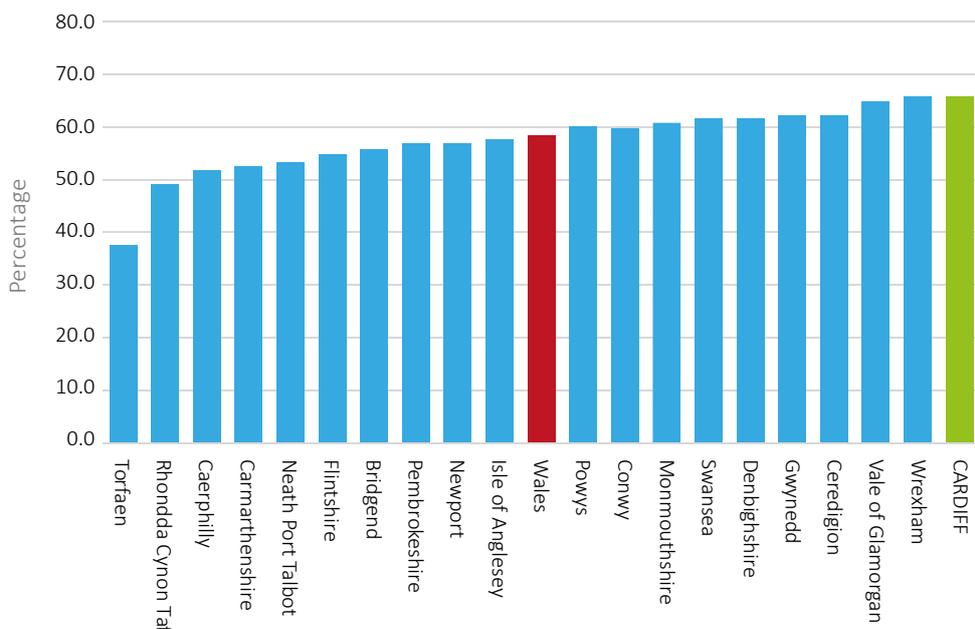
Cardiff, like all major cities, is facing acute pressures in Children's Services – driven by a combination of austerity and poverty and complex issues facing many families. Through supporting families way before crisis point, through providing excellent care and support for all children in care and through supporting those leaving or who have left care, we will do all we can to make sure that Cardiff is a great place to grow up for **all** our children.

Measuring Progress against the Well-being Objective: Outcome Indicators



Improving City Performance: Achievement at A level¹

Percentage of 17 year old pupils entering at least 2 A Levels achieving 3 A* - C, 2018/19



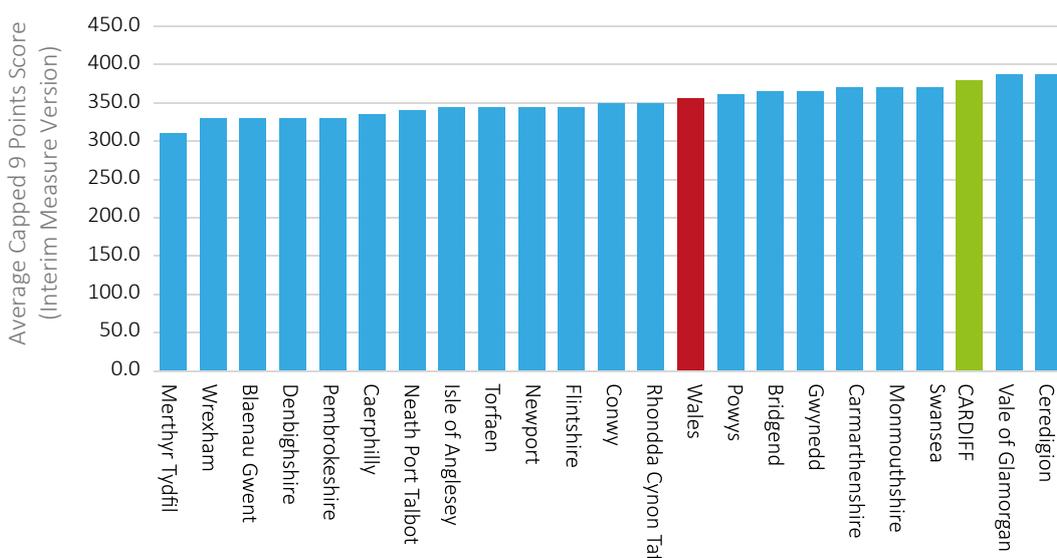
¹ Measures relating to Foundation Phase through to KS4 are not included in this Corporate Plan as they are no longer updated. This is to allow schools to implement changes to the curriculum in advance of the introduction of the new Curriculum for Wales in 2022.

Source: Welsh Government



Improving City Performance: Achievement in Secondary Schools²

Average Capped 9 Points Score (Interim Measure Version), 2018/19



² The Capped 9 points score which measures a learner's results for nine of the qualifications available in Wales changed in 2018/19. Only three of the qualifications now cover specific GCSE subjects, down from five in previous years. The specific subjects are English or Welsh first language or Literature, Mathematics or Numeracy and a Science. In addition, only the results of the first awarding of a complete qualification will count towards performance measures (i.e. retakes are not counted).

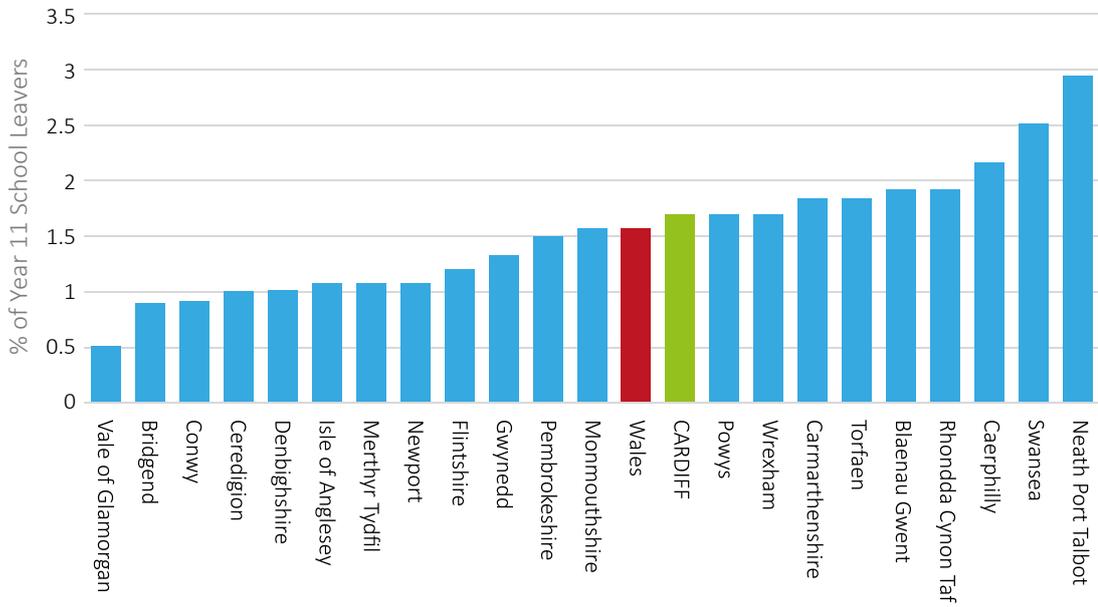
Source: Welsh Government



Closing the Inequality Gap:

Percentage of Year 11 School Leavers known not to be in education, employment or training (NEET)

Year 11: Percentage NEETs, 2018

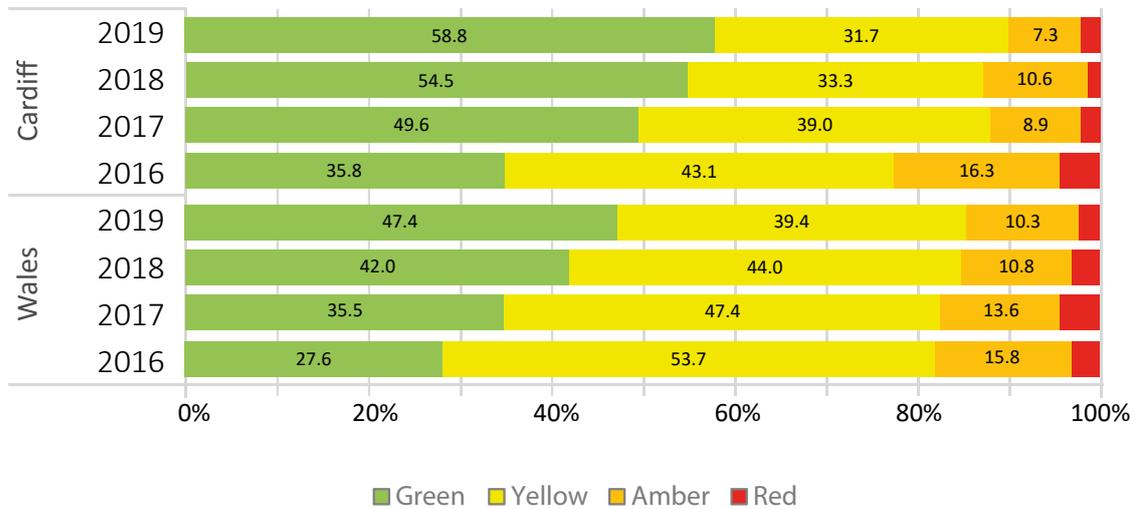


Source: Careers Wales

National School Categorisation:

The National School Categorisation System aims to provide a clear structure to review how well a school is performing.

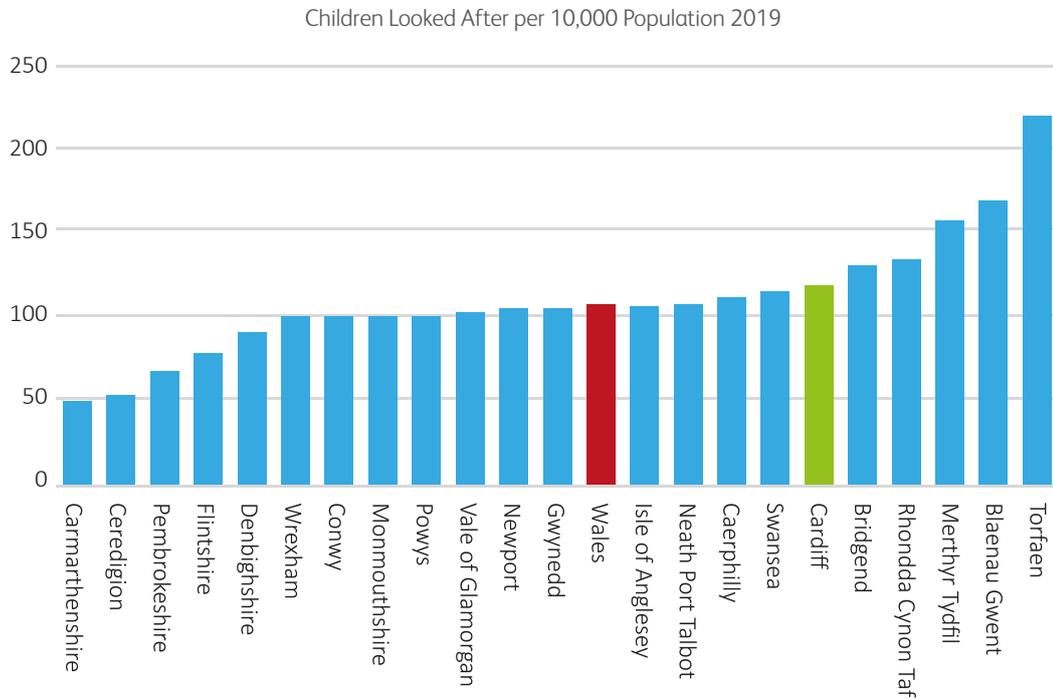
School Categorisation: Primary, Secondary & Special Schools Schools, 2016-2019



Source: Welsh Government



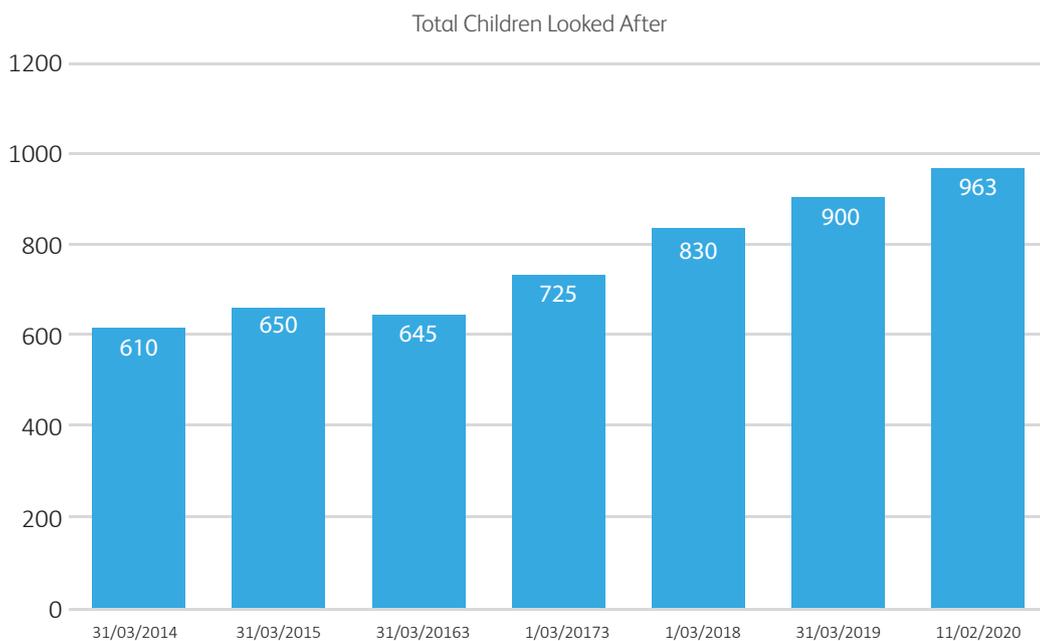
Improving City Performance: Number of Children Looked After



Source: Welsh Government



Improving City Performance: Number of Children Looked After



Source: Welsh Government

Progress Made

- **A new vision for education in the city ‘Cardiff 2030’ was launched in November 2019**, beginning an era of ambitious, innovative and learner-focused education that will help our young people thrive in the future.
- **GCSE results improved again last year and remain above the national average.** This is consistent with the strengthening pattern of provision as reflected in Estyn inspections and categorisation during the previous school year.
- **We have continued to narrow the attainment gap between those eligible for Free School Meals and those not.**
- **Through our commitment to becoming a Unicef Child Friendly City, Cardiff is leading the way in ensuring that every child and young person has their voice heard.** An increasing number of schools have joined the **Rights Respecting Schools Programme**. Since September 2018, 56 schools have received a bronze award, 15 schools have received silver and 3 have received gold.
- **The ‘Cardiff Commitment’ is helping to ensure that every child has access to training, employment or further education when leaving school.** 219 businesses have engaged to date and 150 have made specific pledges to support schools and young people. **The percentage of young people not in education, employment or training at the end of the year 2017/18 was 1.7%**, reflecting sustained improvement in progression.
- **The new Cardiff Family Advice and Support (CFAS) service was launched in November 2019**, bringing together information, advice and assistance services for children, young people and their families through a single point of entry – the Family Gateway – with a focus on preventative support.
- **Cardiff’s Children’s Services “Delivering Excellent Outcomes” Strategy was launched in July 2019**, designed to help meet the needs of our children and young people, work with them to fulfil their ambitions and achieve the best outcomes.
- **The Social Care Commissioning Strategy “The Right Home and the Right Support for our Children Looked After” was launched in November 2019.**

Priorities for 2020/21

All children and young people in Cardiff experience high-quality education

Through our vision for education and learning ‘Cardiff 2030’, we will continue to transform our education system to ensure every child in Cardiff goes to a good or excellent school.

As well as building on a period of consistent improvement in educational attainment since 2012, with Cardiff schools now ranking amongst the top performers in Wales, our focus will be on narrowing the attainment gap, ensuring that everyone benefits from a good education regardless of background.

Central to this will be transforming learning environments through the continued roll-out of our £450m programme of investment in school buildings and supporting the continuous professional development of teachers and support staff so that we build a world-class educational workforce.

We will also work to realise the new Curriculum for Wales, ensuring children and young people in Cardiff benefit from an inspiring, relevant, real world curriculum that meets their needs and equips them for their future lives.

More than ever before, schools are also working with partners to make sure that children and young people are ready and able to learn. This means easily accessed support is available to improve their emotional, mental and physical well-being. Through our

commitment to becoming a Unicef Child Friendly City, Cardiff will lead the way in ensuring that every child and young person has their voice heard and their needs taken into account, with a child’s rights approach embedded not just into our schools system, but across all aspects of public services and city life.

Supporting young people into employment

We will continue to deliver the Cardiff Commitment. With over 200 employers now working with us to offer young people employment and training opportunities, it has helped ensure the number of young people in Cardiff leaving school at 16 without a secure place in further education, training or employment is continuing to fall.

Supporting vulnerable children and families

Working with our partners, the Council will continue to focus on prevention, improving practice, supporting and developing the workforce, enhancing the range of services offered and achieving improved performance.

We will continue to work with families and place an emphasis on preventative approaches to ensure that fewer children enter the care system because outcomes for children are best when they are supported to grow and achieve within their

own families. We continue to implement the Signs of Safety approach to build on the strengths of children and young people and their families, undertaking robust assessment and analysis that hears the voice of the child and places the child at the centre of everything that we do.

For children and young people who are not able to remain at home, we will be implementing a Reunification Framework to support children to return safely to their own homes wherever possible; this will include initiatives to prevent the escalation of needs, such as Family Group Conferencing. We will also be working with fostering and residential providers to develop sufficiency of local accommodation to ensure that young people can remain as close to home as possible. This includes the development of a residential assessment unit that will provide step-up / step-down provision for young people and support robust permanency planning.

In relation to workforce, we will be implementing a market supplement in 2020/21 to ensure competitive rates of pay for front line teams. We are exploring longer term solutions to recruitment and retention that also contribute to this, along with ensuring that social workers are well supported in their roles and have access to good career development opportunities.

The Council will also place an emphasis on continuing to improve child protection and safeguarding arrangements. Every good parent knows that children require a safe and secure environment in which to grow and thrive. That is why every 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 and it is why we are updating the Corporate Parenting Strategy, working with the children and young people themselves.

What we will do to make Cardiff a great place to grow up

All children and young people in Cardiff experience high-quality education

We will:	Lead Member	Lead Directorate
<p>Promote and fulfil children’s rights by becoming a Unicef Child Friendly City by 2021, with work including:</p> <ul style="list-style-type: none"> • Ensuring all Cardiff schools are designated as Rights Respecting Schools. • Developing a ‘Passport to the City of Cardiff’ which will guarantee that every child can access a broad range of extra-curricular experiences across the city. 	Clr Sarah Merry	Education & Lifelong Learning
<p>Deliver the new schemes in accordance with the Band B 21st Century School Programme of school investment between April 2019 and 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. 	Clr Sarah Merry	Education & Lifelong Learning
<p>Work with developers to deliver up to eight new primary schools and two new secondary schools as part of the Local Development Plan for Plasdŵr and St Edeyrn’s.</p>	Clr Sarah Merry	Education & Lifelong Learning
<p>Deliver enhancements to the school estate through a two-year programme of asset renewal and target investment in schools that require priority action by March 2021</p>	Clr Sarah Merry	Education & Lifelong Learning and Economic Development
<p>Re-shape and enhance specialist provision and services for pupils with additional learning needs to ensure sufficient, high-quality provision is available to meet the current and projected need from 2019 to 2022.</p>	Clr Sarah Merry	Education & Lifelong Learning
<p>Support Cardiff schools to draw on Cardiff’s unique context as the new Curriculum for Wales is introduced for all year groups between 2022 and 2026, including piloting joint working between schools, higher education and employers by 2022.</p>	Clr Sarah Merry	Education & Lifelong Learning
<p>Invest in digital infrastructure, equipment and new learning technologies for schools to support the implementation of the Curriculum for Wales in 2022.</p>	Clr Sarah Merry	Education & Lifelong Learning
<p>Improve the physical and emotional well-being of learners through the Healthy Schools scheme, with initiatives including:</p> <ul style="list-style-type: none"> • Relationships and Sexuality Education – development and launch of a Healthy Relationships Education Directory and resources on menstruation and sustainable period products; • Promotion of Healthy Eating – programmes supporting the National ‘Veg Power’ campaign, and development of a pupil-led healthy lunchbox toolkit; • Supporting the Cardiff Metropolitan University Open Campus Programme and other initiatives. 	Clr Sarah Merry	Education & Lifelong Learning

We will:	Lead Member	Lead Directorate
Deliver a Community-Focused Schools Policy that recognises and builds on the role of the school at the heart of the community.	Cllr Sarah Merry	Education & Lifelong Learning
Launch a school workforce strategy to recruit, retain and develop staff at all levels in Cardiff by March 2021.	Cllr Sarah Merry	Education & Lifelong Learning
Strengthen school governance by enhancing governor training, encouraging shared capacity building between school governing bodies, developing Federation models where these would add value, and extensive promotion and marketing campaigns to attract new governors into Cardiff schools.	Cllr Sarah Merry	Education & Lifelong Learning
Support young people into education, employment or training by delivering the Cardiff Commitment , with a focus during the academic years 2019/20 and 2020/21 on: <ul style="list-style-type: none"> • Creating school/business partnerships to deliver experiences of work and target skills development in the key economic growth sectors of the Cardiff Capital Region; • Delivering targeted programmes of engagement and support for our most vulnerable young people; • Developing and promoting apprenticeship options for young people aged 16 – 19 with partners; • Developing a community benefits framework, via the procurement of Council goods and services, that delivers meaningful opportunities to young people. 	Cllr Sarah Merry & Cllr Graham Hinchey	Education & Lifelong Learning, and Economic Development

Supporting Vulnerable Children and Families – Improving Outcomes for All Our Children

We will:	Lead Member	Lead Directorate
<p>Deliver an integrated model of Youth Support Services, built on high-quality youth work, to remove barriers to engagement and participation by April 2021.</p>	<p>Cllr Sarah Merry</p>	<p>Education & Lifelong Learning</p>
<p>Enable all young people with additional learning needs – who are known to social services – to play an active and central role in planning for their transition to adulthood during the year.</p>	<p>Cllr Graham Hinchey</p>	<p>Social Services</p>
<p>Improve mental health and emotional well-being for young people by working in partnership to deliver an integrated approach to children and young people’s emotional and mental health support across the child’s journey by March 2023 by:</p> <ul style="list-style-type: none"> • Reviewing the effectiveness of the integrated referrals for the Barnardo’s Family Wellbeing Service through the Family Gateway; • Developing an approach to joint assessment across Early Help teams and commissioned services to ensure family needs are met by June 2020; • Working with the Cardiff and Vale University Health Board (UHB) to recruit two Young People’s Emotional Health and Wellbeing specialists, to work alongside the Family Help, Support4Families and Cardiff Parenting teams by June 2020; • Working with the Cardiff and Vale UHB to develop trusted referrer pathways from Early Help teams, into the proposed NHS Single Point of Access Emotional and Mental Health Hub by January 2021; • Piloting the role of resilience workers with the Cardiff and Vale UHB, to build capacity for schools to address the numbers of children affected by multiple adverse childhood experiences; • Delivering emotional and mental health support for young people through youth work intervention and the Curriculum for Life programme by April 2021. 	<p>Cllr Sarah Merry & Cllr Graham Hinchey</p>	<p>Education & Lifelong Learning, People & Communities, and Social Services</p>
<p>Continue to reduce the impact of adverse childhood experiences on children’s well-being by:</p> <ul style="list-style-type: none"> • Developing new ways to review and monitor progress and impact of the Family Gateway, Family Help and Family Support teams by March 2021. • Further developing the Family Gateway, Family Help and 0-16 Parenting Services by incorporating the Disability Team around the Family and Disability Parenting into these services, with the aim of providing a more inclusive approach to supporting families by March 2021. 	<p>Cllr Graham Hinchey & Cllr Sarah Merry</p>	<p>People & Communities, and Social Services</p>

We will:	Lead Member	Lead Directorate
<p>Enable more children to be placed nearer to home by December 2022 by:</p> <ul style="list-style-type: none"> • Implementing the action plans arising from the Social Care Commissioning Strategy by December 2022, including: <ul style="list-style-type: none"> - Supporting children to return safely to their own homes during the year using a Reunification Framework; - Re-shaping respite provision by March 2021 to offer flexible short-break opportunities including emergency provision for children with disabilities; - Re-designing our Local Authority Fostering Service by December 2020 to increase our numbers of Cardiff foster carers' homes for children; - Launching a new residential assessment centre by March 2021; - Developing accommodation sufficiency for vulnerable young people and those leaving care by December 2022; • Developing an effective recruitment plan with the Regional Adoption Service to increase the number of adoptive placements by March 2021. 	Cllr Graham Hinchey	Social Services
<p>Continue to develop and support the Children's Services workforce by implementing a recruitment and retention strategy and refreshed workforce plan by March 2022, including:</p> <ul style="list-style-type: none"> • Introducing a market supplement by April 2020; • Increasing tailored recruitment campaigns linked to this new offer; • Implementing longer-term proposals to retain social workers in Cardiff, through ensuring competitive rates of pay and that social workers are fully supported by April 2021. 	Cllr Graham Hinchey	Social Services
<p>Roll out the locality working model for Children's Services and review the impact to better support families.</p>	Cllr Graham Hinchey	Social Services
<p>Implement the renewed Corporate Parenting Strategy action plan by March 2023 to improve outcomes and well-being for Children Looked After by:</p> <ul style="list-style-type: none"> • Developing partnership arrangements around access to education and educational attainment for Children Looked After; • Improving transition and progression into education, employment or training for care leavers by March 2021. 	Cllr Graham Hinchey & Cllr Chris Weaver	Social Services, Education & Lifelong Learning and People & Communities
<p>Implement a new service to support young carers by March 2021.</p>	Cllr Graham Hinchey	Social Services

Key Performance Indicators

Indicators which tell us if the Council is delivering effectively

All children and young people in Cardiff experience high-quality education

Indicator	Target
The percentage of Cardiff schools that are bronze, silver or gold Rights Respecting Schools.	60%
The Average Capped Nine Points Score achieved by Key Stage 4 pupils.	375
The attainment gap in the Average Capped Nine Points Score at the end of Key Stage 4 for those eligible for Free School Meals and those not.	65
Key Stage 4 average points score (Literacy)	42.0
Key Stage 4 average points score (Numeracy)	40.0
Key Stage 4 average points score (Science)	38.5
Key Stage Welsh Bacallaureate Skills Challenge Certificate	38.0
The percentage of Year 11 leavers making a successful transition from compulsory schooling to education, employment or training:	98.5%
<ul style="list-style-type: none"> All pupils Pupils educated other than at school 	92.0%
The percentage of pupils achieving 3 'A' levels at grade A* to C.	70.4%
The percentage attendance:	95.0%
<ul style="list-style-type: none"> Primary Secondary 	94.2%
The percentage of children securing one of their top choices of school placement:	96.6%
<ul style="list-style-type: none"> Primary (of top three preferences) Secondary (of top five preferences) 	91.0%
The proportion of asset renewal budget spend in the financial year 2020/21.	60%
The proportion of Priority 1a Schools Asset Improvement works – for completion over a two year period – completed in the financial year in accordance with the responsibilities of schools and corporate landlord.	80%

Supporting Vulnerable Children and Families – Improving Outcomes for All Our Children

Indicator	Target
The percentage attendance of Looked After pupils whilst in care in secondary schools.	94.2%
The percentage of all care leavers in education, training or employment 12 months after leaving care.	55%
The percentage of all care leavers in education, training or employment 24 months after leaving care.	55%
The percentage of Year 11 leavers making a successful transition from compulsory schooling to education, employment or training for Children Looked After by Cardiff Council.	90%
Of the total number of Children Looked After:	
<ul style="list-style-type: none"> Number of Children Looked After placed with parents. 	No target, but under constant review
<ul style="list-style-type: none"> Number of Children Looked After in kinship placements. 	Increase where appropriate
<ul style="list-style-type: none"> Number of Children Looked After fostered by Local Authority foster carers. 	Increase actual to 120 and as a percentage of overall population
<ul style="list-style-type: none"> Number of Children Looked After fostered by external foster carers. 	Reduce as a percentage of overall population
<ul style="list-style-type: none"> Number of Children Looked After placed in residential placements. 	Reduce whilst increasing provision in Cardiff
<ul style="list-style-type: none"> Number of Children Looked After supported to live independently. 	No target
<ul style="list-style-type: none"> Number of Children Looked After placed for adoption. 	No target
<ul style="list-style-type: none"> Number of Children Looked After in other placements, such as prison; secure accommodation; supported lodgings; home office unregulated placements. 	No target
The percentage of children with a Placement Order not placed for adoption within 12 months of the order.	25%
The percentage of Children Looked After in regulated placements who are placed in Cardiff.	60%

Indicator	Target
The percentage of Children Looked After in regulated placements who are placed within a 20-mile radius of Cardiff.	75%
The percentage of families referred to Family Help, showing evidence of positive distance travelled.	70%
The percentage of Children's Services social work posts filled by agency staff.	35%

Early Help:

Number of people supported through the Family Gateway.	7,500
Number of people supported by the Family Help Team.	1,500
Number of people supported by the Support4Families Team.	1,800



Well-being Objective 2:

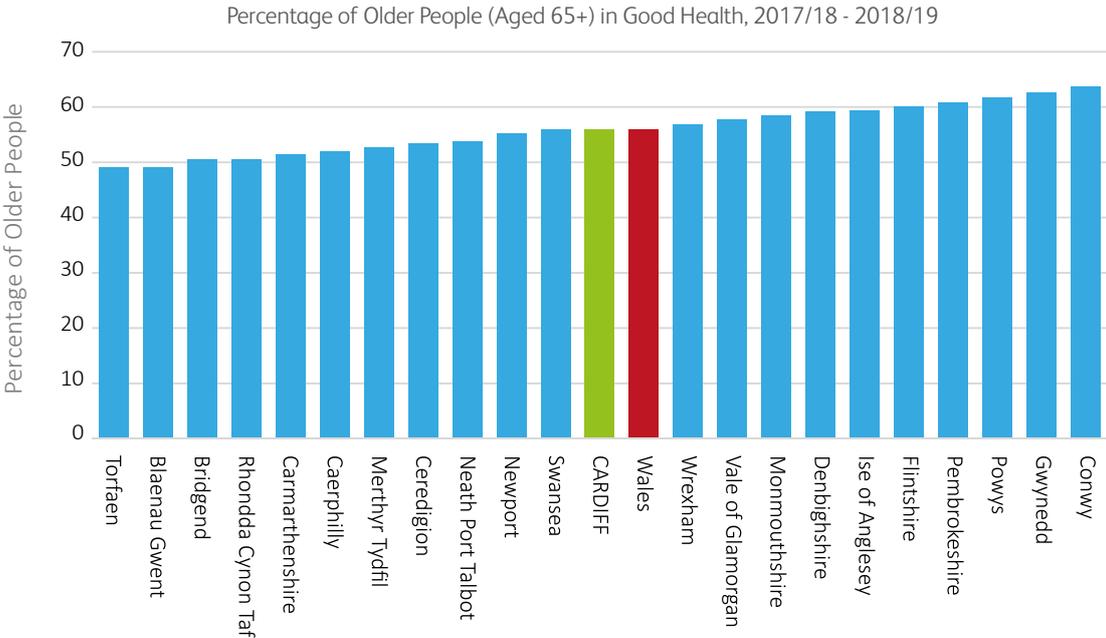
Cardiff is a great place to grow older

As the city grows, and life expectancy continues to increase, the number of older people living in Cardiff aged between 65 and 84 is expected to rise significantly; almost 40% in the next 20 years. The number of people aged 85 and older is also expected to more than double by 2039. Though the majority of older people are in good health, increased life expectancy has meant a greater number of people suffering from ill health in later life and relying ever more on public services. To meet this challenge, the Council is working with partners to manage demand by joining up social care, health and housing, with the goal of helping people living in their own homes and local communities, for as long as possible.

Measuring Progress against the Well-being Objective: Outcome Indicators



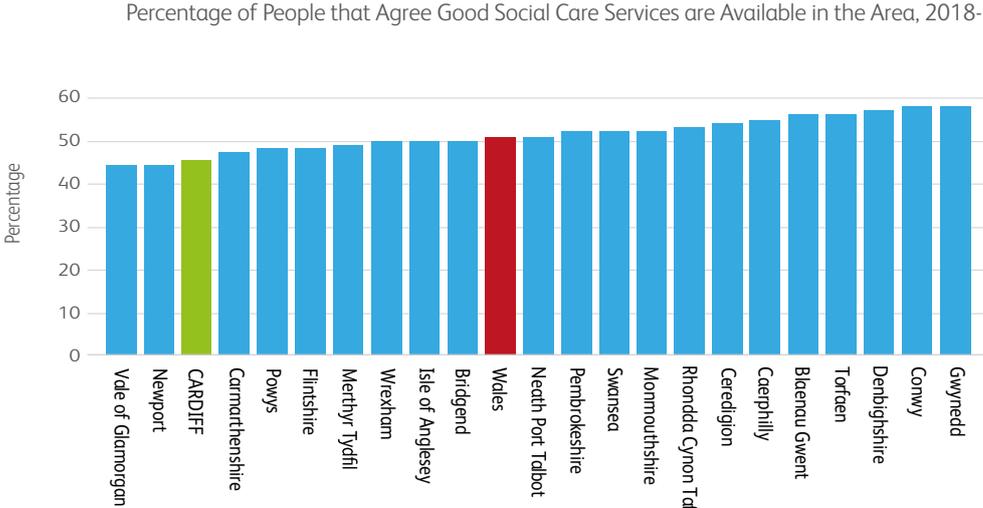
Improving City Performance: Health in older people



Source: Public Health Wales



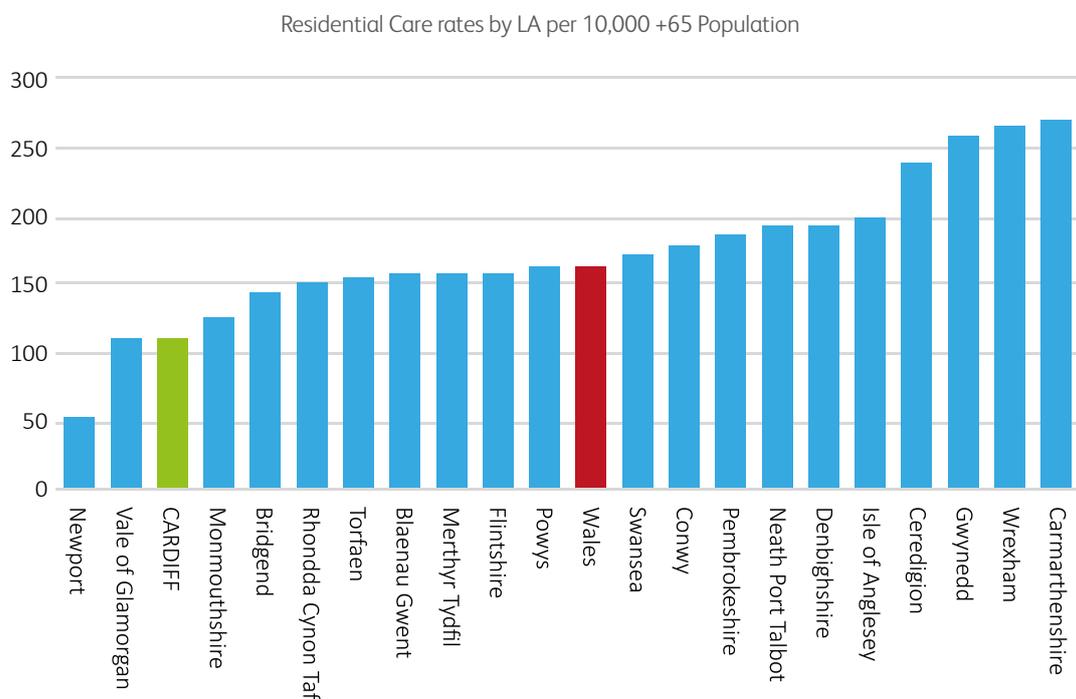
Improving City Performance: Quality of Local Social Care Services



Source: National Survey for Wales, Welsh Government



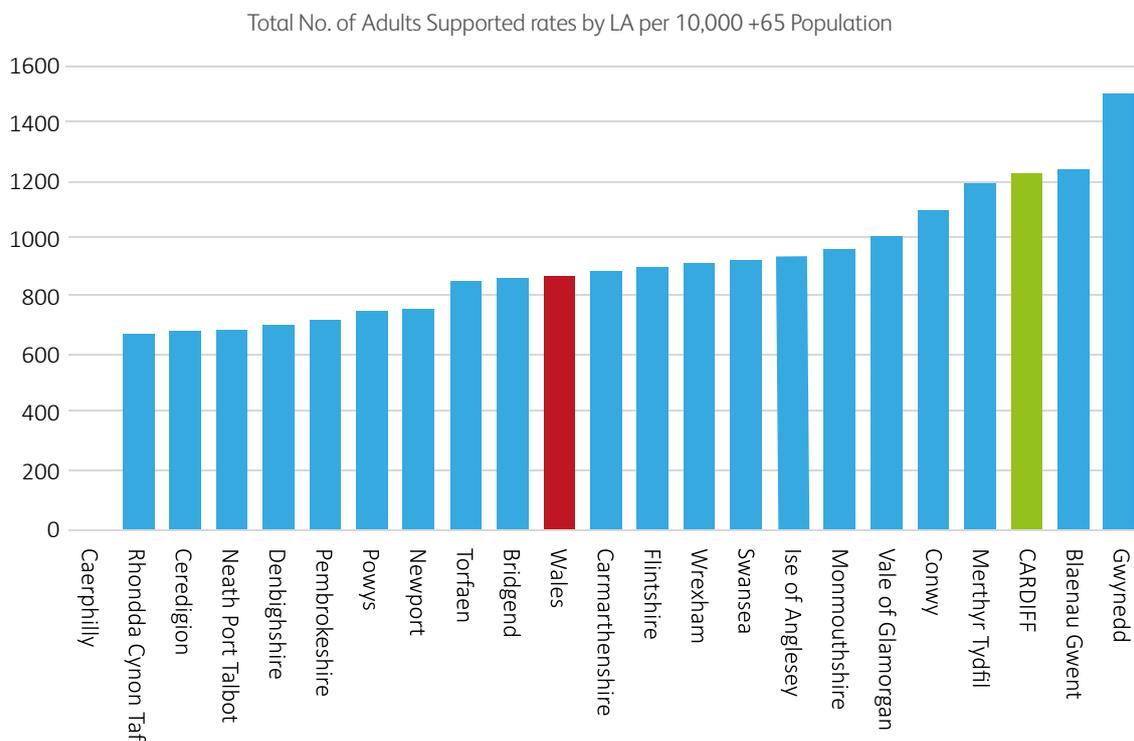
Improving City Performance: Number of people aged over 65 in residential care per 10,000 population



Source: Welsh Government



Improving City Performance: Number of people aged over 65 supported in their own homes per 10,000 population



Source: Welsh Government

Progress Made

- **97% of clients feel able to live independently in their own homes** following support from Independent Living Services.
- **The programme to refurbish our three day centres was completed in July 2019** when the centre in Fairwater re-opened to existing and new clients.
- **Sandown Court**, a sheltered housing scheme in Caerau, **has been awarded the highest level of the RNIB's Visibly Better accreditation, Platinum Level.**
- **The Dementia Day Service in Grand Avenue, which is integrated with health services, was opened in March 2019** to provide a supportive environment for people living with dementia.
- **20 businesses in the city have pledged their commitment to become dementia friendly.** Over 23% of Council staff are now accredited Dementia Friends and City Hall was illuminated on World Alzheimer's Day in September 2019 to increase public awareness.
- The Independent Living Service **expanded the First Point of Contact service in hospitals** to nine wards across the University Hospital of Wales, further integrating services and **offering more effective hospital discharge arrangements.**
- **The Council hosted the Active Body Healthy Mind festival to promote the local services** which can improve the well-being of Cardiff residents.

Priorities for 2020/21

Work with people with care and support needs, helping them to live the lives they want to lead

Through Cardiff's Independent Living Services, joined-up preventative support measures are empowering older people to lead their own lives, in their own homes. We will continue to enhance this support and also work with partners in Cardiff & Vale University Health Board and those in the Regional Partnership Board to make sure all individuals admitted to hospital are enabled to return home safely as soon as they are fit and healthy.

Fundamentally, we recognise the importance of new communities being designed in a way that accommodates the needs of older people, with housing options developed that enable people to live in their own homes and communities for as long as possible. We will increase the provision of extra care housing, using this as an alternative to the use of general residential care beds, alongside the supply of 'care-ready' housing, which allows domiciliary care to be easily provided.

Become an Age Friendly City

Cardiff must be a city where older people are empowered, healthy and happy, supported by excellent public and community services and play an active part in all aspects of community life. We will therefore continue to move forward towards Cardiff being an Age Friendly City, improving the provision and coordination of services in our communities to tackle social isolation, enhancing inter-generational working with schools, Hubs, community groups, and private sector partners.

Become a Dementia Friendly City

By 2025 there are projected to be approximately 7,000 people living with dementia across Cardiff and the Vale of Glamorgan. In line with the Regional Partnership Board's priorities, Cardiff's Public Services Board has committed to making Cardiff a Dementia Friendly City.

As a member of the Public Services Board, the Council will support staff to become accredited Dementia Friends, with an ambitious 100% compliance target set for April 2021. We will also develop a website providing access to information, advice and links to community support to help those with dementia, their carers and families as well as encouraging businesses and community groups to become more dementia friendly. Community Hubs hold regular 'dementia cafés'. We will continue to build on the success of these, increasing the number of dementia events held across the city.

What we will do to make Cardiff a great place to grow older

Work with people with care and support needs, helping them to live the lives they want to lead

We will:	Lead Member	Lead Directorate
<p>Fully implement enabling support and care using a new model of intermediate tier care and support by March 2021 to include a:</p> <ul style="list-style-type: none"> • New model of Community Resource Teams; • Single point of access; • New model of residential reablement. 	Cllr Susan Elsmore	Social Services
<p>Commence the phased implementation of the new way of delivering domiciliary care by November 2020 that fully reflects local and community provision and the priorities of the Older Persons Housing Strategy.</p>	Cllr Lynda Thorne & Cllr Susan Elsmore	Social Services and People & Communities
<p>Deliver the Older Persons Housing Strategy to support independent living, fully understanding older people's housing needs and aligning work between Council and Health Services including:</p> <ul style="list-style-type: none"> • Working to build and refurbish 'care-ready' schemes for older people; • Continuing the development of person-centred information, advice and assistance for older people and those with disabilities; including the development of performance measures for the service; • Developing innovative models of care, support and nursing services. 	Cllr Lynda Thorne & Cllr Susan Elsmore	People & Communities, and Social Services
<p>Continue the work on complex hospital discharge with partners through an integrated multi-agency approach to reduce the number of people experiencing failed or delayed discharge</p>	Cllr Susan Elsmore	Social Services
<p>Address social isolation and enhance quality of life of older people by:</p> <ul style="list-style-type: none"> • Helping to build links between citizens, groups, organisations and private businesses; • Bringing young and older people together to provide a platform where skills, experience and understanding can be shared. 	Cllr Susan Elsmore, Cllr Lynda Thorne & Cllr Sarah Merry	People & Communities, and Education & Lifelong Learning, and Social Services

Become a Dementia Friendly and an Age Friendly City

We will:

Lead Member

Lead Directorate

As a Dementia Friendly City, support those affected to contribute to, and participate in, the life of their communities by:

- Undertaking Dementia Friends training across the Authority with the aim of 100% compliance amongst Council staff by April 2021;
- Developing a school engagement programme to encourage more inter-generational activities and events;
- Encouraging businesses to become Dementia Friendly by delivering the Council’s awareness and engagement programme;
- Developing a dementia-focused website by April 2020 to support those with dementia, carers, families as well as businesses who want to better support those with dementia;
- Delivering locality-focused dementia awareness events.

Cllr Susan Elsmore & Cllr Sarah Merry

Social Services, and Education & Lifelong Learning

Key Performance Indicators

Indicators which tell us if the Council is delivering effectively

Work with people with care and support needs, helping them to live the lives they want to lead

Indicator	Target
The percentage of clients who felt able to live independently in their homes following support from Independent Living Services.	95%
The number of people who accessed the Community Resource Team.	2,000
The total hours of support provided by the Community Resource Team.	60,000
The number of people in residential care aged 65 or over per 10,000 population.	115
The percentage of new cases dealt with directly at First Point of Contact with no onward referral to Adult Services.	70-80%
The average number of calendar days taken to deliver a Disabled Facilities Grant (from initial contact to certified date).	185
The percentage of people who feel reconnected into their community through intervention from the Day Opportunities team.	85%
The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over.	4.9

Become a Dementia Friendly and an Age Friendly City

Indicator	Target
The percentage of Council staff completing Dementia Friends training.	100%
The number of businesses pledging their commitment to work towards becoming Dementia Friendly.	80
The number of Dementia Friendly City events held.	600

Well-being Objective 3:

Supporting people out of poverty

Making sure that all our citizens are able to contribute to, and benefit from, the city's success is the golden thread running through Capital Ambition. For despite Cardiff's economic growth during the last 30 years, the patterns of poverty and inequality that emerged a generation ago remain. Over 150,000 people in the city live in some of the most deprived communities in Wales.

A strong economy is vital to tackling poverty, but a focus on job creation alone is not enough. It must go hand-in-hand with concerted efforts to ensure that the jobs created are good jobs, paying the real Living Wage, and to remove the barriers that many people face in getting, and keeping, a good job.

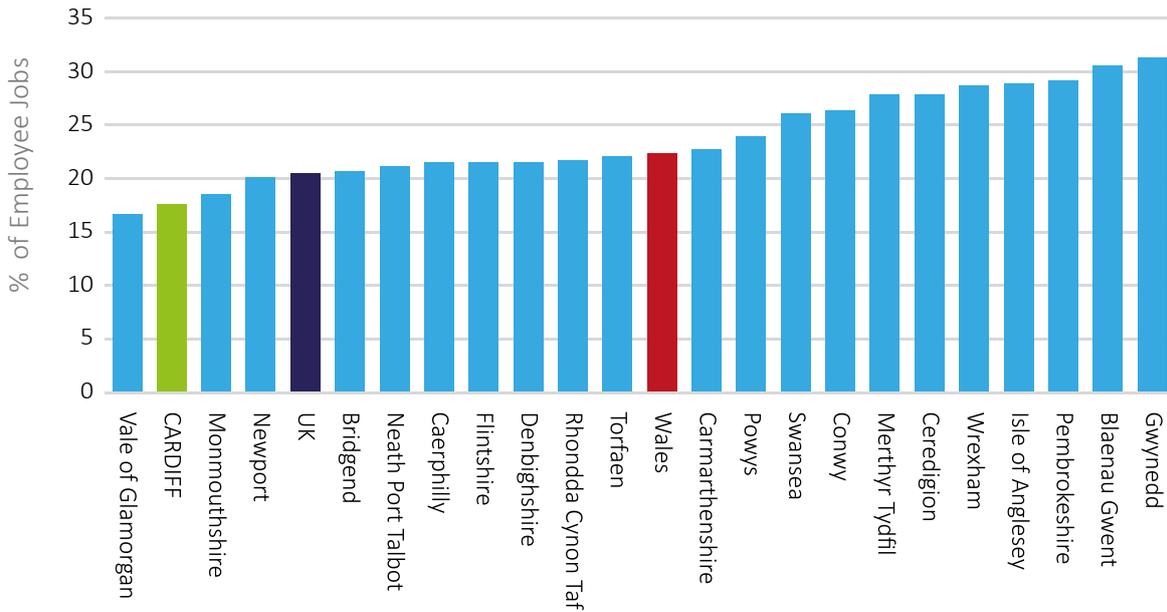
Along with the rise in the number of people living in poverty, the rise in those facing destitution and homelessness is one of the most pressing issues facing Cardiff. Sleeping rough is dangerous and, over the long term, causes severe damage to health: the average life expectancy of a rough sleeper is just 45 years of age, which is over 30 years younger than the general population.

Measuring Progress against the Well-being Objective: Outcome Indicators



Closing the Inequality Gap: Employees Earning Below Living Wage Foundation Rates

Percentage of Employee Jobs Earning Below Living Wage Foundation Rates (Wales), 2019

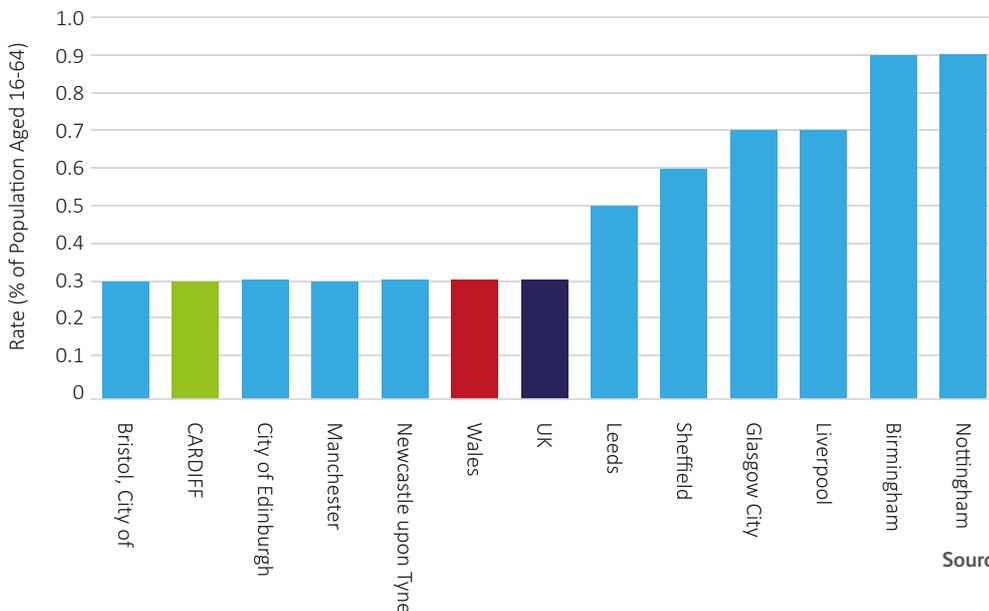


Source: Office of National Statistics



Closing the Inequality Gap: Levels of long-term unemployment

Long-term JSA Claimant Rate (Percentage of Population Aged 16-64 that have been Claiming for over 12 Months), Dec 2019

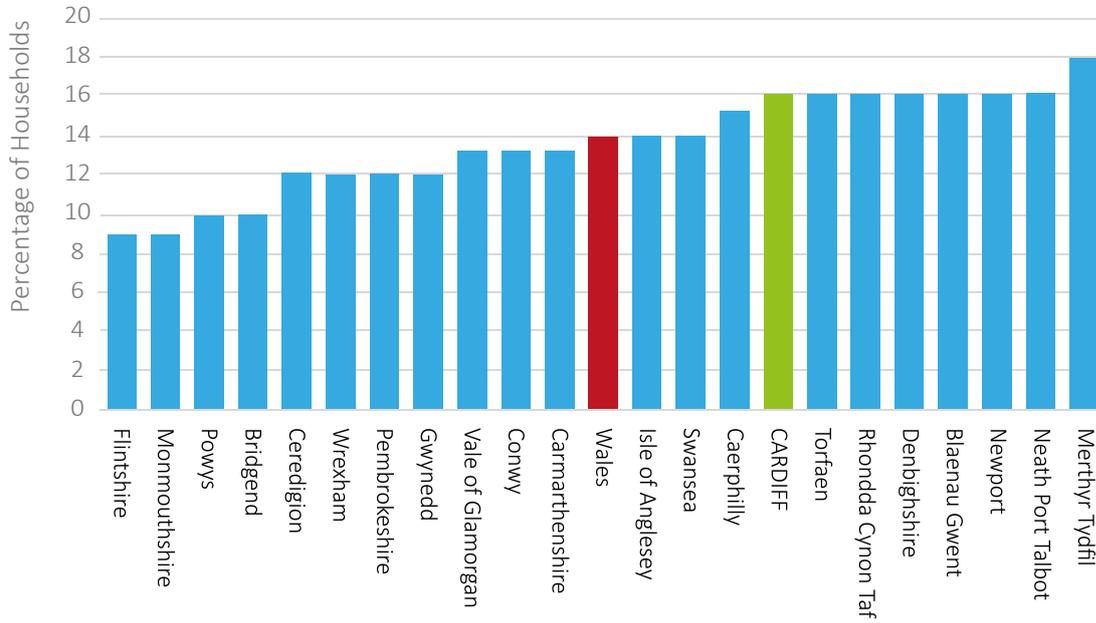


Source: Nomis, ONS



Closing the Inequality Gap: Levels of Poverty

Percentage of Households in Material Deprivation, 2018-19

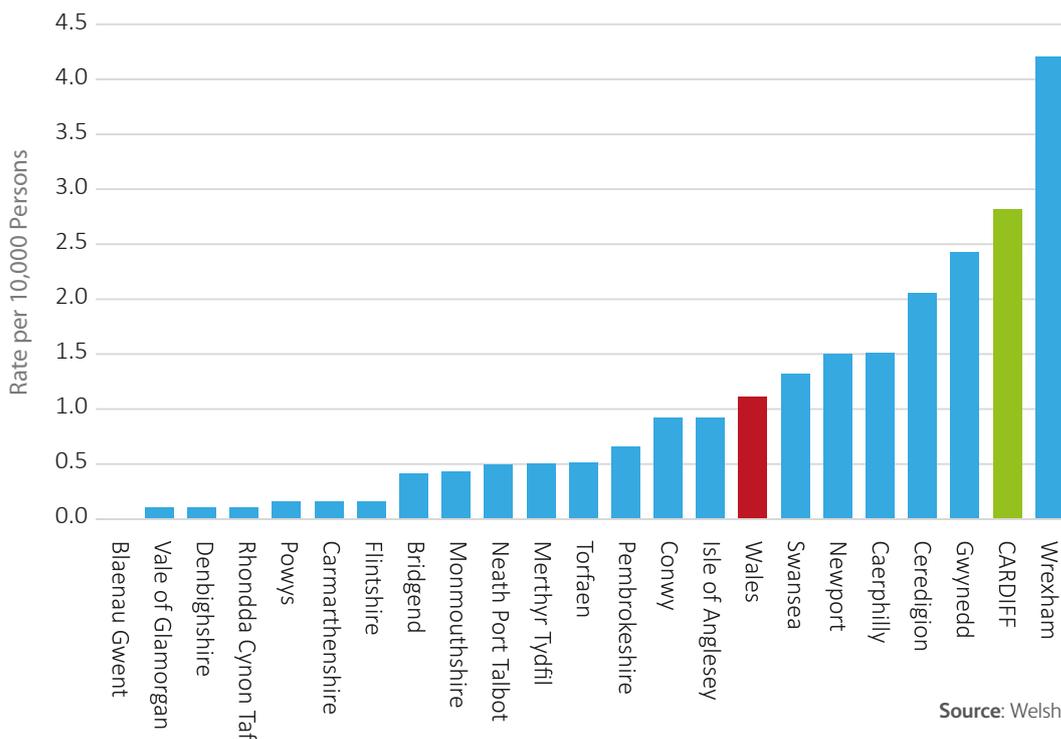


Source: National Survey for Wales, Welsh Government



Closing the Inequality Gap: Levels of Rough Sleeping

Estimated No. People Sleeping Rough over 2 week period (14th-27th Oct 2019) - Rate per 10,000 Persons



Source: Welsh Government

Progress Made

- **Cardiff has become the first major urban area in the UK to be a Living Wage City.** 107 employers in the city are now accredited Living Wage employers.
- **The Council has created 127 paid apprenticeship and trainee opportunities to date in 2019/20** with further work undertaken to ensure qualifications can be accessed through recognised training providers whilst on placement.
- **In 2019, the Council's employment support services helped over 1,000 people into employment and engaged with 193 local employers.**
- **The City Centre Advice Team identified £16m additional weekly benefits for people in 2019,** and supported over 4,000 customers with their claims for Universal Credit.
- **The number of rough sleepers has fallen to its lowest level in six years.** As at 23rd January 2020, 34 people were sleeping on the city's streets, less than half of the previous figures recorded in January 2018 and January 2019 (both 73).
- **Over 1,700 people were successfully prevented from becoming homeless in 2019.**
- **The capacity of the Housing First scheme, which moves rough sleepers straight from the streets into a home, continues to expand,** with 26 tenancies now in place with private rented sector properties and Registered Social Landlords, including two prison leavers housed through the scheme.
- The first families have moved into the refurbished shipping container accommodation at Greenfarm Hostel, **providing safe, warm and secure two-bed homes until more permanent accommodation becomes available.**

Priorities for 2020/21

Living Wage City

Paying the real Living Wage is vital to tackling poverty. Having become an accredited Living Wage City, we will roll out our ambitious Living Wage City programme across all sectors of the city economy.

Helping People Into Work

Through our Into Work Service, we have brought over 40 employment services together in one place to help support people to get and keep a good job, whilst also supporting every person and family affected by Welfare Reform and the roll-out of Universal Credit. Over the year ahead we will further enhance the Into Work Service, ensuring that support is available to people to access training and develop the skills they need to succeed in the city's growing economy.

Tackle homelessness and end rough sleeping

Like all major British cities, Cardiff has experienced a dramatic rise in the number of people homeless or rough sleeping. Working with partners we have put support in place so that nobody has to spend a night out on the streets. We have made significant progress in reducing the number of individuals sleeping rough, which is now at its lowest level for six years. The next step is to review our services for single homeless and vulnerable people to improve prevention, assessment of need and to ensure we have the right accommodation pathways in place.

What we will do to support people out of poverty

A Living Wage City

We will:	Lead Member	Lead Directorate
Encourage and support organisations to become accredited Living Wage employers .	Cllr Chris Weaver	Resources and People & Communities

Help People into Work

We will:	Lead Member	Lead Directorate
<p>Support people into work by:</p> <ul style="list-style-type: none"> • Creating 125 paid apprenticeships and trainee opportunities within the Council by March 2021; • Placing over 3,000 people into Council posts through Cardiff Works; • Supporting 850 people into work with tailored support by the employment gateway. 	Cllr Chris Weaver	Resources, and People & Communities
<p>Further improve the Into Work Service by continuing to integrate employment support services. This will include:</p> <ul style="list-style-type: none"> • Reviewing support for care experienced young people to ensure it is meeting their needs; • Fully aligning the 'Learning for Work' programme offered through Adult Community Learning with the Into Work Service; • Providing effective employer engagement and assistance into self-employment; • Continuing to promote and extend volunteering opportunities. 	Cllr Chris Weaver	People & Communities
<p>Continue to ensure support is available to mitigate potentially negative consequences associated with the roll-out of Universal Credit by:</p> <ul style="list-style-type: none"> • Ensuring all Hub staff are able to support with claims for Universal Credit; • Implementing measures to help private landlords with the changes associated with Universal Credit; • Working with Jobcentre Plus, Registered Social Landlords and other partners to ensure that vulnerable individuals get the budgeting support they need. 	Cllr Lynda Thorne	People & Communities
<p>Deliver a new skills hub in the city by May 2020 to provide on-site construction skills, apprenticeships and employment within the sector.</p>	Cllr Lynda Thorne	People & Communities

End rough sleeping and tackle homelessness

We will:	Lead Member	Lead Directorate
<p>Continue to deliver the Rough Sleeper Strategy, and the Homelessness Strategy including:</p> <ul style="list-style-type: none"> • Taking forward the Strategic Review of services for single homeless; • Reviewing and improving emergency accommodation, continuing to ensure no one has to sleep out in Cardiff; • Extending the capacity of the Housing First schemes using both social and private rented sector homes and developing plans to make the scheme sustainable; • Continue to develop the multi-agency team around rough sleepers, improving support available for those with substance misuse, and for those with co-occurring mental health and substance misuse issues. Also strengthening links with the criminal justice system through enhanced probation input into the team; • Build on Give Differently to further investigate opportunities to address daytime begging within the city centre. 	<p>Cllr Lynda Thorne</p>	<p>People & Communities</p>
<p>Develop a training and activities centre for single homeless people to divert them from street culture by providing a range of meaningful activities and commence the service by September 2020.</p>	<p>Cllr Lynda Thorne</p>	<p>People & Communities</p>

Key Performance Indicators

Indicators which tell us if the Council is delivering effectively

A Living Wage City

Indicator	Target
The number of Living Wage employers in Cardiff. <i>(Target to be achieved by May 2022)</i>	150

Help People into Work

Indicator	Target
The number of opportunities created for paid apprenticeships and trainees within the Council.	125
The number of interventions which supported people receiving into work advice through the Employment Gateway.	46,000
The number of clients who have received tailored support through the Employment Gateway and who secured work as a result of the support received.	850
The percentage of those supported through targeted intervention who ceased engagement with no verified positive destination.	<20%
The number of employers which have been assisted by the Council's employment support service.	220
The number of customers supported and assisted with their claims for Universal Credit.	1,500
Additional weekly benefit identified for clients of the City Centre Advice Team.	£14,000,000
The number of hours given volunteering within the Advice & Benefits Service.	6,500

Tackle Homelessness and End Rough Sleeping

Indicator	Target
The percentage of households threatened with homelessness successfully prevented from becoming homeless.	80%
The number of multi-agency interventions which supported rough sleepers into accommodation.	168
The percentage of people who experienced successful outcomes through the Homelessness Reconnection Service.	75%
The percentage of clients utilising Housing First for whom the cycle of homelessness was broken.	70%

Well-being Objective 4:

Safe, confident and empowered communities

Safe, confident and empowered communities are at the heart of any successful city. They play a vital role in connecting people with the social networks and day-to-day services we all depend on.

We will continue our investment programme into local communities, building new, affordable homes, regenerating district centres and continuing our successful programme of Community and Well-being Hubs. We will make sure our parks and green spaces, which make a significant contribution to the city's health and well-being, are maintained to the highest standards and we will work with our partners to support increased participation in sport and play, particularly in the city's most deprived communities.

Even though Cardiff is one of the safest cities in Britain, we know that crime and anti-social behaviour remains a problem in some of our most deprived communities and that a small number of people – particularly women and children – are subject to abuse, violence and exploitation. Working closely with South Wales Police, public service partners and with communities we will ensure that all our communities are safe and that our most vulnerable citizens are safeguarded.

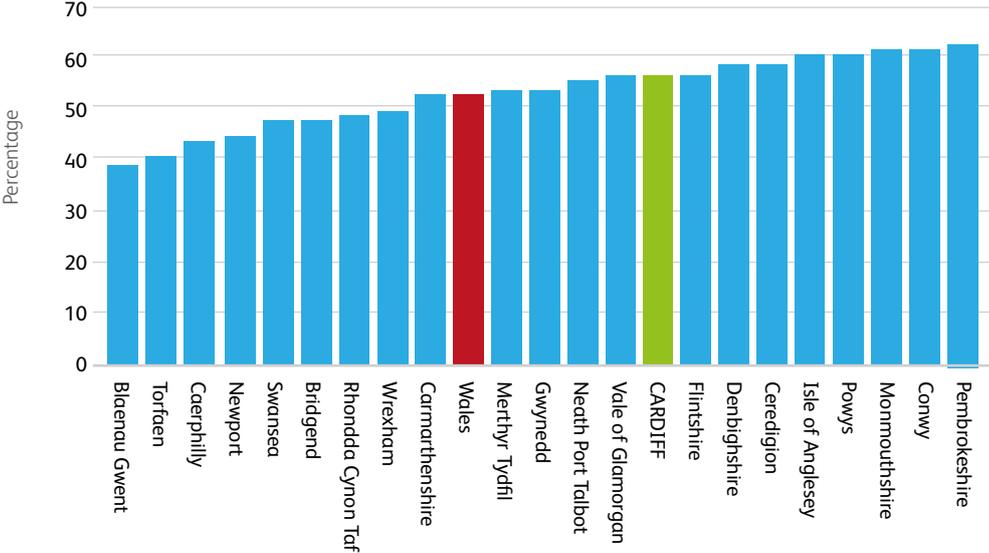
As a bilingual Capital we will continue to champion the Welsh language, taking forward the new Bilingual Cardiff policy to support Welsh in the workplace and ensure that services are easily accessible in both English and Welsh. We will also continue to explore innovative ways to support the Welsh language across the city, building on the Street Naming policy and the success of Tafwyl.

Measuring Progress against the Well-being Objective: Outcome Indicators



Improving City Performance: Community Cohesion

Percentage of People Agreeing that they Belong to the Area; That People from Different Backgrounds Get on Well Together; and that People Treat Each Other with Respect, 2018-19

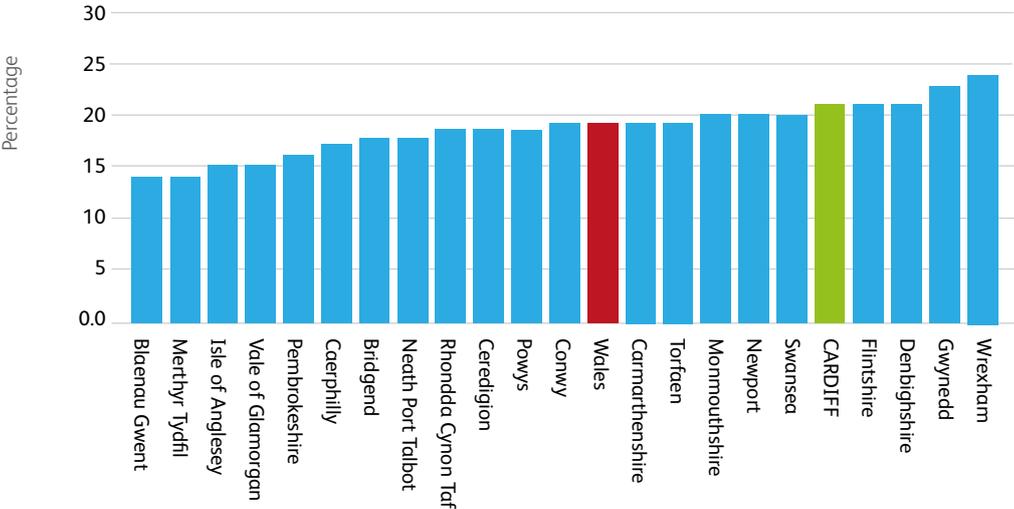


Source: National Survey for Wales, Welsh Government



Improving City Performance: Adults who Feel They Can Influence Local Decisions

Percentage of Adults (Aged 16+) that Agree they Can Influence Decisions Affecting their Local Area, 2018-19

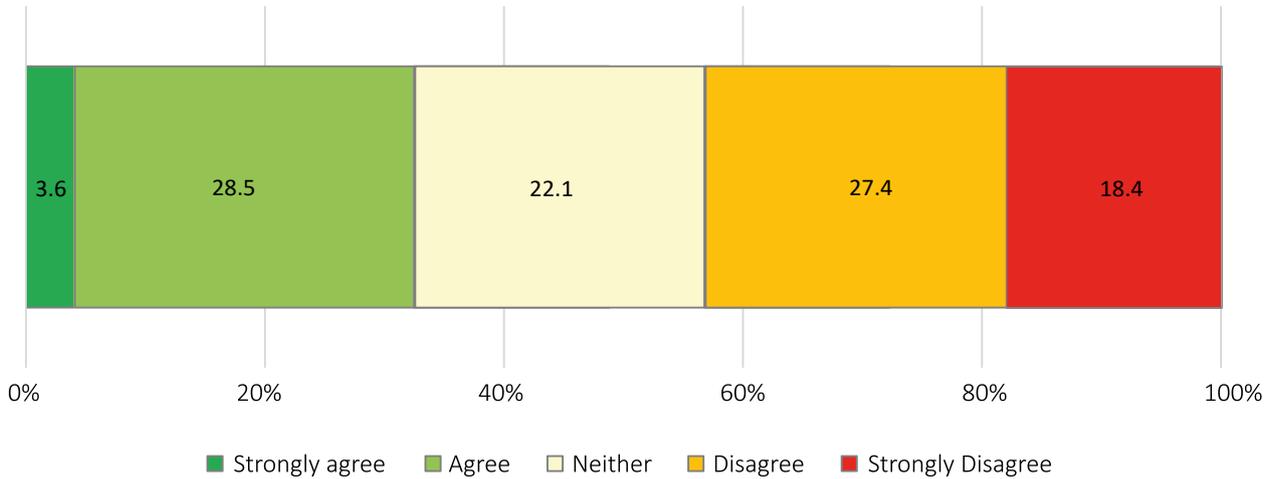


Source: National Survey for Wales, Welsh Government



Improving City Performance: Community Safety

To what extent would you agree or disagree that the police and other public services are successfully dealing with anti-social behaviour and crime in your area, 2019?

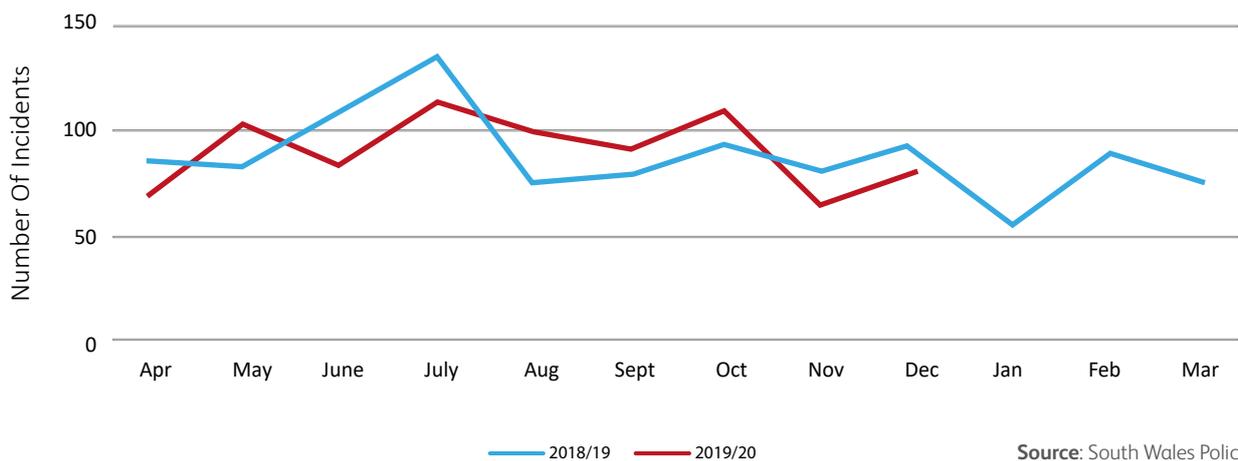


Source: Ask Cardiff 2019



Closing the Inequality Gap: Increase the confidence of victims to report hate crime – to get a sense of the scale of hate-related discrimination in Cardiff

Hate Incidents Monthly Trends



Source: South Wales Police

Progress Made

- **During 2019, the number of new council homes completed increased to 185**, and we are on track to deliver on our commitment of 1000 new council homes by 2022.
- Since the beginning of the Administration, **the Council has invested nearly £9 million in delivering Community Hubs, and over 98% of customers** were satisfied with the offer during the last financial year.
- **Good progress has been made in the Maelfa regeneration scheme**, with the demolition of the old shopping centre now complete and Phase 2 underway, which will deliver 16 new town houses by summer 2020.
- **Cardiff Council, the Vale of Glamorgan Council and Cardiff and Vale University Health Board launched their first Joint Commissioning Strategy for Adults with a Learning Disability in June 2019**, providing a clear direction for the planning and delivery of adult learning disability services across the region.
- **The Council has been awarded a capital grant of £6 million from Welsh Government** to facilitate further growth in Welsh-medium education and use of the Welsh language across the city.
- **Since April 2019, 15,351 volunteer hours have contributed to the development of parks and green spaces in the city.** This equates to £126,038 in monetary value using the National Living Wage.

Priorities for 2020/21

Work to end the city's housing crisis

To tackle the city's housing crisis, we are building new Council houses for the first time in a generation, and reducing the number of people on the waiting list through radically improving the offer in the private rented sector.

Our new housing strategy represents the largest Council house-building programme in Wales and a £280m investment into building affordable, high-quality, sustainable and energy-efficient homes across the city.

Invest in local communities

Access to services and a healthy local economy is essential for strong and safe communities, so we are working with our partners to design and deliver a wide range of regeneration schemes across the city. Major projects include leading on the regeneration of the Channel View Estate and South Riverside Business Corridor, the second phase of the Maelfa scheme, new youth hubs in Butetown and the city centre, and the introduction of a domestic abuse one-stop shop in the Cardiff Royal Infirmary. We will also deliver new Community Hubs in Whitchurch, Rhydyppennau, and Maelfa as well as expanding the provision at Ely & Careau Hub, particularly aimed at meeting the specific needs of our city's growing elderly population.

Create safe communities

Cardiff is one of the safest cities in Britain. Taking into account population growth, overall crime has fallen by nearly a third over the last 10 years. Working with communities and public sector partners, we will continue to develop our locality approach,

bringing resources together to tackle crime and anti-social behaviour head-on in communities with the greatest need. We will also prioritise tackling the emerging threats of knife crime, County Lines and serious organised crime which many cities across the UK face.

Ensure children and adults are protected from risk of harm and abuse

Safeguarding is a key duty of the Council. A small number of people, particularly women and children, are subject to abuse, violence and exploitation, but these adverse experiences can have lifelong repercussions. We will therefore prioritise the development and implementation of a joint child and adult Exploitation Strategy that responds to new and emerging issues, including modern slavery.

Continue to lead an inclusive and open city to migrants, refugees and asylum seekers

Cardiff is, and has always been, an open and inclusive city. We will continue to work with partners and local communities to manage the impact of the UK leaving the European Union, with a focus on supporting the city's most vulnerable citizens. As a founding city of the Inclusive Cities Programme, we will provide leadership on the inclusion of newcomers in Cardiff, including EU citizens, refugees and asylum seekers, advocating for their rights and valuing their contribution to our city. We will also deliver our Community Cohesion action plan, working in partnership to actively monitor community tensions, building resilience to hateful extremism and providing support to witnesses and victims of hate crime.

What we will do to create safe, confident and empowered communities

We will:	Lead Member	Lead Directorate
Deliver 2,000 new Council homes, of which at least 1,000 will be delivered by May 2022.	Cllr Lynda Thorne	People & Communities
Work to end the city's housing crisis by driving up the standards in the private rented sector and in the city's high-rise buildings by taking enforcement action against rogue agents and landlords letting and managing properties.	Cllr Lynda Thorne	Resources, and Planning, Transport & Environment
Deliver Shared Regulatory Services' business plan.	Cllr Lynda Thorne & Cllr Michael Michael	Planning, Transport & Environment
Invest in the regeneration of local communities by: <ul style="list-style-type: none"> • Completing Phase 2 of the Maelfa redevelopment scheme by September 2021; • Implementing improvement schemes for existing housing estates across the city based on the priorities identified in the current Estate Regeneration Programme and designing a new programme to co-ordinate with wider new housing initiatives in and around existing communities; • Securing Welsh Government Targeted Regeneration Investment Programme funding to deliver regeneration initiatives in the South Riverside Business Corridor; • Submitting an outline planning application for the Channel View Regeneration Scheme by October 2020; • Delivering projects identified in the three-year programme for Neighbourhood Renewal Schemes based on ideas submitted by Ward Members. 	Cllr Lynda Thorne	People & Communities
Continue to deliver the Community Hubs programme, in collaboration with partners, including: <ul style="list-style-type: none"> • Progressing plans for Youth Hubs in the city centre and Butetown; • Working with the University Health Board on the Cardiff Royal Infirmary, Maelfa Hub and other Hubs within the North District; • Ensuring people are connected with local service providers and activities in their neighbourhood through Community Inclusion Officers. 	Cllr Lynda Thorne	People & Communities

We will:	Lead Member	Lead Directorate
<p>Create safe and cohesive communities by:</p> <ul style="list-style-type: none"> • Implementing with partners a targeted approach to tackling crime and anti-social behaviour in Butetown and Splott as identified priority areas in 2020; • Working in partnership with the newly established Violence Prevention Unit at South Wales Police to develop an enhanced preventative approach to tackling violence and organised crime by March 2021; • Strengthening governance and delivery arrangements in the Youth Offending Service by May 2020, and implementing new approaches to reduce offending and re-offending rates by January 2021; • Delivering the actions identified in the Cardiff & Vale of Glamorgan Violence against Women, Domestic Abuse and Sexual Violence Strategy 2018-2023 including the launch of a regional service for male victims by September 2020; • Implementing the Welsh Government’s Community Cohesion Delivery Plan; • Implementing the Cardiff PREVENT Strategy by 2021. 	<p>Cllr Lynda Thorne & Cllr Susan Elsmore</p>	<p>People & Communities, and Social Services</p>
<p>Continuing 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:</p> <ul style="list-style-type: none"> - Continuing to implement Signs of Safety in partnership with families to support children to remain at home; - Striving for excellence in practice by establishing and embedding strengths-based practice in Adult Services. 	<p>Cllr Susan Elsmore & Cllr Graham Hinchey</p>	<p>Social Services</p>
<p>Complete the move to locality working for all adult social services by 2023, aligning with primary, community and third sector services, with phase 1 completed by November 2020.</p>	<p>Cllr Susan Elsmore</p>	<p>Social Services</p>
<p>Adopt a new Adult Services Strategy by June 2020.</p>	<p>Cllr Susan Elsmore</p>	<p>Social Services</p>
<p>Address specific health needs within targeted communities by working with partners to implement the ‘Healthier Wales’ proposals by 2021.</p>	<p>Cllr Susan Elsmore</p>	<p>Social Services</p>
<p>Assist people with disabilities and mental health issues to be more independent by:</p> <ul style="list-style-type: none"> • Embedding an all-age disability approach by March 2021; • Analysing the Learning Disability Provision and the current demand levels to inform future commissioning and build programmes by October 2020; • Working with the Police and Crime Commissioner to determine how pathways for people experiencing mental health issues can be improved by March 2021. 	<p>Cllr Susan Elsmore</p>	<p>Social Services</p>

We will:	Lead Member	Lead Directorate
<p>Ensure children and adults are protected from risk of harm and abuse by:</p> <ul style="list-style-type: none"> • Implementing the Exploitation Strategy to encompass new and emerging themes of child and adult exploitation by March 2021; • Embedding the new All Wales Safeguarding Procedures by March 2021 – in consultation with staff and partners – to ensure that adults and children at risk are protected from harm; • Making significant progress across all Council directorates to address actions identified in corporate safeguarding self-evaluations by March 2021. 	<p>Cllr Graham Hinchey & Cllr Susan Elsmore</p>	<p>Social Services</p>
<p>Continue to lead an inclusive and open city to migrants, refugees and asylum seekers by:</p> <ul style="list-style-type: none"> • Co-ordinating local support and information to enable EU citizens to access the EU Settlement Scheme by 31st December 2020; • Continuing to deliver the Inclusive Cities project. 	<p>Cllr Susan Elsmore</p>	<p>People & Communities</p>
<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 delivering Cardiff Council's commitments in the city-wide Bilingual Cardiff Strategy 2017-2022;</p>	<p>Cllr Huw Thomas</p>	<p>People & Communities</p>
<p>Support grass-roots and community sports by:</p> <ul style="list-style-type: none"> • Working with partners to develop strategic plans for the development of sport and physical activity from March 2020 that secure increases in participation, attract investment, improve health and inequality, and ensure sustainability of provision; • Supporting the roll-out of the 21st Century Schools Capital programme to influence design, programming and operation, ensuring local community organisations have priority access in extra-curricular time. 	<p>Cllr Peter Bradbury</p>	<p>Economic Development</p>
<p>Improve our parks and public spaces by:</p> <ul style="list-style-type: none"> • Growing the number of parks in Cardiff which receive the Green Flag Award – the international standard for the management of parks and green spaces; • Working with partners in order to bring forward proposals for increasing Cardiff's tree canopy as part of the One Planet Cardiff strategy by July 2020; • Promoting the benefits and support the development of the volunteer movement, through the Friends Forum and community based platforms; • Putting in place a renewal programme for improving playgrounds by May 2020; • Working in partnership with Welsh Water to bring the Llanishen Reservoir site back into use for sailing and other recreational purposes. 	<p>Cllr Peter Bradbury</p>	<p>Economic Development</p>

Key Performance Indicators

Indicators which tell us if the Council is delivering effectively

Tackle the Housing Crisis

Indicator	Target
Total number of new Council homes completed and provided.	550 cumulative
The number of Category 1 hazards removed from private sector properties following intervention from Shared Regulatory Services.	TBC

Invest in local communities

Indicator	Target
The percentage of residents satisfied with completed regeneration projects.	90%
The number of visitors to libraries and Hubs across the city.	3,300,000
The percentage of customers who agreed with the statement 'Overall the Hub met my requirements/ I got what I needed'.	>95%
The number of visits (page views) to the volunteer portal.	70,000

Ensure children and adults are protected from risk of harm and abuse

Indicator	Target
The percentage of Council staff completing Safeguarding Awareness Training.	100%
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.	100%
The percentage of high-risk domestic abuse victims referred by South Wales Police attempted contact by the specialist service within one calendar day of receiving the referral.	90%
The percentage of adult protection enquiries completed within seven days.	99%

Support young people at risk of falling into crime

Indicator	Target
The number of first time entrants into the Youth Justice System.	TBC
The percentage of children re-offending within six months of their previous offence.	TBC

Promote the Welsh Language

Indicator	Target
The number of staff with Welsh language skills.	20% increase by 2021/22
The number of staff attending Welsh courses.	10% increase by 2021/22

Support grass-roots and community sports

Indicator	Target
The number of visits to Local Authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity.	2% increase on 2019/20

Improve our parks and green spaces

Indicator	Target
The number of Green Flag parks and open spaces.	14
The number of volunteer hours committed to parks and green spaces.	19,800

Well-being Objective 5:

A capital city that works for Wales

Cardiff has been transformed from a city weighed down by de-industrialisation in the 1970s to one of the most competitive in the UK. It is a young and talented city with a growing business base, a start-up culture and a thriving visitor economy. However, if we are to continue delivering for the people of Cardiff and Wales, we cannot afford to stand still. We will therefore maintain a relentless focus on delivering more and better jobs for the people of Cardiff and the Capital Region.

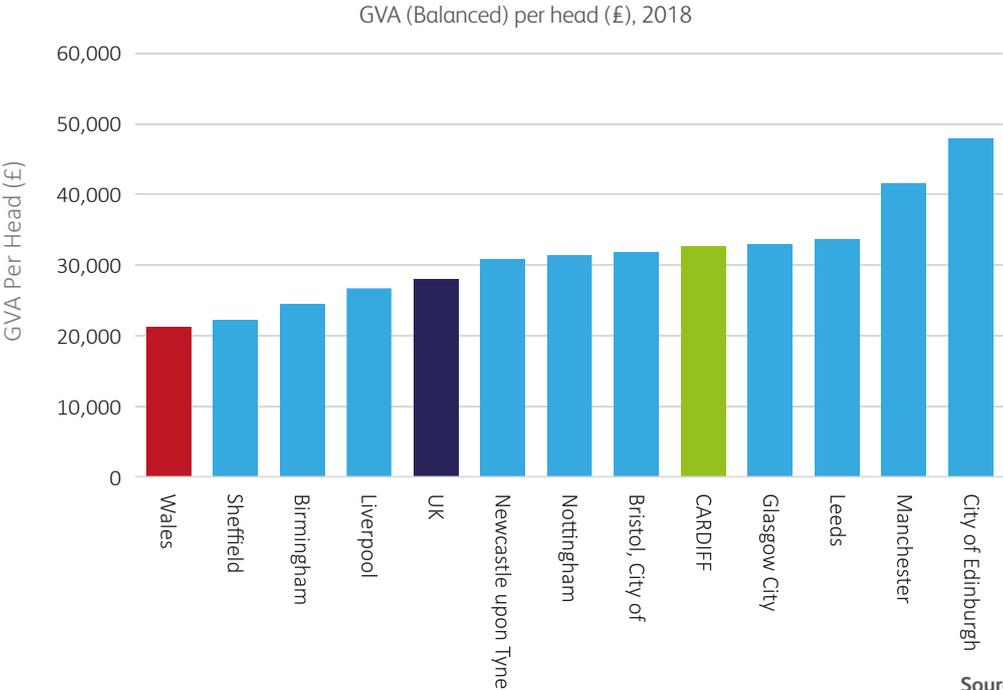
The capital city continues to attract new businesses and serve as a focus for investment, supporting the development of new industries across the financial services, creative, life sciences and advanced manufacturing sectors. Central Square also marks the city's first business district of scale built around the needs of the Cardiff's key sectors, and will support the development of competitive clusters across the Council's identified key priority sectors.

Our focus on economic growth is paired with a firm commitment to ensure that the benefits of development are shared by all parts of the city. In the coming years, historically deprived and overlooked areas of Cardiff will be transformed by major projects to improve access to public transport, good jobs and a higher quality of life.

Measuring Progress against the Well-being Objective: Outcome Indicators



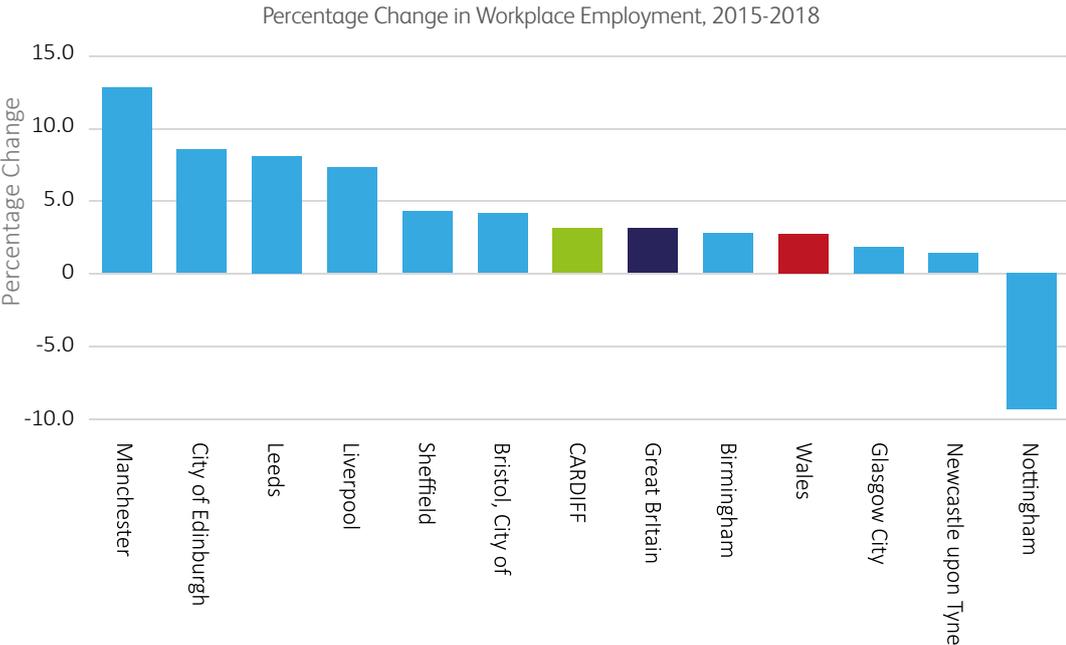
Improving City Performance: Gross Value Added per person



Source: Nomis, ONS



Improving City Performance: Employment Growth



Source: Business Register and Employment Survey, ONS



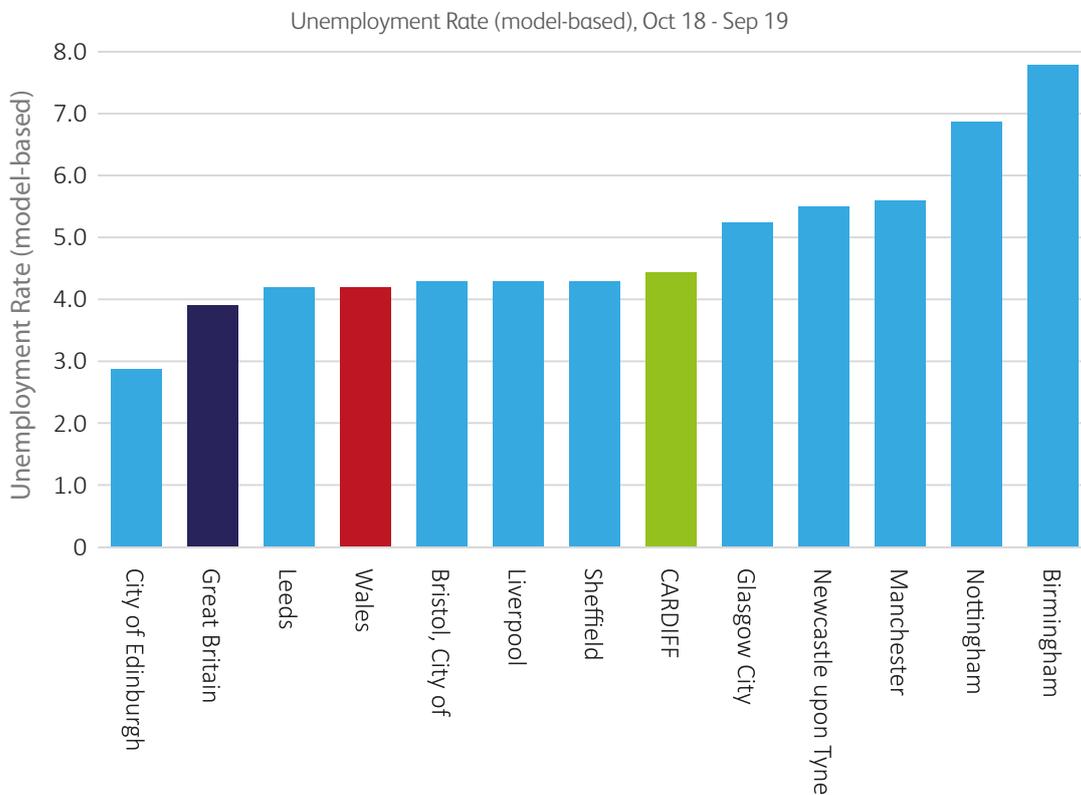
Improving City Performance: Visitor Numbers



Source: STEAM



Closing the Inequality Gap: Levels of Unemployment



Source: Annual Population Survey, ONS

Progress Made

- **Over the last two years around 25,000 net new jobs have been created in Cardiff**, and five out of every six new jobs in Wales have been created in the capital over the past five years.
- **Phase 2 of Central Square’s regeneration has been successfully delivered**, with Phase 3 just short of completion, **delivering over 300,000 square feet of ‘Grade A’ office space over the last two years** to support the development of the city’s first central business district based around the needs of its key growth sectors.
- **The Cardiff East Industrial Strategy has been approved**, with the aim of improving public transport connectivity and employment opportunities in the east of the city. This includes the development of a new railway station and business park in St. Mellons, as well as green infrastructure, in order to attract new businesses to Cardiff East.
- **The Central Station upgrade project has been awarded funding support of £58.3m** from the UK Government, completing the required funding package. Work to develop a masterplan vision for Central Station has already begun, focusing on integrating bus, bike and train travel.
- **A Cardiff Music Board has been established to lead Cardiff’s journey into becoming the UK’s first Music City.** The Music Board will promote and attract investment for the local music industry, delivering a Cardiff Music Strategy which includes the development of an annual signature music event for the city.
- **The next phase of the International Sports Village’s development has been approved.** Plans include a new ‘Leisure Box’ facility for hosting a range of adventure sport activities, new attractions at Cardiff International White Water centre, a new public space for year-round outdoor events and a destination food and beverage promenade on the waterfront.
- **With the Council’s support, Clwstwr Creadigol have announced the first of a series of investments in Research and Development innovation support** for a range of projects delivered by production companies in Cardiff and the region. New creative incubation spaces are being made available by the University of South Wales at their Atrium Building campus, located in the heart of Cardiff.
- **Cardiff hosted the Creative Cities Convention in April 2019**, bringing together the major players of Britain’s creative media and screen industry and cementing Cardiff’s status as a dynamic, leading force in this growing sector.
- **A series of major events have been successfully delivered**, including the 2019 Cricket World Cup, the 2019 Homeless World Cup and the Pride Cymru Big Weekend.
- **The Museum of Cardiff (formerly the Cardiff Story Museum) was awarded a Gold Award** by Visit Wales for “delivering an outstanding and memorable experience for visitors in all aspects of the attraction”.

Priorities for 2020/21

Lead a capital city that works for Wales

In recent years, Cardiff has become the undeniable economic powerhouse of Wales, creating the vast majority of the new jobs and industries that will drive our nation’s economy over the coming decades. In this context, it has become essential to strike a new deal between the capital city, the Capital Region and Welsh Government, placing Cardiff in a leading role to build a new post-Brexit, city-regional economy which capitalises on the opportunities presented by effective regional working in economic development, planning and transport. Working with the UK Government, Welsh Government and fellow member cities, we will also develop the Western Gateway initiative, in order to create a new regional economic powerhouse based around the economic, educational, energy and transport assets of the Western Gateway region.

Continue the development of the city centre as a business location

To build on our recent success in job creation, we will continue to attract major inward investment. Cardiff Central Square is in its final phase and so attention will now turn to the Central Quay development, extending the central business district south of Cardiff Central Station. We will also focus on the completion of the Capital Quarter, further regeneration of Callaghan Square and the launch of a new vision for the city’s Canal Quarter.

Write a new chapter in Cardiff Bay’s regeneration story

The regeneration of Cardiff Bay is establishing the area as a major UK destination for leisure, culture and tourism, and the next steps will be transformational. In addition to delivering a new 15,000 capacity Indoor Arena and the next phase of the International Sports Village, we will invest in cycling and walking routes to significantly improve links between the city centre and Cardiff Bay, bringing major benefits to the local economy.

Support innovation and business development

The new industrial strategy, focused on the east of Cardiff, is designed to re-invigorate areas of the city that have long suffered from under-investment. Centred on the planned Cardiff Parkway train station and business park, we will work with businesses, the creative industries and the city's universities to develop Cardiff East as a hub for employment and innovation.

Bring world events to Wales and take the best of Wales to the world

Cardiff's sports offer and cultural scene are two of its major draws for residents and visitors, and both play a vital role in the city's economic success. Building on the success of the Champions League Final in 2017, we now have our sights on working with Welsh and UK governments to compete for the 2030 FIFA World Cup. Recognising the contribution of the music sector to the economy, we also want to make Cardiff an international destination for music, and we will develop a cultural strategy and a Music City strategy, well in advance of the new indoor arena opening its doors.

What we will do to make Cardiff a capital city that works for Wales

We will:	Lead Member	Lead Directorate
<p>Play a leading role in the design and delivery of city-regional governance for economic development, planning and transport that reflects the unique role that the capital city plays in the Capital Region by 2021.</p>	<p>Cllr Huw Thomas</p>	<p>Economic Development</p>
<p>Work with the UK Government and Welsh Government to implement a programme of investments over the next five years to deliver investment and capacity improvements at Cardiff Central Station</p>	<p>Cllr Russell Goodway & Cllr Caro Wild</p>	<p>Economic Development</p>
<p>Grow the city centre as a location for businesses and investment, delivering an additional 300,000ft² of 'Grade A' office space by 2022, by working with partners to:</p> <ul style="list-style-type: none"> • Complete the regeneration of Central Square; • Begin the Central Quay development extending the business district south of the station; • Support the completion of Capital Quarter and the next phase of regeneration of Callaghan Square; • Develop a new masterplan for the Canal Quarter area. 	<p>Cllr Russell Goodway</p>	<p>Economic Development</p>
<p>Write a new chapter in Cardiff Bay's regeneration story by:</p> <ul style="list-style-type: none"> • Delivering the new 15,000-capacity Multi-Purpose Indoor Arena by 2024; • Completing a procurement exercise for the next phase of development of the International Sports Village by October 2020; • Bringing forward proposals to protect and revitalise historic buildings in the Bay and provide support for the completion of the ongoing redevelopment of the Coal Exchange; • Commencing delivery of a new mixed-use development at Dumballs Road by 2021, including the delivery of 2,000 homes. 	<p>Cllr Russell Goodway</p>	<p>Economic Development</p>
<p>Work with private partners to attract investment in innovation and start-up space across the city.</p>	<p>Cllr Russell Goodway</p>	<p>Economic Development</p>
<p>Establish a new Tourism Strategy, including delivery arrangements by spring 2021.</p>	<p>Cllr Russell Goodway</p>	<p>Economic Development</p>

We will:	Lead Member	Lead Directorate
<p>Support innovation and industry by:</p> <ul style="list-style-type: none"> Supporting the completion of Cardiff Parkway as part of our Industrial Strategy for the east of the city; Working with City Deal partners, the private sector and the University Health Board to explore the potential of developing proposals for the creation of a Science Park Campus at Coryton; Working with Clwstwr Creadigol to attract further investment in establishing a creative industries network for Cardiff to support the growth of creative enterprises in the city. 	<p>Cllr Russell Goodway</p>	<p>Economic Development</p>
<p>Keep our cultural scene as the beating heart of city life by:</p> <ul style="list-style-type: none"> Co-ordinating the Cardiff Music Board and developing a Music Strategy through the Board and in partnership with the Welsh Government by March 2021; Considering development and investment opportunities for St David’s Hall by 2021; Developing a Cultural City Compact approach with the cultural sector as a means for taking forward a new Cultural Strategy for Cardiff by March 2021. 	<p>Cllr Peter Bradbury</p>	<p>Economic Development</p>
<p>Bring world events to Wales and take the best of Wales to the world through the development of an events portfolio including:</p> <ul style="list-style-type: none"> The development of a ‘signature music event’ by October 2020; Working with PRO14 Rugby to facilitate the hosting of the Guinness PRO14 Final at Cardiff City Stadium on 20th June 2020; Working in partnership with the Welsh and UK Governments to inform the feasibility of a 2030 FIFA Football World Cup bid. 	<p>Cllr Peter Bradbury</p>	<p>Economic Development</p>

Key Performance Indicators

Indicators which tell us if the Council is delivering effectively

Continue the development of the city centre as a business location

Indicator	Target
The amount of 'Grade A' office space committed to in Cardiff (sq. ft.). <i>(This is a rolling two-year target.)</i>	300,000 sq. ft.

Support innovation and business development

Indicator	Target
The number of new jobs created and jobs safeguarded.	1,000

Bring world events to Wales and take the best of Wales to the world

Indicator	Target
The number of staying visitors.	2% increase
Total visitor numbers.	2% increase
Total visitor days.	2% increase
Attendance at Council venues.	595,000

Well-being Objective 6:

Cardiff Grows in a Resilient Way

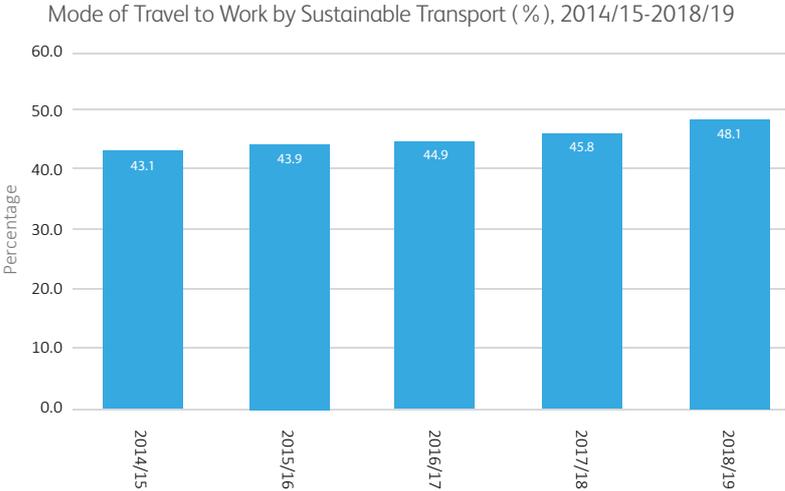
Climate change is one of the most serious threats facing not only Cardiff but the rest of the world, with impacts such as rising sea levels and increased frequency of extreme weather events putting the city at direct risk. As a result, we have declared a Climate Emergency, viewing this as an opportunity to reduce carbon emissions across the city. Additionally, as one of Britain's fastest growing cities, Cardiff is facing unprecedented change in its population. This growth, although a sign of success, means further pressure will be felt on the city's physical infrastructures, community cohesion, the natural environment and public services.

Managing the impacts of this population change and of climate change in a resilient and sustainable fashion is a major long-term challenge for Cardiff, requiring adaptability, flexibility and creativity.

Measuring Progress against the Well-being Objective: Outcome Indicators



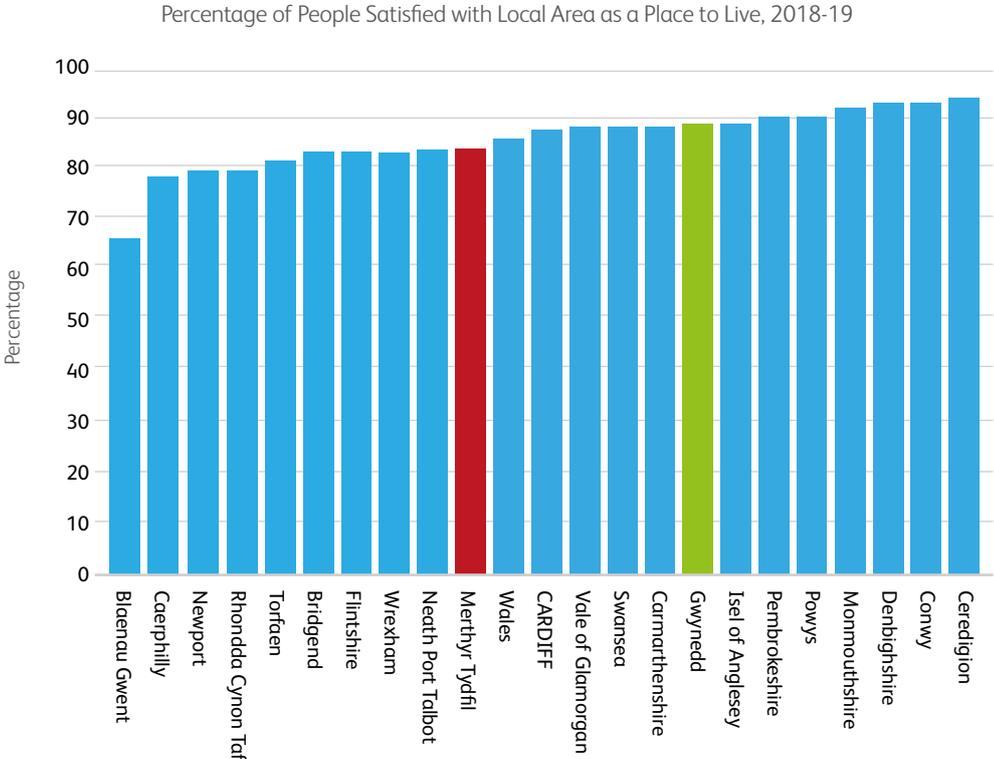
Improving City Performance: Commuting by Sustainable Transport



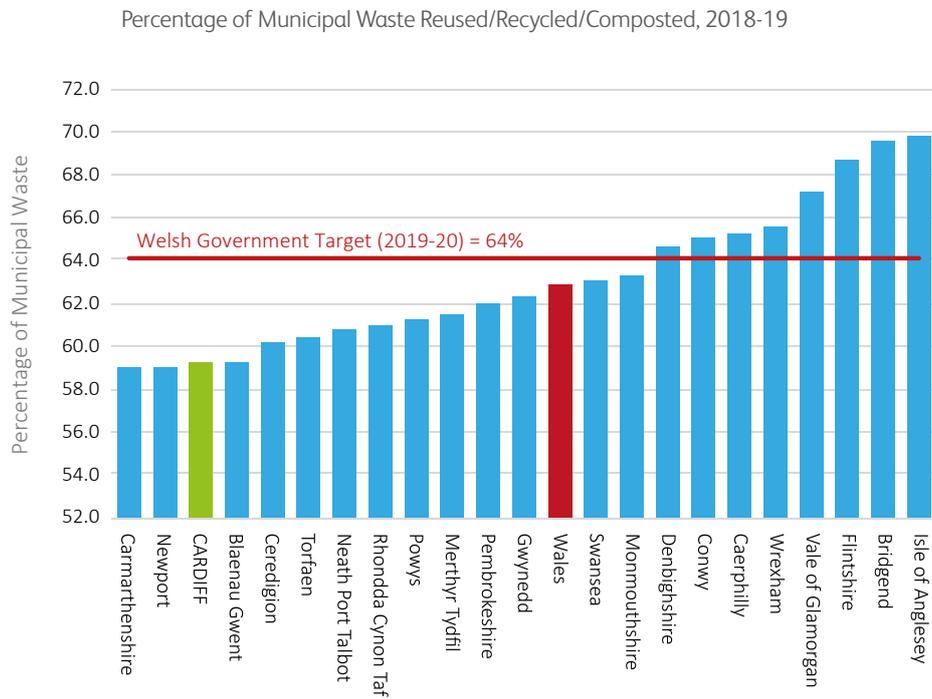
Source: Ask Cardiff



Improving City Performance: Satisfaction with Local Area



Source: National Survey for Wales, Welsh Government



Source: Welsh Government

Progress Made

- **A new Transport Vision has been launched for Cardiff**, an ambitious 10-year plan to tackle the climate emergency, reduce congestion and improve air quality in the city.
- **A Clean Air Plan and wider strategy were agreed in June 2019**, outlining the Council's actions for targeted improvements in the city centre and some of the worst polluted areas across Cardiff.
- **The first ten electric vehicle charge points have been installed in residential areas in Cardiff**, with work commenced to identify locations for additional on-street electric vehicle charge points in the city.
- **The Senghennydd Road Cycleway was completed in October 2019**, progressing improvements to the city's cycling and walking networks.
- **Area-wide 20mph limits have been introduced in Grangetown and Penylan**, and plans have been developed for 20mph limit areas in Splott, Butetown, Canton and other areas south of the A48.
- **56 of Cardiff's schools were supported to develop an Active Travel Plan last year**, with a bespoke programme to support all schools to develop plans formally launched in January 2020.
- **11 'Love Your Parks' litter picks took place over the summer of 2019**, which saw 138 volunteer hours being given and 172 bags of litter collected.

Priorities for 2020/21

Respond to the climate emergency, leading Cardiff's low-carbon transition

Climate change is the defining global challenge of our generation. The Council has recognised the challenge and declared a Climate Emergency. In response, a new One Planet Cardiff Strategy will be brought forward, bringing together plans to de-carbonise the city across energy, transport, the built environment, waste, food, and water management. Over the decade ahead we are committed to leading the transition to a cleaner, greener Wales.

Lead a transformation of Cardiff's public transport system, alongside promoting more active forms of travel

Improving our transport system and travel around the city remains a strategic priority. Getting this right can help us tackle congestion, increase active travel and improve air quality. As well as redeveloping the city's main transport hub, including a new central bus station and the modernisation of Cardiff Central train station, we will commence work on the Cardiff Crossrail and Cardiff Circle tramlines.

To enhance active travel in Cardiff, we will deliver a fully segregated, safe cycling network across the city. This will be supported by a new Active Travel Network Map, which will indicate future walking and cycling routes. We are also committed to ensuring that all schools have developed Active Travel Plans and will deliver infrastructure improvements, where necessary, to enable safe walking and cycling to and from school.

Put sustainability at the heart of our plans for Cardiff's future development

Sustainable communities must be well-planned and well-connected, with infrastructure and public services that are fit for the future. The upcoming review of Cardiff's Local Development Plan will draw on UK best practice to ensure that all new developments meet the highest design quality and are underpinned by sustainable development and well-being principles.

Work as one team to keep our streets clean

We will deliver a comprehensive programme of improvement to the Council's Street Scene services by adopting targeted, data-led approaches to street cleaning and waste management. We are committed to working with residents to ensure that each waste bag contains the correct content so that no bag is left behind.

We will also extend the successful 'Love Where You Live' campaign to encourage greater community and volunteer action in relation to social responsibility for alleyways, woodland, public open spaces, recycling, smoking litter and single-use plastics.

Make Cardiff a world-leading recycling city

Cardiff is Britain's leading major city for recycling, with rates having increased from 4% to 59% since 2001. However, we still have some work to do to meet Welsh Government's target of 70% by 2025.

Working with partners we will drive up city recycling rates and promote a circular economy for recycled materials. This includes exploring options for new Household Waste Recycling Centres in the north of the city and working with residents to maximise what we recycle.

What we will do to make sure that Cardiff grows in a resilient way

Work as one team, keeping our streets clean

We will:	Lead Member	Lead Directorate
Deliver a comprehensive programme of improvement to the Council's Street Scene services through integration, digitalisation and the use of data to support efficient and effective use of resources.	Cllr Michael Michael	People & Communities
Deliver a tailored neighbourhood management approach to improving street cleanliness in targeted communities by December 2020.	Cllr Michael Michael	People & Communities
Engage with citizens and businesses on concerns in their communities through 'Love Where You Live' to encourage volunteering and working in collaboration.	Cllr Michael Michael	People & Communities

Make Cardiff a world-leading recycling city as a core part of our response to climate change

We will:	Lead Member	Lead Directorate
<p>Deliver the recycling services strategy to achieve 70% recycling performance by 2024/25 by:</p> <ul style="list-style-type: none"> Continuing project work with Welsh Government, Waste & Resources Action Programme (WRAP) and local partnerships; Completing Options Modelling by May 2020; Preparing a Business Case and draft implementation plan by September 2020; Commencing implementation by January 2021. 	Cllr Michael Michael	People & Communities
Launch an education campaign to promote changes in resident behaviour in March 2020 and monitor improvements throughout 2020/21.	Cllr Michael Michael	People & Communities
Develop a citizen-based strategic plan for new and existing recycling centres and improve re-use/recycling to 80% in centres by March 2021.	Cllr Michael Michael	People & Communities
Remove single-use plastics from Council venues and work with partners to develop a city-wide response to single-use plastics in all public services by March 2021.	Cllr Michael Michael	Planning, Transport & Environment and People & Communities

Lead Cardiff's low-carbon transition

We will:

	Lead Member	Lead Directorate
Launch the One Planet Cardiff Strategy by May 2020 and bring forward a delivery plan by October 2020.	Cllr Huw Thomas	Planning, Transport & Environment
Implement the Low Emission Fuels Strategy to convert the Council's fleet to low emission fuels and ensure 90 Council vehicles are converted to electric power by 2021.	Cllr Michael Michael	Planning, Transport & Environment
Work with the taxi trade to develop a phased transition for Cardiff licensing conditions by: <ul style="list-style-type: none"> Requiring vehicles to have a minimum Euro 6 emission standards by December 2021; Developing a medium-term strategy to ensure the Cardiff Taxi fleet are all Ultra Low Emission Vehicles. 	Cllr Michael Michael	Planning, Transport & Environment
Ensure good air quality by implementing and evaluating the: <ul style="list-style-type: none"> Clean Air Plan as approved by Welsh Government to ensure compliance with the EU Limit Value for Nitrogen Dioxide (NO₂) in the shortest possible time by the end of 2021; Wider Clean Air Strategy measures to ensure a continued reduction of NO₂ concentrations is achieved across the city. 	Cllr Michael Michael	Planning, Transport & Environment
Progress the business case for an innovative heat network scheme to serve areas of the Bay and city centre by commencing a formal procurement for a delivery contract by May 2020, subject to grant funding.	Cllr Michael Michael	Planning, Transport & Environment
Deliver a 9 Megawatt Solar Farm at Lamby Way by May 2020.	Cllr Michael Michael	Planning, Transport & Environment
Promote healthy, local and low-carbon food by delivering the Cardiff Food Strategy by 2023.	Cllr Michael Michael	Planning, Transport & Environment

Promote and instigate sustainable flood risk management

We will:

	Lead Member	Lead Directorate
Develop a sustainable water, flood and drainage strategy for Cardiff by 2021.	Cllr Michael Michael	Planning, Transport & Environment
Complete coastal defence improvements in Cardiff East by December 2022.	Cllr Michael Michael	Planning, Transport & Environment
Deliver phase 1 of the new Canal Quarter scheme by 2022.	Cllr Michael Michael	Planning, Transport & Environment

Put sustainability at the heart of our plans for Cardiff's future development

We will:	Lead Member	Lead Directorate
Conduct a full review of the Local Development Plan by 2023 and engage in dialogue on regional strategic planning arrangements.	Cllr Caro Wild	Planning, Transport & Environment
Support the delivery of high-quality, well designed, sustainable and well-connected communities as described by the Council's Master Planning Principle.	Cllr Caro Wild	Planning, Transport & Environment
Deliver the Council's Green Infrastructure Plan.	Cllr Caro Wild	Planning, Transport & Environment

Lead a transformation of Cardiff's public transport system

We will:	Lead Member	Lead Directorate
<p>Work with Welsh Government, Transport for Wales and other partners to:</p> <ul style="list-style-type: none"> • Deliver new stations at Loudoun Square, in the heart of Cardiff Bay, Crwys Road and Roath Park by 2024; • Establish a new mainline train station at Cardiff Parkway in St Mellons by 2023 and work with partners to complete the Eastern Bay Link Road; • Deliver a Bus Strategy for the city by 2020, including a new cross-city bus interchange at Waungron Road, providing connections to the University Hospital of Wales and linking to the east of the city by 2021; • Deliver new park and ride facilities at Llanilltern (Junction 33 of the M4) by 2023. 	Cllr Caro Wild	Planning, Transport & Environment
Continue to progress the City Centre Transport Masterplan projects from 2020 through to 2022.	Cllr Caro Wild	Planning, Transport & Environment
Programme the delivery of the bridge crossing scheme at Llanrumney as part of a wider regeneration scheme.	Cllr Caro Wild & Cllr Lynda Thorne	Planning, Transport & Environment

Promote cycling, walking and active travel

We will:	Lead Member	Lead Directorate
Invest £20m in a new fully segregated, safe cycling network across the city by 2022.	Clr Caro Wild	Planning, Transport & Environment
Develop a new Active Travel Network Map by 2021.	Clr Caro Wild	Planning, Transport & Environment
Roll out 20mph speed limits across the city by 2022.	Clr Caro Wild	Planning, Transport & Environment
Expand the on-street cycle hire scheme and complete roll out of e-bike fleet by June 2020.	Clr Caro Wild	Planning, Transport & Environment
Ensure all Cardiff schools have Active Travel Plans by 2022.	Clr Caro Wild	Planning, Transport & Environment
Complete the 'Healthy Streets' pilot and assess its impact by 2021.	Clr Caro Wild	Planning, Transport & Environment

Key Performance Indicators

Indicators which tell us if the Council is delivering effectively

Housing

Indicator	Target
The percentage of householder planning applications determined within agreed time periods.	>85%
The percentage of major planning applications determined within agreed time periods.	>70%
The percentage of affordable housing at completion stage provided in a development on greenfield sites.	30% (LDP)
The percentage of affordable housing at completion stage provided in a development on brownfield sites.	20% (LDP)

Transport and Clean Air

Indicator	Target
Modal Split for All Journeys (2026 target 50:50): Proportion of people travelling to work by sustainable transport modes.	46.8%
The number of schools supported to develop an Active Travel Plan.	40
The city-wide annual average Nitrogen Dioxide (NO ₂) concentrations at roadside locations.	30µg/m ³
The Nitrogen Dioxide (NO ₂) concentrations within Air Quality Management Areas (AQMA).	35µg/m ³
Legal compliance with EU Limit Value for Nitrogen Dioxide (NO ₂) in Castle Street (target for December 2021)	40µg/m ³

Waste and Recycling

Indicator	Target
The percentage of planned recycling and waste collections achieved.	99.9%
The percentage of municipal waste collected and prepared for re-use and/ or recycled.	64%
The percentage of waste collected at recycling centres that has been prepared for re-use or recycled.	80%

Clean Streets

Indicator	Target
The percentage of highways land inspected by the Local Authority found to be of a high or acceptable standard of cleanliness.	90%
The number of wards in Cardiff where the 90 % of the highways land inspected is of a high or acceptable standard of cleanliness.	All
The percentage of reported fly-tipping incidents cleared within five working days.	95%
The percentage of reported fly-tipping incidents investigated by Environmental Enforcement.	95%
The number of education and enforcement actions per month relating to improving recycling behaviour by citizens.	3,000

Well-being Objective 7:

Modernising and Integrating Our Public Services



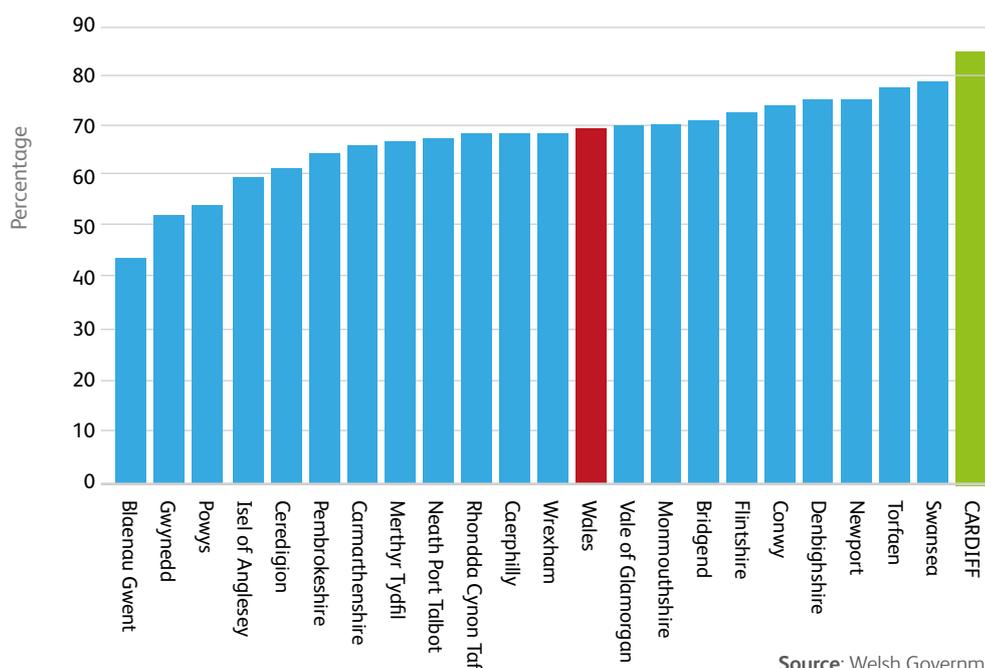
In the face of rising demand and reducing budgets, we are committed to modernising the Council's systems and processes to support service delivery. This will mean streamlining and simplifying the way the Council does business, making better use of the Council's asset base, finding new and better ways of working to take advantage of new technology and investing in our workforce so that they have the resources and skills to meet the complex challenges facing public services in the 21st Century.

Measuring Progress against the Well-being Objective: Outcome Indicators



Improving City Performance: People who agree that 'the Council Provides High Quality Services'

Percentage of People that are Very or Fairly Satisfied that Good Services and Facilities are Available in their Local Area, 2018-19

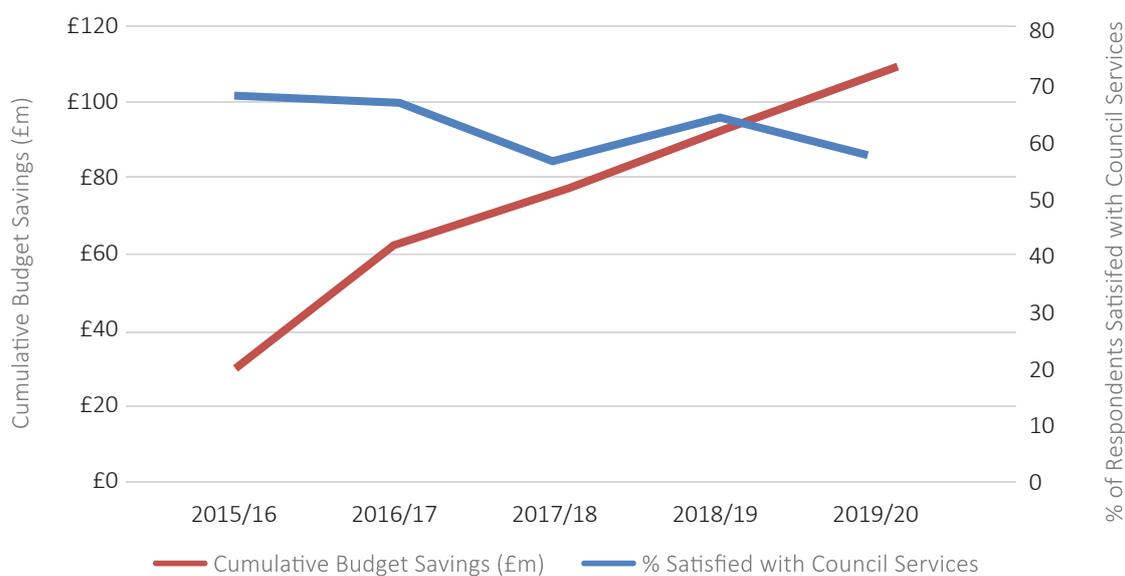


Source: Welsh Government Survey



Improving City Performance: Cumulative Budget Savings (£m) v % Satisfied with Council Services

Cumulative Budget Savings (£m) v % Satisfied with Council Services (Ask Cardiff Survey)



Source: Ask Cardiff / Cardiff Council Budget Report

Progress Made

- **The Cardiff Gov App has been downloaded more than 20,000 times** since its launch last year and has been expanded to include new services such as reporting problems on roads such as potholes as well as reporting litter, broken glass or dog fouling.
- The number of customer contacts to the Council using digital channels, and those choosing to make payments online, has continued to increase – **over 945,000 digital contacts were made during 2018/19.**
- **Since 2015, the Council has generated capital receipts in excess of £40m to re-invest in valuable services** and reduced the running cost of Council buildings by circa £6.3m.
- **In 2018, the Council achieved the Corporate Health Standard Award at Silver Level**, demonstrating the organisation's commitment to supporting the health and well-being of staff.
- The Council has established a refreshed programme of regular equality awareness training for Council staff, alongside an Equality Impact Assessment training programme for managers and policy makers.

Priorities for 2020/21

To meet our aspiration to become one of the best-run Councils in the UK, we must continue our pattern of year-on-year improvement, raising citizen satisfaction and improving the performance of Council services compared to other Welsh authorities and major British cities. Through public service reform we will protect and enhance frontline services to respond to rapidly increasing levels of demand, while implementing modernised, more efficient and more agile working practices across our workplaces. Our services will become more responsive and flexible for both citizen and staff alike.

Assets and Property

Major work has been undertaken on the long-term commitment to modernise the Council's estate. Following the successful delivery of the Assets and Property Strategy, capital receipts amounting to some £40m have already been generated and are being re-invested in delivering the Council's priorities. A new Corporate Landlord function has been established to ensure the management and maintenance of Council buildings meets all related responsibilities that fall to the Council as a property owner. In particular, significant progress has been made right across the estate, especially in the city's schools, to ensure the Council's buildings meet Health and Safety compliance standards and to ensure that this continues to be monitored and managed effectively.

Workforce

Few organisations deliver such a wide variety of services – through a range of business models – so successfully. Every day, Council officers deliver some of the city's most valuable services with commitment, creativity and compassion. That is why the Council is committed to investing in and supporting its workforce. In doing so, we will continue to focus on

supporting staff well-being and reducing the number of days lost as a result of sickness absence, placing a particular focus on reducing long-term sickness absence.

Digital Ambition

Delivering improvement while reducing resources has relied on a bold and ambitious approach to leading change. We will continue to introduce new technologies to support the residents of Cardiff in their personal lives, as well as the Council's workforce in their professional lives. Nowhere is this change more evident than in how citizens can access services and interact with the Council, with more and more services now available online, the new Cardiff Gov App topping 20,000 downloads and our Twitter followers at 90,000 - doubling since 2017. We now need to push harder at applying digital thinking way past the front door, using this to reconfigure and automate countless processes and services, delivering savings and improving the services for citizens in the process.

Make sure that we are a Council that better talks to and listens to the city we serve

A modern Council must be one that talks to and listens to the people of the city, and one which responds to the voice of citizens. At the heart of this will be an ambitious participation strategy aimed at increasing public engagement in local democracy and decision making, with specific focus being placed on increasing participation from the most deprived, most disconnected and seldom heard groups in society.

What we will do to modernise and integrate our public services

We will:	Lead Member	Lead Directorate
<p>Deliver fewer and better Council buildings and protect the Council’s historic buildings by:</p> <ul style="list-style-type: none"> • Developing a new property strategy by December 2020 to rationalise and de-carbonise Council buildings, ensuring Council staff are located in buildings that have the highest environmental standards; • Developing a plan to secure investment into the Council’s historic assets including City Hall and the Mansion House by March 2021; • Reviewing the Council’s existing business estate to identify potential disposals to generate capital receipts to invest in the retained estate. 	Cllr Russell Goodway	Economic Development
<p>Reduce sickness absence rates by:</p> <ul style="list-style-type: none"> • Continuing to supporting staff well-being, particularly through providing additional support for staff suffering with poor mental health; • Strengthening management practice across all directorates, with a focus on reducing long-term sickness absence rates. 	Cllr Chris Weaver	Resources
<p>Work towards achieving the Gold Level Corporate Health Standard Award by March 2021, by progressing the initiatives that are set out in the standard.</p>	Cllr Chris Weaver	Resources
<p>Build on the Agency Workers Charter by:</p> <ul style="list-style-type: none"> • Continuing the process of transferring long-term agency staff into permanent contracts; • Reviewing agency workers placed with the Council via the Into Work Service. 	Cllr Chris Weaver	Resources
<p>Ensure that the Council’s workforce is representative of the communities it serves by:</p> <ul style="list-style-type: none"> • Ensuring that our recruitment processes are not biased; • Supporting careers events in our least represented communities; • Reviewing current arrangements for Cardiff Works staff. 	Cllr Chris Weaver	Resources
<p>Get the best social and community value out of the Council’s £430m annual spend on goods and services by adopting a ‘Social Value’ framework for assessing contracts, with implementation commencing by May 2020.</p>	Cllr Chris Weaver	Resources

We will:	Lead Member	Lead Directorate
<p>Continue to support the Foundational Economy through our Socially Responsible Procurement Policy, ensuring that local people and communities benefit from the money that the Council spends on goods and services, and working with partners to explore how we can further promote opportunities for Social Enterprises in Cardiff.</p>	Cllr Chris Weaver	Resources
<p>Strengthen social partnership arrangements in Cardiff by updating our procurement strategy to promote fair work and support the circular economy by October 2020.</p>	Cllr Chris Weaver	Resources
<p>Progress and deliver our customer service agenda with a focus on:</p> <ul style="list-style-type: none"> • Delivering a programme of online and classroom-based customer service training; • Recruiting ‘customer and digital champions’ across the organisation; • Reviewing customer service satisfaction through biannual benchmarking surveys. 	Cllr Chris Weaver	Resources
<p>Deliver our ambitious Digital Strategy by:</p> <ul style="list-style-type: none"> • Launching a new bilingual ‘chat bot’ by September 2020; • Producing an agile working strategy for the Council by December 2020. 	Cllr Chris Weaver	Resources
<p>Establish Cardiff as a Smart City, where digital technologies and data are seamlessly used to enhance the lives of people, by adopting the new Smart City roadmap by September 2021.</p>	Cllr Chris Weaver	Resources

Key Performance Indicators

Indicators which tell us if the Council is delivering effectively

Deliver fewer and better Council buildings

Indicator	Target
Reduce the gross internal area (GIA) of buildings in operational use.	TBC
Reduce the total running cost of occupied operational buildings.	TBC
Reduce the maintenance backlog.	TBC
Capital income generated.	TBC

Rebuild and reform our public services so that they can meet the challenges of the 2020s

Indicator	Target
The percentage of staff that have completed a Personal Review (excluding school staff).	100%
The number of working days/shifts per full-time equivalent (FTE) Local Authority employee lost due to sickness absence.	9.5
Citizen satisfaction with Council services.	75%

Deliver our ambitious Digital Strategy

Indicator	Target
The number of customer contacts to the Council using digital channels.	10% increase on 2019/20
The total number of webcast hits (Full Council, Planning Committees, Scrutiny Committees, Audit Committee, Cabinet).	5,500
The number of Facebook followers.	10% increase on 2019/20
The number of Instagram followers.	10% increase on 2019/20
The number of people registered with the Cardiff App.	10% increase on 2019/20
The percentage of devices that enable agile and mobile working across the organisation.	>45%

Make sure that we are a Council that better talks to and listens to the city that we serve

Indicator	Target
The percentage of voter registration.	90%
The number of wards where the percentage of voter registration is over 90%.	All

**CARDIFF COUNCIL
CYNGOR CAERDYDD**



CABINET MEETING: 20 FEBRUARY 2020

APPLICATION FOR A HACKNEY CARRIAGE FARE INCREASE

**CLEAN STREETS, RECYLING AND ENVIRONMENT
(COUNCILLOR MICHAEL MICHAEL)**

AGENDA ITEM: 2

Reason for this Report

1. To consider an application made by Dragon Taxis to vary the current rate of hackney carriage fares in Cardiff.

Background

2. The Council may fix or vary the rate of fare for the hire of a hackney carriage under the provisions of Section 65 of the Local Government (Miscellaneous Provisions) Act, 1976. The Section requires that any variation of the fare must be advertised in a local paper and that a period of notice of at least 14 days be given to enable any person to make objections.
3. The current tariff of fares has been in place since 12 March 2018 and is shown in appendix A.
4. An application made by taxi operator Dragon Taxis, Martin Road, Tremorfa Industrial Estate, Cardiff, to increase the rate of fares was submitted to the Licensing Section.

Issues

5. Dragon Taxi's application proposes to increase the charge of the first 103 yards by 10p to £2.60. After 103 yards, 20p will be charged for each subsequent 185 yards, this has been decreased from 195 yards. It is also proposed to amend the time that an additional £1 is added to journeys so this will be added between 10pm to 6am (currently midnight to 6am). All other charges remain the same as the current table of fares. Full details of the request, including supporting information, are shown in Appendix B.
6. The proposal would increase the cost of an average 2 mile journey by 4.92%, in monetary terms this would be an increase from £6.10 to £6.40. A journey of 10 miles would result in an increase during the day from £20.50 to £21.60 (5.37%). There would be no increase in waiting time and the additional charge of £1 will be applied from 10pm instead of midnight, as it is at present. The following tables provide details of the current

maximum fares for journeys within Cardiff at the daytime and night time rates, with a comparison to the proposed tariffs.

Journey Length (6am – 10pm)	Current (6am – 12am)	Dragon Proposal	Percentage increase
2 mile	£6.10	£6.40	4.92%
5 mile	£11.50	£12.00	4.35%
10 mile	£20.50	£21.60	5.37%

Journey Length (10pm – 6am & bank holidays)	Current (12am – 6am & bank holidays)	Dragon Proposal	Percentage increase
2 mile	£7.10	£7.40	4.23%
5 mile	£12.50	£13.00	4%
10 mile	£21.50	£22.60	5.12%

7. Due to the proposed additional £1 charge being introduced 2 hours earlier than at present, if the proposals were introduced, a 2 mile journey at 10pm that currently costs £6.10 would rise to £7.40, an increase of 21.3%.
8. The application made by Dragon is above the rate of inflation since the previous fare increase. The annual rate of inflation was 2.48% in 2018 and 1.81% in 2019.
9. The AA Fuel Price Report shows that the cost of diesel has increased from a Wales average of 122.3p per litre in March 2018 to 129.7p per litre in November 2019 an increase of 6%. Unleaded 95 Octane petrol has also increased by 5% during the same period from 119.3p per litre to 125.4p per litre.
10. The Hackney Carriage vehicle licence fee has increased since March 2018 from £154 to £160 for a 12 month renewal, an increase of approximately 3.9%. During the same period, the fee for a 3 year Hackney Carriage/Private Hire Driver licence renewal has decreased from £100 to £89, a decrease of 11%.
11. Consideration should be given to obtaining a balance between increasing the fare to compensate in the increase of costs of running a hackney carriage, and ensuring that the increase does not deter the public from using hackney carriages.

12. For information the following table provides details of the daytime rate of the 2 mile fare currently authorised by the Council together with a comparison with the proposed fares and also the fares authorised by a sample of other licensing authorities:

Authority	Cost per 2 mile journey
Watford	£8.40
London	£7.80
Bath	£6.80
Swindon	£6.70
Exeter	£6.60
Hereford	£6.40
Dragon Proposed Tariff	£6.40
Plymouth	£6.00
Vale of Glamorgan	£6.00
Gwynedd	£6.00
Cardiff (Current Tariff)	£6.10
Newcastle upon Tyne	£5.80
Bridgend	£5.80
Swansea	£5.70
Newport	£5.60
Caerphilly	£5.40
Powys	£5.40
Blaenau Gwent	£5.20
Rhondda Cynon Taff	£5.20
Merthyr Tydfil	£4.50

13. Cardiff is currently 141st in the 2 mile fare league table out of 363 local authorities, as printed in the December edition of Private Hire & Taxi Monthly. Dragon's proposed increase would move Cardiff to the same rate as the authorities between 81st and 103rd out of 369 local authorities.
14. Should the Cabinet agree to vary the tariff, the variation would need to be advertised for a period of at least 14 days to permit persons to make an objection. Should there be no objections; the variation would then come into effect on the date of the expiry of the period of notice. However, should an objection be received the objection would need to be considered by the Cabinet before the variation is implemented.
15. The report seeks determination of the application to vary Cardiff Council's Hackney Carriage tariff of fares. It is a legal requirement that the approved tariff applies to all hackney carriage journeys that start and end within the Cardiff boundary.

Reason for Recommendations

16. The report seeks determination of the application to vary Cardiff Council's Hackney Carriage tariff of fares. It is a legal requirement that the approved tariff applies to all hackney carriage journeys that start and end within the Cardiff boundary.

Financial Implications

17. This report does not result directly in any additional financial implications. The increase in fares will need to be publicly advertised and the associated costs of advertising will be borne by the Licensing Service from within its existing budget.

Legal Implications

18. If Cabinet decides to amend the fare tariff it will be necessary to give public notice in accordance with Section 65 of the Local Government (Miscellaneous Provisions) Act 1976. The Cabinet will then have to consider any objections that are received.
19. 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.

HR Implications

20. There are no HR implications as a result of this report.

Property Implications

21. There are no property implications as a result of this report.

RECOMMENDATIONS

Cabinet is recommend to

1. Note the issues and impacts to taxi fares set out in the report
2. Approve the application put forward by Dragon Taxis with an implementation date of 1st April 2020 (provided that there are no objections).
3. Authorise the advertisement of the variation in a local newspaper.

SENIOR RESPONSIBLE OFFICER	Andrew Gregory
	14 February 2020

The following appendices are attached:

Appendix A: Current Hackney Carriage Tariff

Appendix B: Details of the Dragon Taxis application

The following background papers have been taken into account

Private Hire & Taxi Monthly (December edition)

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HACKNEY CARRIAGE TARIFF

Local Government (Miscellaneous Provisions) Act 1976

AUTHORISED FARE TARIFF

First 103 yards (94.18metres) or Part thereof,	£2.50
If distance exceeds 103 yards (94.18m) for first 103 yards (94.18m)	£2.50
For each subsequent 195 yards (178.30m)	£0.20

WAITING TIME

For each period of 48 seconds	£0.20
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EXTRA CHARGES

For hirings between midnight and 6.00am, and on Sundays and Bank Holidays	£1.00
For hirings between 8.00pm Christmas Eve and 6.00am on 27 th December and between 8.00pm New Year's Eve and 6.00am 2 nd January.	£3.00
For each passenger exceeding four	£1.00 each
Bicycles, cabin trunks (minimum size 36" x 24" x 18") and items of furniture	£0.50 each

THE EXTRA CHARGE FOR NIGHT TIME, SUNDAYS AND BANK HOLIDAYS WILL NOT APPLY WHEN EXTRA CHARGE FOR CHRISTMAS AND THE NEW YEAR APPLIES.

CONTAMINATION

For the fouling of a vehicle	£50.00
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- On all journeys within the boundary of the City and County of Cardiff the driver must use the meter which must not exceed the authorised fare scale shown above.
- Fares for journeys ending outside the area of the City and County of Cardiff, and in respect of which no fare or rate of fare was agreed before the hiring was effected, must not exceed the authorised fare scale as shown above.

Complaints regarding fares, vehicles or drivers should be made to the Licensing Section, City Hall, Cardiff, (029) 2087 1651, licensing@cardiff.gov.uk, quoting the vehicle licence plate number and the number of the driver's badge.

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Appendix B

CURRENT	Current (March 2018)
AUTHORISED FARE TARIFF	
First 103 yards (94.18m) or part thereof	£2.50
If distance exceeds 103 yards (94.18m) for first 103 yards (94.18m)	£2.50
For each subsequent 195 yards (178.30m)	£0.20
WAITING TIME	
For each period of 48 seconds	£0.20
EXTRA CHARGES	
For hirings between midnight and 6.00am, and on Sundays and Bank Holidays	£1.00
For hirings between 8.00pm Christmas Eve and 6.00am on 27th December and between 8.00pm New Year's Eve and 6.00am 2nd January.	£3.00
For each passenger exceeding four	£1.00 each
Bicycles, cabin trunks (minimum size 36" x 24" x 18") and items of furniture	£0.50 each
THE EXTRA CHARGE FOR NIGHT TIME, SUNDAYS AND BANK HOLIDAYS WILL NOT APPLY WHEN EXTRA CHARGE FOR CHRISTMAS AND THE NEW YEAR APPLIES.	
CONTAMINATION	
For the fouling of a vehicle	£50.00

PROPOSED	Proposed (February 2019)
AUTHORISED FARE TARIFF	
First 103 yards (94.18m) or part thereof	£2.60
If distance exceeds 103 yards (94.18m) for first 103 yards (94.18m)	£2.60
For each subsequent 185 yards (169.16m)	£0.20
WAITING TIME	
For each period of 48 seconds	£0.20
EXTRA CHARGES	
For hirings between 10:00pm and 6.00am, and on Sundays and Bank Holidays	£1.00
For hirings between 8.00pm Christmas Eve and 6.00am on 27th December and between 8.00pm New Year's Eve and 6.00am 2nd January.	£3.00
For each passenger exceeding four	£1.00 each
Bicycles, cabin trunks (minimum size 36" x 24" x 18") and items of furniture	£0.50 each
THE EXTRA CHARGE FOR NIGHT TIME, SUNDAYS AND BANK HOLIDAYS WILL NOT APPLY WHEN EXTRA CHARGE FOR CHRISTMAS AND THE NEW YEAR APPLIES.	
CONTAMINATION	
For the fouling of a vehicle	£50.00

2nd December 2019

Dear Sir / Madam,

Re: Proposed Hackney Carriage Fare Increase 1st February 2020

I would like to apply to Cardiff County Council for an increase to the Hackney Carriage Tariff, to come into force on 1st February 2020.

The last increase in the fare tariff was applied 1st March 2018, this should have been 1st October 2017 but was held up at committee. Since that time the RPI inflation index according to the office for national statistics was 3.3% in October 2018 and 2.1% in October 2019.

In real terms driver partners are now earning 5.4% less than they were just over 2 years ago and this application will bring them back up within a reasonable level of inflation.

I am proposing an increase to the drop on the meter of £0.10, bringing the initial start of the meter from £2.50 to £2.60. Also, an increase to the ongoing mileage rate of £0.10 per mile, bringing the rate up from £1.80 per mile to £1.90 per mile.

In addition to the above I am asking for the timing of the £1.00 extra charge between midnight and 06:00am to be brought forward to 10:00pm.

Mileage	Current	Proposed	% Increase
1st Mile inc. advanced payment	£4.40	£4.60	4.55%
2.5 Mile average fare	£7.10	£7.45	4.93%
5 Mile fare	£11.60	£12.20	5.17%

This application is for a 4.93% increase on the average 2.5 mile fare, which I believe is a reasonable amount when you take into account the increases in costs that are affecting drivers.

Kind Regards



Ryan Owen

Managing Director

**CENTRAL SOUTH CONSORTIUM - SHARED
EDUCATION ADVISORY SERVICES**

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

AGENDA ITEM: 3

Reason for this Report

- 1 The purpose of this report is for Members to consider the recommendation of the Central South Consortium Joint Committee to continue to deliver shared educational advisory services in partnership with the other four councils in the region for at least the next three years.

Background

- 2 In the autumn of 2018, the five Education Cabinet Members of Central South Consortium Joint Committee (Bridgend, Cardiff, Merthyr Tydfil, Rhondda Cynon Taff and Vale of Glamorgan) made the decision to commission an independent review of the Consortium to ensure it was fit for purpose and financially viable for the foreseeable future.
- 3 The ISOS Partnership was commissioned to undertake the review. Their report, attached as Appendix A, considered potential alternative delivery arrangements for education improvement services in the region. The alternatives considered were:
 1. Local Authorities take back all school improvement functions and end any form of regional arrangements
 2. Local Authorities take back some school improvement functions but retain a regional delivery function to support national priorities
 3. Identify a Lead Local Authority to take responsibility for delivery of all school improvement functions on behalf of others
 4. Formal mergers between Local Authority education services so joint LAs undertake all school improvement functions
 5. A more formalised shared services company model where LAs commission and hold it to account but don't oversee the governance
 6. A merger with another regional school improvement service
 7. Re-modelling of the current Consortium model
- 4 They recommended option 7, re-modelling of the current Consortium model, as the one which builds most logically on present arrangements,

and would provide certainty and stability to schools during a period of significant change in education in Wales. The report also said: "We do not see this as an easy option. It will require a significant commitment and investment of time and effort to rebuild the commitment from schools and Local Authorities to the Consortium."

- 5 The report identified a number of aspects of the Consortium which would need to be strengthened or revised as part of this 're-modelling'. These included:
 - Improving the consistency and quality of delivery.
 - Re-shaping roles and responsibilities, including the roles of Challenge Advisers and Senior Challenge Advisers.
 - Strengthening governance by modifying committee structures, reviewing and revising the role of the Joint Committee, and strengthening the connection between clusters of schools, local heads groups and the Consortium.
 - Strengthening the relationship between the Consortium and Local Authorities, and links with Welsh Government.
- 6 The ISOS review report was considered at a meeting of Consortium the Joint Committee on 21st May 2019. Following the presentation of the review findings the Joint Committee agreed to support the ISOS recommendation and requested a detailed implementation plan to be presented at the December 2019 Joint Committee meeting to take forward the recommendations.
- 7 At their meeting on 19 December 2019 the Joint Committee agreed that the ISOS report is shared with the Cabinets of the five Local Authorities to the Consortium before the end of February 2020, and the five councils consider and restate their commitment to a joint approach to school improvement through the Consortium. A copy of the report to the Joint Committee is attached at Appendix B.

Reason for Recommendations

- 8 Following the review carried out by ISOS into the current delivery arrangements for school improvement services by the Central South Consortium, the five constituent Councils of the Consortium are asked to consider the recommendation of the review report with regard to the future delivery of these services.
- 9 The current Consortium arrangements have been in place since 2013. In November 2019, the Welsh Government also set out proposals in the Local Government and Elections (Wales) Bill for local authorities and Welsh Ministers to establish Corporate Joint Committees (CJCs) that would support collaborative working on a regional basis. The Bill provides the powers for local authorities to request the establishment of CJCs covering any functions. The Bill also provides Ministerial powers to establish CJCs specifically in the functions of economic development, strategic planning, transport and school improvement. These proposals

could therefore have potential future implications for the Consortium's existing operating model.

- 10 Current arrangements have been in place since 2013. Against a background of significant change in education policy in Wales, the Cabinet are asked to consider the outcome of the review for Cardiff Council and Cardiff schools for the future.
- 11 If the five Council Cabinets confirm their continued support for the delivery of the shared educational advisory services, the Directors of Education and the Acting Managing Director of the Consortium will move forward with:
 - Plans to remodel the current Consortium as advised by ISOS;
 - Three year budget proposals for consideration by the five councils;
 - Opportunities to ensure that the vast majority of grant funding continues to go directly to schools, but that the relevant overheads of delivering WG Curriculum support are appropriately financially supported by the WG grants.

Financial Implications

- 12 There are no financial implications or new expenditure commitments arising directly from this report. The Council makes an annual contribution, from within its revenue budget, towards the operational costs of the Central South Consortium and all costs of delivering, and reviewing, the service are to be funded from within the combined local authority contributions. The outcome of the review, and associated financial implications, will need to be carefully considered by each local authority, as it is important that any opportunities to increase value for money, maximise the use of grant funding or reduce local authority contributions are taken.

Legal Implications

- 13 If a Council wishes to withdraw from the Central South Consortium the legal agreement states:

“Any Party proposing to withdraw from this Agreement must notify each of the other Parties by giving not less than 2 years notice in writing of its intention to withdraw expiring on 31st March in any given year”.
- 14 Therefore, the earliest any Council could withdraw from the agreement is 31st March 2022.
- 15 This report seeks to confirm a previous decision of each of the five Councils to collaborate and deliver joint educational advisory services. The decision will meet national and local priorities and comply with the five ways of working set out in the Well-being of Future generations Act.

HR Implications

- 16 There are no HR implications to Cardiff from this report. RCT would provide CSC with any employment related advice in its role of lead authority and employer.

Property Implications

- 17 There are no property implications for this report

RECOMMENDATIONS

Cabinet is recommended to:

1. note the contents of the ISOS report.
2. agree to support the recommendation of the Central South Consortium Joint Committee to continue to deliver shared educational advisory services in partnership with the four other Councils in the region for at least the next three years.

SENIOR RESPONSIBLE OFFICER	NICK BATCHELAR Director of Education & Lifelong Learning
	14 February 2020

The following appendices are attached:

Appendix A - Report to CSC Joint Committee Dec 2019, ISOS report "Review of Central South Wales Consortium" Apr 2019

Appendix B- Central South Consortium Joint Committee report 19 December 2109

Review of Central South Wales Consortium

Final report April 2019



Confidential - for discussion at Joint Consortium Committee

1

Executive Summary

- Isos Partnership were commissioned by Central South Consortium to undertake a review of the regional delivery arrangements in the Central South region. The background and context to the review is shown on page 3 along with the key questions we were asked to consider.
- The review has taken place in two phases: an initial evidence gathering phase in November and December 2018 and further development and testing of proposals in February and March 2019. During the course of the review we have spoken to senior Consortium staff, LA representatives including Lead Members for Education, Chief Executives and Directors, over 20 Headteachers, 2 Governors and Trade Unions representing other school based staff, other Consortia in Wales and Welsh Government. Full details of interviewees are shown on page 4.
- The rest of the report is then structured around the five core questions we were asked to address:
 - **Section 1: How well are you performing currently and how well do you understand your own performance and strengths and challenges? (p5-17)** The data shows that schools have made good progress over the last 5 years against most key performance measures supported by the work of the Consortia and Local Authorities but that key performance challenges remain (see Slide 12 for a summary of the challenges).
 - **Section 2: Are there any other examples and work you can learn from in other consortium in Wales or other local education systems particularly around the development of a school led-system? (p18-21).** We have looked at work in other Consortium in Wales as well as drawing on our research into the way local education systems are developing in England and drawn out potential lessons for you.
 - **Section 3: Is the current model fit for purpose for the future taking into account Welsh Government planned changes to the education system? (p22-32)** This section summarises feedback from external evaluations/surveys as well as from our conversations with stakeholders. It suggests that whilst there are many strengths and successes of the current model there will need to be clear and committed action to address the challenges facing the Consortium if it is going to be fit for purpose moving forward (see p29 for a summary of these challenges).
 - **Section 4: Is the model affordable over the next 3-5 years, with a likely continued period of austerity? (p33-43)** This section provides an overview of current core and grant funding and shows what it is currently being spent on. It identifies spending on Challenge Advisers and other core CSC staff as the two areas with the greatest potential for further efficiencies, given the current limitations around grant funding. It includes more detailed analysis of the potential savings in relation to the Challenge Adviser budget and Senior Management structure.
 - **Section 5: What needs to change and how would you implement this change over the next 3-5 years? (p44-55)** We identify a series of three steps to work through to determine the way forward. Step 1 includes our analysis of the delivery options (see p50 for a summary of our views); Step 2 asks you to consider the potential three year budget; and Step 3 includes our recommendations to strengthen delivery.

Background and context to the review

Isos Partnership were commissioned by Central South Consortium to undertake a review of the regional delivery arrangements in the Central South region. The review was asked to consider the implications of the changing national landscape including changes to the curriculum and accountability arrangements and national policies to support school to school working including the new National Academy and professional learning model. The other major driver for the review is the continued financial pressures on local authorities and schools. The review will develop proposals for a fit for purpose model for the next 3-5 years that is affordable and meets the needs of local authorities and schools whilst continuing to deliver improved outcomes for children and young people in the region.

The review is looking to answer the following questions:

- How well are you performing currently and how well do you understand your own performance and strengths and challenges?
- Are there any other examples and work you can learn from in other consortium in Wales or other local education systems particularly around the development of a school led-system?
- Is the current model fit for purpose for the future taking into account Welsh Government planned changes to the education system?
- Is the model affordable over the next 3-5 years, with a likely continued period of austerity?
- What needs to change and how would you implement this change over the next 3-5 years?

The review has been undertaken in two broad phases:

- an initial evidence gathering stage with interim feedback (Nov – Dec 2018)
- further development and testing of proposals for the future model with a final report (Jan-March 2019)



Who we have spoken to during the review

During the initial phase of the review we spoke with the following:

- A selection of Consortium staff including Senior Managers, Senior Challenge Advisers and other consortium staff working on a range of school improvement initiatives
- The Lead Member for Education, Chief Executive and Lead Director with responsibility for Education for each Local Authority; and the Scrutiny Leads in Cardiff, Vale, and Bridgend
- A sample of 18 schools nominated by their Directors to participate to achieve a mix of secondary, primary, special, welsh language schools
- A Governor representative and three representatives from Delegate Heads group
- We have also spoken to Welsh Government, the Managing Directors of other Consortium in Wales and Professor Mark Hadfield.

During the second phase of the review we held further discussions with senior consortium staff, a workshop with Delegate Heads and had further conversations with Headteachers who were chairing or leading Headteacher groups or clusters in Cardiff, Merthyr, RCT and Vale of Glamorgan. We also received feedback from Cardiff Secondary Headteachers, spoke to a Governor representatives from Merthyr Tydfil and Trade Union representatives from NEU, NASWUT and UCAC.

The full list of schools spoken to during the review is shown below:

- | | | |
|---|---|-----------------------------------|
| • St Marys & St Illtyd's R C Primary | • Caegarw Primary | • St Mellons Primary |
| • Abercanaid Primary | • Ysgol Bro Eirwg | • Ysgol y Deri |
| • Tonysguboriau Primary | • Riverbank/Woodlands/Ty Gwyn | • Peterston super Ely CiW Primary |
| • Porthcawl Comprehensive | • Eastern High | |
| • Cynffig Comprehensive | • Cadoxton Primary | |
| • Blaengawr Primary | • Coryton Primary & Tongwynlais Primary | |
| • Cwmlai Primary | • Ferndale Community School | |
| • Springwood Primary | • Maesybryn Primary | |
| • Pencoedtre High School & Whitmore High School | • Greenway Primary | |

Section 1: How well are you performing currently
and how well do you understand your own
performance and strengths and challenges?

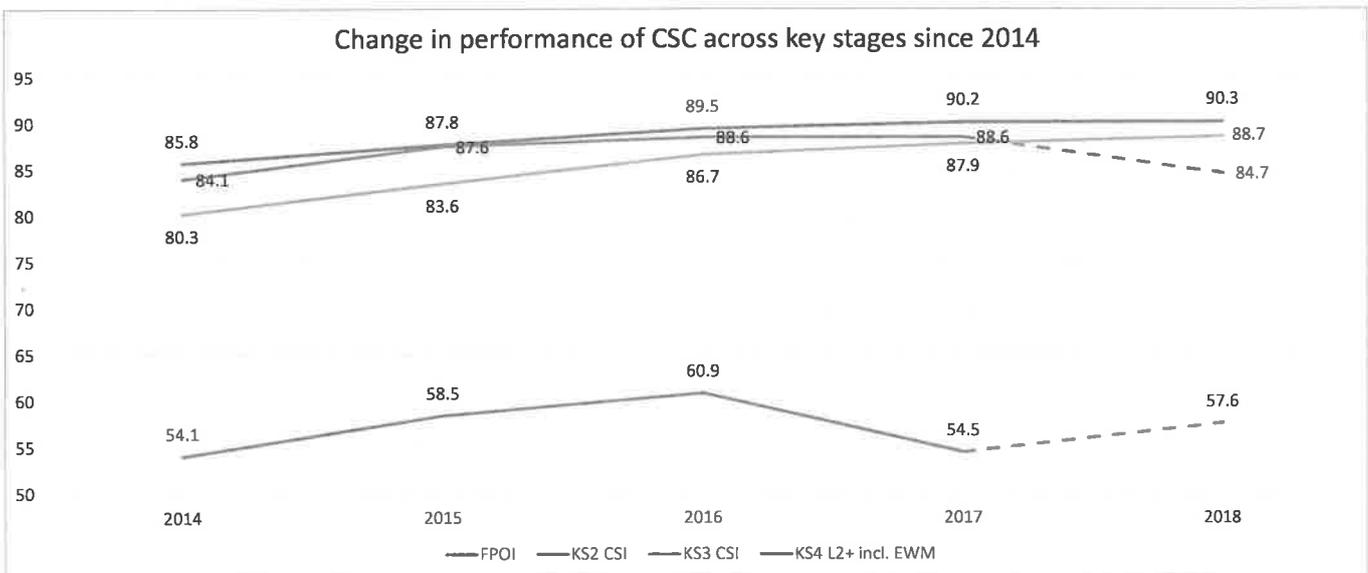
This year's data shows an overall positive picture with CSC above the national average for all key stages and improvement against all apart from Foundation Phase

Performance Measure	Current performance	Improvement since previous year	Improvement over last three years	Range of performance across CSC	National average
Foundation Phase¹ (% of pupils with FPOI Outcome 5 or above)	84.7	-3.9	N/A	- Bridgend: 86.3 - Cardiff: 85.2 - Merthyr Tydfil: 85.5 - RCT: 81.3 - VoG: 87.5	82.6
Key Stage 2 (% of pupils with KS2 CSI Level 4 or above)	90.3	+0.1	+2.5	- Bridgend: 88.3 - Cardiff: 90.2 - Merthyr Tydfil: 88.3 - RCT: 89.3 - VoG: 94.9	89.5
Key Stage 3 (% of pupils with KS3 CSI Level 5 or above)	88.7	+0.8	+5.1	- Bridgend: 90.2 - Cardiff: 87.3 - Merthyr Tydfil: 88.1 - RCT: 87.9 - VoG: 92.3	88.1
Key Stage 4² (% of pupils with KS4 Level 2 or above inc EWM)	57.6	+3.1	N/A	- Bridgend: 56.5 - Cardiff: 60.4 - Merthyr Tydfil: 42.6 - RCT: 53.1 - VoG: 66.3	55.1
Categorisation outcomes (% schools as Green)	47%	+3%	+19%	- Bridgend: 49% - Cardiff: 55% - Merthyr Tydfil: 42% - RCT: 36% - VoG: 53%	41%

Confidential - for discussion at Joint Consortium Committee

Notes: *1. Changes to FP Areas of Learning were made, making historical comparisons inappropriate. 2. Historical comparisons before 2017 are inappropriate due to change in measures at KS4.6

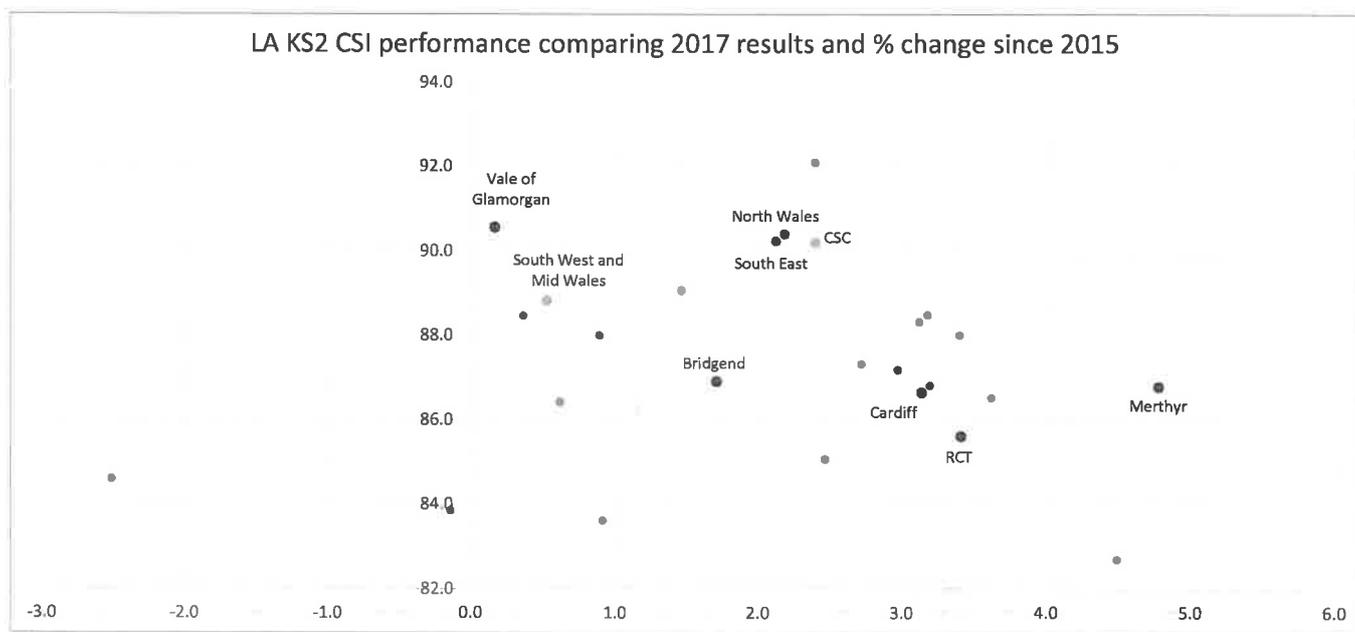
It is also important to remember how far performance has improved since 2014



Note: Changes to FPOI Areas of Learning makes it difficult to compare historic performance with current. KS4 measure changed 2017-18 and therefore, results pre-2017 are not comparable to post 2017.

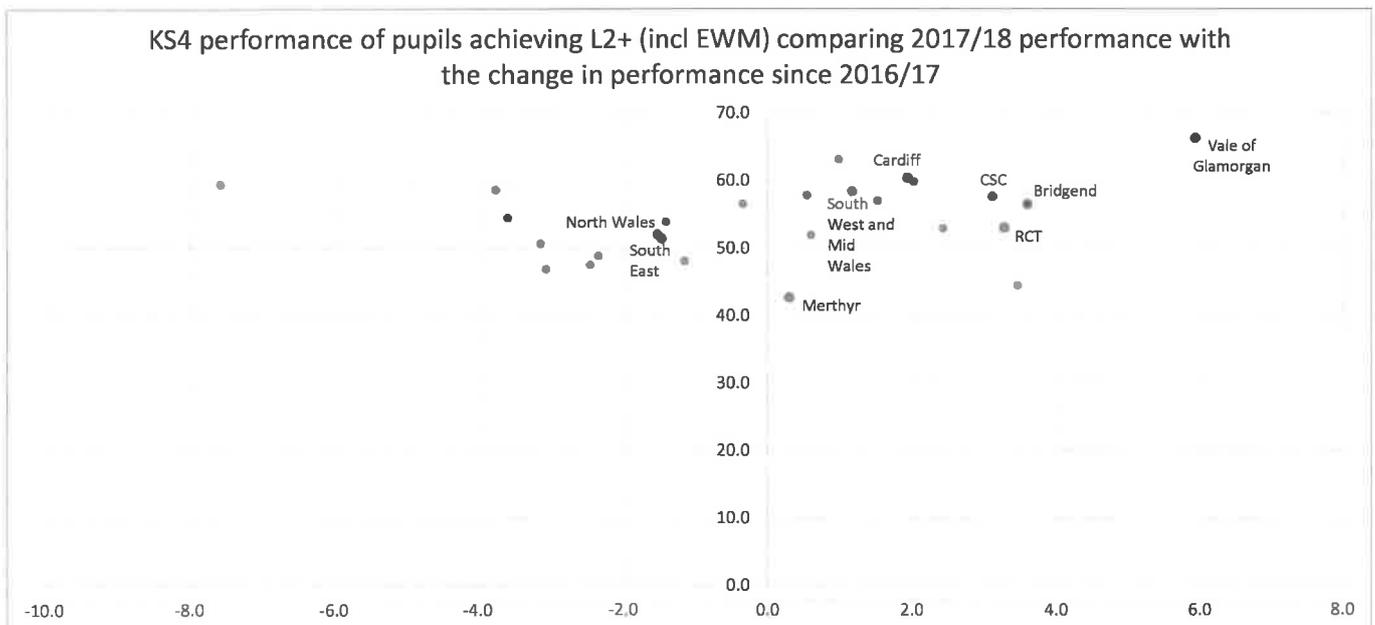
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As a region CSC shows the best improvement rate at KS2, driven particularly by Merthyr Tydfil's strong improvement and improvement in RCT, Cardiff and Bridgend



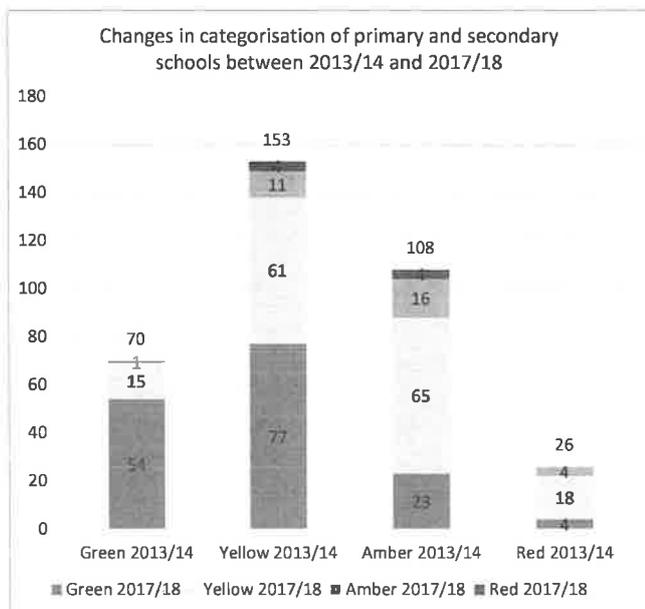
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At KS4 CSC also shows the strongest improvement since the new measures came in in 2016/17 driven particularly by VoG's strong improvement and increases in Bridgend, RCT and Cardiff



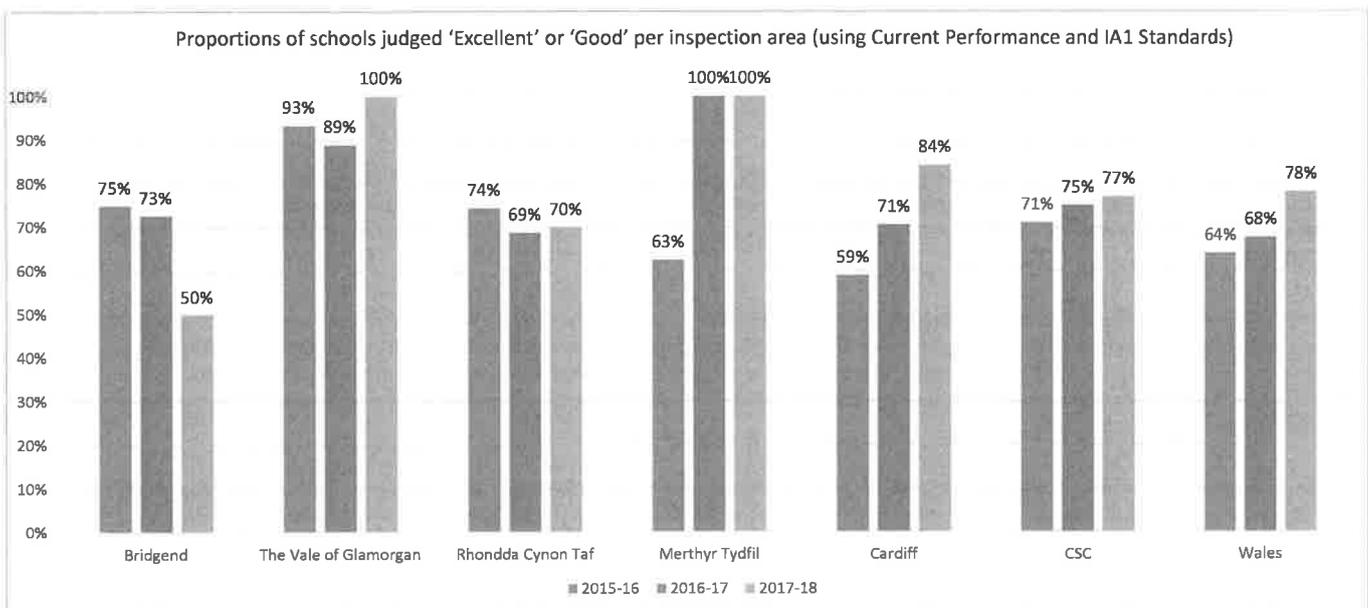
Confidential - for discussion at Joint Consortium Committee

CSC schools have moved up National Support Categorisations since 2013/14



- 30 schools moved down one support group (either from Green to Yellow, from Yellow to Amber or from Amber to Red).
- 5 schools moved down two support groups or more
- 131 schools remained in the same support category
- 146 schools moved up one support category (for example, from Yellow to Green); and finally
- 45 schools moved up two support categories or more (for example from Red to Yellow)
- Therefore, out of 357 possible primary and secondary schools to compare across this time period:
 - 37% remained the same
 - 54% went up
 - 10% went down
- The 2017/18 picture, therefore, is:
 - 3% Red (was 8% in 2013/14)
 - 8% Amber (30%)
 - 41% Yellow (43%)
 - 47% Green (19%)

There has also been an increase in the proportion of schools judged good or excellent each year over the last three years at CSC level although CSC is below Wales in 2017-18



Confidential - for discussion at Joint Consortium Committee

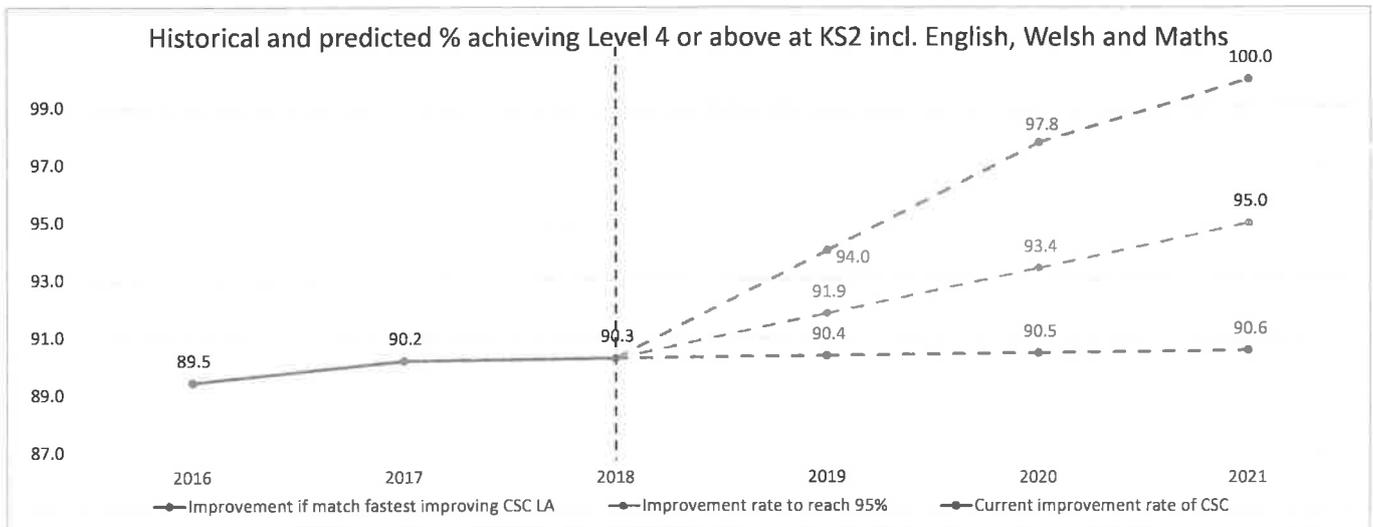
However there are still a number of areas where the region needs to improve further

- **There is room for further improvement at all Key Stages especially if all LAs could match the progress shown by the fastest improving LAs** in the region as Slide 13 and 14 show. At Key Stage 2 four out of five LAs are still in the lower half of performance amongst all LAs. At KS4 Merthyr is the lowest performing LA nationally and RCT is in the lower half of performance amongst all LAs.
- **There is more work to do in narrowing the gap for outcomes for eFSM pupils especially at Secondary level.** As slide 15 shows although the gap in performance between eFSM and non-eFSM pupils has narrowed year on year at KS2 this has not yet translated through to secondary level where the gap has increased at Key Stage 4 in each of the last 2 years despite a significant focus on improving the performance of eFSM students.
- **The region is performing less well on inspection outcomes under the new inspection regime and there is some way to go to ensure all schools are judged good or excellent.** Slide 16 shows the profile of inspection grades across the region and by LA under the new inspection arrangements. Merthyr and Vale of Glamorgan have achieved some consistently excellent or good judgments but performance in the other three LAs looks more variable. As Slide 17 shows just under a third of all schools across the region would need to improve to achieve the mark of 100% judged excellent or good.
- **There are new performance challenges emerging in other areas like Wellbeing, Attendance and Exclusions.** Tackling these challenges will require an even more joined up response with Local Authorities, who have primary responsibility in these areas, needing to work closely with the Consortium and with schools to drive improvements in these areas.



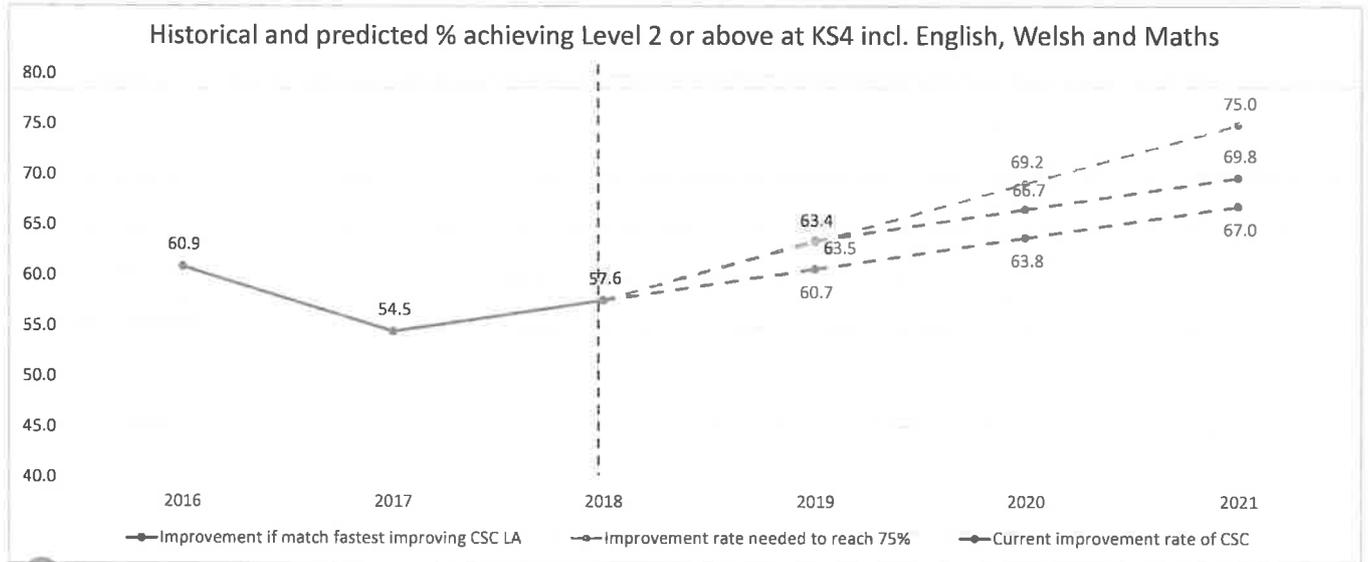
At KS2 if CSC continues at current rate of improvement it will see very little change by 2021. If however all LAs could match CSC's fastest improving LA it would be possible to reach 100% by 2021

If CSC continues at the rate of improvement seen this year, the growth in the number of pupils achieving L4 or above would be marginal. The fastest improving LA in CSC, Merthyr Tydfil, achieved growth of 3.7% last year. If all LAs could match that rate of improvement it would be possible to achieve 100% of pupils achieving L4 and above by 2021. Or it would be possible to achieve a level of 95% of pupils achieving L4 or above with an improvement rate of an average of 1.6% per year – less than half the rate achieved by the fastest improver last year.



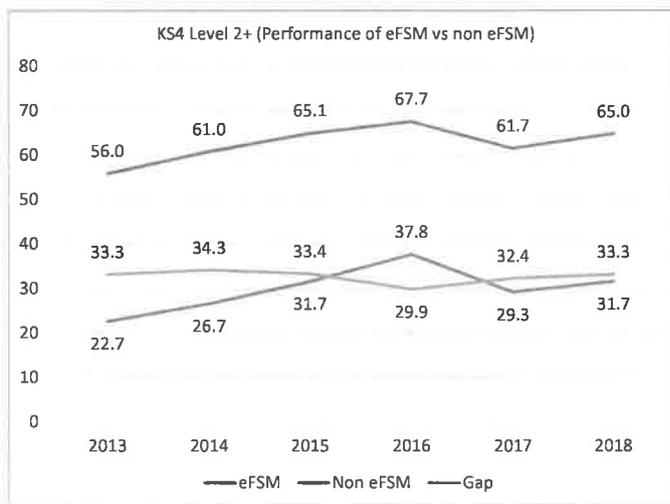
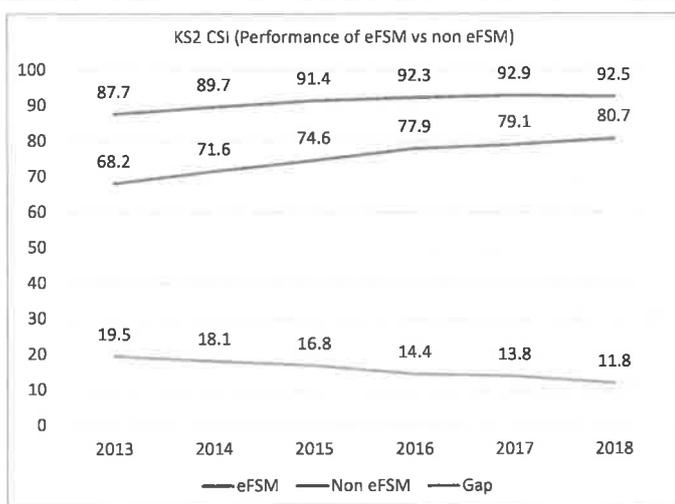
If CSC continues to improve at current rate it could get to 67% of pupils achieving Level 2+ at KS4 (incl. EWM) by 2021. If all LAs could match the highest rate of improvement seen last year it could get to 70%

CSC improved at a rate above the national rate of improvement last year. If it can sustain this rate of improvement it would get to 67% of pupils achieving L2+ (inc EWM) at Key Stage 4 by 2021. If however all LAs could match the rate of the fastest improving LA¹ last year it would be possible to achieve close to 70% of pupils achieving this level. If CSC wanted to set an even more ambitious target of say 75% of students achieving Level 2+ (inc. EWM) CSC would need to almost double the current rate of improvement.



1. This is based on the Improvement Vale of Glamorgan exhibits the highest rate of improvement for 2017-18
Confidential - for discussion at Joint Consortium Committee

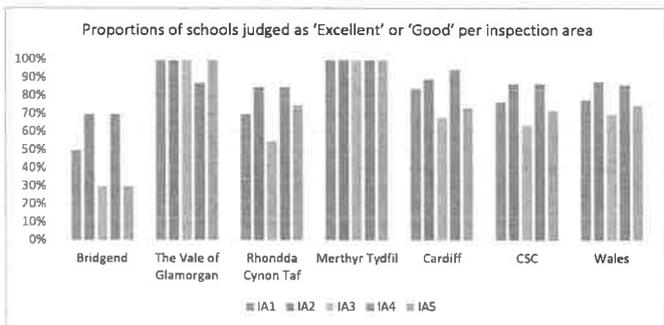
Performance of eFSM pupils: The gap has continued narrowing at KS2 over the last 5 years but at KS4 gap has widened in last 2 years and is above the gap at national level.



- The gaps in performance between eFSM and non eFSM pupils has decreased for all performance measures at both expected level and above-expected level
- This is driven by an increase in all performance measures for eFSM pupils, at both expected and above-expected level –whilst performance of non eFSM students has been more variable.

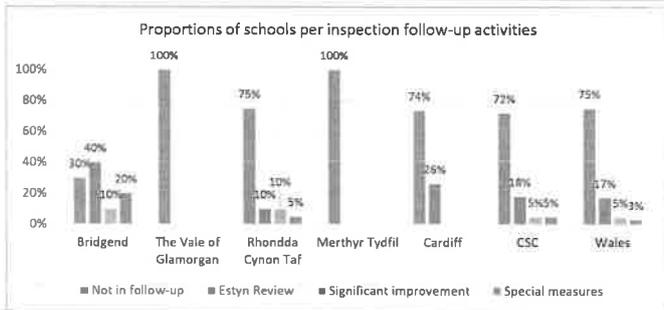
- The gap in performance for **KS4 Level 2 threshold** (incl. EWM) has widened, despite increases in performance for both eFSM and non eFSM
- This gap is wider than the national picture (CSC gap of 33.3pp and Wales of 32.3pp)

Given changes to the inspection framework, CSC is now the second lowest region for four out of five inspection areas although some LAs have performed very well on these new measures



Inspection Outcomes

- Given the new inspection framework introduced for 2017/18, there is no trend information for the breakdown of inspection areas
- The CSC region is below the national proportion of inspections judged as either 'Excellent' or 'Good' for all inspection areas, other than Inspection Area 4 (Care, Support and Guidance)
- There are some LAs within the region, however, that far outperform the national proportions – Merthyr Tydfil have 100% of schools inspected judged to be 'Excellent' or 'Good' for all inspection areas and Vale of Glamorgan has 100% for 4 out of 5 outcomes
- Overall, CSC is the second lowest region for the proportion of schools judged as either 'Excellent' or 'Good' for inspection areas 1, 2, 4 and 5 and is the lowest region for inspection area 3



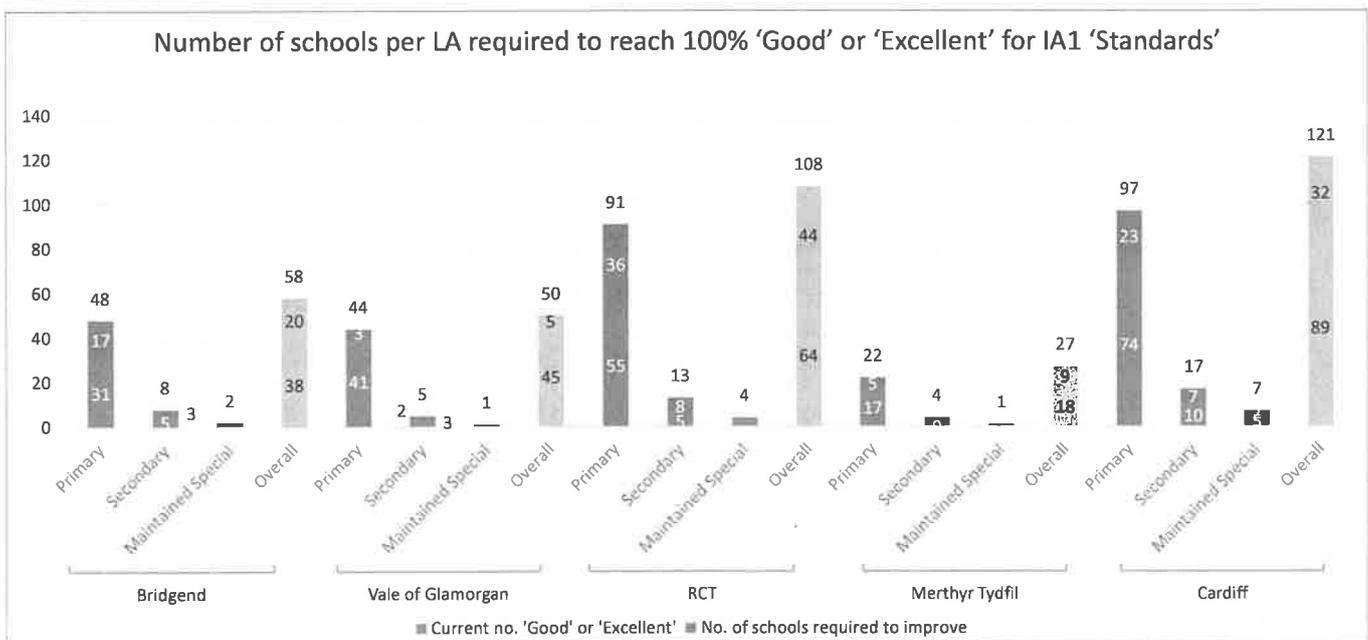
Inspection Follow-Up

- CSC has fewer schools placed into the follow-up activity than the national proportion, and has similar proportions placed into follow-up activities Estyn Review and Significant Improvement
- But, CSC has a higher proportion of schools placed in Special Measures than national proportions

Excellent Practice Case Study

- Nearly four in ten schools inspected in CSC are invited to create excellent practice case studies, which compares favourably to national proportion of 32.5%

Out of 364 schools in the region with an inspection judgement, 110 would have to improve for CSC to reach 100% 'Excellent' or 'Good' for IA1 'Standards'*



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* Only 364/387 schools have a current inspection judgement. The remaining 23 schools are not included in these figures.

Section 2: Are there any other examples and work you can learn from in other consortium in Wales or other local education systems particularly around the development of a school led-system?

Learning from other Consortium in Wales

We have spoken to the Managing Directors in the three other regions to understand how their approach to Consortium working is evolving and changing. It is important to say that each of the other regions has a different delivery model to Central South – EAS has a company structure, GER has moved to a pan-region Consortium model and ERW is currently undergoing changes which will establish a stronger Consortium role for providing professional learning support. Whilst it is important to recognise these differences we believe there are still things you can learn from how they have developed elements of their delivery model and their business, planning and finance processes. Our main reflections are summarised below:

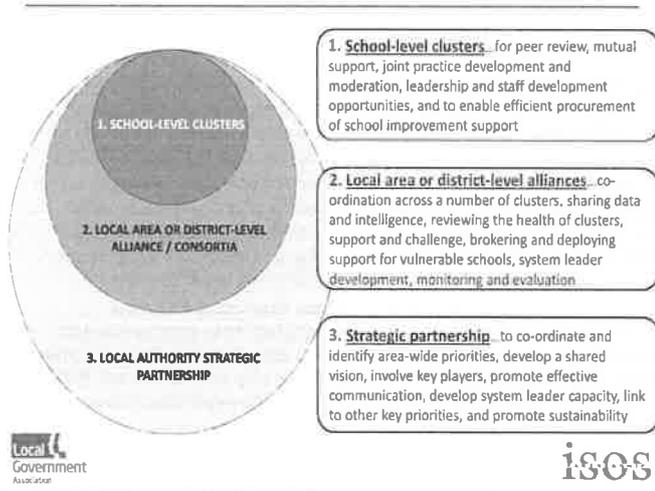
- **Be clear about your professional learning support offer and how this is distinct from the challenge role.** For example ERW have made it explicit that the Consortium's focus is all around supporting schools in three areas i) implementing the new curriculum ii) professional learning and iii) leadership development and this is a separate and distinct offer from the Challenge Adviser role. In GER they have made a deliberate change to the description of their Challenge Adviser role renaming it as a 'Supporting Improvement Adviser' to explicitly recognise that the role is about more than challenging schools and as important is the role they play in brokering and connecting schools to professional learning support.
- **Set forward budget projections in advance.** Two of the other Consortium have already set three year budgets to be clear to Local Authorities what the contributions required will be. In one this was discussed and agreed by Chief Executives, in the other the Consortium developed their proposals and put these to Members and Directors to agree. In both cases they were also looking at their core and grant budget as a single pot of funding and deciding how it would be allocated to meet their agreed strategic priorities rather than separating core and grant funding.
- **Provide transparency of spending and delegation to schools to allow easy reporting to Local Authorities.** EAS have developed an online tracking system that shows exactly what level of funding has been allocated to each school along with conditions of grant they are expected to meet. Schools are expected to report against this spending – either by uploading their own evaluation process or by completing simple one page form. The details of any support being provided and the latest Challenge Adviser reports are also available so LAs have this all in one place. ERW also talked about being more transparent about the delegation of grants to schools so schools and Local Authorities could more clearly see where the money is going and avoiding the perception that the Consortium was top-slicing a large part of the grant budgets.
- **Use the Business Planning process to engage widely around the strategic priorities and then stick to them.** Other Consortium described their business planning process as the key mechanism for engaging with LAs and schools about their priorities. They talked about consulting widely on the business plan as the chance for Heads and Governing Bodies to feed in their priorities too. In GER they develop local school improvement plans to feed into the regional plans and have regular local quality boards to review progress against the plans. GER also talked about the effort they have put into developing relationships with Members including having informal opportunities to meet and provide updates outside of the formal Governance processes. EAS have also invested heavily in the development of their relationships with Members.

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Lessons from England

Partnership structures at three different levels



* Enabling School Improvement: research into the role of LAs in supporting local school improvement systems Isos Partnership for LGA (2018)

There are important differences in the way the education system has developed in England and the partnership structures that have emerged as a result. There are a range of different models now at a local level from local strategic partnerships, schools owned companies and traded services as well as the school level partnerships such as Federations and Multi-Academy Trusts. Whilst recognising the differences in the context and legal framework we think there are lessons you might learn from the way these partnerships are developing.

Learning from England

In our research for the LGA published in 2018* we observed partnerships working at the three levels described in the diagram on the left. Our research identified a number of lessons from experiences in England over recent years in developing a self-improving system that might be relevant to your challenges in Wales:

1. Developing a self-improving system is harder to achieve in a period of reducing budgets: reduced resources make school-to-school support more difficult and partnerships have had to prioritise what they want to use school to school capacity for
2. Many local areas are developing their own strategic partnerships to drive forward school improvement locally; these partnerships often have both Headteacher and Local Authority representation
3. The links and connections between the different levels in the system are critical to making it work. Clusters can provide good opportunities for developing peer review, building engagement with evidence-based practice, and creating staff development opportunities. But clusters need to be connected to local groups of schools and local groups to the strategic partnership and this is likely to require dedicated coordinating capacity and effort.

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What implications might this learning from other systems have for you?

- **Other Consortium and local Partnerships in England have both seen the role of Clusters as critical to their delivery model** and invested time and effort in strengthening the work of these clusters. Given the focus on cross-regional collaboration in Central South over the last few years there has been less attention paid to the role of Clusters as more time and effort has been put into the development of SIGs and Hubs. This is now changing with a greater role envisaged for Clusters in relation to implementation of the new curriculum and ALN reforms and suggests that the same degree of effort will be required to get consistent implementation from clusters across the region. There is currently likely to be significant variation in the quality and capacity of cluster working.
- **In England one of the key features of the development of partnership working has been the links between the different levels of the system.** In many cases this means the work of clusters of schools is brought together in larger local area based groupings which in many cases are then overseen by the work of a whole area based strategic partnership which involves both Heads and the Local Authority. You are facing a similar question about how best to connect the work of local schools within their clusters to groups of Headteachers coming together in local partnerships with work at a regional level. Our understanding is that recent work has helped to develop stronger Headteacher led partnerships at local authority level which help join up the work going on in individual clusters of schools but there is less clarity about how these local partnerships come together with each other and join up with the work at regional level.
- **In most cases the partnerships in England are Headteacher led although they still have strong involvement from Local Authorities.** This might raise questions for you about how strong the involvement of Headteachers and System Leaders is in the current Governance model and whether there is more you could do to strengthen and deepen the engagement from a wider range of Headteachers across the region. One other feature of many of the partnerships in England is they have opted for an Independent Chair for the partnership so that neither schools nor Local Authorities are placed in the 'lead' role in chairing the partnership discussions. This might be something you also want to consider for your own Governance model moving forward.
- **There might be learning from some of the other Consortium in Wales around the disciplines of their planning and budgeting processes.** A number of other Consortium talked about the processes they used for engaging Local Authorities and schools in developing their annual business plan and had strong systems in place for making transparent to Local Authorities and schools where funding was then going. In some cases they had also developed a proposed three year budget for the work of the Consortium and got agreement from Local Authorities to this.

Section 3: Is the current model fit for purpose for the future taking into account Welsh Government planned changes to the education system?

There have already been a number of external evaluations and surveys conducted seeking more feedback on the work across the region...

- **NFER undertook two surveys of headteachers in 2015 and 2017 to test the development of a self-improving system.** They found a marked difference in the attitudes of school leaders between the first and second round of interviews with most now believing the development of a school-led model was the right direction for the region. They also found deeper engagement from middle leaders and classroom teachers and that they were increasingly involved in cross-regional work with structures such as SIGs, Hubs, Pathfinders and Peer Enquiry becoming more embedded. They identified that some schools were more engaged than others in cross-regional work. They identified priorities for development: the relationship between Peer Enquiry and Challenge Advisers; quality assurance of Hubs; and more effective brokerage.
- **The Consortium itself commissions an annual survey of a sample of leaders, teachers and pupils in 20% of its schools to seek their feedback.** The latest survey found that there has been a deepening across all phases in collaborative school-to-school work such as undertaking action research, joint practice development and learning walks – two thirds of staff said they had involvement in action research, for example. Over three quarters of staff said collaborative working had improved their classroom practice and was impacting pupil learning and attainment. The survey showed large numbers of staff felt confident in their ability to access high quality and varied external support. Priorities for improvement included: clearer alignment between the work of Pioneer and Hub schools; and the need to develop a comprehensive plan to support the implementation of the new Curriculum for Wales. It also identified the challenge of maintaining the commitment to self-improving culture and system at a time when many schools and Local Authorities would be facing further budget pressures.
- **RCT has undertaken its own survey of headteachers which included questions on the work of the Consortium around school improvement.** The survey found that over 80% of headteacher respondents strongly agreed or agreed that the Consortium had a clear vision for improving education and that there was effective and appropriate support and challenge for school improvement provided in schools/PRUs. Heads were slightly less positive about the LA/CSC facilitating school-to-school support and joint working and collaboration between Education Services and Central South Consortium in supporting schools to improve: just over two thirds were very positive or positive about these elements.

What did we hear when we spoke to headteachers, LAs and Consortium staff?

- We shared interim messages with you based on early conversations with headteachers, LAs and Consortium staff. They reinforced many of the strengths and challenges that had been identified by earlier evaluations and surveys. They are included on slides 24-26.
- Since then we have tested these further with the Delegate Heads Group and with other selected headteachers (we invited the headteachers who were originally nominated to participate, as well as those chairing each of the local headteacher partnerships/groups to participate and have had conversations with heads from Cardiff, Merthyr, RCT and VofG. Some of the other chairs had participated in our earlier workshops so chose not to participate in further discussions).
- These further conversations reinforced many of our earlier findings although we highlight some additional messages on slide 27.
- Overall the message coming from heads is still largely a positive one about the role they want the Consortium to play as a middle tier that connects and joins up the system from national to regional to local, and continues to promote and push a self-improving system.
- Some heads thought this role for the Consortium was even more vital during a period of such turbulence and change – *'The Consortium can be the rock that provides some stability for schools during this period of uncertainty and change'* as one Delegate Head put it.
- However there was also a strong sense from Heads that if the Consortium is going to play this role it needs a re-launch or a refresh of its vision and purpose again, and to ensure it has the right capacity to lead work and drive this forward in partnership with LAs and schools.
- Communications and governance emerge as two other critical themes from the feedback. There is confusion and uncertainty about the purpose of different groups and how they are meant to connect to each other currently. Whilst local headteacher meetings seem to be providing a valuable connection between schools and cluster working and Delegate Heads play a powerful role at Consortium level in advising on the future strategy, there is no clear line of sight through these groups from regional to local to cluster working.



What were the main messages we heard – current strengths in the system

- **As a region we have come a long way in a relatively short period of time** – a number of interviewees said to us it was important not to forget what it was like before the consortium existed: we didn't know our schools well enough, too many of them were failing, and all of the LAs were judged adequate or unsatisfactory by Estyn. We had different systems and processes for school improvement across LAs and no way of bringing them together effectively. By working together across the region we've been able to address many of these system level weaknesses.
- **We've seen the collective impact we can have by working together across the region.** The continued improvement against key performance measures is a big part of the evidence for this, but so is the softer feedback from schools and leaders about the types of school improvement activity they are now undertaking working with colleagues from across the region in other schools. The development and depth of school to school working was seen as a key strength of regional working by many.
- **Despite improvement there is no complacency and a drive to improve further.** The commissioning of this review, the development of proposals for changes to HUBs, SIGs and other elements of the challenge as well as a desire to dig beneath the positive overall headline data to focus on improving outcomes for key groups of students such as disadvantaged, EOTAS and ALN are all evidence of the collective desire to secure even greater impact from working together as a region.
- **The Challenge Adviser model is seen to have improved over the last few years.** The quality of Challenge Advisers is seen to have improved, particularly by Local Authorities, and they welcome being allocated a dedicated Senior Challenge Adviser, although they still have questions about accountability and what their time is being spent on. Schools were still concerned about consistency of quality and frequent changes in their Challenge Advisers but were positive where the relationship was working well with their Challenge Adviser that this could help the school improve.
- **Schools were most positive about the opportunities to work with other schools.** SIGs were the most frequently mentioned element of the challenge and were seen positively by many schools for the opportunities they have provided to work with other schools from across the region and outside their LA. For schools in smaller LAs this push to look outwards across the region was particularly welcomed and schools who had both given and received support through these models were positive. This feels like a big change in the culture of collaborative working that shouldn't be underestimated.
- **At a time of budget pressures, the Consortium has already delivered savings** particularly to the core budget and by looking more flexibly at the way it uses core and grant funding as a combined pot. It has delivered a 5% saving to the core budget in each of the last two years and is proposing to do the same this year. This represents a total reduction in LA contributions of £626,000 over the last 3 years.

What were the main messages we heard – current challenges in the system

- **We've lost sight of the vision for school improvement over the last 18 months** – Many interviewees said they don't feel there is clear overall regional strategy or vision for school improvement or what comes next. They contrasted this strongly to the period when the Central South Challenge was first developed when the consortium, LAs and schools were all seen to be working towards the same aim, there was a strong sense of excitement from many schools, and everyone could explain the mission and purpose. School leaders said this wasn't just an issue for the Consortium to address – they were also looking to LAs for leadership on this - *'we should all be in this together but it hasn't felt like that over the last 12 months'*.
- **LAs feel a strong sense of loss of ownership over the Consortium's direction** and ability to influence its work. In large part this is driven by concerns that the level of demands being placed on the Consortium by Welsh Government has turned it into a regional delivery arm for large scale national initiatives. LAs feel like they are not part of the conversation and don't have the ability to influence how the Consortium delivers to their schools. The conditions attached to grants are seen as a barrier to being more flexible in the approaches that can be taken. There were concerns that the breadth of the Consortium's work had gone beyond the core focus on school improvement and too much resource was being spent on delivery of other priorities.
- **Questions were raised about value for money and evidence of impact.** At a time when LAs are being asked to deliver significant savings they are asking questions about value for money from the consortium. Concern was expressed that there isn't detailed enough information about the impact of different initiatives and how money is being spent to answer these questions effectively. Value for Money reports provide an overview of participation data and evidence of impact where available, but there is a strong view that more work is needed to give judgements of whether support is working to help improve schools or not.
- **Although the Challenge Adviser model is seen to have improved there are still big questions about it** – for LAs there remain questions about what Challenge Advisers are expected to spend their time on and how they are being held accountable for the impact of their work. Schools are still concerned about the variability in quality and the frequency of changes in personnel; they wanted to see Challenge Advisers playing more of a broker and signposting role. All were agreed there is a need to consider how the model will need to evolve in light of new arrangements for self evaluation and peer review and new national approaches to accountability. Some thought that Challenge Advisers should no longer be working with schools that are performing well and the role should be reserved for schools that are in difficulty.

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What were the main messages we heard – current challenges in the system

- **Schools were less positive about how some elements of the Challenge model are working currently.** SIGs as a model were seen to work better for primary than secondary schools and there were questions about how they would fit with cluster working moving forward. Questions were raised about duplication and overlap in the role of Pioneer Schools and Hubs and there were concerns expressed by a number of schools about the quality and quality assurance of some Hub provision.
- **Questions were raised about Governance and the role of the Delegate Heads' Group.** For some this had provided the driving force behind the development of the strategy but there was concern that it has lost direction in recent months. There was very little visibility of the work of the Group to other Heads. Heads were concerned about capacity gaps at Consortium level and who would be taking forward key pieces of work. They also said there was confusion at times over roles and responsibilities between the Consortium and LAs and who to contact on different issues.



What additional messages emerged from our further interviews with heads?

- **Local headteacher meetings are providing a useful forum for connecting up the work of schools and clusters** and sharing information both in terms of feeding up and down to cluster level. In a number of cases, headteachers have taken on more responsibility for setting the agenda and managing these meetings. The Senior Challenge Adviser is playing an important role in connecting the Consortium to these discussions and the connection to the Local Authority remains strong in most cases. However there was confusion about how these arrangements are supposed to connect in and link to the Consortium's governance arrangements – what should the relationship be with Delegate Heads or Representative Head Group? The current arrangements are also very reliant on Senior Challenge Advisers playing the connecting role. There is also no forum currently for bringing together the heads leading these groups across Local Authorities to discuss and raise common issues and challenges.
- **There is greater clarity now about the delivery model moving forward and the important role of clusters.** The proposed development of the role of clusters within the Central South Wales Challenge model fits well with the way that clusters are being used and developed locally in many cases. Heads are keen to maintain cross-regional working through SIGs and other forums but recognise that much of the day-to-day collaboration between schools and teachers is more likely to come at a cluster level. However there is recognition that not all clusters are as strong as others, and more work will be needed to define their roles and ensure all are equipped to play them. The role of cluster convenor is likely to become as critical as the SIG convenor role and we should learn the lessons about what it has taken to make SIGs more effective and apply to clusters.
- **There are examples where the regional model is seen to be working well.** The most commonly mentioned example was the recent work around implementation of the ALN reforms which was seen to have been well led with clarity around roles and responsibilities, clear communication and engagement with schools, and a clear plan about how work is going to be take forward. It was described by some heads as a model of how regional working should look from a school's perspective. This was contrasted with other work led by the Consortium where there had been changes in personnel and uncertainty about who was taking work forward. One example given was the the Executive Head development programme which held a number of positive initial meetings but which has subsequently stopped. Some heads felt that the frequent changes in staff at Consortium level and consequent capacity constraints were too often limiting the effectiveness of the Consortium's work in many areas over the last year.
- **The role of the Consortium in filtering and communicating messages about national change is seen as critical during this period of change.** A number of heads were positive about the information the Consortium was providing them that helps them to understand the national agenda and upcoming developments like the curriculum changes. They saw the Consortium as the critical body to provide this intelligence and help them make sense of what can be a complex and confusing picture with so much change. However some Heads said they were still having to work hard themselves to find and interpret this information and thought the Consortium could do a better job at flagging critical information through its regular newsletters and bulletins. There was also seen to be too little face-to-face communication with not enough Consortium representation at Headteacher meetings and no one able to tell heads the 'bigger picture' story about what the Consortium was doing and how it connected to schools and LAs.

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Conclusion: Is the Consortium fit for purpose for the future?

- In addition to the positive overall story about regional performance set out in Section 1 there are lots of positive messages from the qualitative feedback about the Consortium. Many of the Headteachers we spoke to remain committed to the development of a self improving system and regional working and still see the Consortium as the best vehicle for making that happen. The external evaluations and surveys of the Consortium's work also show a level of positive feedback from Headteachers and school staff which is impressive.
- However it is also clear from the feedback we received that the view of the Consortium has not been as positive over the last 12-18 months. It has suffered from frequent changes in staffing and has not provided clear direction and leadership as a result. Our conclusion to the question 'is the Consortium fit for purpose for the future' therefore would be not in its current state. We believe you will need to address a number of challenges if you want the Consortium to be fit for purpose for the future. It is important to say that many of these challenges would exist whatever organisational model you decide to opt for in future. We outline below our summary of the main challenges and provide more detail on subsequent slides.
 1. **Leadership and capacity gaps.** The absence of permanent leadership, gaps at a senior level and uncertainty around the future of the Consortium have impacted its ability to do its job effectively over the last 12-18 months. There is a need therefore to reset the vision and ensure the Consortium has the leadership, credibility and capacity to drive forward work across the system in partnership with Local Authorities and schools.
 2. **Clarity about roles and responsibilities.** There is a need to set out again for everyone involved the respective roles of the Consortium, Local Authorities and Schools and to show how the connection between the Consortium and the work of Local Authorities can be strengthened. Senior Challenge Advisers also need to be more effectively connected to the wider work of the Consortium to play a stronger system leadership role.
 3. **Tension between the Consortium's role as a regional school improvement service and delivery arm for Welsh Government.** This tension needs to be managed more effectively so Local Authorities and schools understand and see how their priorities fit alongside and/or are different from national priorities which the Consortium is being asked to deliver against and how funding is being used to support them.
 4. **Support schools to implement the new curriculum.** This is the biggest challenge facing the system in the coming years and you will need to ensure that the school to school support structures that exist through Pioneer Schools, Hubs and Clusters have sufficient expertise and capacity for the task.
 5. **Determine the future Challenge Adviser model.** There is a need to continue to improve the quality of Challenge Advisers support and challenge to schools and to determine the future role of Challenge Advisers in relation to different types of schools and the fit with Peer Review.
 6. **Strengthen Governance.** There is a need to be clearer about the role and purpose of different groups and to rationalise and simplify the current model. There is also a need to further strengthen the engagement of Headteachers and System Leaders in Governance.
 7. **Funding pressures.** For schools and Local Authorities this remains the biggest challenge in the system so any action you take will also need to take account of these pressures and deliver further savings where possible. We look in more detail at the options around funding in Section 4.

Further analysis of the challenges facing the Consortium

Challenge	What are the issues facing the Consortium that you need to address?
1. Leadership and Capacity Gaps	<ul style="list-style-type: none"> • Absence of permanent Managing Director has created uncertainty amongst Heads and CSC staff • Frequent changes in senior staffing have left gaps and meant that key pieces of work haven't been taken forward or are delayed e.g. Closing the Gap strategy, Executive Head Leadership Development • The ongoing debate about the future of the Consortium and consequent lack of clarity over the way forward has damaged morale amongst staff and created recruitment and retention issues for the Consortium • The uncertainty also means there has been no 'guiding coalition' driving the Consortium forward – there is a need for LAs (both members and Directors) as well as key system leaders to be seen to be setting a clear vision and way forward again
2. Roles and Responsibilities	<ul style="list-style-type: none"> • At a basic level challenge here is about being clearer about the respective roles of the Consortium, Schools, Local Authorities and Welsh Government and how they all work together as part of one overall system contributing to improved outcomes • Given the extent of change at Consortium level there is also an immediate need to set out again key roles and staffing • Another challenge here is how to strengthen the connection between the work of the Consortium on school improvement and the wider responsibilities Local Authorities have in relation to areas such as place planning, inclusion and wellbeing etc • For Local Authorities part of the challenge is about how well connected Consortium staff are to their own work – in some cases this is more of a practical issue about not being on the same e-mail system and not having regular opportunities to meet with Consortium staff to build relationships on a face to face basis • For Senior Challenge Advisers there is also a significant challenge in having to face both ways to Local Authorities and the Consortium. This means they often don't have the time needed to be both the lead officer for the Local Authority and to stay connected to the wider Consortium work. This in turn limits their effectiveness in being able to support and connect Local Authorities and schools to the wider work of the Consortium around the professional learning and leadership support.

Further analysis of the challenges facing the Consortium

Challenge	What are the issues facing the Consortium that you need to address?
<p>3. Tension in the Consortium role between LA commissioned service and Welsh Government delivery body</p>	<ul style="list-style-type: none"> • The challenge here comes from the combined role the Consortium is being asked to play to both deliver a school improvement service for Local Authorities and act as a regional delivery arm for Welsh Government on the national mission • Given the similarity in the aims of the national mission and Local Authorities ambitions for education there is nothing inherently incompatible in the Consortium being asked to play both of these roles at the same time • In practice however Local Authorities often feel that they have lost ownership over the direction of the Consortium's work, that they have no control over how a large part of the Consortium's budget is being spent given the conditions of grant funding whilst still having to bear all of the overheads associated with the Consortium's management and infrastructure • There is also a need to ensure there is more engagement and transparency in the conversations between the Consortium and Welsh Government so that all are clear about what they can influence and what they cannot
<p>4. New Curriculum</p>	<ul style="list-style-type: none"> • Getting all schools ready for the implementation of the new curriculum is one of the biggest challenges facing the region • One of the challenges here is the limited engagement of most schools in the curriculum design work to date – whilst the region has had a number of Pioneer Schools leading curriculum design work they have not always been well connected back into the Consortium's current structures for supporting school to school working like SIGs and HUBs • The Consortium now plans to deliver the majority of support and development for implementation of the new curriculum through local cross-phase clusters of schools. The challenge here is that whilst some Clusters have a strong history of working together in other cases their track record is more mixed and this will be asking them to take a much bigger role than they have played before. Ensuring all clusters are effectively supporting schools around the new curriculum will be a big challenge.

Further analysis of the challenges facing the Consortium

Challenge	What are the issues facing the Consortium that you need to address?
5. Challenge Adviser role	<ul style="list-style-type: none"> • There is an continuing need to improve the quality and consistency of Challenge Adviser advice, support and challenge to schools to ensure all schools are benefitting from positive external professional scrutiny and challenge of their performance • There is a need to review the role of Challenge Advisers moving forward to determine whether the same level of challenge and support needs to be given to different types of schools. There is also a need to review how the role of peer review and cluster working might change the role. This will also need to take account of developing Welsh Government thinking. • As part of re-designing the role there is a need to give greater emphasis to the 'support' side of the role to strengthen the role of the Challenge Advisers in brokering and signposting schools to appropriate professional development support and connecting them to other schools that they could learn from. This will become even more important during the implementation of the new curriculum. Challenge Advisers will need to be better connected to the wider work of the Consortium around Professional Development and Leadership development to play this role effectively.
6. Governance	<ul style="list-style-type: none"> • There are a number of different layers to the current Governance model with a number of groups playing different roles meaning that decision making is not always clear and transparent. There is a need to be clearer about the role and purpose of different groups and to look again at whether you can rationalise and simplify the current Governance structure. • For Local Authorities and Directors there is a lot of time and energy being put into Governance with frustration that they still cannot always influence decision making. For the Consortium there are also frustrations around the amount of time spent managing the current Governance structures without discussions necessarily contributing to moving the agenda forward. • There is too little engagement of Heads in the current Governance model and where that engagement does exist through the Delegate Heads group there is too little visibility of that role to other heads. There is the potential for the Headteachers who are leading local partnership structures to play a much stronger role in connecting the Consortium to clusters and schools.

Section 4: Is the model affordable over the next 3-5 years, with a likely continued period of austerity?

Overview of funding: sources of funding for CSC

There are two principal sources of funding that support CSCs work:

1. **Local Authority Core Contributions** determined using the Indicator Based Assessment for education (IBA) and agreed by Joint Committee.
2. **Grant Funding from Welsh Government** which has now been consolidated into one grant the Regional Consortium School Improvement Grant. The vast majority of this grant (90%+) is delegated direct to schools but the centrally retained element funds a large element of CSCs work.

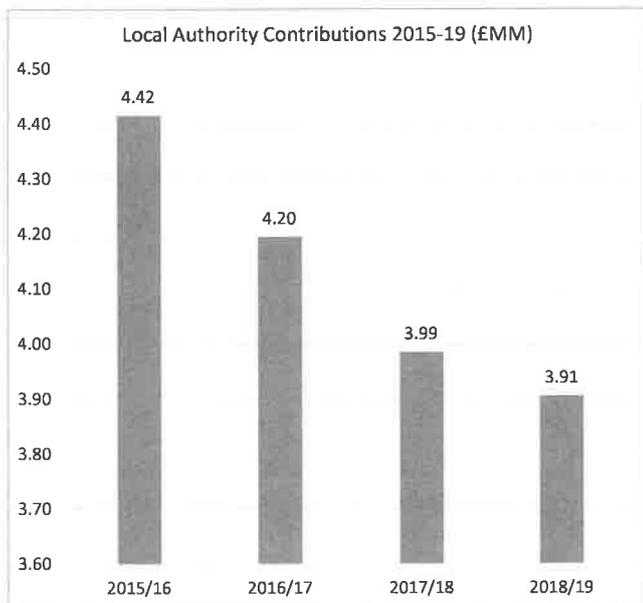
In addition to the above the Consortium receives and allocates the Pupil Development Grant to schools. The majority of the grant (95%) is delegated to schools however 5% of the Children Looked After element is retained to provide professional learning opportunities across the region to support previously looked after adopted children. Given it is not available to support the wider work of the Consortium it has not been considered as part of this review.

The Consortium does not seek to make income from any services provided to schools because it wants to encourage and promote school to school working as part of developing a self-improving system. So additional income generated is now a very small part of the total funding of CSC (c.80K). Given the commitment to the development of a self-improving system increasing income generated by the Consortium from its schools has not been considered as an option as part of this review.

In looking at the future budget of the Consortium therefore our focus has been on the two principal sources of income outlined above. We have looked at the recent trends in these budgets, how the funds are currently being spent as well as examining where there might be most potential for future efficiencies and savings. It is worth noting upfront that there are constraints on the Consortium's choices and options here imposed by the conditions of Welsh Government grant funding which currently limit the ability to use this budget on a more flexible basis.



Overview of funding: historical trends of core local authority contributions



- Local Authority contributions have reduced since 2015
- The National Model initially recommended £5.4m of contributions to the Central South Consortium based on the constituent Local Authorities involved
- However, actual contributions agreed were less than this
- Furthermore, an additional 5% reduction was agreed in financial years 2016/17 and 2017/18, and a further reduction of 2% was approved for 2018/19
- These efficiencies have been achieved through a number of different strategies including:
 - A decrease in Challenge Advisers FTE (decrease from 2012/13 from 33.3 FTE to 22.8 2018/19)
 - Remodelling of Business Support Functions (reduction of 2.5 FTEs)
 - Relocation of CSC offices in Summer 2018 and removal of conference centre facilities (reduction of 7.5 FTEs)
 - General budget reductions

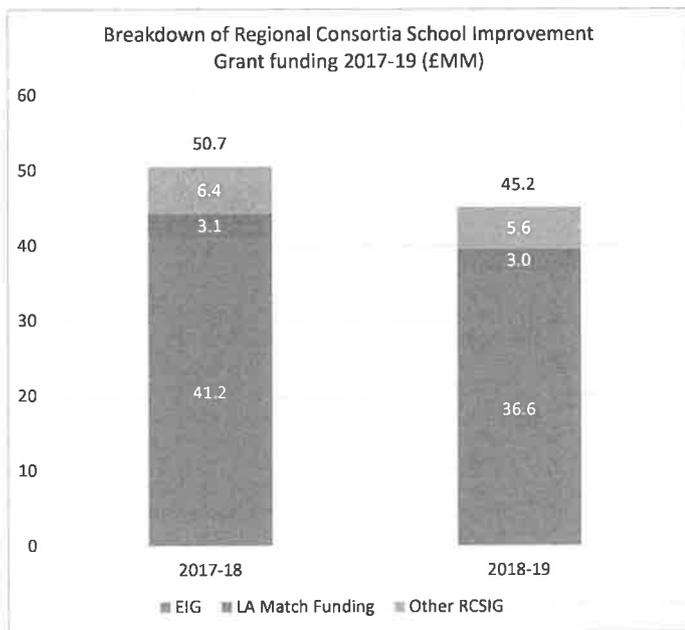
What is the core funding currently being spent on and where might there be most scope for further efficiencies or savings?

Table showing LA financial contributions and allocations 2017-18

Cost Category	Outturn 2017-18	City & County of Cardiff	Bridgend CBC	Vale of Glam CBC	Merthyr CBC	RCT CBC
		£	£	£	£	£
		36.02%	15.59%	14.71%	6.39%	27.29%
LA Contributions	3,985,879	1,435,669	621,381	586,223	254,827	1,087,779
Senior Challenge Advisers	477,431	135,971	68,004	70,361	67,523	135,572
Challenge Advisers	1,631,330	587,587	254,317	239,928	104,295	445,203
Other Employees	1,354,186	487,763	211,111	199,167	86,576	369,569
Premises	493,871	177,887	76,992	72,636	31,574	134,781
Transport	25,404	9,151	3,960	3,736	1,624	6,933
Supplies & Services	474,689	170,978	74,002	69,815	30,348	129,546

- The largest categories of expenditure are on Challenge Advisers and Other CSC Employees suggesting these are the areas with the greatest potential for further efficiencies/savings
- We shall consider the potential options for achieving further savings in the Challenge Adviser budget later in this report. This will include the role of Senior Challenge Advisers as well.
- In relation to the other Employee line this is funding a range of different posts currently including:
 - Senior Management Team (split 50:50 with grant funding)
 - Business Management Support
 - Data Team
 - Governance Support
 - Outdoor Education Adviser
 - Finance Team (split 30:70 with grant funding)
 - Project Support Staff (split 30:70 with grant funding)
- We will explore potential options around the future Senior Management structure of the Consortium later in the report.
- There have already been significant savings delivered on premises and supplies/services lines so we have not explored the potential for further efficiencies in relation to these.

Overview of funding: trend in Regional Consortia School Improvement Grant



- There has been an overall decrease in the Regional Consortia School Improvement Grant (RCSIG) for CSC by £5.3MM
- This is driven by large decreases in Education Improvement Grant (EIG) and in other elements of the RCSIG
- Since the introduction of the EIG in 2015, the funding allocation of the new grant was cut by 10% when compared to the historic funding levels of the previous standalone grants
- This has been followed by a further 5% cut in 2016/17, a 0.62% cut in 2017/18 and a 2.37% cut in 2018/19

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What is the RCSIG currently being spent on and where might there be most scope for further efficiencies or savings?

Cost Category	Outturn 2017/18	City & County of Cardiff	Bridgend CBC	Vale of Glam CBC	Merthyr CBC	RCT CBC
		£	£	£	£	£
		36.02%	15.59%	14.71%	6.39%	27.29%
Regional Support to LAs :						
Support for Vulnerable Schools	205,300	137,748	19,902	6,970	625	40,055
PDG CLA	329,112	116,742	44,474	48,177	21,512	98,207
LIDW	94,360	38,185	13,820	28,180	180	12,995
Specific Projects						
Hubs	1,701,670	557,002	251,251	286,417	120,000	487,000
Pathfinder Support	141,000	59,000	22,000	26,000	16,000	18,000
Peer Enquiry	23,350	3,750	250	4,100	-	15,250
School Improvements Groups	726,560	224,404	88,689	91,734	47,085	274,648
Governor Improvement Groups	6,000	-	-	1,500	4,500	-
Leadership	410,868	140,545	85,780	81,078	22,100	81,365
Literacy	2,775	900	225	75	675	900
Pioneer	1,349,465	418,892	305,000	285,000	40,000	300,573
New Deal Pioneer Network	669,248	216,715	94,700	94,200	45,900	217,733
NQTP Induction	47,750	15,600	5,850	13,650	250	12,400
Digital Competency Framework	78,200	15,200	6,600	24,600	12,600	19,200
Assessment for Learning	51,100	5,325	5,925	20,275	225	19,350
Modern Foreign Languages	11,600	5,100	3,000	2,300	-	1,200
Welsh Linguistic Skills	225,305	73,911	36,330	22,550	25,177	67,337
Welsh Language Charter	19,000	6,750	2,000	2,750	-	7,500
South Wales Valleys Project	38,905	-	3,850	-	19,655	15,400
Closing the Gap	40,350	40,000	-	350	-	-
School Challenge Cymru	303,684	180,466	60,971	61,196	552	549
Other Projects	37,492	-	-	22,492	-	15,000
LA Annex	128,421	46,262	20,023	18,992	8,095	35,049
Total	6,640,515	2,302,497	1,070,590	1,142,586	385,131	1,739,711
% spend received		34.67%	16.12%	17.21%	5.80%	26.20%

- As noted previously as this is grant funding from Welsh Government there are generally grant conditions attached to each line item that limit the scope for flexibility e.g. two of the largest line items here are for Pioneer Schools and New Deal Pioneers over which the Consortium has no influence as budget allocations to schools are already pre-determined by Welsh Government.
- It is also worth noting that in most cases if efficiencies here can be achieved it will be schools who receive any additional savings not Local Authorities.
- The largest spending lines (other than Pioneer Schools) here are Hubs, SIGs and Leadership support where there are already proposals planned to reduce the budget and to ensure there is less duplication with other strands. This is the area where CSC have greatest control and can influence the decisions about what is spent where.
- Over time it might be expected that the support for vulnerable schools line and pathfinder support could be reduced further as less schools are in need of direct support although it is always likely that some schools will be at risk and will need additional support.
- Welsh Linguistic Skills is the other largest line item but given the priority attached to this nationally this is not an area which CSC are likely to be able to reduce spending.
- There are some areas where you might even want to consider whether the budget is sufficient given the priority attached to this work e.g. Closing the Gap.

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Where are the opportunities to achieve greater efficiencies/savings?

- Given the way that budgets are currently allocated there is limited room for the Consortium to make savings around its grant funding and the focus is therefore likely to need to be on making any further savings around the core budget.
- This is difficult because the core budget is where many of the savings in recent years have already been delivered and it makes achieving further efficiencies more difficult without significant changes in the delivery model.
- The two areas which make up the largest element of the core funding budget are Challenge Advisers and other CSC employees funded by core including the Senior Management Team. These are the areas we have therefore looked at in more detail to see if further savings are possible.
- The only alternative way of making savings to the core budget is to further shift some of the costs currently incurred there to be met by grant funding – for example increasing the proportion of Senior Challenge Advisers and or Senior Management that is paid for by Grant Funding.
- This may be possible but it will require a clear story to Welsh Government about how these functions are supporting delivery of national priorities and grant conditions – for example if you could demonstrate clearly that Senior Challenge Advisers are taking more of a strategic leadership role across the Consortium it might be possible to justify funding a higher proportion of their time from Grant budgets.
- There may also be value in continuing to explore with Welsh Government whether further flexibility could be allowed in the use of Grant Funding. There are other examples where Welsh Government has moved towards more flexible funding arrangements and there is a strong case to be made that if you are continuing to deliver improvements in outcomes than you should be free to determine how best to use your overall budget. This would allow you to look more flexibly at the way the core and grant budget are allocated and whether there might be other efficiencies you could achieve with different combinations. There may also be a case to be made to Welsh Government that they should be directly funding more of the Consortium management overhead given the increased role it is playing in the delivery of the national mission.



What are the potential options for reducing Challenge Adviser time?

What are the potential options for reducing CA time?	What potential savings would it provide?	What are the risks/ downsides to the option?
<p>1. Reduce the amount of time CAs spend in Green and/or Yellow schools. Options could include:</p> <p>a) Reduce all Green and Yellow by 1 day b) Reduce Yellow by 1 day and Green by 2 days c) Reduce Yellow by 1 day and Green by 3 days</p>	<p>On the basis of the number of Green and Yellow schools in 2017-18 this would reduce CA days by:</p> <p>a) 352 days = saving of c. £140,800 b) 529 days = saving of c. £211,600 c) 702 days = saving of c. £280,800</p> <p>Note: all savings calculated on an average day rate of £400 which is the agreed day rate for partner headteachers. Savings may be less than this for employed CAs.</p>	<p>The argument against reducing CA time in these schools is twofold:</p> <ul style="list-style-type: none"> - It makes it less likely CAs will spot the risks or sign of decline in the schools early enough - It is harder to identify good practice in Green and Yellow schools to share with others <p>However as Slide 10 shows only 1 Green school has declined to Amber since 2013/14 so the risk for Green schools is small (15 have declined to Yellow). The risk of Yellow schools declining is greater with 15 that were Yellow in 2014 now Amber or Red. Set against this is the argument that the risks for all schools may increase over the next few years given the extent of national changes. It would also be important to ensure there is still enough time for statutory functions in all schools (although these may reduce with changes to categorisation).</p>
<p>2. Reduce the amount of time CAs are spending with Red and Amber schools by more strictly limiting their role to brokerage and evaluation. Options could include:</p> <p>a) Reduce time spent with Amber and Red by 2 days b) Reduce time spent with Red schools by 2 days and with Amber schools by 4 days</p>	<p>This is more difficult to estimate as it depends on the precise package of support being provided to individual schools.</p> <p>a) 88 days = saving of c. £35,200 b) 160 days = saving of c. £65,600</p>	<p>The additional support has arguably been critical to turning round these schools over the last few years, and schools that remain Red/Amber are likely to be some of the most challenging. Some Executive Heads argued to us that there has been too much support being put into Red and Amber schools that is not being well coordinated. Given the relatively small numbers of Red and Amber schools remaining in the region you would have to cut the support significantly to make big savings here.</p>
<p>3. Allocate Challenge Adviser time to a cluster of schools rather than on an individual basis and judge level of need at cluster level. Options could include:</p> <p>a) Reduce av. time spent with each school by 1 day b) Reduce av. time spent with each school by 2 days</p>	<p>a) 396 days = saving of c. £158,400 b) 792 days = saving of c. 316,800</p>	<p>Similar risks to those outlined above for less time with Green and Yellow schools although could be mitigated to some extent if clusters are doing a good job at spotting where risk may exist through peer enquiry. Not clear how achievable it would be to allocate all Challenge Advisers to clusters of schools – requires a minimum level of capacity which might mitigate against aim to increase serving headteachers playing the role.</p>

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What are the potential options for any savings around Senior Challenge Advisers?

1. Increase consistency around functions and caseloads across LAs

- We understand that there are currently significant differences in the roles and functions which Senior Challenge Advisers are asked to play within Local Authorities and the deployment rates to schools.
- We would recommend developing a consistent and detailed specification for the Senior Challenge Adviser role which sets out a common set of agreed functions and roles across all LAs and which documents the amount of time they are expected to spend on these. It will then be possible to see whether there are potential efficiencies by greater standardisation in the role across LAs.
- There is also a question to address about whether Senior Challenge Advisers should be working with similar caseloads of schools or not. On the current model the allocation of Senior Challenge Advisers are weighted to ensure there is at least one Senior Challenge Adviser per Local Authority.
- If however the allocation of Challenge Advisers was based on a notional number of schools there would not necessarily be a need for one per Local Authority which might reduce the overall number. There might however be strong operational arguments for maintaining a dedicated Senior Challenge Adviser for each LA to provide dedicated oversight in each case.

2. Increase % of time spent on CSC activity so more time can be funded by Grant

- Currently approximately 15% of Senior Challenge Adviser time is funded by grant funding with 85% coming from the core budget. If it was possible to increase the proportion of time funded by grant funding there would potentially be a significant saving to the core budget.
- There is also a strong operational argument in favour of Senior Challenge Advisers playing a stronger strategic role within the Consortium. This could help to connect them better to the wider work the Consortium is undertaking to deliver support for the new curriculum and the wider workforce and leadership reforms. As we noted in Section 3 of this report they currently feel quite disconnected from this work and that is limiting their ability to represent the Consortium on these issues to LAs and Schools. It also limits their ability to help Challenge Advisers to connect, broker and signpost schools to the wider support available. This will arguably become an even more critical part of their role in the coming years.
- Increasing the proportion of Senior Challenge Adviser time spent on wider strategic roles would undoubtedly require freeing them up from some of the current roles they are undertaking on behalf of Local Authorities so it would need to be considered as part of the work above to redefine their role specification. But the potential savings to core budget are significant – increasing the proportion of Senior Challenge time funded by Grant to 50% would save nearly £200,000 from the core budget.

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Senior Management Structure

It is worth noting that under the current staffing structure only the posts of Managing Director (75%), Senior Lead Business and Operations (50%) and Senior Lead Standards and Improvement (100%) are funded by the core budget as well as the majority of Senior Challenge Advisers time (85%). All of the other Senior Leads and Strategic Lead posts are funded 100% by Grant funding. In looking at potential savings in the core funded posts below it is important to note the inter-dependency between core funded posts and grant funded posts e.g. if you can shift some of the core funded responsibilities and roles into grant funded posts you potentially realise savings from the core budget as well:

- **Key initial decision is the Managing Director role.** You have found it challenging to recruit to this post in the past. The ideal candidate would have the leadership skills to navigate between the sometimes competing demands from Welsh Government and Local Authorities, and have school leadership background and/or high credibility with Heads. However this is a pretty unique skill set. An alternative would be to split the role into separate posts that could be more suited to more specific individuals. For example, recruiting senior staff who are already credible system leaders to posts that would speak to the system might then allow the MD function to be focused on coordinating and oversight (and perhaps also lead on business and operations). Alternatively, you might opt for an MD role that was both a figurehead to the system and a lead for lots of the work with schools; this would then require a dedicated Senior Business Manager role within the structure to undertake the other parts of the role.
- **At the next level of the leadership structure we think it is vital to ensure you have the skills and credibility to drive forward work with schools and Local Authorities.** There have been a number of changes in senior leadership and current vacancies in the staffing structure which creates opportunities to re-think what model you want to move forward with. In part this depends on decisions you make in relation to the Senior Challenge Adviser role – if they could be freed up to take on greater strategic leadership responsibility you might reduce the need for so many senior leadership posts. One potential structure would be to have two senior management posts sitting under the Managing Director with one given responsibility for standards and improvement and line managing the Senior Challenge Advisers and the other playing a combined role around the new curriculum and all of the professional learning that goes with it. Other strategic leadership posts could then sit under this senior post.
- **At the next level down we think the most important step needed is to clarify roles and responsibilities and ensure accountability and line management is clear** to drive work forward. We are assuming that the Strategic Adviser roles around Teaching and Learning, Curriculum, ITE and Leadership and Welsh would need to be maintained at least in the short term given the extent of changes you are being asked to manage. We think there would be real benefit in each of the Senior Challenge Advisers being matched to one of these areas and sharing some of the ownership and responsibility for the implementation of these strands. Over time it might then be possible to reduce the need for as many strategic lead posts. We also think you need to clarify roles and accountability for driving forward the key elements of the delivery model – SIGs, Hubs, Clusters. Currently there feels like there has been insufficient oversight and responsibility for following through on progress in some of these areas and it should be clear where leadership responsibility sits for each of these. Again Senior Challenge Advisers should be more explicitly linked to each of these strands of activity in our view.

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Conclusions – what core budget savings are possible over the next three years?

Year	Core Budget	2% Annual Saving	5% Annual Saving	10% Annual Saving
2019-20	£3,710,853 (on basis of 5% saving from 18-19)	£74,217.06	£185,542	£371,085
2020-21	£3,525,311 (on basis of a 5% saving from 19/20)	£70,506.22	£176,265.55	£352,531.1
2021-22	£3,349,045.45 (on basis of a 5% saving from 20/21)	£66,980,909	£167,452,272	£334,904.55
2022-23	£3,181,593.18 (on basis of 5% saving from 21/22)			
Total saving over 3 years	£529,259.82 (on basis of 5% saving each year)			

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- The table sets out on an annual basis what the scenarios would be if the core budget is cut by 2, 5 or 10% each year
- The scenarios are modelled on the basis of a 5% cut each year but show what the choices would then look like annually for 2/5/10%
- The total savings over a three three year period if you opted for a 5% cut each year needed would equal £529,259.82
- This would be very challenging and would require the significant savings to be delivered from the Challenge Adviser budget as set out on Slide 40
- From the options we set out on Slide 40 for example a combination of 1b and 2a would save just less than £250,000.
- If you were also able to move 50% of Senior Challenge Advisers time as discussed on Slide 41 to Grant Budget you would save another c. £200,000.
- Finally depending on decisions taken around Senior Management Structures there might be further savings of c£50-100,000 possible. This would need to be balanced against the need to ensure you have sufficient leadership capacity to refresh and renew the Consortium as described in the following slides

Section 5: What needs to change and how would you implement this change over the next 3-5 years?

Moving forward:

There has been uncertainty over the future direction of regional working for some time now and it has undoubtedly had an impact on the way the Consortium is able to operate, affecting staff morale and causing some of the recruitment and retention issues. There is an urgent need to provide clarity about the way forward whatever decisions are taken about the future approach. We think there are a number of interlinked steps to determining the way forward:

Step 1: Decide the right organisational structure to drive forward the development of the self-improving system.

A number of potential alternative options have been identified that could become the organisational structures for school improvement in the region. We have examined which of these we believe are most feasible, what they would look like in practice, and the potential advantages and disadvantages. Members, Chief Executives and Directors need to decide which option they want to pursue or whether they want to retain and renew the current Consortium. Whatever decision is taken there are then a number of issues that will need to be addressed around the future budget and strengthening delivery by re-engaging schools and improving the effectiveness of delivery which are covered by Steps 2 and 3 below.

Step 2: Determine the future funding for whatever organisational structures will exist for the next three years.

The annual uncertainty over the Consortium budget combined with the uncertainty over levels of grant funding from Welsh Government make forward planning difficult and have arguably led to wider uncertainty which is having an impact on the functioning of the Consortium. Whatever organisational structures you decide on, ideally you would decide now what budget that organisation will need and commit to funding for at least a three year period. This will require key decisions around the future role of Challenge Advisers and organisational capacity and staffing for whatever organisational arrangements you decide on.

Step 3: Strengthen the delivery arrangements in a number of areas. We have identified three priority areas to take forward immediately:

- Renew and refresh the vision and strategy for regional working and re-communicate this extensively to schools and other partners
- Implement the revised delivery model including the new role for clusters and strengthen further school-to-school working
- Review and revise the Governance arrangements and agree the different ways school leaders are engaged in these



Step 1: Examining potential alternative delivery arrangements

We have identified six potential alternatives to the current Consortium arrangements for delivering school improvement. In addition to these options there is of course a seventh option of continuing with the current Consortium model. We have described this option as 'Re-modelling the current Consortium arrangements' because we think there are a number of changes that would be needed to make this option viable in the long term:

1. Local Authorities take back all school improvement functions and end any form of regional arrangements
2. **Local Authorities take back some school improvement functions but retain a regional delivery function to support national priorities**
3. Identify a Lead Local Authority to take responsibility for delivery of all school improvement functions on behalf of others
4. **Formal mergers between Local Authority education services so joint LAs undertake all school improvement functions**
5. A more formalised shared services company model where LAs commission and hold it to account but don't oversee the governance
6. A merger with another regional school improvement service
7. **Re-modelling of the current Consortium model**

In discussion with Directors, **options 2 and 4** emerged as the most likely alternatives to the current regional arrangements and we were asked to work up what these options might look like in practice and the potential advantages/disadvantages and cost implications of each. We were also asked to work up the same analysis for **Option 7** to remodel the current Consortium model.

Examining alternative delivery options: Option 2 to separate out LA school improvement function/role from a regional function to support national priorities

What is the rationale for this option and what might it look like in practice?

The development of the National Mission and in particular the implementation of the new curriculum over the next 5-10 years are going to require an intensive focus and support to schools. This option would recognise the difference in the roles currently being undertaken by the Consortium to provide support and challenge to schools largely through the role of Challenge Advisers from the implementation of support to help deliver the national changes. It would mean that Challenge Advisers were employed and managed directly by Local Authorities (although Senior Challenge Advisers might continue to provide a link to any regional organisation). The regional organisation (which might become a regional arm of Welsh Government or regional presence for the new National College) would then have a focus on delivering the support to schools and teachers to implement the new curriculum. That could still be done through the structures of the Central South Wales Challenge which could continue to be overseen and driven forward by a regional group of system leaders.

What are the potential advantages to this option?

- Clearer separation of roles and responsibilities between LAs and Welsh Government – challenge and support for schools would belong to LAs and implementation of support for the National Mission to Welsh Government
- The regional delivery body could have a much clearer focus on supporting the National Mission and implementation of curriculum reforms and this could be driven more effectively by Welsh Government with less variation by region
- Local Authorities have stronger oversight and responsibility for the quality of Challenge Advisers and their support and challenge to schools. It might be easier to manage the deployment of Challenge Advisers at a local level to link to clusters.

What are the potential disadvantages?

- Unclear that such a separation of roles is in practice possible – the intelligence and brokerage function of the Challenge Adviser should be helping schools to understand the changes facing them and connecting/signposting them to support
- Would place a heavy burden still on Senior Challenge Advisers as they would have to join the dots and connect Challenge Advisers to the wider support and development. This might be made more difficult if in separate organisations.
- Schools are largely positive about Challenge Advisers working across the region and at least being connected to schools and practice in other Local Authorities. Might be more difficult if a Challenge Adviser is employed by single Local Authority
- More challenging for smaller LAs to recruit high quality Challenge Advisers

What would the potential cost/resourcing implications be?

- Unclear that it delivers any efficiencies or savings overall as the roles needed in the system remain the same – they are just split between different organisations.
- Argument might be made that it would be easier to achieve efficiencies around Challenge Adviser allocation and time if this was being managed more directly closer to the ground by Local Authorities.
- Might also make an argument that there could be greater efficiencies achieved if the regional body was acting more directly on behalf of Welsh Government with a standardised agenda and plan to follow.
- Greatest potential benefit to Local Authorities would be they were no longer paying for the overheads associated with the regional delivery body and this funding was coming instead from Welsh Government.

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Examining alternative delivery options: Option 4 to move to joint Local Authority Education Services

What is the rationale for this option and what might it look like in practice?

There could be significant benefits in joining up school improvement work with other Local Authority functions around inclusion and ALN more effectively. Merging Local Authority Education functions could allow for significant economies of scale to be achieved and would also potentially provide a more manageable number of organisations for Welsh Government to engage with directly in pursuit of the national mission. This might then negate the need for any form of regional infrastructure although it is also potentially possible to see how this option could be combined with an option in which a regional delivery arm of Welsh Government continues to operate. Under this option Challenge Advisers would be directly employed by joint Local Education Services but could therefore operate across more than one Local Authority area. It could still be possible to organise some roles and functions across more than one Joint Education authority although it may prove simpler and easier to organise the bulk of professional learning and development through the new joint functions.

What are the potential advantages to this option?

- Closer working between school improvement service and other Local Authority services like inclusion, wellbeing and ALN is easier to achieve.
- Provides a manageable footprint for Welsh Government and others to engage schools in pursuit of the National Mission and curriculum change.

What are the potential disadvantages?

- School leaders may be less positive about this option if they have been supportive of the Consortium and seen it as the champion of the self-improving system.
- School leaders would need reassurance that opportunities for working across the region could be maintained under this model.
- There may be concerns from schools in smaller Local Authorities that this will be a take-over model from larger Local Authorities and that they will get less attention as a result. Consortium is seen by many schools as providing independent view of needs across all schools regardless of which Local Authority they come from

What would the potential cost/resourcing implications be?

- Potential savings at management level – potential to have a single joint Education Director across Local Authorities and reduced need for Senior Management structure at regional level potentially. Savings at levels below this are unclear – some LAs who have explored this option already thought there were few savings to be achieved.
- Likely to require other senior school improvement posts to be created at local level (although these exist or are being created in some LAs already) - a) to oversee and manage Challenge Advisers and b) to lead the interaction with national level support. Therefore potentially less efficiency to be gained particularly as may be some duplication in roles if these posts are needed in each of the new organisations.
- Challenge Advisers could be employed jointly across Local Authorities which should make their deployment easier to manage and potentially more efficient than in a single Local Authority model. Senior Challenge Advisers could work across more than one Local Authority which could potentially reduce the overall number needed.

Examining alternative delivery options: Option 7 to remodel the current Consortium

What is the rationale for this option and what might it look like in practice?

The logic and arguments for continuing with the Consortium remain similar in many ways to the reasons why it was originally set up. It provides a way of organising school improvement support across the region that allows schools to work with other schools from outside their Local Authority and to deploy support and challenge wherever it is needed most across the region at any one time. There is also a strong argument that at a time of extensive national change and uncertainty for schools making the current model work more effectively is likely to provide more stability and certainty for schools than moving to another structural solution which might be destabilising and create more uncertainty for schools in the short term at least. The evidence also shows that the Consortium, working with Local Authorities and schools, has contributed to significant improvement in outcomes over the last five years. The development of the Central South Wales Challenge and model of school to school working are strongly supported by schools. However as this review has shown significant change will be needed to rebuild the commitment of school leaders and Local Authorities to the work of the Consortium moving forward so this should not be seen as the 'no change' or easy option. Step 3 of this section of the report sets out some of the areas we believe you will need to focus on to remodel the Consortium to make it fit for purpose for the future.

What are the potential advantages to this option?

- It builds on what exists already including the continued commitment of many Headteachers to regional working and the work of the Consortium
- It continues to balance the needs of Local Authorities and schools across the region and means resources are deployed to the local areas with greatest need
- Continues to provide opportunities for schools to work with other schools across the region which many have found beneficial and want to maintain
- Provides a delivery vehicle for Welsh Government to engage with schools in pursuit of the National Mission and curriculum change.

What are the potential disadvantages?

- Will require a lot of hard work and effort to reinvigorate the Consortium and Heads around a clear sense of purpose and shared vision of where you want to go next
- Will continue to have to work with the tension between an LA commissioned SI service and a regional model supporting Welsh Government priorities – this is likely to continue to be challenging
- Finding the right leadership capacity to renew the Consortium and build the confidence of Heads and schools will be challenging

What would the potential cost/resourcing implications be?

- See Slides 40-43 for more detail on options here
- Difficult to see how further savings can be achieved to core budget without significant changes to Challenge Adviser model



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What is our view on the feasibility and desirability of different options?

- The most important point we would want to make is that a decision needs to be taken quickly by Members, Chief Executives and Directors so that you end the uncertainty that exists. Everyone involved then needs to commit to the decision and support the implementation of it. What Headteachers and schools in particular need now is certainty and they need to know who they are going to be working with during this period of extensive national change.
- Having said this, we felt we should give you our views about the potential feasibility and desirability of the different options which we set out below:
 - **In relation to Option 2**, whilst we can see the attractiveness to separating out local challenge and support from the wider support being provided around national change, in practice **this feels as difficult to us to achieve under separate organisations as it does now within the Consortium. Challenge Advisers would still need to connect up to the national work** to ensure their knowledge and understanding of the national support on offer was well informed and used to signpost to schools. **This would arguably be more difficult to achieve if they worked for separate organisations.** It would also be more difficult for smaller Local Authorities to manage. It is also the option which feels the most difficult to achieve given it would require agreement with Welsh Government and it is unclear to us what benefits Welsh Government would see in separating out these roles.
 - **In contrast, Option 4 seems to us more directly achievable.** If Local Authorities came forward with serious proposals to merge their education services that demonstrated economies of scale were possible **there could be a lot of potential support for this option from both schools and Welsh Government.** This option **would require some hard choices about shared functions across LAs** including at senior leadership level. There would also need to be a lot of work **to give reassurances to Heads and schools in smaller LAs that this wasn't just a 'take-over' from larger LAs** and they wouldn't be forgotten about in any new organisational arrangements. The other key risk is losing the benefits schools have seen in working with schools from right across the region; however this could be mitigated particularly if the Central South Wales Challenge and key elements were maintained for a period of time across all LAs. **If these obstacles could be overcome we think this option has the potential to provide a simpler and more efficient system** although more detailed modelling would be needed at Local Authority level to determine the level and scale of any potential efficiencies. The other caution we would have about this option is how quickly it could be achieved in reality.
 - **In our view, Option 7 to remodel the consortium is the one that builds most logically on where you are now and is most attractive in providing certainty and stability to schools during a period of significant national change.** However we do not see this as an easy option. It will require a **significant commitment and investment of time and effort to rebuild the commitment from schools and Local Authorities** to the Consortium. We set out in the final section of this report the areas we would recommend you focus on next if the decision is taken to re-commit to the Consortium. **We would argue these steps are necessary in the short term anyway even if a different decision is taken about the way forward longer term.**



Step 2: Determine the funding needed for the next three years

Whatever organisational model is decided, the two areas of greatest cost within the core budget are likely to remain the Challenge Adviser budget and the Senior Management/Other Employee costs that we identified earlier in the funding section. We have therefore focused on these two areas to look at what potential opportunities there might be for efficiencies and savings.

In relation to Challenge Advisers we have identified a series of options for ways in which you might think about reducing the overall number of days required from Challenge Advisers and Senior Challenge Advisers. For the latter we have also looked at ways in which the role and function could be shifted to enable more of it to be funded by Grant funding.

There is also an important decision to be made about whether individual Local Authorities could make different decisions about the Challenge Adviser role e.g. could some opt for a more intensive challenge and support role, whilst others might opt for a lighter touch model. There is nothing in principle to stop this model from working but it might be more challenging for the Consortium to manage Challenge Advisers playing such different roles.

On Senior Management and other staffing costs we have only looked in detail at the potential future organisational structure for the current Consortium. If the decision is taken to pursue one of the other organisational options more detailed work would be needed to develop alternative organisational structures to compare and contrast.

You will need to make decisions now on the indicative three year budget projections (see Slide 43 for an example of what a 5% annual reduction would look like) and what savings you believe are achievable. You can then ask the Consortium to plan against this indicative budget and make more detailed proposals for how they would deliver these savings.



Step 3: Strengthen delivery in a number of critical areas

We have identified a number of areas where we believe you need to take action to address the current challenges we identified facing the Consortium:

A. Re-launch the regional strategy and ways of working

- Re-launch and re-invigorate the regional commitment to a self-improving system
- Clarify roles and responsibilities and be clear about who does what in the overall system
- Ensure communications channels are clear to all and seek regular feedback
- Strengthen relationships between Consortium and Local Authorities and Welsh Government

B. Implement the revised delivery model

- Ensure all are clear about the revised delivery model for CSWC including role of clusters
- Improve the quality and consistency of implementation of current strands like SIGs and Hubs
- Give careful time and attention to ensure the successful implementation of new role for clusters
- Re-design the Challenge Adviser model

C. Strengthen governance

- Consider the benefits of bringing different groups together into one overarching decision making board
- Develop the role and relationships within JCC to become more of a problem solving forum
- Strengthen the connection between clusters, local heads groups and the consortium to enable Headteachers to communicate with their peers about the work of the Consortium and refreshed regional vision
- Explain the role of Delegate Heads clearly and be transparent about who they are and how they are selected

A. Re-launch and re-invigorate the regional commitment to a self-improving system

- **Re-launch and refresh the regional way of working and strategy over the summer term.** Use the opportunity of this review and publication of the new business plan to set out a renewed commitment to regional working and the changes you plan to make as a result. Consider holding specific events/conferences or use existing mechanisms to set out the vision for the next three years including the areas where there remains uncertainty about what the future will look like. Use all stakeholders – Directors, Chief Executives, Members, Delegate Heads and CSC staff - to get out and communicate the message clearly about the need to get ‘back on track’ and be clear about the commitment to schools to do that. Develop and agree a core script for the key messages you want all heads and schools to hear during this period about the future direction.
- **Clarify roles and responsibilities and explain clearly who does what.** Many heads said to us they were unclear now about who does what in the system and who they should contact about specific areas. In part this is the result of recent changes in personnel but it is also probably due to confusion amongst Local Authorities and CSC staff themselves. We think there would be real benefit therefore in setting out again clearly the respective roles of the Consortium, Local Authorities and schools and showing how this works together as a single self-improving system. There are also some clear practical steps that would help here such as publishing an updated staff structure for the Consortium including contact details for key staff. It might even be possible to include key contact details for Local Authority staff as part of the same system so that schools have all of their key contacts in one place.
- **Ensure communication channels are clear to all and seek regular feedback.** This will need to link to the restatement of the roles and responsibilities described above as well as the development of the revised governance proposals set out on . But the priority should be ensuring all heads and schools are clear about the channels they can use to get information from the Consortium and also to feed it back. This includes their Challenge Adviser and Senior Challenge Advisers; their local cluster; and their network or group of local heads and their local Delegate Head or equivalent (depending on what is decided). There should be a big push on using these channels to get a consistent set of messages out to the system – these could be agreed at the weekly or monthly SLT meeting. And they should also then be used as a regular source of information and intelligence to feed back into the Consortium.
- **Strengthen relationships between Consortium and Local Authorities** and find ways to connect Local Authorities to conversations with Welsh Government. Develop ways for Consortium staff to engage on a more regular basis with Local Authority personnel and ensure communications are open and transparent – for example consider hosting Consortium senior management meetings in different Local Authorities on a rolling basis and add on time for meetings with other Local Authority staff, ensure Challenge Advisers contact details are easily available to Local Authorities to make regular connection easier. Find opportunities to increase the visibility/transparency of conversations between the Consortium and Welsh Government including communicating to LAs and schools grant conditions and timescales e.g. a termly meeting between the Consortium and WG in which either all Directors are present or Lead Director and Chief Exec represent LAs.

B. Implement the revised delivery model

- **You have set out the future delivery model for the Central South Wales Challenge and implementation of the new curriculum** and other national reforms. This envisages continuity in a number of cross-regional elements of the model such as SIGs and Hubs with clusters playing a more prominent role in the delivery of the new curriculum and other reforms like ALN. We think this is a sensible way forward but the key challenge will be about quality and consistency of implementation.
- **In relation to the existing strands of work within the Challenge the key next step is about improving the consistency and quality of delivery** across each of these. For example by looking at what the most successful SIG groups and Hubs have been doing and learning from this to push and develop others to match them. We understand there are already plans to develop stronger quality assurance mechanisms around Hubs and SIGs but the challenge will then be in following through on this and ensuring they are held to account for the quality of their implementation. You will also need to be clear about what levers you have if implementation is off track and how to intervene quickly to get it back on track.
- **Clusters will also need specific time and attention to get consistency of implementation right.** In many cases clusters are already established and are working well but there is likely to be significant variation across each local area in how well they are working now. The role of cluster convenor or cluster lead will be likely to become an increasingly important one in the system given the enhanced responsibilities they are being given. You will need to think about what support these convenors need in a similar way to the support that SIGs convenors have required and it may be that Challenge Advisers need to play a stronger role in overseeing and ensuring clusters are fulfilling their new role in the system. You will also need to be clear about the levers available to you if a cluster is not working and how to broker any additional support or interventions in these cases.
- **The other piece of the delivery model where further work is needed is the design of the future Challenge Adviser role.** You will need to decide what expectations you want to set around the Challenge Adviser role and time they should be spending with different types of schools as well as considering how the role might need to change to take account of new models of Peer Review and national accountability arrangements including Estyn. Our view is that there is scope to reduce the amount of time they are spending in at least green and yellow schools and there may be opportunities to do more on a cluster basis moving forward. We also think there would be benefit in reviewing the role description for Senior Challenge Advisers and ensuring there is a greater degree of consistency in their role in each Local Authority. This could help to free up time for Senior Challenge Advisers to be more connected to strategic work within the Consortium which we see as vital to strengthening their ability to help Local Authorities and schools to connect to the wider professional development and leadership support the Consortium delivers.

C. Strengthen governance

- **Consider the benefits of bringing different groups together into one overarching decision making board.** There are currently a number of separate and distinct groups offering advice and making decisions across the Consortium. It may be necessary to maintain these different groups for a period of time whilst you re-establish momentum but we think there would be benefits in the longer term in bringing these groups together into one single overarching decision making body which would have representatives from each of the groups. In our experience the numbers would need to be kept small (8-12) to make this group effective so you would be unable to have all of the current parties represented in the same way. For example you could nominate 2 Directors, 2 CSC staff, 2 Delegate Heads, 2 Other Heads. You might also want to consider the benefits of having an independent chair for this group.
- **Review the role being played by Joint Consortium Committee and strengthen its function as a forum to share and problem solve together.** Whilst recognising the role that the JCC has to play in scrutinising and signing off on key Consortium decisions and documentation there is the potential for it to play a greater role in sharing approaches between Local Authorities and problem solving issues together. This would help to demonstrate clearly to elected Members the value of regional working. There may also be a need to do more informally with Members to build relationships and deepen their understanding of the way the Consortium currently works so they can provide more informed challenge and support through JCC.
- **Strengthen the connection between clusters, local heads groups and the Consortium.** The local groups of heads that meet together to pull together the views of different heads seem to be providing a relatively effective mechanism at connecting to clusters and bringing in Local Authorities and Senior Challenge Advisers. But it is unclear where that intelligence then goes or how messages from the Consortium are fed down. There does also not appear to be any forum in which these heads are brought together to discuss issues and solutions across Local Authorities. This feels like a missed opportunity as these individuals are influential system leaders and could be advocating on behalf of the region and helping to drive forward implementation if they were well connected in. There seem to us to be two options here i) they could be added to the Delegate Heads Group ii) there could be another representative group of heads that meet less frequently (termly perhaps) and asked to feedback their collective views from heads meetings.
- **Explain the role of Delegate Heads clearly and be transparent about who they are and how they are selected.** We can see the value of having a passionate and committed group of system leaders working to drive forward the self-improving system. At its best a number of heads talked about previous incarnations of this group – the Strategy Group – being a powerful and exciting forum to engage in. Part of the challenge we have heard in relation to Delegate Heads is confusion about who they are and how they were selected and a perception that they may be making decisions that benefit their schools. This needs to be taken on by being transparent about the role of the group and who is on it. The plan for Delegate Heads to attend local heads meeting and explain their role next term seems a sensible one to us. It will also be important for Delegate Heads to continue offering opportunities for other heads to connect with them and raise issues. There may also be benefit in more formally connecting the Delegate Heads with the heads leading the local groups of heads to ensure they are sharing information and intelligence regularly and see their respective roles working in tandem with each other.

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CENTRAL SOUTH CONSORTIUM

REPORT FOR JOINT COMMITTEE

19th DECEMBER 2019

JOINT EDUCATION SERVICE

JOINT REPORT OF THE LEAD CHIEF EXECUTIVE – REVIEW OF THE FUTURE DIRECTION OF THE CONSORTIUM

Author: Paul Orders (Chief Executive – City of Cardiff Council)

1. PURPOSE OF REPORT

- 1.1 To update members on the current position following the ISOS review of Central South Consortium and to acknowledge progress to date.
- 1.2 To present a detailed implementation plan attached at Appendix A to take forward the ISOS recommendation to re-model the Consortium.

2. RECOMMENDATIONS

It is recommended that Members;

- 2.1 Review and accept the detailed implementation plan to remodel the current Consortium approach;
- 2.2 Request that the ISOS report attached at Appendix B is shared with the Cabinets of the five Local Authorities to the Consortium before the end of February 2020, and the five councils consider and restate their commitment to a joint approach to school improvement through the Consortium;
- 2.3 Request that a report is presented to the next Joint Committee meeting that sets out an indicative three year budget for the Consortium to make longer term planning easier.

3. BACKGROUND

- 3.1 Members agreed to commission ISOS to undertake an independent review of the Consortium at their October 2018 Joint Consortium Committee meeting. The context to the review was the national changes to the education system and the financial pressures facing schools and Local Authorities.

3.2 As Members will be aware, at a national level Welsh Government is making many changes to the education system in Wales, with a new curriculum from Foundation Phase through to Key Stage 5, new accountability frameworks, new approaches to supporting children with Additional Learning Needs, the implementation of schools as learning organisations, the introduction of a National Academy for Educational Leadership (endorsing programmes which will in turn attract funding), the launch of a professional learning model (which will impact upon school to school programmes) as well as changes to the way in which Estyn will inspect schools and local authorities. These changes are being made with no direct increase in the funding available to schools and local authorities.

3.3 The review was therefore asked to consider the following questions:

- How well are we performing currently and how well do we understand our own performance and strengths and challenges?
- Are there any other examples and work we can learn from in other consortium in Wales or other local education systems particularly around the development of a school led-system?
- Is the current model fit for purpose for the future taking into account WG planned changes to the education system?
- Is the model affordable over the next 3-5 years, with a likely continued period of austerity?
- What needs to change and how would you implement this change over the next 3-5 years?

3.4 The review was undertaken in two phases: an initial evidence gathering phase in November and December 2018 and further development and testing of proposals in February and March 2019. During the course of the review Isos have spoken to senior Consortium staff, LA representatives including Lead Members for Education, Chief Executives and Directors, over 20 Headteachers, 2 Governors, Trade Unions representing other school based staff, other Consortia in Wales and Welsh Government. A full list of interviewees is included in the final report from ISOS.

3.5 ISOS presented their final report to Chief Executives on the 29th April 2019. The rest of this report provides an overview of the ISOS findings and recommendations about the way forward.

4. SUMMARY OF ISOS FINDINGS AND RECOMMENDATIONS

4.1 The full ISOS report is included at Annex A. It is structured around the five questions the review was asked to address. The main findings are summarised below.

4.2 **Section 1: How well are you performing currently and how well do you understand your own performance and strengths and challenges?** The data shows that schools have made good progress over the last 5 years against most key performance measures supported by the work of the Consortia and Local Authorities but that key performance challenges remain. These include the need to:

secure further improvement to match the performance of the fastest improving Local Authorities; to narrow the gap in outcomes for eFSM pupils; to secure further improvements to ensure all schools in the region are judged good or excellent by Estyn; to respond to new challenges around Wellbeing, Attendance and Exclusions.

4.3 **Section 2: Are there any other examples and work you can learn from in other consortium in Wales or other local education systems particularly around the development of a school led-system?** Isos looked at work in other Consortium in Wales as well as drawing on our research into the way local education systems are developing in England. They identified a number of potential lessons including: looking at the way others have developed and used Cluster working to support improvement; ensuring the links between the different levels are clear so clusters are connected up locally and local partnerships are connected to the Consortium; looking at whether there is more you could do to strengthen and deepen the engagement from a wider range of Headteachers across the region; and learning from other Consortium in Wales around their approach to planning and budgeting.

4.4 **Section 3: Is the current model fit for purpose for the future taking into account Welsh Government planned changes to the education system?** Interim feedback from conversations with stakeholders was presented to Joint Consortium Committee in December 2018. Subsequent conversations largely confirmed these messages which show there are many strengths and successes of the current model. However they also highlight a number of challenges the Consortium will need to address moving forward including the following:

1. **Leadership and capacity gaps.** The absence of permanent leadership, gaps at a senior level and uncertainty around the future of the Consortium have impacted its ability to do its job effectively over the last 12-18 months. There is a need therefore to reset the vision and ensure the Consortium has the leadership, credibility and capacity to drive forward work across the system in partnership with Local Authorities and schools.
2. **Clarity about roles and responsibilities.** There is a need to set out again for everyone involved the respective roles of the Consortium, Local Authorities and Schools and to show how the connection between the Consortium and the work of Local Authorities can be strengthened. Senior Challenge Advisers also need to be more effectively connected to the wider work of the Consortium to play a stronger system leadership role.
3. **Tension between the Consortium's role as a regional school improvement service and delivery arm for Welsh Government.** This tension needs to be managed more effectively so Local Authorities and schools understand and see how their priorities fit alongside and/or are different from national priorities which the Consortium is being asked to deliver against and how funding is being used to support them.
4. **Support schools to implement the new curriculum.** This is the biggest challenge facing the system in the coming years and the Consortium needs to ensure that the school to school support structures that exist through Pioneer Schools, Hubs and Clusters have sufficient expertise and capacity for the task.
5. **Determine the future Challenge Adviser model.** There is a need to continue to improve the quality of Challenge Advisers support and challenge to schools

and to determine the future role of Challenge Advisers in relation to different types of schools and the fit with Peer Review.

6. **Strengthen Governance.** There is a need to be clearer about the role and purpose of different groups and to rationalise and simplify the current model. There is also a need to further strengthen the engagement of Headteachers and System Leaders in Governance.
7. **Funding pressures.** For schools and Local Authorities this remains the biggest challenge in the system so any action the Consortium takes will also need to take account of these pressures and deliver further savings where possible.

4.5 **Section 4: Is the model affordable over the next 3-5 years, with a likely continued period of austerity?** The report provides an overview of current core and grant funding and shows what it is currently being spent on. It identifies spending on Challenge Advisers and other core CSC staff as the two areas with the greatest potential for further efficiencies, given the current limitations around grant funding. It includes more detailed analysis of the potential savings in relation to the Challenge Adviser budget and Senior Management structure. It includes scenarios showing what a 2%, 5% and 10% annual reduction looks like and concludes that achieving even a 5% annual saving would be very challenging and require the significant savings to be delivered from the Challenge Adviser budget.

4.6 **Section 5: What needs to change and how would you implement this change over the next 3-5 years?** ISOS identified a set of options for the potential way forward:

1. Local Authorities take back all school improvement functions and end any form of regional arrangements
2. Local Authorities take back some school improvement functions but retain a regional delivery function to support national priorities
3. Identification of a Lead Local Authority to take responsibility for delivery of all school improvement functions on behalf of others
4. Formal mergers between Local Authority education services so joint LAs undertake all school improvement functions
5. A more formalised shared services company model where LAs commission and hold it to account but don't oversee the governance
6. A merger with another regional school improvement service
7. Re-modelling of the current Consortium model

In discussion, **options 2 and 4** emerged as the most likely alternatives to the current regional arrangements and ISOS has undertaken further analysis of each of these options alongside **Option 7** to remodel the current Consortium model. ISOS conclude having looked at each of the options that Option 7 - to remodel the consortium - is the one that builds most logically on where we are now and provides certainty and stability to schools during a period of significant change. ISOS highlight in the rest of the report a number of areas they recommend focusing on to strengthen delivery and argue that these steps would be necessary in the short term anyway

even if a different decision is taken about the way forward longer term.

5.0 PROGRESS TO DATE

Detailed updates on progress are included within the implementation plan in Appendix B. Items of progress to note include:

- Managing Director appointed November 2019;
- Consultation on senior challenge advisers underway;
- Acting Managing Director and or members of senior leadership team attended all Local Authority headteacher meetings ;
- Revised Central South Wales Challenge model communicated to schools;and
- Initial review of governance models

6.0 NEXT STEPS

Short term priorities include:

- Consult and agree a revised governance model;
- Establish a senior leadership structure;
- Review and consult on revised senior challenge adviser & challenge adviser models;
- Publish the revised communication strategy; and
- Review and amend presentation of funding models and monitoring reports

7.0 CONCLUSION

- 7.1 It is acknowledged that some progress has been achieved since the conclusion of the ISOS review
- 7.2 The plan attached at Appendix B provides a robust set of agreed actions for delivering the remainder of the recommendations in a timely fashion
- 7.3 Working in partnership with the five local authorities, the Central South Consortium will be well placed to deliver school improvement functions effectively, and support schools to manage the major reforms across the region.

CORPORATE ASBESTOS MANAGEMENT PLAN**FINANCE, MODERNISATION & PERFORMANCE (COUNCILLOR
CHRIS WEAVER) AGENDA ITEM: 4**

Reason for this Report

1. The following report is provided to seek Cabinet Approval for the Council's Corporate Asbestos Management Plan, which determines how the Council will manage asbestos going forward.

Background

2. Asbestos has been banned in the UK since 1999, prior to this it was extensively used in construction due its versatility, including its strength and fire resisting properties. It is estimated that over 500,000 public buildings nationally built before 2000 still contain asbestos which must be managed in line with the Control of Asbestos Regulations 2012.
3. In Cardiff all asbestos records for Council premises have been reviewed over the past 12 months and a revised management plan drafted to ensure the Council has robust standards for the management of this high risk material.
4. Schools are regarded as the highest risk premises, as children are at greater risk from exposure to asbestos fibres than adults. The HSE are currently reviewing asbestos management across schools nationally, two schools in Cardiff were reviewed by the HSE in the Summer Term. The HSE identified improvement required in the standard of asbestos surveys and training. Both issues which are addressed in the Corporate Asbestos Management Plan.
5. The Council has recognised the need to improve Asbestos Management and have invested in an internal Corporate Asbestos Team to support Building Managers, Headteachers, technical teams and contractors in managing asbestos safely. The issue has been detailed on the Corporate Risk Register, with regular updates on progress made.

Issues

6. The Corporate Asbestos Management Plan details responsibilities throughout the organisation in relation to asbestos. The main risk of

exposure arises from building maintenance or refurbishment work and in this regard those service areas/individual officers who undertake or commission work which affects the fabric of a Council Building have particular responsibilities within the Corporate Asbestos Management Plan to ensure that the required asbestos checks are undertaken **before** work commences. In order to discharge these responsibilities all asbestos training is now provided in-house, with a dedicated training facility being opened early in the New Year, which will provide UKATA (UK Asbestos Training Association) accredited training to employees and framework contractors.

7. Asbestos Surveys have been the main area of improvement required and the Corporate Asbestos Management Plan details the new in-house asbestos surveying arrangements. All paper based asbestos records have been digitalised and all future asbestos surveys will be available digitally and will be a live survey which will be regularly updated. The red arrow in the screen shot below indicates where all asbestos information is now held on RAMIS, this information is now available to contractors prior to them attending site.



8. The Corporate Asbestos Management Plan details arrangements for monitoring the condition of asbestos left in situ. The HSE advise that asbestos in good condition should remain in place, however if asbestos is in a location which is prone to damage i.e. in school stairwells, measures should be taken to remove or encapsulate the asbestos to protect from damage. The presence of asbestos within a premises leads to increased maintenance and building improvement costs and in this regard, in particular in schools, it is sensible to consider an asbestos removal programme, which ultimately reduces the risk in the longer term.
9. Work on Asbestos materials is strictly controlled and is closely monitored. Where work on low risk asbestos can be undertaken safely in-house with appropriately trained staff, using the correct equipment following safe methods of work, this will be supported by the Health and Safety Team. This ensures that buildings can be managed efficiently in line with HSE guidelines.
10. All incidents involving potential asbestos exposure are investigated fully and will be reported to the Health and Safety Advisory Forum. Ongoing monitoring and review is required by the Corporate Asbestos Management Plan to ensure the effectiveness of the preventative and protective measures in place to avoid exposure to asbestos.

Local Member consultation

11. The Corporate Asbestos Management Plan has been consulted and approved by Members via. the Health and Safety Advisory Forum, who

have received regular updates on the asbestos management development over the past 12 months.

Reason for Recommendations

12. The Corporate Asbestos Management Plan is recommended to be approved by Cabinet in order to meet statutory requirements as well as protect against asbestos exposure in Council premises.

Financial Implications

13. The report does not refer to any additional financial implications and it is assumed that any costs relating from implementation of the Corporate Asbestos Management Plan will be met within available resources.

Legal Implications

14. The Control of Asbestos Regulations 2000 (the Regulations), made under the Health and Safety at Work Act 1974, impose duties upon the Council in relation to the management of asbestos within non-domestic properties, including duties to determine whether asbestos is present or is likely to be present in buildings for which it is responsible, assess the risk, and have an action plan and system in place for managing the risk (Regulation 4).
15. Detailed guidance on the application and extent of these duties is contained in the Health and Safety Executive's Approved Code of Practice "Managing and working with asbestos". This Code has special legal status under Section 17 Health and Safety at Work Act 1974. If an organisation is prosecuted for breach of health and safety law, and it is proved that it did not follow the relevant provision of the Code, it will be found at fault, *unless* it can show it has complied with the law in some other way.
16. The Regulations (Regulations 5 to 24 inclusive) also impose various duties upon the Council, as an employer, and its employees, intended to protect employees from the risks of exposure to asbestos arising from work being carried out by an employer that may disturb asbestos present in any buildings for which the employer is responsible. The duties on the Council, as employer, include (amongst various other duties) a duty to prevent or reduce employees' exposure to asbestos, as far as reasonably practicable (Regulation 11); and a duty to inform, instruct and train employees to enable all those who are exposed (or are liable to be exposed) to asbestos, to be able to effectively safeguard themselves and others (Regulation 10).
17. As noted in the body of the report, the Corporate Asbestos Management Plan (CAMP) is intended to improve the Council's arrangements for fulfilling its statutory obligations under the Regulations.
18. In considering this matter, the Council must also have regard to:

- a) 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.
 - b) The Wellbeing of Future Generations (Wales) Act 2015, which requires the Council to consider how the proposed decision will contribute towards meeting its wellbeing objectives (set out in the Corporate Plan). Members must also be satisfied that the proposed decision complies 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.
19. The approval of the Authority's plans, policies and strategies which do not form part of the Policy Framework is reserved to the Cabinet (under the Scheme of Delegations, Section 2, paragraph 4). The CAMP may be approved by Cabinet, subject to compliance with the above.

HR Implications

20. The Trade Unions have been consulted on the Corporate Asbestos Management Plan. There is a clear communication plan in place for the Asbestos Management Plan to be cascaded to the managers and employees affected by the plan. Any contraventions of the plan will be dealt with using corporately agreed processes and procedures.

Property Implications

21. There are specific requirements within the Corporate Asbestos Management Plan for those employees who manage Council Property as well as those who undertake or commission work on Council property.

RECOMMENDATIONS

Cabinet is recommend to:

1. Note the contents of the report.
2. Approve the Corporate Asbestos Management Plan for implementation across the Council's building portfolio, and delegate authority to the Corporate Director, Resources, in consultation with the Cabinet Member for Finance, Modernisation & Performance and the Health & Safety Advisory Forum. to make any minor changes required in the future.

SENIOR RESPONSIBLE OFFICER	Christopher Lee Corporate Director Resources
	14 February 2020

The following appendix is attached:

Appendix 1 - Draft Corporate Asbestos Management Plan

The following background papers have been taken into account

Control of Asbestos Regulations 2012

Asbestos Management in Schools, Welsh Government Guidance, August 2019

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CARDIFF COUNCIL

Corporate Asbestos Management Plan

Date: Jan 2020

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1.0 Introduction

- 1.1 This Corporate Asbestos Management Plan (CAMP) has been produced to ensure Cardiff Council’s (CC) compliance with the Control of Asbestos Regulations 2012 (CAR 2012) and contains the procedures for managing asbestos containing materials and the documentation required to support this.
- 1.2 The CAMP refers only to Authority workplaces, including communal areas of Council Residential Flats and Sheltered Housing Accommodation. There is a separate asbestos management plan covering domestic dwellings - please refer to the Communities, Housing & Customer Services Asbestos Management Plan (5.HANR.711).
- 1.3 The objective of the plan is to help prevent any person being exposed to asbestos fibres present within the CC workplace premises. The basic principle of the plan is that all Asbestos Containing Material (ACM), as identified by survey, is to be periodically inspected. Prior to any work commencing on the premises, the specific asbestos information has to be consulted within the Asbestos Management System (RAMIS - or paper copy if RAMIS cannot be utilised) and the work planned accordingly. For any work that is to be undertaken on the fabric of the building that disturbs ACMs, or working in close proximity to ACMs, then the Building Manager/person arranging works must obtain permission from the Cardiff Asbestos Team (CAT). This may be requested via RAMIS and by completing an “Asbestos Advice Request” (AAR) form (refer to [Appendix 2](#)).
- 1.4 The Asbestos Interface within RAMIS will hold and maintain all known information on ACMs within CC non-domestic premises. Every site will also hold a hard copy Asbestos Management File. This file should currently contain the following:

Section 1	Introduction	To be replaced with this CAMP document
Section 2	Asbestos Permit to Work Sheet	
Section 3	Asbestos Policy	
Section 4	Asbestos Management Plan	
Section 5	Property Plan	To be replaced by current asbestos management survey & LAMP once the CAT have transferred the asbestos information on to RAMIS
Section 6	Asbestos Register	
Section 7	Details of incidents involving damage to asbestos containing materials	
Section 8	Training Records of persons responsible for the premises	
Section 9	All documents relating to asbestos including original clearance certificates and consignment notes	
Section 10	Emergency action in the event of accidental damage to asbestos containing material	

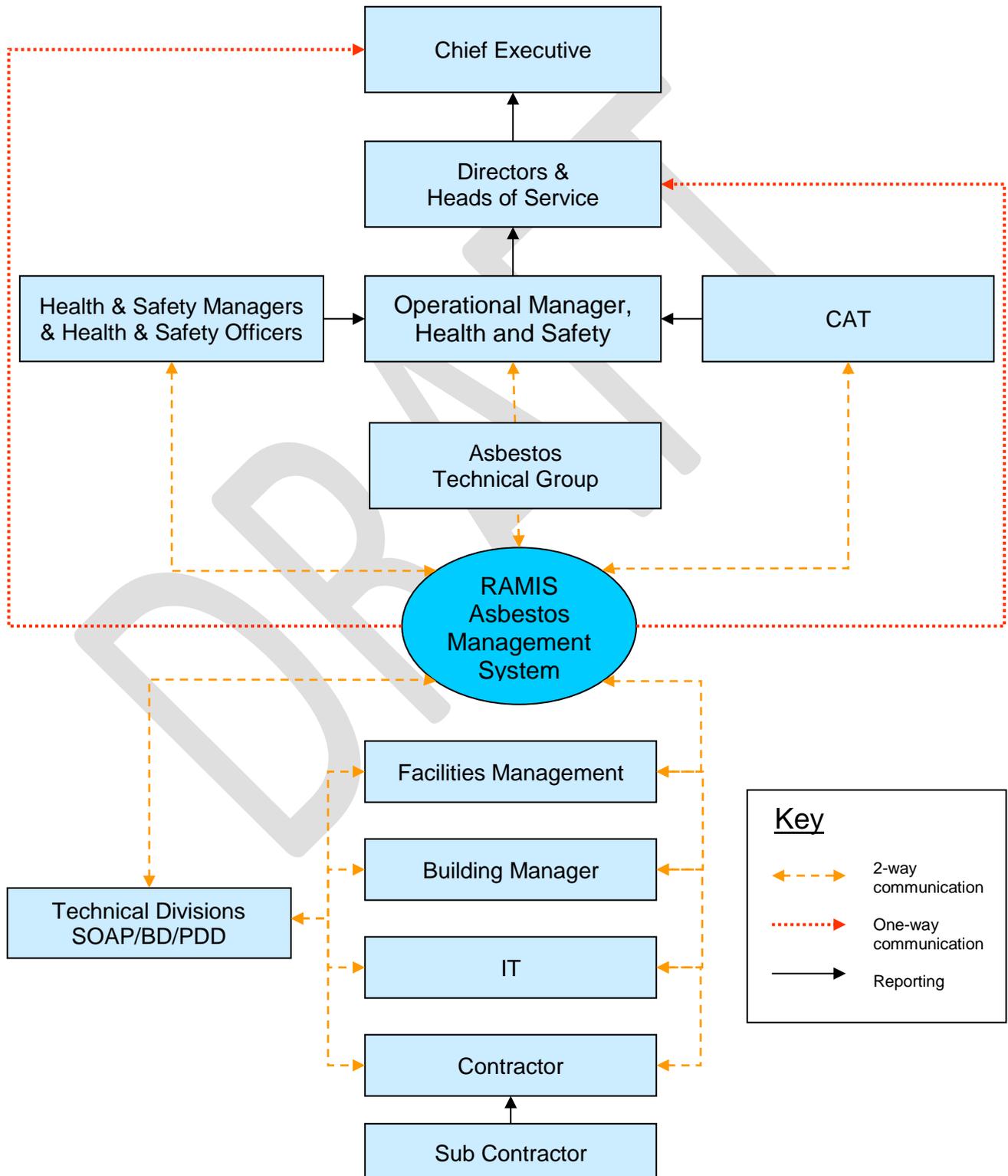
- 1.5 A colour copy of the Asbestos Management File must be held on site and be readily available for inspection by any person who is liable to disturb the fabric of the building, or any other relevant persons e.g. surveyors, HSE and emergency services that require access into areas that maybe prohibited or restricted due to the findings of the Asbestos management survey.
- 1.6 Work on the fabric of the building can be defined as any work that will result in the removal, replacement, alteration or disturbance to any internal or external surface or structure of the building, or buildings on a site. Examples would include many routine maintenance tasks such as, but not limited to:
 - Removing/replacing/relaying any flooring covering vinyl tiles
 - External roof repairs and internal ceiling repairs
 - Removing or installing partition walling
 - All works involving drilling into or fixing onto structural surfaces

- Replacement of fixed facility equipment that has electrical or gas supply
 - Replacing, repairing any door/window frame
 - Running/installing IT cables
 - Installing and/or fixing any heating fixtures or pipe work
 - Painting or decorating
- 1.7 If you are unsure as to whether a particular task involves work on the structure of the building you should seek advice from the CAT prior to proceeding.
- 1.8 Buildings constructed prior to 2000, will have an asbestos management survey that has identified whether there are ACMs that could be damaged or disturbed by normal activities or foreseeable maintenance. Buildings constructed after 2000 will display an asbestos free certificate. The Asbestos management survey enables any ACMs to be safely managed during normal use and occupation of the premises. If for any reason your premises has not had an Asbestos management survey undertaken please contact the CAT.
- 1.9 Most buildings currently have asbestos management surveys completed prior to the introduction of RAMIS. Until these surveys can be transferred on to RAMIS the CAT will continue to maintain the current asbestos registers and plans for use on site, but Sections 1-4 of the Asbestos Management File should be replaced with this CAMP document (refer to [paragraph 1.4](#) above).
- 1.10 Once the asbestos management survey has been completed on RAMIS, the CAT will visit site to deliver and explain the new survey. The CAT will remove all historical asbestos paperwork from the Asbestos Management File and upload it to RAMIS where required. The Asbestos Management File will then only consist of the CAMP and colour copies of the current asbestos management survey, current LAMP and asbestos Permit to Work sheets.
- 1.11 A Refurbishment/Demolition (R&D) Survey is required where the premises, or part of it, requires upgrading, refurbishment or demolition. An R&D survey is also required prior to any structural work on the building. It is recommended that all R&D surveys be arranged following advice from the CAT (refer to [Appendix 3](#) and [Appendix 4](#)) and the surveying contractor selected in rank order from the Authority's Asbestos Management Services Framework ([Lot 3](#)).
- 1.12 All employees and contractors undertaking work on the fabric of the building must hold a valid Asbestos Awareness training certificate and undertake annual refresher training (refer to [Appendix 5](#) & [Appendix 6](#)). However, where the work will knowingly disturb notifiable Non Licensed or Non Licensed ACMs then they must hold as a minimum a valid Non-Licensable Work with Asbestos Including NNLW certificate (formerly known as Category B) and undertake annual refresher training (refer to [Appendix 5](#) & [Appendix 6](#)). Where the work knowingly disturbs licensed ACMs then a Licensed Asbestos Removal Contractor (LARC) with a valid licence and certification must be used (refer to [Appendix 7](#)).
- 1.13 Any queries about the management of asbestos you should contact the CAT on 029 2087 2374

2.0 Responsibilities

2.1 Where the Authority is the Duty Holder under CAR 2012, it is responsible for implementation of the CAMP. Under the same regulations the Building Manager (refer to [section 2.4](#)) would be the local duty holder in relation to the LAMP.

Asbestos Management Responsibility/Communication Chart



2.2 The Chief Executive and Directors will:

2.2.1 Be ultimately responsible for ensuring compliance with this CAMP within Cardiff Council.

2.3 Heads of Service will:

2.3.1 Ensure the effective implementation of the CAMP and the relevant LAMPs for their service area.

2.3.2 Ensure that appropriate resources are made available for the effective operation of the CAMP, including training.

2.4 The Building Manager is the person responsible for the maintenance or repair of the property and/or who has control of the building (including means of access to, or egress from, the premises). The Head Teacher will be responsible for undertaking the Building Manager responsibilities for their school (some responsibilities may be delegated but the Head Teacher retain overall responsibility). The Building Manager will:

2.4.1 Receive and display an Asbestos Free Premises Certificate for building constructed post January 2000.

For all other premises built pre January 2000:

2.4.2 Ensure they have and control a colour copy of the most current version of their Asbestos Management File (refer to [Sections 1.4](#), [1.10](#) and [1.11](#) above), and any relevant advice provided by CAT following their submission of an AAR and or R&D surveys. They will also have read and understood all relevant asbestos information for the premises that they control.

2.4.3 Ensure colour copies of the documents list in Section 2.4.2 are readily available for inspection by any person who is liable to disturb the fabric of the building, or any other relevant persons e.g. surveyors, HSE and emergency services that require access into areas that maybe prohibited or restricted due to the findings of the asbestos management survey.

2.4.4 Ensure that Asbestos Permit to Work forms are available for relevant persons to complete and sign following inspection of relevant documentation and prior to any works being undertaken on the fabric of the building.

2.4.5 Contact the CAT if their premises have not had an asbestos management survey undertaken.

2.4.6 Ensure that if their asbestos management survey indicates any inaccessible areas they are to contact the CAT to undertake further inspection when areas become accessible.

2.4.7 To ensure compliance with the CAMP and premises specific LAMP (where available) and to communicate them and their implications to all relevant employees and to any 3rd parties who may lease or utilise areas of the premises for any other activities.

2.4.8 Use RAMIS to assist in the management of all ACMs left in-situ including; acting upon RAMIS notifications, to print colour copies of updated LAMPs, R&D surveys and any Notices of Prohibited/Restricted access areas.

2.4.9 Ensure that where required employees receive relevant asbestos training (refer to [Appendix 5](#)), including those who may deputise in their absence and will therefore need to have a full understanding of the asbestos management survey and LAMP

- 2.4.10 Ensure that they request permission from the CAT via RAMIS and by completing an AAR form (refer to [Appendix 1](#) & [Appendix 2](#)) for any work on the fabric of the building.
- 2.4.11 Permission must be sought from the CAT to carry out **any** work on the fabric of the building within any premises which is classed by the CAT as high risk (refer to [Appendix 1](#) & [Appendix 2](#)).
- 2.4.12 Liaise with the CAT once an asbestos removal contractor has been appointed, to ensure that any asbestos works can be carried out safely. Asbestos removal contractors employed directly by CC employees must be selected from Lot 2 of the Asbestos Management Services Framework.
- 2.4.13 To ensure that regular visual inspections are carried out on the condition of any asbestos/presumed asbestos left in-situ, in accordance with any recommendations set out in the premises specific LAMP (refer to [Appendix 13](#)) and undertake annual condition monitoring as instructed by and recorded on RAMIS.
- 2.4.14 To seek advice from the CAT immediately and take appropriate action if there is any damage/deterioration to the condition of any identified/presumed ACMs.
- 2.4.15 In the event of a suspected accidental fibre release please follow the emergency procedure (refer to [Appendix 11](#))
- 2.4.16 Arrange for a consultation between the Occupational Health Department and any employee who has been potentially exposed to asbestos where necessary. Advice may need to be sought from Human Resources and Health and Safety Division. Also make available to the employee the Care First or Employee Counselling Service contact information.

2.5 All Line Managers will:

- 2.5.1 Ensure that where required, employees receive relevant asbestos training (refer to [Appendix 5](#)), including those who may deputise in their absence and will therefore need to have a full understanding of the LAMP.
- 2.5.2 Ensure that they and their employees are familiar with the most current version of CAMP, LAMP and any limitations in place, e.g. not affixing pins in asbestos containing materials such as asbestos containing ceilings or wall boards.
- 2.5.3 Ensure that any works affecting the fabric of the building are arranged via the Building Manager.
- 2.5.4 Arrange for a consultation between the Occupational Health Department and any individual (employee, pupil, visitor etc) who has been potentially exposed to asbestos. Also make available to the individual the Care First or Employee Counselling Service contact information.
- 2.5.5 Notify the Building Manager immediately and take appropriate action if there is any damage/deterioration to the condition of any identified/presumed ACMs, or in the event of a suspected asbestos exposure.

2.6 All Employees of the Council will:

- 2.6.1 Comply with any working procedure or precautionary measures introduced to prevent or reduce potential exposure to asbestos. This will include utilising all suitable PPE & RPE provided.

- 2.6.2 Seek permission from their building manager prior to undertaken any work which may disturb the fabric of the building
- 2.6.3 Immediately report to their Line Manager and/or the Building Manager any damage to any material, which they suspect may contain asbestos or any potential for exposure of themselves or others to asbestos fibres.
- 2.6.4 Have due regard to the potential for the release of asbestos fibres which may result from activities such as the fixing of posters, decorations etc., or accidental damage to building fabric.

2.7 The Health and Safety Division (including the Cardiff Asbestos Team) will:

- 2.7.1 Ensure that the CAMP is reviewed at least every year or earlier where there is a change to relevant legislation.
- 2.7.2 Monitor overall compliance with the procedures defined in this CAMP document through periodic site/project audits.
- 2.7.3 Utilise RAMIS to audit compliance of building managers checks of ACMs as identified in the LAMPs.
- 2.7.4 Notify the HSE where an asbestos exposure is notifiable under the **Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) 2013**.
- 2.7.5 Investigate any accidental asbestos release/exposure to ACMs and report the findings to the Senior Management Team (SMT) and Health and Safety Forum.
- 2.7.6 Where required engage asbestos analysts as consultants to carry out relevant monitoring to assist the Health and Safety Division in undertaking an asbestos investigation.
- 2.7.7 Arrange for training for Building Managers and other relevant staff on the CAMP and LAMP.
- 2.7.8 Provide advice and information to enable ACMs to be effectively managed in situ.
- 2.7.9 Manage and maintain the asbestos interface on RAMIS.
- 2.7.10 Carry out new asbestos management surveys on all CC premises where a new and reliable survey is not yet in place or if the premises does not have a survey.
- 2.7.11 Carry out asbestos management survey reviews to all CC premises at frequencies determined by RAMIS.
- 2.7.12 Resurvey where the premises or extent of ACMs within premises has been significantly changed.
- 2.7.13 Assess and where satisfied grant permission to the person requesting assessment via AAR form.
- 2.7.14 Arrange for R&D surveys to be undertaken where requested, if this is not part of a project being managed through another Technical Division.
- 2.7.15 Arrange/manage licensed asbestos removal work where required/preferred. Removal contractors should be selected from Lot 2 of the Asbestos Management Services Framework.

2.7.16 Arrange for completion of remedial works on ACMs as identified by the Building Manager through asbestos condition monitoring.

2.8 Occupational Health will:

2.8.1 Offer managers and employees guidance and advice on a range of matters affecting the health and well-being of employees and on their working environment. This includes advice on potential health effects from exposure to asbestos.

2.8.2 On request from the Manager arrange for consultation with employees who have been potentially exposed to asbestos (where required to do so by the line manager and where appropriate).

2.9 Technical Divisions (SOAP, PDD, FM)/Sections instructing Contractors to carry out work affecting the fabric of the building will:

2.9.1 Ensure they request permission from the CAT by completing an AAR form (refer to [Appendix 2](#)) in accordance with [Appendix 1](#) for any work on the fabric of the building that knowingly disturbs or involves working in close proximity to ACM's.

2.9.2 Ensure all known asbestos information has been assessed and where required arrange relevant R&D Survey (refer to [Appendix 3](#), [Appendix 4](#) and [Appendix 5](#)).

2.9.3 Ensure the contractor who undertakes the survey is selected from Lot 3 of the Local Authority's Asbestos Management Services Framework.

2.9.4 Ensure that the CAT are notified of any R&D Surveys being undertaken and also ensure the CAT receive an electronic copy of the survey on completion.

2.9.5 Undertake a quality check of all R&D Surveys commissioned (refer to [Appendix 6](#)) and ensure the survey has been requested and undertaken in accordance with the specification for Lot 3 of the Asbestos Management Services Framework.

2.9.6 Ensure contractors who undertake any work on the fabric of the building that may disturb ACMs are selected from the relevant framework. The Asbestos Management Services Framework must be used for air monitoring, notifiable non licensed & licensed works, surveying, and bulk analysis.

2.9.7 Ensure that all contractors engaged, and sub-contractors where written permission has been granted, are competent and trained to an appropriate level and in particular ensure the competency and training of any contractors appointed in relation to asbestos works and the type of building construction they may work on (refer to [Appendix 6](#)).

2.9.8 Ensure the appointed contractor is supplied with all relevant information in sufficient time for them to assess, plan and then undertake the works safely.

2.9.9 Ensure all relevant information (for example Risk Assessment, Method Statement, Safe Systems Of Work) have been received from appointed contractors and assessed by officer managing works and information agreed between all parties prior to works commencing.

2.9.10 Ensure that contractors are managed and monitored effectively. This would include agreeing with the contractor how the work can be done safely, ensuring risk assessments and method statements are in place and ensuring that monitoring is carried out. The monitoring required would be to ensure that the contractor is undertaking work in

accordance with the agreed method statements and the level of monitoring required will depend on the risks associated with the work being undertaken.

- 2.9.11 Ensure that where licensed work is undertaken on ACMs, an independent UKAS (United Kingdom Accreditation Service) accredited analyst is appointed to undertake clearance and issue the certificate of reoccupation. The independent analyst must be appointed by the Authority/Person Arranging the Works (PAW) and not by the contractor and must be selected from Lot 1 of the Asbestos Management Services Framework.
- 2.9.12 Appoint a suitably qualified person to project manage/supervise the work if they (the instructing or commissioning officer) feel that additional management support is required, due to time restraints, insufficient resources and/or complexity of project.
- 2.9.13 Ensure that the contractor supplies all relevant information relating to asbestos works being undertaken, (re-occupation certificate, 4-stage clearance, and waste certificate) to Officer commissioning the work and the CAT.
- 2.9.14 Where quality issues are identified with an external contractor a temporary suspension of the contractor may be required pending a full investigation. Quality issues will be referred to the Asbestos Technical Group (refer to [Appendix 14](#)) for a decision on appropriate action; this may include re-instatement with monitoring or formal suspension that needs to be signed off by the Chief Executive.
- 2.9.15 When writing new contract tenders the officer will ensure the correct level of competency/training is requested within tender documents in accordance with [Appendix 6](#). If unsure of correct level of required competency/training the Officer must sought advice from CAT.
- 2.10 Contractors (including Consultants) will be required to:**
- 2.10.1 Comply with the requirements of the CAMP, all relevant Health and Safety Legislation, Approved Codes of Practice and Guidance.
- 2.10.2 Will need to read and understand all relevant asbestos information provided to them and assess their relevance to the location and type of work being undertaken at the premises. Also the contractor must feedback any concerns/misunderstandings raised relating to the provided information prior to commencing work.
- 2.10.3 Ensure the persons undertaking the works has read and understood all relevant asbestos information and signed the Asbestos Permit to Work in all cases prior to commencing any work.
- 2.10.4 Ensure all works are undertaken in a safe manner and in accordance with risk assessments and method statements as agreed with the commissioning officer.
- 2.10.5 Stop work immediately if any suspected ACMs are uncovered or damaged during the course of their work and report to the Building Manager and commissioning officer immediately and follow CC emergency procedure (refer to [Appendix 11](#))
- 2.10.6 Ensure that all staff undertaking work are trained to the appropriate level (refer to [Appendix 6](#))
- 2.10.7 Ensure asbestos related works are not sub-contracted unless agreed in writing by the person arranging the work. When sub-contracting ensure that sub-contractors are appointed to the authority's standards and trained to the appropriate level (refer to [Appendix 6](#)).

3.0 Asbestos Surveys

- 3.1 Non-domestic CC premises have been surveyed to identify the location of any known or presumed ACM's. The survey findings are detailed in the premises asbestos management survey. If for any reason your premises has not had an asbestos management survey undertaken please contact the CAT.
- 3.2 Where management surveys have not been completed through RAMIS, then the survey cannot be relied upon to have identified all ACMs present within the building. For high risk premises where this is the case, the CAT must be contacted prior to any works which affect the fabric of the building (refer to [Appendix 1](#)). The persons arranging the works must contact the CAT through Asbestos@Cardiff.gov.uk and by completing the AAR form (refer to [Appendix 2](#)).
- 3.3 The most up to date asbestos information relating to premises is contained within the most current version of the LAMP or the CC Asbestos Register. Only premises with an up to date asbestos management survey will have a LAMP. RAMIS will e-mail the Building Manager informing them of the need to print off a new LAMP plus copies of any new Notice of Prohibited and Restricted access areas.
- 3.4 Colour paper copies of the most current version of the asbestos management survey and LAMP (where available) must be available at the premises. Electronic copies of the documents are available on RAMIS.
- 3.5 The CAT will undertake all new asbestos management surveys and these will be undertaken in accordance with "Asbestos: The Survey" Guide (HSG 264). They will complete the asbestos management survey by utilising all existing information on ACMs and will be subject to technical/quality checks prior to the survey being published.
- 3.6 Asbestos management surveys will cover routine and simple maintenance work. However, it has to be recognised that where 'more extensive' maintenance or repair work is involved, there may not be sufficient information in the asbestos management survey. Where this is the case a more intrusive inspection may be required by the CAT or an R&D survey maybe be required (refer to [Appendix 4](#)). The CAT should make the decision on the requirement for an R&D survey (refer to [Appendix 3](#)).
- 3.7 All areas that could not be accessed during the survey are identified in the asbestos management survey. These areas must be presumed to contain asbestos until proven otherwise. The CAT must be informed when access into these areas is required. The CAT will then carry out further inspection prior to access.
- 3.8 If the requirement for urgent work is identified by the CAT at the time of their survey, then the CAT will action the relevant procedure. Where an approved surveying contractor identifies this requirement, then they will immediately notify the CAT to action the relevant procedure. Where work is required to be passed to a contractor, this will be done in accordance with [Section 5](#).
- 3.9 Abatement work will be risk prioritised through RAMIS. These works will be funded by the relevant budget holder. Where the ACMs to be removed fulfil a fire protection function, advice will be sought from the Corporate Fire Safety Officer to ensure that additional fire protection is reinstated if required.

4.0 Managing Asbestos Left In-Situ

- 4.1 Building Managers will arrange for an annual condition monitoring inspection to be undertaken on asbestos left in-situ. Building Managers will be sent an e-mail notification through RAMIS that

condition monitoring is required. RAMIS will provide them with a checklist of ACMs requiring monitoring and the results of the monitoring inspection must be updated onto RAMIS.

- 4.2 Any change identified during ACM condition monitoring, e.g. deterioration or removed, will be automatically notified to CAT via RAMIS. If the ACMs have deteriorated between monitoring then the relevant budget holder must meet the cost of the necessary works to the ACMs.
- 4.3 If damaged ACMs are identified then the Building Manager will need to make a decision as to appropriate action based on location and extent of damage. If damage is identified or accidental damage has taken place resulting in a possible fibre release, then the emergency procedure (refer to [Appendix 11](#)) should be followed. In the event of deterioration identified during routine monitoring, advice should be sought from the CAT allowing the risk to be managed appropriately.
- 4.4 Not all ACM's will be labelled as a matter of course, however, all known asbestos will be listed in the most current version of the LAMP which includes the findings of the site specific asbestos management survey. This will be available on RAMIS and a colour copy at site.

5.0 Commissioning Asbestos Contractors

- 5.1 Contractors must be selected from the Authority's Asbestos Management Services Framework for works that involve the following;
- Lot 1 Air Monitoring
 - Lot 2 Asbestos Removal
 - Lot 3 Non Domestic Asbestos Surveys
 - Lot 4 Bulk Sample Analysis
- 5.2 All relevant asbestos information must be provided to selected contractor(s) with sufficient time for them to safely plan any works. These works may require the commissioning of a Licensed Asbestos Removal Contractor (LARC) where this is the case the Licensed Asbestos works must be arranged/managed by CAT.
- 5.3 Where a Principal Contractor may require a LARC, they must select a LARC from those appointed to Lot 2 of the Asbestos Management Services Framework. Where The Principal Contractor selects a LARC from the Framework then contractual relationship between the Principal Contractor and the LARC is a matter for the Principal Contractor and the LARC only; the Local Authority will have no input on this contractual relationship.
- 5.4 Where any Licensed Asbestos Work is undertaken the Independent Analyst must be selected from Lot 1 of the Asbestos Management Services Framework. The Independent Analyst must always be commissioned by the Authority and never by the Contractor.
- 5.5 All in-house staff/contractors must undertake work to all Council premises in accordance with current HSE guidance, and risk assessments and method statements for the works must be provided to the PAW prior to work commencing.

6.0 Working With ACMs

- 6.1 All works on ACMs will require a specific level of asbestos training. This will depend on whether the asbestos product is Licensed, Notifiable Non Licensed or Non Licensed ([Appendix 5](#) & [Appendix 6](#)). Advice on categories of asbestos product can be sought from CAT.
- 6.1.1 LARC with valid certification (refer to [Appendix 7](#)) must be used when undertaking Licensed Asbestos Work. The work must be notified by LARC and undertaken in accordance with relevant and current HSE Guidance and in line with the provided Risk Assessments, Plan of Works, Method Statements and Safe System of Work. This category of work must be arranged in accordance with the specification provided by the CAT.
- 6.1.2 Notifiable Non Licensed contractors with valid certification (refer to [Appendix 5](#) & [Appendix 6](#)) must be used when undertaking Notifiable Non Licensed Work (NNLW). Any contractors carrying out this work must undertake health screening every 3 years in accordance with CAR2012. The work must be notified by the selected contractor with evidence of notification being provided to the PAW and works undertaken in accordance with relevant and current HSE Guidance and in line with provided Risk Assessments, Plan of Works, Method Statements and Safe System of Work
- 6.1.3 Non Licensed staff/contractors with valid certification must be used to undertake Non Licensed Work on ACMs ([Appendix 5](#) & [Appendix 6](#)). The work must be undertaken in accordance with relevant and current HSE Guidance and in line with provided Risk Assessments, Plan of Works, Method Statements and Safe System of Work.
- 6.2 There is a potential for ACMs not to have been identified prior to maintenance and refurbishment work being carried out. In these situations the management arrangements must include the following:
- 6.2.1 Adequate asbestos training of relevant CC staff and/or selected contractors (refer to [Appendix 5](#) & [Appendix 6](#)).
- 6.2.2 If a suspected ACM is discovered or damaged during the work then emergency procedure must be complied with (refer to [Appendix 11](#)).
- 6.2.3 Adequate supervision to ensure procedures are implemented and followed.
- 6.3 All works on ACMs must be recorded by a competent person on the relevant clearance form. On completion of the works these forms must be provided to the CAT for them to upload to RAMIS. For non-licensed work contractors may use the authority's form ([Appendix 10](#)) or create and use their own form. Where they choose to use their form it must as a minimum detail the same sections as HSE's "*Statement of cleanliness after textured coating removal*" This can be found in Asbestos Essentials task sheet EM10.
- 6.3.1 Removal of licensed ACMs must be recorded by an Independent Analyst on a "Clearance Certificate". The Independent Analyst undertaking the clearance must always be commissioned by the Authority and never by the Contractor (refer to [Section 5](#)).
- 6.3.2 Removal/encapsulation of Non Licensed ACMs must be recorded on the "Certificate of Works on Non Licensed Products (refer to [Appendix 10](#)). This certificate must only be completed once the person who has witnessed the area is confident that the works have been achieved to a satisfactory level.
- 6.4 Where scaffold is required to support work on licensed ACMs, in some cases a scaffold contractor who holds a valid asbestos licence will be required (please refer to [Appendix 8](#) for flow chart). For further information please see current HSE Guidance

- 6.5 It is for the commissioned LARC to sub-contract a scaffold contractor who holds a valid asbestos licence.
- 6.6 There must be communication between the PAW, LARC, and the scaffold contractor to ensure the scaffold is erected correctly to enable works to proceed. In addition, advice may be sought from the CAT.

7.0 Training

- 7.1 All CC employees whose work could foreseeably expose them to asbestos must receive appropriate asbestos awareness training. The training required for different types of work is set out in [Appendix 5](#).
- 7.2 All external contractors who are engaged to carry out work, which may disturb the fabric of a CC premises, must have received appropriate training on asbestos. The level of training required will depend on the work being undertaken and the levels of asbestos training required are set out in [Appendix 6](#).

8.0 Managing, Reporting and Investigating Asbestos Incidents

- 8.1 Building Manager/Responsible Person/Technical Division must inform the Health and Safety Division of any suspected asbestos exposure immediately and the emergency procedure must be followed (refer to [Appendix 11](#)).
- 8.2 Where an incident involving possible exposure to asbestos has occurred, all affected individuals will be evacuated and where necessary air tests undertaken in the area by Environmental Consultants. If required, an Asbestos Officer will arrange for the relevant area to be cleaned in accordance with legislative requirements. The workplace will only be reinstated for normal use once air tests evidence that fibre levels are below the Clearance Indicator Level (refer to HSG 248).
- 8.3 The Health and Safety Division will investigate the incident together with the relevant Manager (this could be the person who engaged the Contractor or the Building Manager). Following completion of the investigation a written report of the incident must be completed and sent to the Operation Manager, Health & Safety. Copies will then be sent to the relevant Head Teacher/Head of Service. This would allow agreed actions to be taken to prevent a similar incident. Asbestos incidents will also be reported to Senior Management Team (SMT) and to the Health and Safety Forum. Where necessary, the Health and Safety Manager will submit a report to the HSE as required by the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR).
- 8.4 If necessary, full consultation with CC employees will take place, and will include a Health and Safety Officer/Asbestos Officer, and any other appropriate Officer. In some cases it may be decided to refer potentially exposed individuals to the Occupational Health Department to allow the medical issues and concerns to be fully discussed and any anxieties allayed. Building Managers/Line Managers will need to discuss this option with the Health and Safety Division and their Directorate Personnel Officers.
- 8.5 The Occupational Health Division will keep a medical record of any incident involving exposure to asbestos of any individual exposed.

9.0 Audit, Monitoring and Review of Asbestos Management Plan

- 9.1 The effectiveness of the CAMP will be monitored by the Health and Safety Division as part of the health and safety monitoring programme

- 9.2 Where a Technical Division arranges work on the fabric of the building and identifies significant quality issues relating to the contractor, these quality issues must be referred to the Asbestos Technical Group for review and appropriate action.
- 9.3 Quarterly reports will be produced allowing the Health and Safety Division to monitor whether Building Managers have carried out and evidenced their annual monitoring of asbestos left in-situ. The quarterly reports will be broken down by Directorate and will be sent to the relevant Director. Six-monthly reports will also be submitted to CMT and an annual report will be submitted to the Corporate Health and Safety Advisory Forum on the findings.
- 9.4 Health and Safety Officers, Building Managers, Technical Division and the CAT will advise the Health and Safety Manager of any shortcomings in the implementation of the CAMP in any premises.
- 9.5 The Health and Safety Division and the CAT will undertake a review of the CAMP every year, or more frequently if there are changes to the organisations structure and/or staff changes in building use/occupancy; or if there is a failure in the procedures which warrant a review.

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APPENDIX 1

WHEN TO REQUEST ADVICE REGARDING WORK ON THE FABRIC OF THE BUILDING

Consider the site risk along with the work risk when deciding whether advice is required from the CAT

Work risk rating	Building risk rating		
	High risk	Medium risk	Low risk
High risk <i>Demolition and major refurbishment works</i>	Asbestos advice required. A site visit will be undertaken.	Asbestos advice required. A site visit will likely be undertaken.	Asbestos advice required. A site visit will likely be undertaken.
Medium risk <i>Minor refurbishment works, Installation of fire, alarm and CCTV systems, minor window replacement, door replacement</i>	Asbestos advice required. A site visit will likely be undertaken.	Asbestos advice required. A site visit will likely be undertaken.	Asbestos advice maybe required. Advice may take the form of a phone call/email.
Low risk <i>Change flooring, painting and decoration, routine maintenance</i>	Asbestos advice required. A site visit will likely be undertaken.	Asbestos advice maybe required. Advice may take the form of a phone call/email.	No asbestos advice required

Building asbestos risk ratings can be found on the RAMIS Asbestos Dashboard

RAMIS

Navigation: Portfolio Cardiff - Education Schools CATHAYS HIGH SCHOOL

Asbestos Dashboard

RAMIS Pin: 9163543
URPN: 5000102
CATHAYS HIGH SCHOOL
CROWN WAY
GABALFA
CF14 3XG
UK

Asbestos Register

Site Status	
General Status	Unknown
Survey Completed	No Survey Found
Remedial Status	No Remedial Tasks
Monitoring Status	No Audit Found
Site Risk Rating	High Risk

Monitoring Activity - Calendar View

Task Name	Completed Date	Date Due
This site has no outstanding tickets.		

Active Job Tickets

Event/Job Title	Date Added
This site has no outstanding tickets.	

View all Job Tickets

- Removal / Encapsula
- Restricted / Prohibite
- Inaccessible Areas
- Document Repository - Name
- Current Survey & LAMP
- Refurb/Demolition Surve
- General Documents (0)
- Site Documents (5)
- Asbestos Floor Plans (8)
- Abatement Documents (
- Condition Monitoring (0)
- Historic Asbestos Survey
- Historic Asbestos Docum

APPENDIX 2



Asbestos Advice Request

**Completed form to be emailed to the Cardiff Asbestos Team (CAT) – Asbestos@cardiff.gov.uk*

Date Form Completed (DD/MM/YYYY): / /	Advice Requested by:
Proposed start date for works: / /	Cost Code:

Premises name:	
Address:	
Postcode	
Site Contact Name:	Telephone number:

Description of work

Consider all elements of work for example for any wiring, cable and pipework. Location of proposed works as identified on CAD asbestos plans:

Block No:
Room No's:

Proposed Works:

Categorisation of works	
REACTIVE (Repairing Fault)	
PLANNED (Improvement Work)	
R&D SURVEY SPECIFICATION	

Additional information:-

CAT001	Issue 4	June 2019	Process Owner: Resources Health & Safety	Authorisation: Chris Bolton	Page 1 of 2
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Asbestos Advice Feedback

(survey observations and results of samples taken)

COPY TO BE RETAINED ON SITE WITH THE ASBESTOS MANAGEMENT PLAN

* to be completed by the CAT

<i>Date of Survey/Advice:</i>	
<i>Asbestos Officer:</i>	<i>Contact Details:</i>
<i>Samples / Results:</i>	
<p>General Advice: With a site visit and desktop study of the asbestos information the following information can be given:-</p> <p>Area:</p> <p>Works:</p> <p>Advice:</p> <p>This advice is given solely for asbestos risk – risk assessments must be made for any foreseeable risks such as, but not limited to, electrical and working at height which must be undertaken by those competent to do so.</p>	

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APPENDIX 3

WHEN IS A REFURBISHMENT/DEMOLITION SURVEY NEEDED?

1. The purpose of this information sheet is to advise on when R&D surveys are required when arranging works. Please note that this procedure will apply to a building built pre 2000 only, as post 2000 buildings should have an asbestos free certificate.
2. An R&D Survey is required where the premises, or part of it, needs intrusive maintenance, refurbishment or demolition. An R&D Survey is required for any structural work on the fabric of the building and would be required for work such as removing doors, walls, windows or installing new equipment. Typically an R&D Survey would be required where the work being undertaken goes beyond the normal management functions covered by an asbestos management survey.
3. The R&D Survey does not usually cover a whole building but is targeted at the specific works being undertaken.
4. A management survey is suitable and sufficient to enable the Building Manager to manage and maintain the premises, e.g. general painting and decorating, carrying out legionella checks. Improvement works and those works that go beyond normal management and maintenance require a Refurbishment/ Demolition Survey.
5. An R&D Survey must be arranged through the CAT and must be carried out prior to the work commencing. R&D Surveys are not carried out by the CAT but are contracted out to a UKAS approved Asbestos Surveyor and must be uploaded to RAMIS.
6. If you have any queries or want to discuss this further please contact any member of the CAT on 029 2087 2374 or e-mail Asbestos@Cardiff.gov.uk

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APPENDIX 4**REFURBISHMENT/DEMOLITION SURVEYS PROCEDURE**

1. The Person Arranging the Works (PAW) will give a clear brief of the works required and detail the areas requiring surveying and submit this on an AAR to the CAT. No deviation from the area/works specified in the R&D Survey will be permitted once the survey has been completed.
2. The PAW will provide sufficient information to enable the R&D Survey to be carried out, including marked up black and white CAD plans showing proposed cable runs, network drops, pipe runs, positioning of whiteboards etc. The PAW will also provide any additional relevant information needed to allow the survey to be carried out safely, e.g. other contractors working on site at the same time as the proposed survey, hours of access/egress, any known risks, e.g. high access.
3. The CAT will advise whether an R&D survey is required and if so will write a survey specification and issue this back to the PAW. The PAW will request a quote for the survey from surveying companies on Lot 3 of the Asbestos Management Services Framework and will ensure costs have been agreed prior to placing an order.
4. The PAW will agree with the surveying company timescales for the surveys to be completed and arrange all necessary access to be provided during the survey.
5. The surveying contractor must immediately notify the Building Manager or PAW if any suspected ACMs are identified during the survey that are damaged or in a dangerous condition.
6. The PAW will complete a quality check on the completed R&D Survey. This will involve a cross check against all known information on asbestos within the premises.
7. When the PAW completes their quality check they will inform CAT and the CAT will upload survey onto RAMIS.
8. The R&D survey will then be issued to the relevant person/contractor to enable them to plan, arrange and undertake the planned works.

APPENDIX 5

Internal Asbestos Training

The level of training set out below applies to CC employees.

Category:	Applicable for:	Accreditation Required:	Frequency
Asbestos awareness training. (ALL operatives will require this level of training).	Persons whose work could foreseeably expose them to asbestos while carrying out their normal everyday work, or who may influence how work is carried out, such as; <ul style="list-style-type: none"> • General maintenance staff • Electricians • Plumbers • Gas fitters • Painters & decorators • Joiners • Plasterers • Construction & Demolition workers • Roofers • Heating & ventilation engineers • Telecommunications engineers • Fire & intruder alarm installers • Computer & data cable installers • IT Technicians • Facilities Operatives & Management • Caretakers • Cleaning Supervisors • VOID Cleaners • PAT Team • Building Managers • Architects • Building Surveyors 	Training to be provided by a UKATA/IATP/BOHS registered member	Annual
Asbestos awareness training.	Catering Staff (responsible for school kitchens), Building Cleaning Staff, Key Holders, Receptionists and School Governors	Training to be provided by a UKATA/IATP/BOHS registered member	Bi-Annual
Training for non-notifiable non-licensable asbestos work* Non-licensed training does cover the elements of awareness training (there is no need to complete both awareness and non-licensed courses separately)	Those whose work will knowingly disturb ACM's. The training is necessary for the employees set out below plus any supervisors. General maintenance staff <ul style="list-style-type: none"> • Electricians • Plumbers • Gas fitters • Painters & decorators • Joiners • Plasterers • Construction & Demolition workers • Roofers • Heating & ventilation engineers • Telecommunications engineers • Fire & intruder alarm installers • Computer & data cable installers • IT Technicians • Caretakers 	Non Licensed training plus relevant task specific training to be provided by a UKATA/IATP registered member, in accordance with the HSE publication " Asbestos Essentials: A Task Manual For Building, Maintenance & Allied Trades On Non-licensed Asbestos Work. "	Annual
P402 Building Surveying and Bulk Sampling (or equivalent)	Those carrying out surveys of premises and taking samples of possible ACM's	BOHS accredited P402 training.	N/A

APPENDIX 6

External Asbestos Training

The levels of training set out below are equally applicable to external contractors (and sub-contractors) carrying out work on behalf of CC.

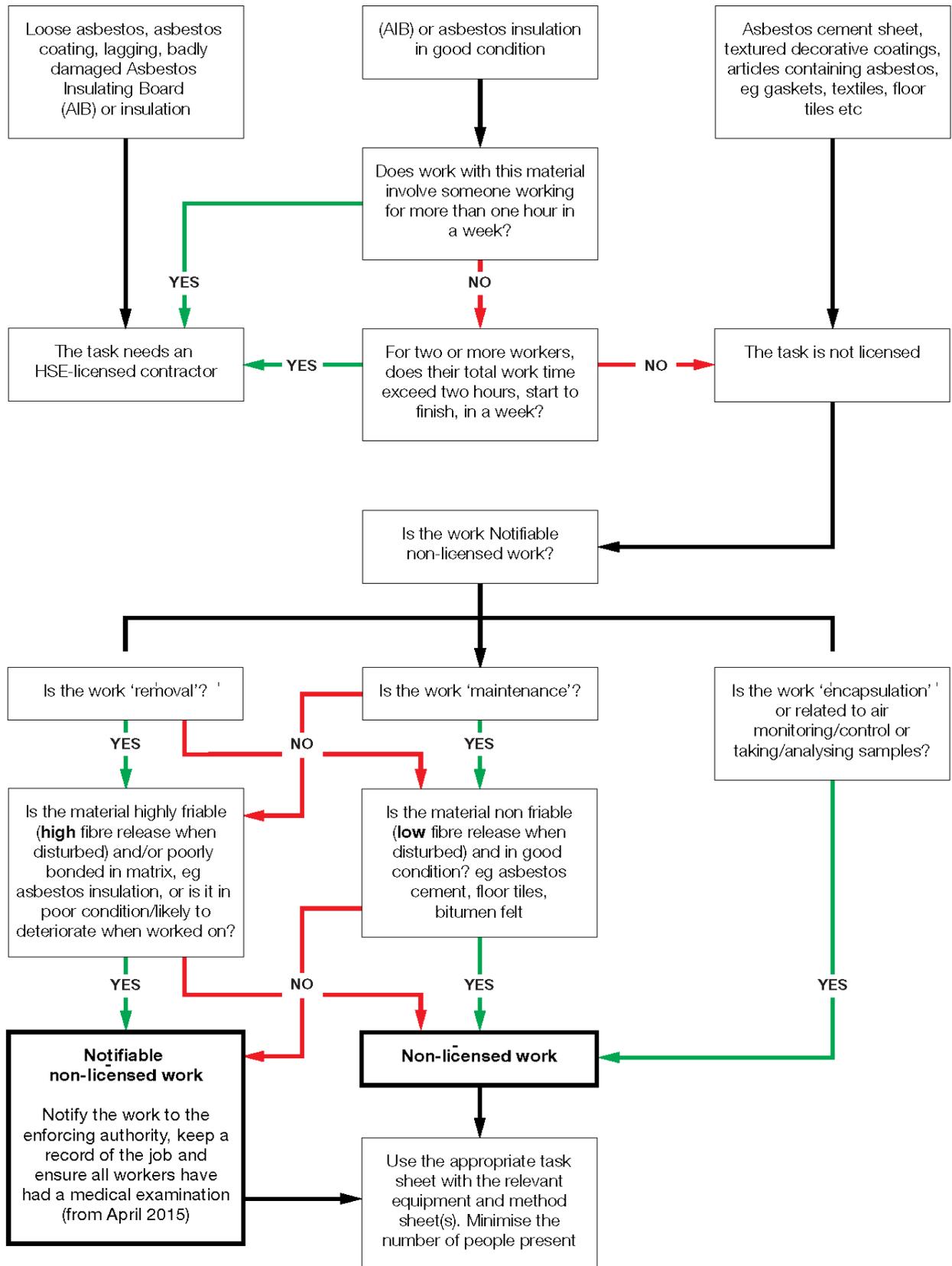
Category:	Applicable for:	Accreditation Required:	Frequency
Asbestos awareness training. (ALL operatives will require this level of training).	Persons whose work could foreseeably expose them to asbestos while carrying out their normal everyday work, or who may influence how work is carried out, such as; <ul style="list-style-type: none"> • General maintenance staff • Electricians • Plumbers • Gas fitters • Painters & decorators • Joiners • Plasterers • Construction & Demolition workers • Roofers • Heating & ventilation engineers • Telecommunications engineers • Fire & intruder alarm installers • Computer & data cable installers • Shop fitters • Statutory Maintenance • Kitchen Equipment Maintenance Engineers • IT Technicians • Architects • Building surveyors • Building cleaning staff • Statutory Maintenance Contractors E.g. carrying out legionella monitoring, electrical checks 	Training to be provided by a UKATA/IATP/BOHS registered member	Annual
Training for notifiable and non-notifiable non-licensable asbestos work.	Those whose work will knowingly disturb ACM's in any other premises. The training is necessary for the employees set out below plus any supervisors. <i>This list is not exhaustive</i> <ul style="list-style-type: none"> • General maintenance staff • Electricians • Plumbers • Gas fitters • Painters & decorators • Joiners • Plasterers • Demolition workers • Construction worker; • Roofers • Heating & ventilation engineers • Telecommunications engineers • Fire & intruder alarm installers • Computer & data cable installers • IT Technicians • Shop fitters • Statutory Maintenance Contractors E.g. carrying out legionella monitoring, electrical checks 	<i>Non Licensed Works</i> plus relevant task specific training to be provided by a UKATA/IATP registered member, in accordance with the HSE publication " Asbestos Essentials: A Task Manual For Building, Maintenance & Allied Trades On Non-licensed Asbestos Work. "	Annual
Training for licensable work with asbestos	Those conducting licensable work such as removing asbestos insulation or insulating boards.	Training to be provided by a HSE Licensed Contractor <i>in accordance with HSE Guidance</i>	Annual
Training for work near ACM's	Scaffolders carrying out work in the close proximity of ACM's (Ancillary work.)	Training to be provided by a UKATA registered member	Annual
Surveying and sampling	Those carrying out surveys of premises and taking samples of possible ACM's	P402 BOHS accredited training	N/A

Analytical works	Those carrying out air monitoring and four stage clearance procedures.	P403 & P404 BOHS accredited training.	N/A
Bulk Sample Analysis.	Those carrying out analysis for the identification of asbestos fibres within bulk materials.	P401 BOHS accredited training.	N/A

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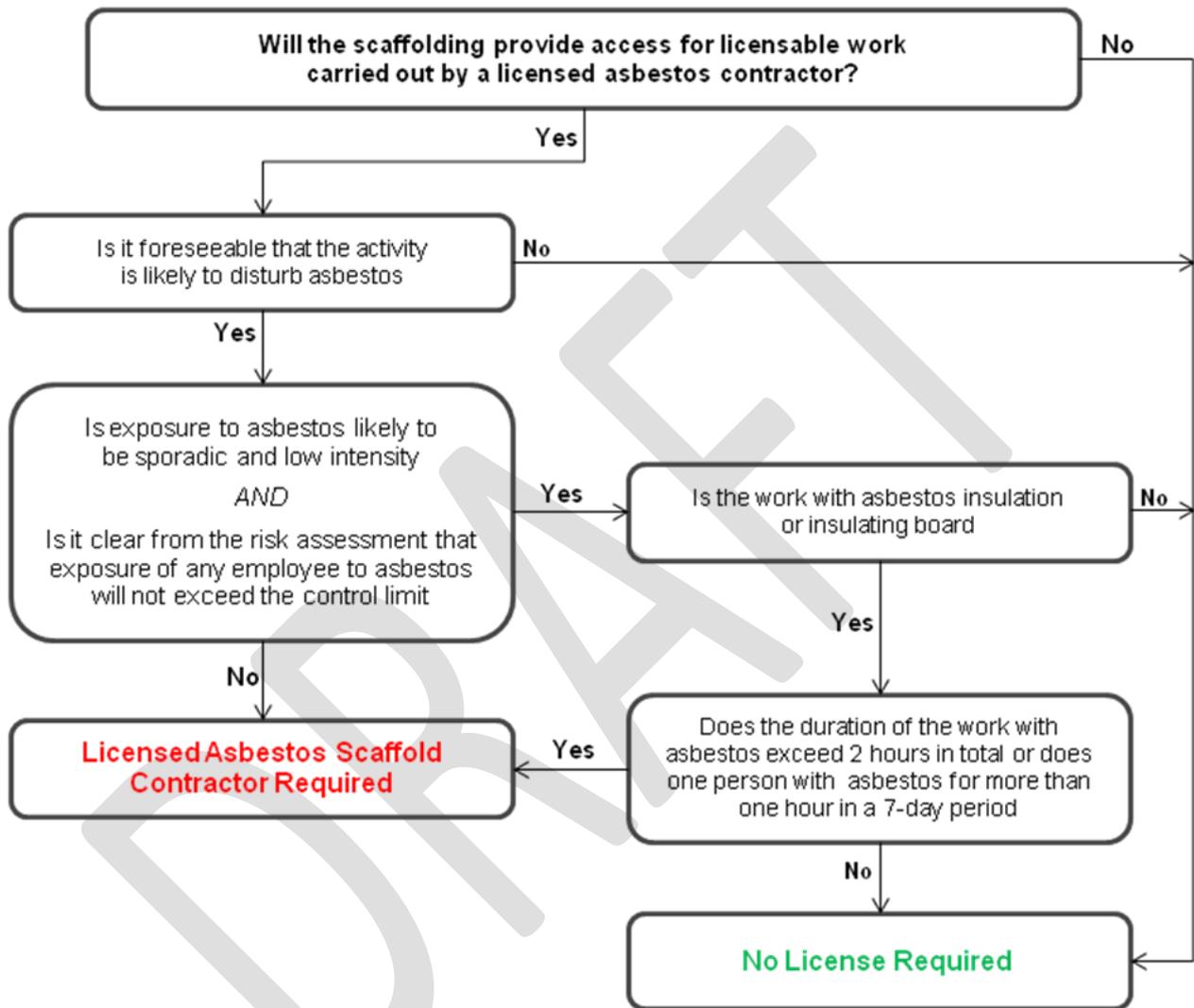
APPENDIX 7

Deciding whether the asbestos work is licenseable



APPENDIX 8

Selecting a Licensed Asbestos Scaffold Contractor



APPENDIX 9



ASBESTOS PERMIT TO WORK SHEET

Project Title	Contractor
Designation	Name of Operative
Date/s of work	Duration of Permit
Location of work (Site/Building/Room/Location)	
Description of Work (State specific work)	

Section 1 Permit to Work

I confirm I have informed the named contractor/operatives of any identified or presumed asbestos containing materials located in, or in close proximity to the work area, or, of the fact there is no asbestos, and have advised of the requirement to follow the follow procedures in the Corporate Asbestos Management Plan		
NB All operatives engaged in the work must sign overleaf		
Name of issuing officer / Duty Holder	Signature	
Designation	Time	Date

Section 2 Contractor/Supervisor/Operative Declaration

I have examined the asbestos survey reports and Local Asbestos Management Plan in relation to the proposed work area and confirm: a) the work is not expected to disturb identified asbestos, OR b) the work could disturb asbestos and I am following the requirements of all relevant legislation and the Council's Asbestos Management Plan. Delete a) or b) as appropriate and record any relevant details/advice/instruction given by the CAT overleaf. I have instructed all persons assigned to this work appropriately.		
Name (Contractor/Operative)	Signature	Date

Section 3 Completion

I hereby declare that the work stated above has been completed		
Name of issuing officer / Duty Holder	Signature	
Designation	Time	Date

SHOULD ANY IDENTIFIED ASBESTOS BE DISTURBED DURING THE EXECUTION OF THE WORK OR ANY SUSPECT MATERIAL IS ENCOUNTERED, ALL WORK OPERATIONS MUST CEASE AND THE CARDIFF ASBESTOS TEAM (CAT) CONTACTED FOR ADVICE (Telephone number on front cover of Asbestos Management Plan)

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APPENDIX 10



Certificate of Cleanliness following Works with Non-Licensed Products

Please tick the following to indicate level of works:	Notifiable Non-Licensed Works	<input type="checkbox"/>
	Asbestos Category B (Non-Licensed) Works	<input type="checkbox"/>

Regarding work on Asbestos Non-Licensed Product from:

Address:	
Post Code:	
Location: (please use references from Corporate CAD Plans or relevant Asbestos survey plans)	

Name of Contractor:	
Address:	
Post Code:	

Description of work and additional comments: (if applicable please include asbestos inspection record number)	
Date of Removal:	

The works have been completed to a satisfactory level and there were no visual traces of dust and debris evident. This area can return to normal use:

Signed by competent persons:	
Print Name:	
Date:	

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APPENDIX 11

EMERGENCY PROCEDURE IN THE EVENT OF ACCIDENTAL FIBRE RELEASE

If any materials known or presumed to contain asbestos are damaged the following action must be taken:

1. **Leave the material alone and halt any work being undertaken immediately.**
2. Do not put yourself or others at further risk; ensure that all personnel leave the area and if possible record their names.
3. Ensure that nothing is removed from the area e.g. books and papers as they could spread asbestos dust.
4. Do not disturb or remove anything in the vicinity of the damaged 'asbestos'. NEVER CLEAN UP – this can spread any dust into the air and make matters worse. Be aware that employees working in the area may be contaminated and may be spreading asbestos dust.
5. Keep people away from the area. Lock doors and secure the area.
6. Telephone, during normal working hours, the Health and Safety Division Cardiff Asbestos Team (CAT) (029 2087 2374) who will arrange for the Asbestos Officer to visit, investigate and advise.
7. If individuals themselves are contaminated, where possible and where available, they should put on a disposable dust mask to filtration factor FFP3.
8. The individual should then remove any items of contaminated clothing and then put on disposable overalls. The removed items of clothing will be disposed of as contaminated waste.
9. The Asbestos Officer will visit as soon as possible to inspect the area and arrange for samples of the material to be taken for analysis. They will discuss with you what needs to be done to make the area safe. In the case of previously unidentified asbestos, where damage is suspected, the above emergency procedure should be followed until it is confirmed whether the material does contain asbestos.

APPENDIX 12

PROCEDURE FOR ACTION OF ASBESTOS REMEDIAL WORK REQUIRED FOLLOWING ASBESTOS MANAGEMENT SURVEY

1. When a new asbestos management survey has been completed and quality checked the survey will be uploaded as a 'live' document on RAMIS.
2. Asbestos that has been identified but cannot be managed in-situ will require abatement works (removal, enclosure or encapsulation). The cost of these works will be met by the relevant budget holder.
3. The Building Managers and the Cardiff Asbestos Team (CAT) will be notified via RAMIS of the required abatement work. A specification for these works will be provided by the CAT.
4. The Building Managers will request a Technical Division to arrange the required works with Licensed Asbestos Removal Contractor (LARC) as per the specification written by the CAT. LARC's must be selected from those appointed to Lot 2 of the Asbestos Management Services Framework.
5. The LARC will complete the work as requested.
6. The Technical Division will monitor a percentage of jobs based on risk and will quality check a percentage of completed jobs.
7. The CAT will, when the work is completed, close off the completed remedial actions on RAMIS and upload all relevant asbestos documentation into RAMIS, e.g. HSE notification, air testing, clearance certificate.
8. RAMIS will automatically update the LAMP restrictions/prohibitions and e-mail the Building Manager reminding them to print off updated hard copy documents.

APPENDIX 13

RAMIS:LIVE © 2019



**Local Asbestos
Management Plan
For**

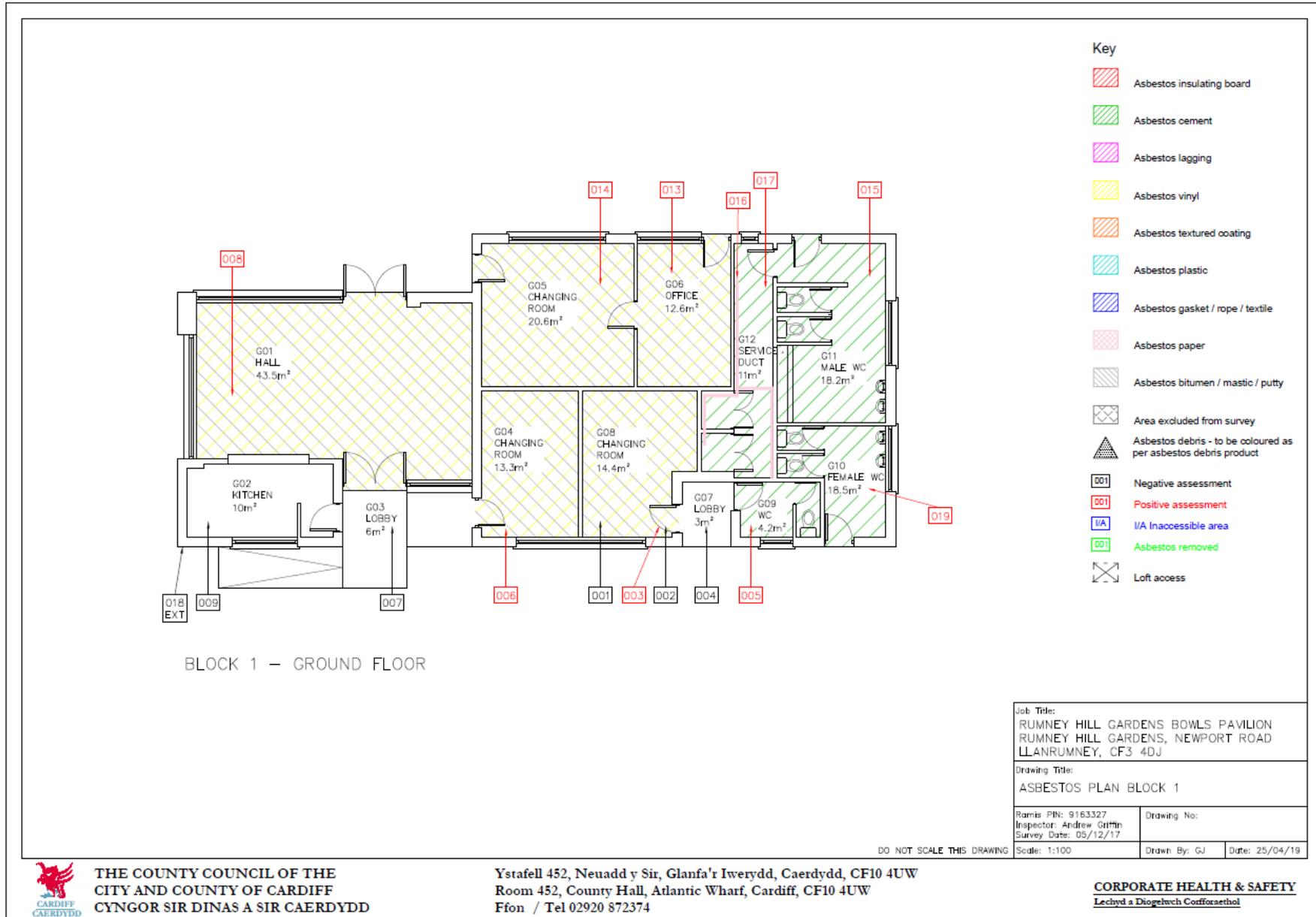
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BOWLS PAVILION
RHYMNEY HILL GARDENS
NEWPORT ROAD
LLANRUMNEY***

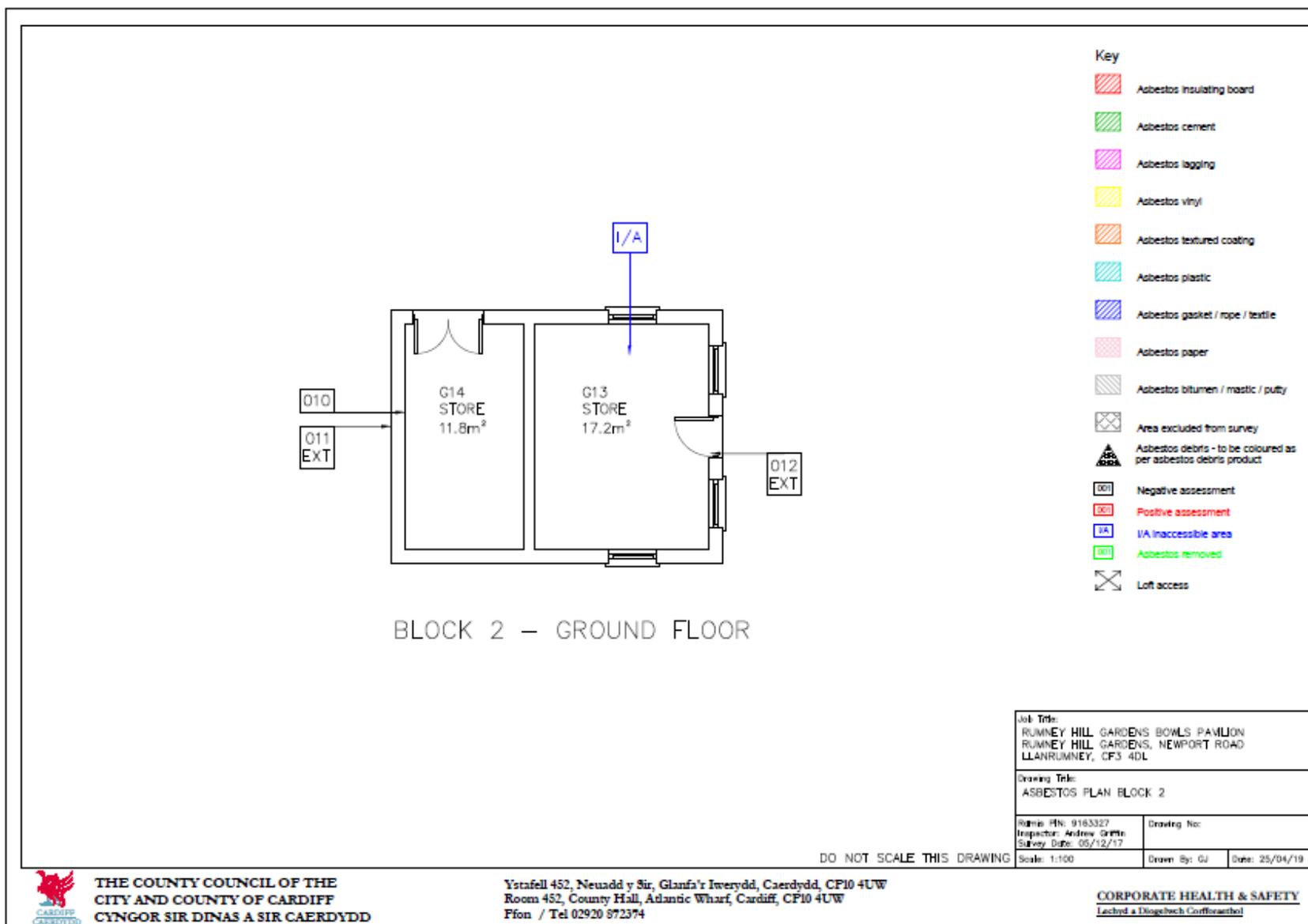
Building Manager :

ADAM BEACH

LAMP Version...1

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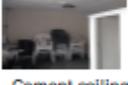




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Asbestos Register

Building: **Block 01**Floor: **Ground**

Location	Description (Product Type)	Amount	Surface Treatment	Extent of Damage	Inspection Ref (Asbestos Type)	Main Activity	Material Score	Priority Score
 G01 Hall	Vinyl and bitumen (Vinyl)	> 10m2 to <= 50m2	Reinforced Composite Material	Good Condition	9163327/008 (Chrysotile)	Low Disturbance	2	6
Black vinyl floor tiles with bitumen adhesive Asbestos detected in both vinyl and bitumen. Fixed fibreboard ceiling tiles and solid walls. Solid floor beneath vinyl tiles. Timber framed windows with timber sills. Ply board panel to wall beneath kitchen serving hatch.								
 G04 Changing Room	Vinyl and bitumen (Vinyl)	> 10m2 to <= 50m2	Reinforced Composite Material	Low Damage	9163327/006 (Chrysotile)	Low Disturbance	3	7
Dark green and cream floor tiles with bitumen adhesive Asbestos detected in both vinyl and bitumen. Fixed fibreboard ceiling tiles and solid walls. Solid floor beneath vinyl tiles. Timber framed window with solid sill. Modern vinyl tiles fixed to lower half of the walls.								
 G05 Changing Room	Vinyl and bitumen (Vinyl)	> 10m2 to <= 50m2	Reinforced Composite Material	Low Damage	9163327/014 (Chrysotile)	Low Disturbance	3	5
Dark green and cream vinyl floor tiles with bitumen adhesive below carpet Similar to inspection reference 9163327/006. Asbestos strongly presumed in both vinyl and bitumen. Fixed fibreboard ceiling tiles and solid walls. Solid floor beneath vinyl tiles. Timber framed window with solid sill. Modern vinyl tiles fixed to lower half of the walls.								
 G06 Office	Vinyl and bitumen (Vinyl)	> 10m2 to <= 50m2	Reinforced Composite Material	Low Damage	9163327/013 (Chrysotile)	Low Disturbance	3	5
Dark green and cream vinyl floor tiles with bitumen adhesive Similar to inspection reference 9163327/006. Asbestos strongly presumed in both vinyl and bitumen. Fixed fibreboard ceiling tiles and solid walls. Solid floor beneath vinyl tiles. Timber framed window with solid sill.								
 G08 Changing Room	Vinyl and bitumen (Vinyl)	> 10m2 to <= 50m2	Reinforced Composite Material	Good Condition	9163327/003 (Chrysotile)	Rare Disturbance	2	2
Grey floor tiles with bitumen adhesive beneath large green tiles Asbestos detected in both vinyl and bitumen. Fixed fibreboard ceiling tiles and solid walls. Solid floor beneath vinyl tiles. Timber framed window with solid sill.								
 G09 WC	Cement (Cement)	<= 10m2	Sealed Asbestos Cement	Good Condition	9163327/005 (Chrysotile)	Low Disturbance	2	4
Ceiling panels Solid walls and solid terrazzo floor. Timber framed window and solid sill. Modern cistern and bathroom fittings.								
 G10 Female WC	Cement (Cement)	> 10m2 to <= 50m2	Sealed Asbestos Cement	Good Condition	9163327/019 (Chrysotile)	Low Disturbance	2	5
Ceiling panels Similar inspection reference 9163327/005. Solid walls and solid terrazzo floor. Ceramic sinks and toilets. Timber framed window with solid sill.								
 G11 Male WC	Cement (Cement)	> 10m2 to <= 50m2	Sealed Asbestos Cement	Good Condition	9163327/015 (Chrysotile)	Low Disturbance	2	5
Cement ceiling panels Similar to inspection reference 9163327/005. Solid walls and solid terrazzo floor. Timber framed window with solid sill. Ceramic sinks and toilets.								
 G12 Service Duct	Paper (Paper)	> 10m2 to <= 50m2	Sealed	Medium Damage	9163327/016 (Chrysotile)	Low Disturbance	6	4
Paper lining beneath MMMF lagging to pipe Solid walls and floor. Timber window vent. Ceramic and metal cisterns. Metal pipework.								

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G12 Service
Duct

Cement
(Cement)

> 10m2 to <= 50m2

Unsealed
Asbestos Cement

Low Damage

9163327/017
(Chrysotile)

Low Disturbance

4

4

Ceiling panels Similar to inspection reference 9163327/005. Solid walls and floor. Timber window vent. Ceramic and metal cistern. Metal pipework.

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Asbestos Action Plan

Risk Band: **C Low Risk**

	<i>Location</i>	<i>Insp. Ref</i>	<i>Material</i>	<i>Priority</i>	<i>Total</i>	<i>Action Rqd.</i>
Block 01	Ground	9163327/017	4D	4	8C	Overclad / Encapsulate damaged areas and monitor in situ on an annual basis.
G12 Service Duct Ceiling panels Similar to inspection reference 9163327/005. Solid walls and floor. Timber window vent. Ceramic and metal cistern. Metal pipework.						

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Communication Plan

1. Asbestos containing materials (ACM's) will be labelled by the surveyor at the time of survey. The labels will give an indication of the presence of asbestos but cannot be relied upon to identify ACM's so must be used in conjunction with the asbestos register.
2. All employees must be made aware of the presence or possible presence of ACM's in their workplace. A team talk is available to assist Managers in informing staff about the presence of asbestos. Anybody carrying out work on the fabric of the building must have received UKATA accredited asbestos awareness training, have read the asbestos register and signed the logbook (either hardcopy or electronically via RAMIS) prior to work commencing. No work must be carried out on ACM's unless arranged through a technical department with the work carried out by trained and competent contractors.
3. All maintenance works must be engaged through a technical department and the contractors have read the asbestos register and signed the logbook (either hardcopy or electronically via RAMIS) prior to work commencing.
4. All contractors carrying work on the fabric of the building must be provided with a copy of the LAMP and must have read the asbestos register and signed the logbook (either hardcopy or electronically via RAMIS) prior to work commencing. UKATA asbestos awareness training is required as a minimum standard with category B training or the contractor being licensed if work will affect ACM's.
5. Emergency arrangements – in the event of a suspected exposure then do not put yourself or others at further risk. Halt work, vacate the area taking care not to spread dust/contamination and seek advice from an Asbestos Expert.

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IMPORTANT ASBESTOS NOTICE



NOTICE OF PROHIBITED/RESTRICTED ACCESS AREAS

PRIMARY SCHOOL

Version 1 10/05/2013

PROHIBITIONS

The following areas have been designated as access Prohibited. No persons are permitted to access the prohibited areas, should access be required in event of an emergency please contact the Asbestos Management Team.

Building 78 (Junior Block)

- Ground Floor, Room 043 Medical – Prohibit access to ceiling void above room (AIB debris to ceiling void).
- Ground Floor, Room 015 WC – Prohibit access to ceiling void above room (AIB debris to ceiling void).
- Ground Floor, Room 046 Plant Room – Prohibit access to ceiling void above room (AIB debris to ceiling void).

RESTRICTED

The following areas have been designated as access Restricted. Only appropriate and authorised staff are allowed to access restricted areas, and then only to carry out the specific tasks (taking into account any comments) detailed below:

Building 78 (Junior Block)

Area	Restriction Guidelines
Restrict access to ceiling voids above Ground Floor, Rooms: 001 Cleaner & 002a Lobby. (Asbestos lagging)	<ul style="list-style-type: none"> • Prior to any works or any maintenance activities above the ceiling please contact a member of the Asbestos Management Team.
Ground Floor, Room 010 Boiler Room.	<ul style="list-style-type: none"> • Follow Boiler House Guidance.

Please note that ducts have not been included in survey so must not be accessed without seeking advice from the Asbestos Management Team.

Donna Jones
Manager, Health, Safety and Occupational Health

Version 1
RP

Page 1 of 1

10/05/2013

GLOSSARY OF TERMS

AAR	Asbestos Advice Request
ACM	Asbestos Containing Material
AMP	Asbestos Management Plan
CAT	Cardiff Asbestos Team
CAMP	Corporate Asbestos Management Plan
CAR2012	Control of Asbestos Regulations 2012
CC	Cardiff Council
DAMP	Domestic Asbestos Management Plan
LAMP	Local Asbestos Management Plan
LARC	Licensed Asbestos Removal Contractor
PAW	Person Arranging the Works
R&D	Refurbishment & Demolition
RAMIS	Risk Assessment Monitoring Information System

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**CARDIFF COUNCIL
CYNGOR CAERDYDD**



CABINET MEETING: 20 FEBRUARY 2020

**CORPORATE FOOD SAFETY MANAGEMENT SYSTEM
(HACCAP)**

**FINANCE, MODERNISATION & PERFORMANCE (COUNCILLOR
CHRIS WEAVER) AGENDA ITEM: 5**

Reason for this Report

1. Following the *E.coli* 0157 outbreak in 2005 a cabinet report was issued in 2013 to introduce a Food Safety Management System in response to the Pennington Inquiry Action Plan. Since 2013 there has been some significant changes in food safety and a revised Food Safety Management System has been drafted. This report provides a brief overview of the main changes in the revised plan.

Background

2. Since the E-Coli outbreak much work was done in Cardiff to put the recommendations of the public inquiry chaired by Professor Hugh Pennington into action. The main action was the establishment of a Corporate Group for Food Safety supported by Shared Regulatory Services (SRS) and the development of a Corporate Food Safety Management System.
3. The Group established in 2013 represents members from across the Council with responsibility for food and is currently chaired by the Head of Health and Safety. The group meets quarterly and discuss and update on important matters such as:-
 - Review of Food Hygiene Ratings of Council Establishments including Schools.
 - Review kitchen refurbishments in Council Premises including schools.
 - Discuss food procurement including off contract spend on food items, supplier complaints and investigations, updates on implications of Brexit.
 - Discuss food hygiene and other related investigations.
 - Discuss and agree food safety guidance/practice.
4. The Corporate Food Safety Management System known as a Hazard Analysis Critical Control Points (HACCP) was developed and approved in March 2013 to address inconsistencies in food safety management

across the Council. Many of the actions from the Pennington enquiry were addressed by the development and implementation of the Food Safety Management System (HACCP).

Issues

6. Following several years in use, the Corporate Food Safety Management System (HACCP) required review, this was a key requirement of the updated Ecoli Action Plan. A working group was established and a revised document drafted, the main changes in the document are detailed below:-
7. Allergen Policy – The EU Food Information for Consumers Regulation brought into effect rules on labelling and in particular labelling relating to food allergens. The new Corporate Food Safety Management System provides an extended Allergen Policy which governs distance selling and serving.
8. Changes have been made in relation to the Infectious Diseases Policy to ensure food handlers adhere to the strict 48hr symptom free requirement before returning to work. Managers are also required to monitor compliance through return to work interviews for food handlers.
9. There have been changes to the Food Procurement Policy relating to separating deliveries of raw and ready to eat products, to ensure clear segregation. Refrigerated items must also have a delivery temperature of 5°C a reduction from 8°C. This reduction in chilled temperature also applies to chilled food stored on Council Premises, the internal critical limit of chilled food is 5°C from 8°C, with no change to the target temperature of 4°C.
10. There is a new policy on special diets which is included in the revised plan, which specifically applies to Education Catering. This policy covers allergens and medical diets, information on this issue has been shared with Headteachers.
11. Improvements to work instructions and flow charts have been incorporated into the revised plan which will require briefing sessions for all food handlers, supervisors and managers.

Local Member Consultation

11. There has been no requirement for Local Member Consultation.

Reason for Recommendations

12. The Corporate Food Safety Management System (HACCP) required a full review and update due to changes in legislation, guidance and practice.

Financial Implications

13. The report does not refer to any additional financial implications and it is assumed that any costs relating to implementation of the Corporate Food Safety Management System (HACCP) will be met within available resources.

Legal Implications

14. The Corporate Food Safety Management System (HACCP) is intended to further improve the Council's arrangements in relation to food safety to ensure compliance with statutory requirements and ongoing public safety.

HR Implications

15. The Trade Unions have been consulted on the Corporate Food Safety Management System. There is a clear communication plan in place for the Food Safety Plan to be cascaded to the managers and employees affected by the plan. Any contraventions of the plan will be dealt with using corporately agreed processes and procedures.

Property Implications

16. There are no property implications arising from this report.

RECOMMENDATIONS

Cabinet is recommend to:

1. Note the contents of the report.
2. Approve the revised Corporate Food Safety Management System (HACCP).
3. Endorse the mandatory attendance of all food handlers, supervisors and Managers at a briefing session on the new Corporate Food Safety Management System (HACCP) to be delivered before the end of the financial year.

SENIOR RESPONSIBLE OFFICER	Christopher Lee Corporate Director Resources
	14 February 2020

The following appendix is attached:

Appendix A Draft Cardiff Corporate HACCP Manual

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Corporate HACCP Manual

CORPORATE HACCP MANUAL

REVIEW CONTROL SHEET

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Food Safety Management System Introduction

Food Safety Statement

Cardiff Council is the legal operator of many types of food businesses across the Authority. These encompass a range of types of business together with a range of requirements and users including those considered to be vulnerable under Food Safety legislation.

On 1st January 2006 European food safety legislation was introduced. Article 5 of Regulation (EC) No 853/2004 requires all food businesses to implement a documented food safety management system based on the principles of Hazard Analysis Critical Control Points (HACCP).

Cardiff Council recognises and accepts its responsibility for providing safe food to all who use its services and its legal obligations thereto. This document has been developed to encompass all food related activities across the Authority and sets out how it can ensure, as far as is reasonably practicable, the safe production and sale of food.

Cardiff Council acknowledges that successful implementation of this policy will require commitment from all levels of management and employees and in turn will aim to ensure that all relevant employees are provided with the necessary information and training to enable them to correctly perform their duties. Unless there are stated exemptions it is expected that all the principles of this document will be adopted by all employees both permanent and temporary.

This document will be reviewed at appropriate intervals in accordance with HACCP principles, see Section 5 – Terms of Reference for more details. In recognition of the diversity and differing requirements of service users, this document has been produced by a cross Service Area team.

Executive Summary

The Hazard Analysis Critical Control Point (HACCP) System is an internationally accepted method of managing food safety by controlling identified food safety risks. It focuses on the prevention of food safety problems before they occur and is accepted by international authorities as the most effective means of controlling food borne diseases.

HACCP is based on 7 principles as follows:-

1. Identify any hazards that must be prevented, eliminated or reduced to acceptable levels.
2. Identify the Critical Control Points (CCP's) at the step/s at which control is essential to prevent or eliminate a hazard or reduce it to acceptable levels.
3. Establish the critical limits at CCP's, which separate acceptability from unacceptability for the prevention, elimination or reduction of identified hazards.
4. Establish and implement effective monitoring procedures at CCP's.
5. Establish corrective actions when monitoring indicates that a CCP is not under control.
6. Establish procedures to verify whether the measures outlined are working effectively: verification procedures shall be carried out regularly.
7. Establish documents and records commensurate to the nature and size of the business to demonstrate the effective application of the measures above to facilitate official controls.

This document is intended to be fluid and therefore is based on essential elements of HACCP whilst simplifying as far as is reasonably practicable those elements required to ensure the safe production of food.

This document will be included within the training programme, thereby, ensuring that all relevant employees are trained to a level commensurate with their work activities, aware of their role and importance in ensuring that Cardiff Council produce safe food for its customers.

As this is a fluid system, it will incorporate a series of pre-requisites, employee work instructions, HACCP charts and flow diagrams and control forms. The system is generic in nature but can be adapted to suit specific needs across the Authority. It is therefore

intended that this will increase employee flexibility as there will be one food safety management system in place and recognisable, irrespective of workplace.

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Section 1

Pre Requisites

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Acrylamide Policy

In 2015, the European Food Safety Authority (EFSA) produced a report on the risks related to the presence of acrylamide in food and concluded that the current level is a concern for public health. Acrylamide is a chemical substance, which forms in foods with high starch content, such as potatoes, bread and cereals, when cooked at high temperatures (above 120°C) such as in frying, grilling, roasting, toasting and baking. Acrylamide is a natural by-product of the cooking process, has always been present in our food and gives food a desirable colour, smell and taste. However, it is also considered a carcinogen and is capable of causing cancer in humans.

On 11 April 2018, Regulation (EU) 2017/2158 came into force across Europe. It requires food businesses to promote and support best practices in managing acrylamide and to recognise it as a food safety hazard. All food businesses are required to put in place steps to limit acrylamide formation through the cooking process. As acrylamide is a naturally forming by-product of the cooking process, it is not possible to eradicate its presence in foodstuffs. Therefore, the focus of the legislation is on an “As Low As Reasonably Achievable” (ALARA) approach to limit the levels within the food chain.

The legislation covers a comprehensive range of foodstuffs, not all of the products covered by the legislation will be applicable to Cardiff Council food premises. The full range is as follows:

- French fries, other cut and deep fried products (e.g. chips and fried roast potatoes) and sliced potato crisps from fresh potatoes.
- Potato crisps, snacks, crackers, and other potato products from potato dough.
- Bread.
- Breakfast cereals (excluding porridge).
- Fine bakery wares - cookies, biscuits, rusks, cereal bars, scones, cornets, wafers, crumpets and gingerbread, as well as crackers, crisp breads and bread substitutes.
- Coffee (roast coffee and instant/soluble coffee).
- Coffee substitutes.
- Baby food and processed cereal-based food intended for infants and young children as defined in Regulation (EU) No. 609/2013.

Cardiff Council understand the importance of ensuring that acrylamide is reduced through their food businesses. To that end food operators will ensure that the food products in the

list above, which also relate directly to their food businesses, are stored correctly, cooked to either a golden yellow colour or in line with the manufacturers guidance and that overcooked starchy foods will not be served to consumers.

Further guidance can be found in the work instructions section of this manual.

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Allergens Policy

Cardiff Council recognises that it has a legal obligation to inform all of its customers on the potential inclusion of the 14 main allergens listed in the European legislation EU Food Information for Consumers (EU FIC) Regulation (No. 1169/2011). The 14 main allergens (and their derivatives) that are specified in the legislation are:

- Celery
- Cereals containing gluten
- Crustaceans.
- Egg
- Fish
- Milk
- Mustard
- Nuts (namely almond, hazelnut, walnut, cashew, pecan nut, Brazil nut, pistachio nut and Macadamia nut/Queensland nut)
- Peanuts
- Soybeans
- Sesame seeds
- Sulphur dioxide and sulphites
- Lupin
- Molluscs

All food premises will compile information in regard the 14 listed allergens. This information can be provided either verbally or in a written format. All food premises must visually signpost customers to the source of the allergen information regardless of whether the information is to be provided verbally or in a written format. For food premises that undertake distance selling, e.g. providing off site buffets, mobile sandwich/snack retail, the EU FIC Regulation (No. 1169/2011) stipulates that allergen information must be provided:

- Before the purchase is concluded
- and
- At the point of delivery

Food premises understand that this information can be provided orally or in writing but are conscious that the final consumer may not be the person ordering through a distance selling channel. Council premises work with a comprehensive list of ingredients and cannot guarantee any of its food products are free from allergens resultant from cross-contamination. Whilst cross-contamination of allergens cannot be excluded, appropriate measures will be taken in all food premises to minimise the risk as far as practicable. This statement will be clearly either communicated to all consumers through an oral channel or printed on any written document.

Cardiff Council maintains two children's residential establishments, Crosslands Residential Home and Tŷ Storrie. Whilst these establishments are registered as food business operators (FBO), they do not undertake any commercial activities. Their core purpose is to provide alternative care and accommodation to children and young people. Some aspects of this HACCP will not apply to these establishments due to competing requirements. The documentation of allergens will not apply and other risk mitigating processes will be undertaken at site level. Within the aspect of allergen control, these risk mitigating processes will include assessment of residents prior to intake to assess allergenic requirements and retention of product packaging in order to provide allergen information.

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Foreign Bodies Policy

Cardiff Council recognises the risk that foreign bodies pose in a food premises and endeavours to minimise the risk of foreign bodies contaminating foodstuffs within a food premises.

Foreign bodies can be found in many forms including (this list is not exhaustive):

- Breakables (see below)
- Paper based bodies (packaging, notice boards)
- Notice board pins
- Jewellery
- Plasters

Cardiff Council food premises recognise the need to control the use of items that may become potential foreign bodies within the food production areas and as a result will ensure that notice boards are installed and maintained away from food production areas, that plasters are coloured blue (to ensure that they are easily identifiable) and that the policy on jewellery is implemented. All employees are trained to be vigilant in monitoring potential foreign bodies within the production areas and there are specific protocols in place for monitoring and dealing with breakables.

There are many forms of breakables, these include (this list not exhaustive):

- Glass, glassware and mirrors
- Hard plastics
- Wood
- Crockery
- Slate

At present breakables can be found throughout Council food premises. These areas include food preparation and service area windows, doors, display fridges, tables, drinking glasses, plates and serving equipment, washroom mirrors and lighting.

Foreign bodies from the above list can also be transferred into Council premises via delivery and packaging, so employees must be diligent when checking received goods. Visitors, including contractors, who enter Council premises, may also be a source of

contamination so it is paramount that visits such as maintenance jobs, are conducted during non-food production time or areas, as far as is reasonably practicable.

All employees are trained to identify the risk and follow the guidance below:

- Check all breakables and discard if it is chipped, cracked and/or scored.
- Do not stack wet breakables after washing.
- Store breakables upside down on clean shelving or matting to prevent chipping.
- Where food and drinks are supplied in glass containers, either decant or store in deep plastic containers and store on low shelves within the food rooms.
- Wooden display equipment will not be put through mechanical dishwashing and food products will not be placed directly on the boards. Where wooden display equipment is in a state of disrepair, they must be discarded.

In the event of a breakage, employees are trained to refer to the work instructions required controls and actions.

Cleaning Policy

Cardiff Council recognises that cleaning is an essential and integral part of a successful catering business. It is important to clean to the highest standards to ensure the risk of microbiological contamination is minimal and to ensure good appearance.

Cleaning in a food preparation environment is the removal of soil, food residues, dirt, grease and other objectionable matter in order to facilitate the reduction in the number of dangerous bacteria to a safe level.

It is a legal requirement to keep food premises and areas of food preparation, equipment, utensils and materials clean to help to ensure the safety of food. Effective cleaning can also have an important impact upon a business's reputation and profitability.

High standards of cleanliness bring many benefits including:-

- Reducing the risk of food spoilage or food poisoning.
- Removing materials and food that could provide harbourage and nourishment for pests.
- Helping the prompt discovery of pest infestation.
- Preventing the physical contamination of food.
- Ensuring that the working environment is pleasant, safe and attractive; in turn promoting economical and effective working methods.
- To comply with the law.

Cardiff Council has robust and effective cleaning schedules in place in all establishments, which are updated on a regular basis, to ensure compliance with recommended guidelines. All Cleaning schedules are clear and concise, to ensure that instructions for employees are easily followed and easy to achieve. These are completed on the cleaning schedule pro forma which can be found in the control forms section.

Controls

Where annual audits are undertaken by catering management teams, standards of cleaning are monitored, which fulfils best practice under our due diligence.

All employees are trained in the use of cleaning chemicals, schedules and equipment and training is reviewed on a regular basis and updated when required.

All disinfectants and sanitisers conform to BS EN 1276:1997 and/or BS EN 13697:2001 and can be considered appropriate for use within kitchen environments. Individual establishment managers are responsible for ensuring that such products conform to the above standard at the point of purchase. All disinfectants and sanitisers must be within their use by date to ensure that the active bacteriostatic ingredient is effective during use.

Equipment is cleaned using dishwashers that conform to a rinse temperature of over 82°C. Where establishments have dishwashers that do not have a temperature display a rule of thumb used is that the dishes must come out of the dishwasher hot enough to air dry effectively. Temperatures of dishwasher rinse cycles will be monitored on a daily basis (using the Cleaning Schedule Pro-Forma). If dishwashers are not conforming to a rinse cycle of over 82°C, individual service areas must contact their maintenance contractor to service their machine. Where possible, Cardiff Council uses designated equipment and areas for the preparation of raw foods and RTE foods. Where a dishwasher is not available, equipment used for preparation of raw foods will not be shared with RTE foods.

Some equipment will be manually cleaned, for example, pots/pans, oven trays that have been used through the cooking process. Under no circumstances, will equipment that has been used for raw products and/or serving be manually cleaned only.

All Council food premises are subject to routine inspections undertaken by Environmental Health Officers from the Shared Regulatory Services.

Clean-As-You-Go (CAYG)

Cardiff Council operates a CAYG policy. This means that all employees are responsible for ensuring that equipment and work surfaces are cleaned and disinfected very quickly after soiling occurs, to avoid cross-contamination or injury to employees. All employees are trained to understand that raw areas and RTE (RTE) areas are never cleaned with the same equipment, i.e. cloths and spray bottles, and they must always think about health and safety when they are cleaning.

2-Stage Cleaning

Cardiff Council operates a 2-stage cleaning/disinfection process for all food preparation areas. This process differs slightly dependent on whether the area is a raw or RTE area. As part of a premises opening and closing procedures, all surfaces must be 2-stage cleaned. RTE areas may have a CAYG process followed in between tasks, however raw

areas must have a 2-stage cleaning process followed at all times. For further detail on these processes, please refer to the working instruction on cleaning.

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Employee Training and Use of Agency Employees Policy

Employee Training and Development Policy

Cardiff Council ensures that all employees are trained in food hygiene matters commensurate with their work activity.

Training is designed and carried out to ensure that all employees are able and qualified to carry out their duties, and to ensure at all times the highest standards of food safety and hygiene. Employees are trained in order to minimise the risk of food poisoning and food complaints and reduce the amount of supervision required. Cardiff Council ensures that employees are adequately supervised, provided with appropriate instructions and trained on food hygiene matters commensurate with their work activities.

Individual training records are maintained on Cardiff Council systems. Individual establishments also keep copies/records of relevant certificates and formal/informal training on site, to provide evidence to external inspectors/auditors that the employees have been properly trained to the required level.

The importance of personal hygiene is an integral part of induction training. All employees will receive the essential food hygiene information as part of the induction programme, with further training to promote high standards of food safety and hygiene also being provided.

All employees, directly handling open food and employed as food handlers, must be trained to at least Level 2 Award in Food Safety in Catering, or equivalent.

Cardiff Council aspires to provide all employees with supervisory duties and operations managers with at least Level 3 Award in Supervising Food Safety in Catering, or equivalent.

Employees involved with the management and implementation of the HACCP principles within this manual must be trained to at least Level 3 Award in Supervising Food Safety in Catering, or equivalent, preferably Level 4 Award in Managing Food Safety in Catering, or equivalent.

Formal qualifications will be renewed on a regular basis; it is deemed best practice to renew every 3 years.

All food safety qualifications will be accredited to one of the following professional bodies:

- Royal Society for Public Health (RSPH)
- Highfield Awarding Body for Compliance (HABC)

Managers may wish to integrate the HACCP requirements into individual's Personal Review (PR).

Casual Employees

Occasionally Cardiff Council will employ casual employees (directly employed by the Council, used on an ad hoc basis). These employees are governed by the same Council policies and guidelines as laid out in this HACCP manual. Furthermore, all casual employees are required to follow the rules and regulations as laid out by the different service areas managing the food premises outlets across Cardiff.

Use of Agency Employees

Cardiff Council has a third party system, which manages the list of approved agency suppliers that the Council may use in the recruitment of temporary, agency-based employees.

It is the responsibility of the hiring managers, wherever possible, to specify which attributes, including qualifications; candidates need in order to fulfil their role within Council food premises. Hiring managers may also interview potential candidates for suitability before the role commences, however, in practice, this is not always possible.

The minimum qualification required from employees sourced from agency suppliers is:

- Level 2 Award in Food Safety in Catering

It is the responsibility of the agencies to ensure that food safety training is current for all employees supplied to the Council. However, Cardiff Council will monitor the suitability of the training before candidates enter the food premises.

All employees sourced from agency suppliers are required to complete the "Infectious Diseases Control Form" that can be found in the monitoring forms section of this HACCP manual.

All employees sourced from agency suppliers are required to abide by the same Council policies and guidelines as laid out in this HACCP manual. Furthermore, all agency employees are required to follow the rules and regulations as set out by the different service areas managing the food premises outlets across Cardiff.

All agency employees must ensure that suitable protective clothing is worn whilst in the kitchen environments. Establishment managers will monitor adherence to this policy.

All agency employees are required by law to disclose any information regarding ill health occurring in the past 48 hours, i.e. vomiting, diarrhoea and nausea as well as any medical complaints, i.e. open cuts, sores, wounds, boils and skin conditions. This must be done prior to entering the food premises, in order that an informed decision can be made by the management team as to whether the person/s should be excluded from the food premises.

This information will be captured on the “Infectious Diseases Control Form and Questionnaire” to be found in the control forms section of this HACCP manual.

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Infectious Disease Control Policy

Cardiff Council aims to ensure, as far as is reasonably practicable, that all employees coming into contact with food, are fit to work and are free from infection that could be passed to and contaminate food.

The Council requires that:

- All potential employees working with food and drink (or likely to come into contact with high risk food preparation areas) complete a pre-employment medical questionnaire. This will be assessed by the relevant Directorate Catering Management prior to offering employment.
- Employees are in good health and have an awareness of the need for good hygiene.
- All employees are required to report certain illnesses or infections as detailed in the work instructions and also the following:
 1. Illness whilst on holiday abroad or on return home
 2. Sickness and/or diarrhoea or recurring bowel disorder
 3. Boils, septic cuts or skin infections
 4. Any ongoing medical problems if relevant to their employment

Infectious Disease Control is linked to and forms part of the Council's Personal Hygiene Policy, which includes the 'Infectious Disease Control Form and Questionnaire'.

Cardiff Council operates a 48-hour symptom free rule for all cases of diarrhoea and vomiting. Employees that handle foodstuffs, who develop symptoms of diarrhoea and vomiting should not attend work and must confirm with their line manager that they have been symptom free for 48 hours before returning to work; this will also be checked by the line manager during the corporate return to work interview. The above statements also includes employees preparing/handling food directly in Council operated establishments as well as employees preparing/handling food in a caring capacity within a service user's home/accommodation.

Maintenance Policy

Structural Requirements of Food Premises and Areas of Food Premises

General Statement

Cardiff Council recognises that all food premises and areas of food premises must be regularly and systematically cleaned and maintained and in a constant good state of repair and condition. They must allow adequate cleaning and/or disinfecting of all areas. They must be protected against the accumulation of dirt, contact with toxic materials, the shedding of particles into food and the formation of condensation or mould on surfaces. They must permit good food hygiene practices, including protection against cross-contamination before, during and after food preparation by equipment, materials, water, air supply or employees, and external sources of contamination by pests. They must provide suitable temperature conditions for hygienic processing and storage of products.

Structure

Flooring

All areas of food premises should be fitted with impervious and easy to maintain flooring with coved floor to wall joints as best practice. These surfaces should be maintained in a sound condition and regularly cleaned and sanitised.

Ceilings and Lighting

Ceilings and overhead fittings should be constructed and finished to prevent the accumulation of dirt, condensation, growth of moulds and should not shed particles, which could cause contamination. Lighting should be sufficient to ensure a safe working environment and allow for effective cleaning. Lights bulbs should be fitted with diffusers to prevent glare and to contain glass if a breakage should occur.

Doors

Doors should be easy to clean and disinfect, including fingerplates and/or handles. Doors should also be free from gaps underneath or around the frame, which may allow pest entry.

Work Surfaces

All work surfaces should be constructed of smooth, impervious, easy to maintain and clean material and be capable of being disinfected.

Drainage

All pipelines, vessels and equipment are self-draining to enable the disposal of food liquids and cleaning products. Where possible, pipe work is accessible for routine maintenance work.

Ventilation

Ventilation must be capable of removing excess heat and steam and odours from food preparation and cooking processes, refrigeration equipment and dishwashing. It must also be capable of removing odours and stale or damp air from employee facilities, customer areas and stores. Good ventilation reduces air temperature and relative humidity and all ventilation openings should be positioned to prevent any flow of air from contaminated to clean areas (e.g. from toilets or refuse storage areas to food rooms). All ventilation openings, e.g. windows, doorways, airbricks, ducted inlets etc. should be fitted with insect-proof screening, if deemed necessary.

Services

Gas and Electricity

All food premises will have either a combination of gas equipment and electrical equipment or just electrical equipment. Where gas equipment is used a ventilation hood fitted with outlet grease filters will be fitted and there must be access to the ducting, etc., for cleaning and maintenance. A regular programme of cleaning will be in place for the filters which will occur as dictated by system design and requirements.

Water

The cold water supplied to food all food premises that will be used with food and used for cleaning is potable and in most establishments is mains supplied. Cardiff Council has a food premises that has a private water supply, which is tested on a regular basis by the home council, Welsh Water/Dŵr Cymru and/or Natural Resources Wales. For further information on control measures and contingency plans for private water supplies, please refer to site specific operating plans and risk assessments held at Storey Arms Outdoor Education Centre.

Where hot water supply is interrupted, establishments will refer to the "Interruption to Hot Water Supply Protocol" located in the "Working Instruction for Maintenance Contractors".

Facilities

Food Preparation, Equipment Cleaning and Work Areas

In line with E.Coli 0157 guidance, where operationally possible, food premises will have designated work areas for raw and RTE (RTE) foods. Where this is not possible, kitchen employees will adhere to strict 2 stage disinfection processes between uses.

All food premises and areas of food premises should have separate sinks installed for the washing of food and for the washing of equipment. Where this is not possible, clear guidance will be in place for the disinfection between uses. Additionally, where possible food premises will have separate sinks for the preparation of raw and RTE foods. If this is not possible, use of equipment to prevent food coming into direct contact with the sink will be implemented. Where installed, dishwashers should be in good working order and of adequate capacity. The rinse cycle water temperature should exceed 82°C and these temperatures will be monitored on a daily basis (Refer to Cleaning Schedule Pro Forma). Maintenance will be reactive based on site-specific issues. No proactive servicing of dishwashers will take place. However, dishwashers will be subject to a strict process before, during and after their use. This will include:

- Checking the machine for signs of limescale, particularly around water jets, filters and drains.
- Pre-cleaning of equipment, utensils, dishes and cutlery.
- Correct loading of machine, avoiding overloading.
- Using the correct chemicals, including detergent and rinse aid (in line with manufacturers guidance).
- Using the hottest cycle, ensuring that the rinse cycle is over 82°C.
- Not interrupting the wash cycle.
- Regular cleaning of the machine, on a daily basis.

Dishwashers suspected of not conforming to the rinse cycle temperature of over 82°C, showing signs of limescale build-up and/or any other significant issue will be subject to a maintenance callout, site specific arrangements are in place.

If dishwashers malfunction and are unable to be used, there is a specific manual procedure that must be used, details can be found in the Work Instructions for Cleaning.

Other Storage Areas

All dry goods and vegetable storage areas should be in a good state of repair and adequately ventilated to provide cool, dry conditions. Sufficient storage racking or shelves must be available to allow all food and equipment to be kept clear of the floor. All racking must be made from materials that are durable and capable of being effectively cleaned.

Equipment Maintenance and Installation

General Statement

All articles, fittings and equipment with which food comes into contact, must be kept clean and be constructed of such materials and maintained in such condition and repair as to minimise risk of contamination and enable thorough cleaning.

All food premises should have their equipment installed in such a way that allows the surrounding area to be cleaned.

Equipment Installation

Good maintenance is essential to allow effective use of all equipment. There are robust reporting procedures in place in all food premises in order to report equipment damage or defects.

Where possible, all food premises will have kitchen equipment installed so that there is sufficient space to facilitate access to all surfaces. All stationary equipment should have either a floor clearance space to allow for thorough cleaning or be fixed firmly to the walls and floor and sufficiently sealed at joints.

All employees are aware to ensure areas where maintenance has been carried out are carefully and properly cleaned down before any food handling takes place. Where practicable, all maintenance works should take place outside of operational hours. When this is not possible, appropriate action will be taken by management to minimise risk.

Waste Management

Cardiff Council recognises that adequate waste management minimises the risk of physical and bacterial contamination of food within a food premises.

Refuse Storage and Disposal

Internal

All food premises should have, where possible, metal-framed plastic sack holders, fitted with a foot-operated cover. Bins with lids, lined with plastic refuse sacks, are an acceptable alternative. All sack holders or bins will be cleaned on a regular basis. All food premises will also have a sufficient number of waste receptacles for the size and capacity of business. All waste receptacles will be emptied and taken to an external refuse store when full **and** at the end of each session. Food waste bins should be lidded and foot operated. Where receptacles do not conform to these parameters operatives are trained to wash hands after touching receptacles.

External

Many of the Council's food businesses operate within buildings where the responsibility for premises management sits with a separate team/department and it is recognised that food businesses may not have control over external waste areas. Therefore, it is the responsibility of the food business to liaise with the respective building management to ensure that (where reasonably practicable) the following requirements are met:

- All food premises will have bulk waste storage in the form of external bins with sufficient capacity.
- A minimum collection frequency of once a week by an approved and licensed refuse contractor, must be undertaken.
- Waste storage areas or compounds should not be located in close proximity to the kitchen, will be hard surfaced and in sound condition (preferably laid to a suitable fall and drained).
- Waste storage areas or compounds should be cleaned on a regular basis, preferably weekly.

Cardboard and other bulky waste should be broken flat to reduce volume and, where possible, will be recycled.

Incineration or open burning of any waste product is not permitted on food premises.

Waste Oil

Used oil will be emptied on a weekly basis (or equivalent, i.e. five days use) and stored in a suitable container, supplied by the collection contractor, ready for collection. Collection

will be made by an approved, licensed supplier and all other waste management and environmental legislation/policy will be followed.

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Personal Hygiene Policy

Cardiff Council recognises that employees are potentially the most serious hazard in the food business and that poor personal hygiene practices amongst employees can result in the contamination of high-risk foods. The importance of personal hygiene is an integral part of induction training, with further training carried out to promote high standards of food safety and hygiene. All food production areas are fitted with suitable hand washing and drying facilities and personal protective equipment is provided.

Employee Facilities

All employees should change and store their street clothes and personal effects in separate areas away from the food rooms. Toilet facilities are separated from food rooms by lobbies. All facilities should be in a good state of repair and must be cleaned daily. Where possible Cardiff Council will provide lockers for employees clothing and other belongings located in a changing room.

Hand Washing

- Hands are to be washed in wash hand basins provided only for this purpose and no other.
- Each requires a supply of hot and cold running water, soap (preferably liquid variety and with antibacterial properties) and paper towels.

Hands should be washed frequently, but in particular on the following occasions, this list is not exhaustive:

- Before entering or re-entering any food room.
- After visiting the toilet.
- After handling raw food (meat, fish, pastry, eggs and vegetables).
- After handling dirty equipment (including money).
- After handling delivery packaging.
- After handling refuse.
- After cleaning surfaces or equipment.

Guidance on how to effectively wash your hands can be found in the work instructions of this document.

Personal Appearance

- All employees working in a food premises must be present for work in a clean state including hair, clothing and body. A high standard of personal cleanliness is required, with particular concern for the hands and hair. Long hair must be tied back.
- All employees must ensure that fingernails are cut short and kept clean. Nail varnish and false nails (including acrylics) must **not** be worn.
- False eyelashes must **not** be worn.
- All employees must ensure that makeup/perfume is kept to a minimum (site specific requirements may be in place).
- Employees working directly within the food production area are only allowed to wear a plain wedding band type ring with no stones. No piercings or any other jewellery of any type are allowed.
- All other employees working within the food environment must ensure that jewellery be kept to an absolute minimum and must refer to existing service area policy.
- Personal items such as mobile phones, mobile phone chargers, medicines, (this list is not exhaustive) must not be taken into the food room and should be kept in an office area.
- Employees working directly within the food production area must wear head coverings (e.g. hats, hairnets).

Cardiff Council maintains two children's residential establishments, Crosslands Residential Home and Tŷ Storrie. Whilst these establishments are registered as a food business operator (FBO), they do not undertake any commercial activities. Their core purpose is to provide alternative care and accommodation to children and young people. Some aspects of this HACCP will not apply to these establishments due to competing requirements. The aspects of personal appearance will not apply and other risk mitigating processes will be undertaken at site level.

Protective Clothing

Protective clothing must be worn by all food handlers and fulfil the following:

- Be clean and in a good state of repair.
- Washable and lightweight.
- Must cover all outer clothing and the hair. Full protective clothing must be worn when working with open high risk foods. Tabards and aprons will be acceptable with low risk duties only.

- Sensible, flat, fully enclosed shoes must be worn and where provided safety shoes must be worn in high risk areas.

Cardiff Council maintains two children's residential establishments, Crosslands Residential Home and Tŷ Storrie. Whilst these establishments are registered as a food business operator (FBO), they do not undertake any commercial activities. Their core purpose is to provide alternative care and accommodation to children and young people. Some aspects of this HACCP will not apply to these establishments due to competing requirements. Some aspects of protective clothing will not apply and other risk mitigating processes will be undertaken at site level.

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Pest Control Policy

Cardiff Council recognises that various pests such as rats, mice, ants, wasps, fleas, cockroaches, birds and other insects can infest premises both externally and internally and can cause extensive damage and potential contamination of food.

Infestations may occur for a variety of reasons including, age, structure and location of buildings, poor maintenance, poor stock control and poor hygiene and cleanliness. It may also occur through transference of deliveries.

Pests can cause foreign body contamination and cause contamination with food poisoning bacteria and viruses.

Cardiff Council aims to keep all areas as free, as is reasonably practicable, from all pests in order to minimise the potential spread of disease and to satisfy its statutory duties.

There are differing pest control arrangements in place throughout the Authority. However, the core practice throughout all of these arrangements is to promptly respond to any pest infestation and to take appropriate action, in any of our food premises.

All employees are trained to carry out regular out daily checks (Refer to Cleaning Schedule Pro Forma) and to report any suspected signs of pest infestation to their line manager, who will follow the guidance in the work instructions.

Procurement Policy

Purchase and Delivery of Foodstuffs

Purchasing

Cardiff Council uses nominated suppliers for purchasing goods. Public sector food procurement in Wales is carried on a national basis. This is managed by the National Procurement Service (NPS). Cardiff Council has representation on the Customer Forum Group (CFG) of the NPS. Suppliers are selected on their ability to meet contract requirements, which include hygiene legislation and best practice. Preceding the award of all tendered contracts, suppliers go through a rigorous tendering process and all high risk suppliers must undergo an external audit by nominated auditor, STS, prior to start of supply. In addition food contractors are regularly inspected by Environmental Health Officers.

Cardiff Council has taken into account the recommendations made by the Pennington Inquiry in March 2009, in relation to the procurement of foodstuffs.

All Cardiff Council suppliers must comply with the Council's "Broadly Compliant" Policy. This states that all food suppliers must score at least 3 out of 5 on the Food Hygiene Rating Scheme (FHRS) or equivalent to continue supplying to Cardiff Council.

On occasion bespoke, non-contracted suppliers may be required due to the diversity and complexity of the menus offered. Rigorous controls are in place to secure food safety in these circumstances. These include completing a Quality Assurance document which is scrutinised by Shared Regulatory Service (additional paid service – to be borne by individual service area) to ensure suitability before start of supply. Suppliers will also conform to the Council's "Broadly Compliant" Policy.

Cardiff Council recognises that there is a particular risk when purchasing raw and cooked meats. Operators will ensure that the segregation of raw and cooked meats from the same supplier is maintained. This can either be by ordering raw and cooked on different drops or ensuring that the company delivers the products in separate containers. Suppliers are audited by STS as per NPS guidelines.

There may be times when Council food premises may need to purchase food products outside of designated suppliers, i.e. from high street retailers. More details can be found in the 'Purchasing' work instructions of this HACCP manual.

Delivery

Effective delivery and receipt of goods is fundamental to food quality and safety in any catering operation. All food deliveries must be checked by the person/s in charge of the food premises or their nominated representative. Any delivery of foodstuffs left unattended in an outside location is unacceptable.

Before delivery is accepted there must be adequate storage capacity and facilities for the quantities being ordered.

Guidance on how to and when to check food deliveries and what to check for can be found in the work instructions section of this HACCP manual.

Date codes on packaging are classified under two headings:

- **“Use By”** - applies to highly perishable, short life high-risk foods where there is a microbiological risk to health identified by the manufacturer e.g. cooked meats, dairy products.
- **“Best Before”** - applies to perishable and non-perishable foods e.g. cereals, cans, bottles usually with a shelf-life of over 3 months. These products do not need to be consumed before expiry of these dates, however, it is best practice to do so and all Cardiff Council food premises will ensure that no foodstuff is used after the expiry of a best before date. Care must also be taken when using products to check labelling instructions, which may indicate, for instance:
 - Refrigerate, label and date after opening.
 - Store in a cool place.
 - Use within three days of opening.

After the use by date of the foodstuff has expired then a food is deemed to be unsafe for human consumption. Article 24 of the EU FIC states that foods with expired use by dates are unsafe in accordance with Article 14(2) to (5) of Regulation 178/2002 which are enforced in Wales by the General Food Regulations 2004.

Refrigerated Delivery

All high-risk refrigerated produce should be delivered at a maximum temperature of 5°C.

Frozen Delivery

All frozen food must be delivered at a maximum temperature of -15°C, there must be no evidence of freezer burn or defrosting and immediately after checking delivery, frozen goods must be transferred to frozen storage.

Monitoring

Temperatures of food deliveries can be recorded using the air temperature reading from the vehicle display. Delivery drivers are contractually obliged to provide these readings. On a weekly basis, temperatures between packs must be taken. These temperatures should only be taken between packs of RTE foodstuffs. All employees must ensure that these temperatures are recorded on the appropriate temperature recording form for every high risk delivery.

Procedure for the Rejection of Unsatisfactory Foodstuffs

If upon delivery the products are substandard, i.e. not to the correct temperature, damaged or soiled packaging, any foreign bodies present, poor shelf life dates and/or the product has not been delivered to the specification ordered, the foodstuff/s must be rejected. The person/s checking the delivery will follow the guidance for corrective actions in the work instructions found in this HACCP manual.

Traceability and Product Recall

Traceability

Cardiff Council food businesses are solely engaged in catering and supplying food directly to the consumer; therefore, we only need to ensure that all foodstuffs are purchased through reputable suppliers, who in turn have full and robust traceability systems in place. These systems are required to be in place as part of the procurement process and are assessed through the 3rd party audits carried out before supply commences.

Product Recall

Cardiff Council will act on any and all product recall requests from suppliers or NPS and will follow their instructions accordingly and immediately.

All relevant employees will be included in the dissemination of this information.

Sustainability

Sustainability is a central guiding policy for all the Council's activities and it has the following key aims:

- Delivering organisational, social and community benefits. Please refer to the Corporate Health and Wellbeing Policy.
- To assist in promoting the environmental, economic and social well-being of the citizens in Cardiff, as set out in the Community Strategy.
- To help ensure food procurement delivers sustainable development outcomes and health gains.
- To promote and facilitate healthy eating by improving access to a healthy balanced diet in order to improve the nutritional health of Cardiff residents.
- To assist in improving nutritional content of food provided in schools in line with the Welsh Government's Healthy Eating in Schools (Wales) Regulations 2013.
- To support the links between sustainable food procurement and health.
- Promote sustainable procurement awareness with employees and suppliers.
- To illustrate to food contractors the direction of travel being pursued by Cardiff Council in food procurement.
- To promote improved collaboration between Cardiff Council catering units.
- Use of purchasing power to promote the local and regional economy.
- To help encourage a diverse and competitive food supply market locally and regionally that reflects the character and capacity of the natural environment.
- To recognise the Council's role as a major purchaser of food products in Wales.
- Promoting Greater Environmental Sustainability.

Wherever possible, the Council aims to source its foods from local producers and manufacturers, and work closely with its suppliers to seek ways of ensuring that environmental considerations such as reducing road miles and farming methods are fully taken into account.

Temperature Control Policy

Temperature Control is an essential element of the Council's Food Safety Management System and the policy must be adhered to at all times. It is every employee's responsibility to control and maintain the correct temperature of high risk foods throughout the food chain whilst under their control.

Inadequate food temperature control is one of the most common causes of food borne illness and food spoilage. Controls include the correct use of time and temperature throughout the chain from receipt of foods to the final consumer.

The Food Hygiene (Wales) Regulations 2006 provide legislative limits for correct temperature control. Foods that require temperature control for safety must be held either:

HOT at a temperature at or above 63°C, after an initial cook temperature of 75°C (or equivalent)

CHILLED at or below a maximum temperature of 5°C

Within these requirements there will be food specific requirements that will require either a different time/temperature correlation in the case of the cooking of certain dishes or in the case of certain bacteria, a lower chilled storage temperature may be required and/or recommended by the food producer/manufacture.

The Council recognises that the legal limit for chilled foods is 8°C. However, due to the broad service provision within the authority, especially to vulnerable groups, the critical limit for chilled foods will be 5°C, which is in line with the guidance for healthcare and social care organisations titled "Reducing the Risk of Vulnerable Groups Contracting Listeriosis". However, as far as is possible the Council will aim to store all such high-risk foods at or below 4°C or in line with manufacturers labelling recommendations. Manufacturer's guidance on storage must always be followed. Temperature monitoring of refrigerated units will be undertaken using jelly pots or bottled water, in order to monitor actual food temperature as opposed to air temperature of refrigerated units. Further guidance can be found in the working instructions.

Foods will always be cooked and/or reheated to a time/temperature correlation of 75°C for 30 seconds. However where a dish requires a different combination the following options will be applied:

- 60°C for a minimum of 45 minutes.
- 65°C for a minimum of 10 minutes.
- 70°C for a minimum of 2 minutes.

It is likely that only the commercial catering unit will require a deviation to the standard time/temperature correlation.

It is acknowledged that there are some exemptions to temperature control requirements and employees that handle such products will have received the appropriate training to recognise this. Examples are cured/smoked products, soft cheeses that may ripen/mature at ambient temperature and rare cooked meats from non-boned, non-rolled, whole muscle cuts, i.e. steak.

FROZEN Foods purchased frozen will be stored at -18°C or below.

The chill chain is of paramount importance and in order to ensure the safety of our food products, the Council will only purchase from reputable suppliers who have received the appropriate approval.

Chilled deliveries will only be accepted at the legal limit of 5°C, or below. Any chilled deliveries received at a higher temperature will be rejected. Frozen foods will be accepted at -15°C or below, anything higher will be rejected.

Monitoring

Cardiff Council will monitor and record the temperature of foods from the point of receipt at the premises (in the case of chilled and frozen foods) and at all appropriate points through the chain to the final consumer. These will be detailed in the HACCP charts and flow diagrams and all appropriate employees will receive adequate training to carry out these tasks.

Temperature probes will be used generally, however, some sites may use infra-red thermometers. LED displays on equipment may be used as a guide; however it would be expected that:

- a) The cold storage units are serviced and the internal thermometer calibrated on a regular basis by a qualified and experienced technician.

and

- b) Probe thermometers will be used to carry out spot checks on the cold storage units. These can be weekly if there is good correlation between the LED display and the probe records. If poor correlation then the probe must be used daily until the equipment is displaying accurate temperatures.

This guidance also takes into account the use of infra-red thermometers.

It is the Council's aim that all sites will work towards using jelly pots/water to monitor fridge temperatures more accurately. These will reflect actual food storage temperatures without the need to penetrate foods intended for consumption.

Calibration

Temperature probes require regular calibration to ensure and maintain accuracy. As a minimum, all employees will be advised to check thermometers for accuracy on a weekly basis using boiling water/ice to determine each end of the temperature scale. Thermometers with readings that vary + or – 1oC may require recalibration/replacing and employees will be advised to contact line management.

These checks will not be necessary if the temperature probes are calibrated on an annual basis using testing equipment, which is registered under United Kingdom Accreditation Service (UKAS). Form titled “Annual Calibration of Temperature Probes” must be completed regularly and accurately, signed and filed on all catering sites that are utilising this method of calibration.

Employees directly using temperature probe equipment will also undertake regularly weekly checks of the integrity of the equipment, this will include ensuring that there is no damage to the needle probe, wiring and/or unit casing. Any damage must be reported to a supervisor/manager and the unit repaired and recalibrated or replaced.

Special Diets Policy

Cardiff Council have a number of educational facilities that specifically deliver educational services to children and young people that have additional learning needs (ALN) outside of mainstream education. These facilities also deliver catering services to those children and young people and it is often found that, as well as their ALN, they have specific additional dietary requirements. These “special diets” can range from being selective with the types of foods that they eat and where they are placed on the plate to very specifically prepared foods. Some of the diets that are specifically prepared are as follows:

- **Soft and bite sized** – This diet consists of foods that are typically soft in their raw or cooked states, e.g. soft red fruits, carrots, peas, mashed potato, fish fingers, sausages. The food is also chopped/cut into small bite sized pieces or is capable of being portioned at point of consumption into a bite sized portion, e.g. mashed potato.
- **Minced and moist** – This diet consists of foods that are either already minced at point of preparation, i.e. minced meat or foods that are put through a food processor after cooking. If the food is not naturally moist enough after the cooking process then additional liquid will be added to the food.
- **Puree** – This diet consists of all pureed foods. If no cooking is required, e.g. soft red fruits, etc., then the food will be pureed in its raw state. If the food requires cooking then the food is pureed after the cooking process.
- **PEG diet** – PEG stands for percutaneous endoscopic gastronomy and relates to a medical procedure whereby a feeding tube is placed through an individual’s skin and into their stomach in order to directly give them the nutrients and fluids that they need. This is a specific medical diet typically administered by either a trained healthcare professional or trained educational professional. The food itself is prepared in the kitchen and is blended down to the consistency of either single or double cream dependent on the needs of the individual and in consultation with their trained professional care giver.

Some of the diets discussed above are prepared in advance of service and in these cases the food is cooked, prepared (i.e. pureed/blended), cooled in a blast chiller and frozen. On the specified day of service the food is steamed to the standard correct core temperature (75°C for 30 seconds) and served.

Occasionally, the service uses pre-cooked meats (pre-cooked chicken breast strips) as part of the meal. If these products are used in the diets, then they will be either defrosted,

cooked and served or cooked from frozen and served (dependent on the manufacturer's guidance) on the day of service.

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Section 2

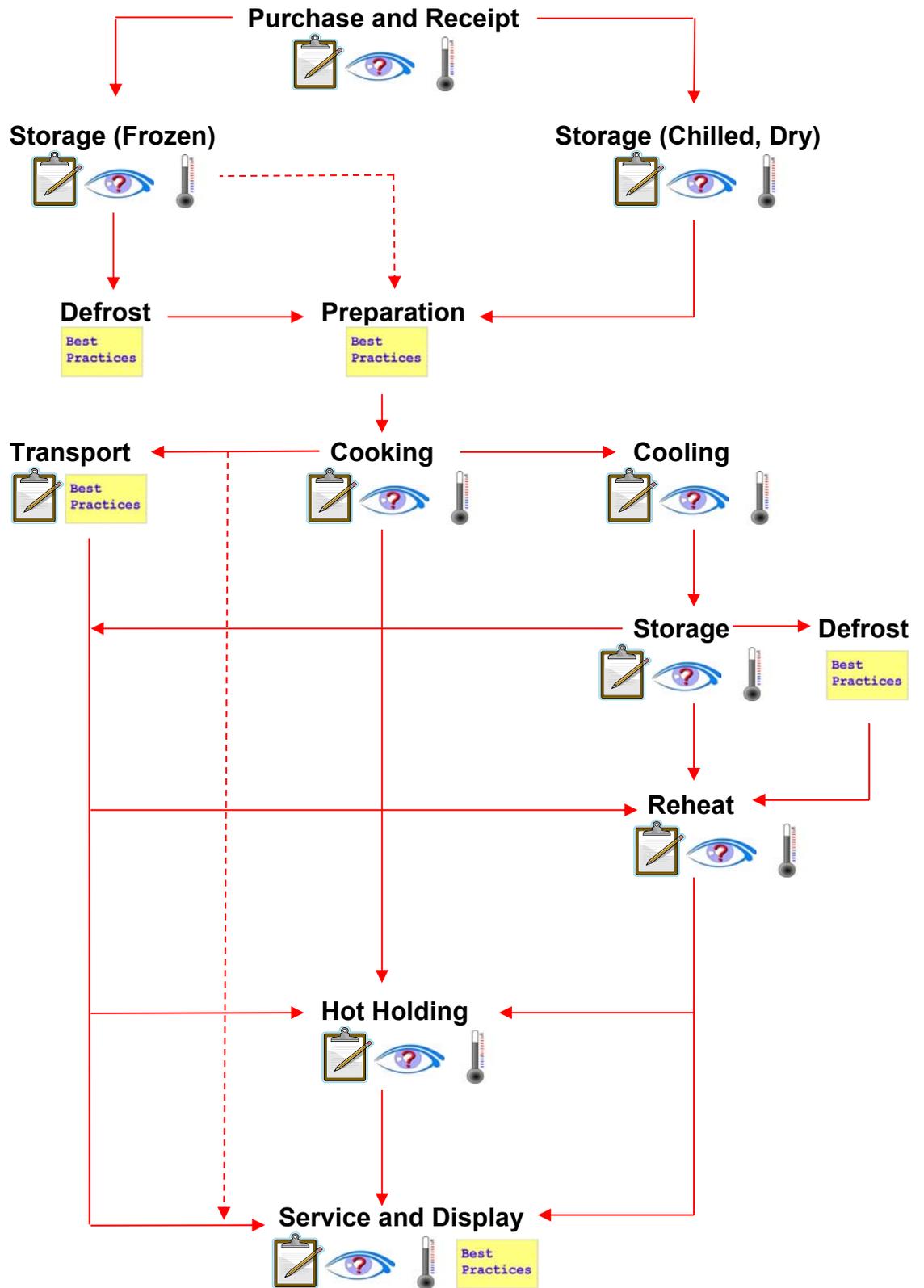
HACCP Charts and

Flow Diagrams

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HACCP FLOW DIAGRAM FOR COMPOSITE RECIPES



= Monitor and Record

= Visual Checks

= Record Temperatures

= Follow Good Hygiene Practices

****Use this flow diagram and HACCP chart for foodstuffs such as lasagnes, curries, chilli con carne, etc. (This list is not exhaustive)****

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HACCP Control Chart for Composite Recipes

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Purchase and Receipt	Bacterial contamination due to cross-contamination from raw foods, employees and equipment	Use of reputable suppliers Delivery temperatures must be below 5°C/-15°C	N	5°C -15°C	Monitor and record all delivery temperatures	Reject delivery and inform supplier
	Growth of bacteria due to incorrect storage temperature	All deliveries must be checked for broken/damaged packaging and/or signs of contamination			Visual checks	Complete Food and Drink Supplier Complaints Form and forward to line manager
	Foreign body contamination	All deliveries must be checked and chemicals should not be received on the same delivery			Check use by/durability dates	Retrain employees
	Chemical contamination				Check condition of product and packaging	
	Acrylamide formation	If purchasing from a retail outlet, ensure raw products are transported separately from all other products and ensure that products are refrigerated within 2 hours				
		Bruised or damaged products will be rejected				
Storage	Growth of bacteria due to incorrect storage temperature	Ensure chilled products are stored between 0°C-4°C	N	5°C -18°C	Monitor and record fridge and freezer temperatures at least daily	See Below

HACCP Control Chart for Composite Recipes

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Storage (Cont'd)	<p>Growth of bacteria due to exceeding storage time limits</p> <p>Chemical contamination</p> <p>Acrylamide formation</p> <p>Foreign body contamination</p>	<p>Correct use of chemicals</p> <p>Foods protected from sources of contamination</p> <p>Open bags to be decanted into lidded, washable containers</p> <p>Separate raw and RTE foods in refrigerators and freezers</p> <p>Store raw foods below RTE foods</p> <p>Storage areas to be well maintained, clean and pest free</p> <p>Employee training and good hygiene practices</p> <p>Uncooked starchy foods are not to be stored in the fridge</p> <p>Bags of products are not to be stored against walls</p>	N	5°C -18°C	<p>Visual checks to ensure date coding is being followed</p> <p>Visual checks to ensure correct procedures are being followed</p>	<p>In the event of equipment temperatures being between 4°C and 5°C (chilled) or above -18°C (frozen) then the following will apply: Check temperature of jelly pot or bottled water with probe thermometer. If at, or above, 4°C/-18°C move product to another unit and follow breakdown procedure in work instructions.</p> <p>In refrigerators, if temperature of foods is over 4°C but below 5°C check manufacturers guidance, discard/use any foods needed to be stored below 4°C</p> <p>Discard foods above agreed temperatures (5°C or -18°C if freezers) or consideration given to using products</p> <p>Retrain employees</p> <p>Review working practices</p> <p>Discard products past manufacturers shelf life</p>

HACCP Control Chart for Composite Recipes

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Storage (Cont'd)	As Previous	<p>Once opened some products will have a shortened shelf life and may need to be refrigerated. Check manufacturers guidance</p> <p>Separate raw and high risk RTE foods, Store raw foods below RTE foods</p> <p>Ensure frozen products are stored -18° C or below</p> <p>Good stock rotation, first in first out rule</p> <p>Follow date coding, label foods</p>		As Previous	As Previous	As Previous
Defrost	<p>Growth of bacteria from poor temperature control</p> <p>Bacterial contamination from poor hygiene practices</p>	Defrost under controlled temperature conditions following manufacturers guidance, allowing adequate time for complete defrost	N	4°C	Visual checks	<p>Extend defrost time to ensure that food is completely defrosted</p> <p>Do not cook until completely defrosted</p> <p>Do not defrost in a microwave</p>

HACCP Control Chart for Composite Recipes

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Defrost (Cont'd)	<p>Bacterial contamination due to cross-contamination from raw foods, employees and equipment</p> <p>Inadequate defrosting leading to potential inadequate cooking and survival of food poisoning bacteria</p> <p>Foreign body contamination</p> <p>Chemical contamination</p>	<p>Raw foods to be defrosted separately in bottom of refrigerator</p> <p>Do not refreeze after thawing</p> <p>Employee training</p>	N	As Previous	As Previous	Retrain employees
Preparation	<p>Growth of bacteria due to too long a period at room temperature</p> <p>Bacterial contamination due to poor hygiene practices</p> <p>Foreign body contamination</p>	<p>Minimise time held at room temperature</p> <p>Good hygiene practices</p> <p>Employee training</p> <p>Clean As You Go</p> <p>Correct use of chemicals</p>	N		Visual checks to ensure good hygiene practices and correct procedures being followed	<p>Retrain employees</p> <p>Review working practices</p>

HACCP Control Chart for Composite Recipes

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Preparation (Cont'd)	Chemical contamination	<p>Thoroughly wash all fruit and vegetables in the raw sink utilising a bowl or colander. Ensure agitation of the fruit and vegetables</p> <p>Do not wash fruit and vegetables marked RTE</p> <p>Prepare raw foods separately from RTE foods, in designated raw area, using designated equipment for raw and RTE foods</p>	N		As Previous	As Previous
Cooking	<p>Survival of food poisoning bacteria due to inadequate cooking times and temperature</p> <p>Bacterial contamination</p> <p>Acrylamide formation</p>	<p>Ensure adequate cooking temperature and time, with regular stirring of liquids to ensure even heat distribution</p> <p>Cook on day of service and as close to service time where possible</p> <p>Employee training</p> <p>Cook starchy foods to golden yellow colour</p>	Y	75°C for 30 secs (or equivalent)	<p>Monitor and record core temperatures</p> <p>Visual checks</p>	<p>Increase cooking time until required temperature is achieved</p> <p>Discard food if further cooking not possible or is overcooked</p> <p>Review working practices</p> <p>Retrain employees</p> <p>Replace equipment if deficiencies noted</p>

HACCP Control Chart for Composite Recipes

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Hot Holding	<p>Growth of bacteria due to too long at incorrect temperature</p> <p>Bacterial contamination due to cross-contamination from raw foods, employees, equipment</p>	<p>Hold for maximum of 2 hours</p> <p>Hot hold at temperatures above 65°C</p> <p>Keep food covered</p> <p>Do not keep raw products in hot holding equipment</p> <p>Employee training</p> <p>Good hygiene practices</p>	Y	63°C	<p>Monitor and record core temperatures and time in hot holding</p> <p>Visual checks</p>	<p>Discard food after 2 hours in hot holding</p> <p>Review working practices</p> <p>Retrain employees</p>
Cooling	<p>Growth of bacteria due to too long a cooling period</p> <p>Bacterial contamination due to cross-contamination from raw foods, employees, equipment</p> <p>Foreign body contamination</p> <p>Chemical contamination</p>	<p>Cool rapidly in smaller portions/pieces. Use blast chiller/freezer, if available</p> <p>Place in cold storage immediately after cooling</p> <p>Use shallow containers for cooling</p> <p>Keep foods covered</p>	Y	Cool at ambient, covered for no longer than 90 mins and then put into cold storage	<p>Monitor start and finish of cooling times and record</p> <p>Visual checks</p>	<p>Discard food if left at ambient temperatures for longer than 90 mins</p> <p>Review working practices</p> <p>Retrain employees</p>

HACCP Control Chart for Composite Recipes

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Cooling (Cont'd)	As Previous	Employee training Good hygiene practices Stir cooling liquids for even cooling throughout Ensure cooling foods are separate from raw foods either in designated areas or separated by time	Y	Cool at ambient, covered for no longer than 90 mins and then put into cold storage	As Previous	As Previous
Storage	As previous storage step	As previous storage step Products cooked can only be kept for a maximum of production day plus 2 days in refrigerated storage or maximum of 30 days (inclusive of preparation day and cook/reheat day)	Y	5°C -18°C	As previous storage step	As previous storage step
Defrost	As previous defrost step	As previous defrost step	Y	4°C	As previous defrost step	As previous defrost step
Transport	Growth of bacteria due to incorrect storage temperature Foreign body contamination	Use of seals and/or locks for transport containers Employee training Good hygiene practices	Y	5°C 63°C	Monitor and record food temperature for each transport run on leaving main kitchen and arrival at venue.	Discard food products if locks and/or seals have evidence of tampering Retrain employees

HACCP Control Chart for Composite Recipes

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Transport (Cont'd)	<p>Bacterial contamination due to cross-contamination from raw foods, employees, equipment</p> <p>Chemical contamination</p>	<p>Ensure foods are transported below 5°C or above 65°C. If to be transported at ambient temperature, records must reflect this and time by which food must be eaten must be stated and customers to be advised accordingly</p> <p>Clear segregation of any chemicals on the vehicle</p> <p>Ensure all foods covered</p>	Y	5°C 63°C	<p>Seals or locks on transport containers must be secure upon leaving main kitchen and arrival at venue</p> <p>Visual checks to ensure good hygiene practices are being followed</p>	Discard food products if outside of temperature control for longer than 2 hours
Service and Display	<p>Growth of bacteria due to incorrect display temperature or too long on display</p> <p>Bacterial contamination due to cross-contamination from raw foods, employees, equipment</p> <p>Foreign body contamination</p>	<p>Serve food straightaway and ensure foods are displayed below 5°C or above 65°C</p> <p>If served/displayed at above 4°C/ambient keep times to a minimum (no longer than 2 hours from production time)</p> <p>Separate raw and RTE high risk foods</p>	Y	5°C 63°C	<p>Monitor and record service times</p> <p>Monitor and record display temperatures</p> <p>Ensure customers are aware of any time limitations (if applicable)</p>	<p>Discard food at end of service or if visibly contaminated or known to be contaminated by raw food, chemical or foreign body.</p> <p>Retrain employees</p>

HACCP Control Chart for Composite Recipes

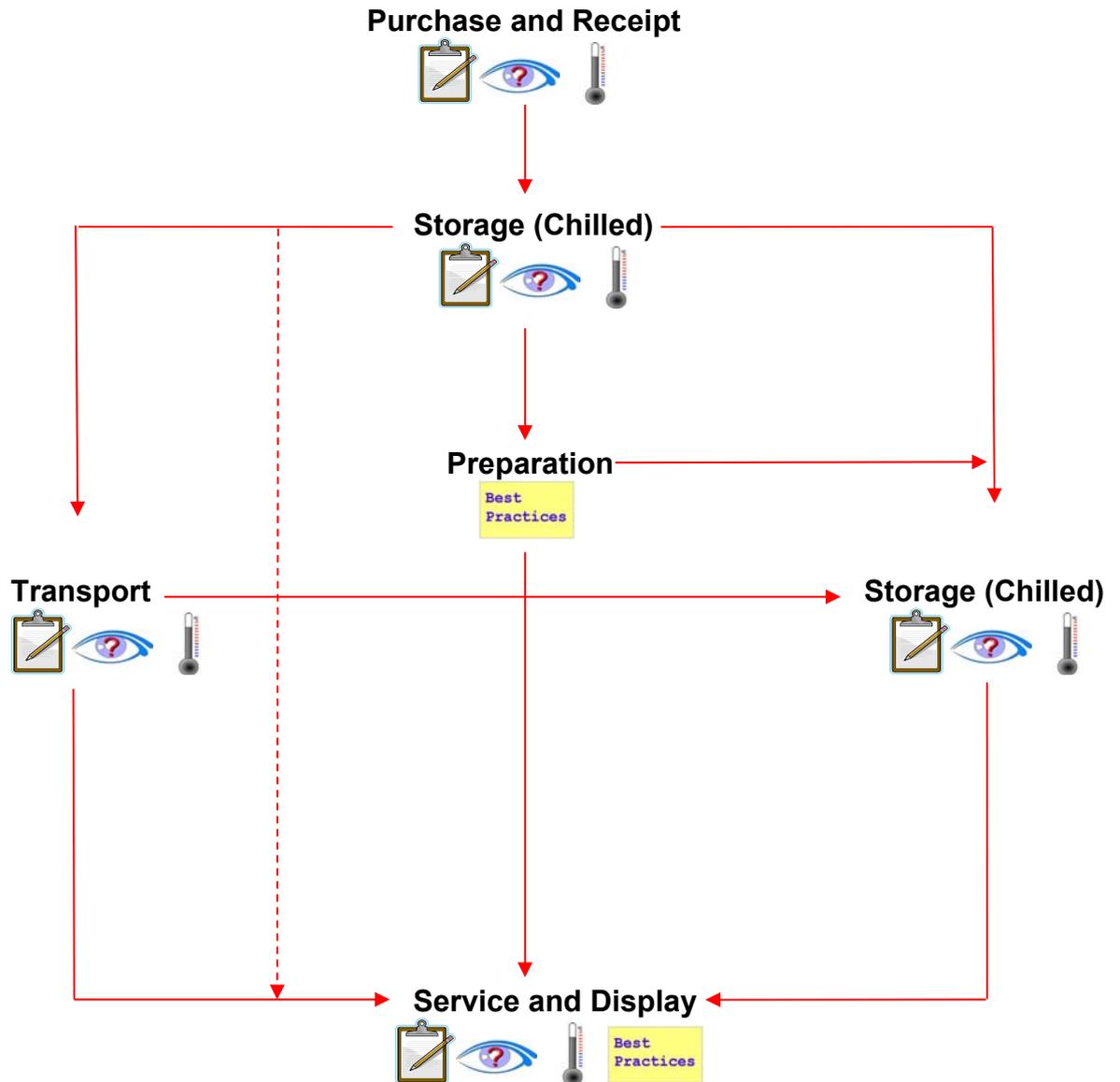
PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Service and Display (Cont'd)	Chemical contamination	Keep foods covered until required Employee training Good hygiene practices	Y	5°C 63°C	Visual checks to ensure that good hygiene practices are being followed	As Previous

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**HACCP FLOW DIAGRAM FOR
HIGH RISK RTE FOODS (NO COOKING PROCESS NEEDED INCLUDING VENDING)**



= Monitor and Record
 = Record Temperatures

= Visual Checks
 = Follow Good Hygiene Practices

****Use this flow diagram and HACCP chart for foodstuffs such as sandwiches, baguettes, and salads (pre-bought or made on site) (This list is not exhaustive)****

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HACCP Control Chart for High Risk RTE Foods (No cooking process needed including vending)

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Purchase and Receipt	Bacterial contamination due to cross-contamination from raw foods, employees, equipment	Use of reputable suppliers. If purchasing from a retail outlet, ensure raw products are transported separately from all other products ensuring products are refrigerated within 2 hours	Y	5°C	Monitor and record all delivery temperatures	Reject delivery and inform supplier
	Growth of bacteria due to incorrect storage temperatures	Delivery temperatures must be 5°C (chilled) or below			Visual checks	Complete Food and Drink Suppliers Complaints form and forward to line manager
	Growth of bacteria due to length of time at ambient temperature	Ensure that deliveries are placed into cold storage within 20 minutes			Check Use By dates	Retrain employees
	Foreign body contamination	Employee training			Check condition of product and packaging	
	Chemical contamination	Deliveries must be checked for broken/damaged packaging and/or signs of contamination				
	Acrylamide formation	All deliveries must be checked and chemicals should not be received on the same delivery				
		Starchy food products that appear overcooked by manufacturer will be rejected				

HACCP Control Chart for High Risk RTE Foods (No cooking process needed including vending)

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Storage	Growth of bacteria due to incorrect storage temperature	Ensure foods are stored at or below 4°C (target) and -18°C or below	Y	5°C -18°C	Monitor and record refrigeration temperatures at least daily Visual checks to ensure date coding being followed Visual checks to ensure correct procedures are being followed regarding correct storage, employees hygiene and foods	In the event of equipment temperatures being recorded between 4°C and 5°C (chilled) or above -18°C (frozen) then the following will apply: Check temperature of jelly pot or bottled water with probe thermometer. If at, or above, 4°C/-18°C move product to another equipment unit and follow breakdown procedure work instructions. In refrigerators, if temperature of foods is over 4°C but below 5°C check manufacturers guidance, discard/use any foods needed to be stored below 4°C Discard foods above agreed temperatures (5°C or -18°C if freezers) or consideration given to using products Retrain employees Review working practices Discard products past manufacturers shelf life
	Growth of bacteria due to exceeding storage time limits	Good stock rotation, first in first out rule				
	Bacterial contamination due to cross-contamination from raw foods, employees, equipment	Follow date coding, label foods Separate raw and RTE foods. Raw foods must always be stored separate/below RTE foods				
	Foreign body contamination	Separate raw and RTE foods in refrigerators and freezers				
	Chemical contamination	Good employee hygiene and employee training Keep food covered Correct use of chemicals Storage areas to be well maintained, clean and pest free Foods protected from sources of contamination				

HACCP Control Chart for High Risk RTE Foods (No cooking process needed including vending)

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Preparation	<p>Growth of bacteria due to too long a period at ambient temperature</p> <p>Bacterial contamination due to cross-contamination from raw foods, employees, equipment</p> <p>Foreign body contamination</p> <p>Chemical contamination</p>	<p>Prepare foods in as short as time as possible and as close to service as practicable</p> <p>Good hygiene practices and employee training</p> <p>Clean as you Go</p> <p>Ensure foods covered where possible</p> <p>Wash all fruit and vegetables in the raw sink utilising a bowl or colander. Ensure agitation of the fruit and vegetables. Do not wash fruit and vegetables marked RTE</p> <p>Prepare raw foods separately from RTE foods, in designated raw area, using designated equipment for raw and RTE foods</p>	Y		<p>Visual checks for evidence of food spoilage and pests</p> <p>Visual checks to ensure good hygiene practices are being followed and correct use of equipment</p>	<p>Retrain employees</p> <p>Review working practices to reduce time of foods at ambient temperature</p> <p>Discard food if left ambient for 4 hours or more</p>
Chilled Storage (after preparation)	<p>Growth of bacteria due to incorrect storage temperature</p>	<p>Ensure foods are stored at or below 4°C (target)</p> <p>Ensure good stock rotation of foods, first in first out rule</p>	Y	5°C	<p>Monitor and record refrigeration temperatures at least daily</p>	<p>In the event of equipment temperatures being between 4°C and 5°C (chilled) or above -18°C (frozen) then the following will apply:</p>

HACCP Control Chart for High Risk RTE Foods (No cooking process needed including vending)

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PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Chilled Storage (after preparation) (Cont'd)	<p>Growth of bacteria due to incorrect storage time</p> <p>Bacterial contamination due to cross-contamination from raw foods, employees, equipment</p> <p>Foreign body contamination</p> <p>Chemical contamination</p>	<p>Follow Use by dates</p> <p>Keep food covered and labelled</p> <p>Separate raw and RTE foods, raw foods must always be stored below RTE foodstuffs</p> <p>Good employee hygiene and employee training</p> <p>Correct use of chemicals</p>	Y	5°C	Visual checks to ensure correct procedures are being followed regarding correct storage, employees hygiene and foods	<p>Check temperature of jelly pot or bottled water with probe thermometer. If at, or above, 4°C/-18°C move product to another unit and follow breakdown procedure in work instructions. In refrigerators, if temperature of foods is over 4°C but below 5°C check manufacturers guidance, discard/use any foods needed to be stored below 4°C</p> <p>Discard foods above agreed temperatures (5°C or -18°C if freezers) or consideration given to using products</p> <p>Retrain employees</p> <p>Review working practices</p> <p>Discard products past manufacturers shelf life</p>
Transport	Growth of bacteria due to incorrect storage temperature	Ensure foods are transported below 5°C.	Y	5°C	Visual checks to ensure good hygiene practices are being followed	Discard food products if locks and/or seals have evidence of tampering

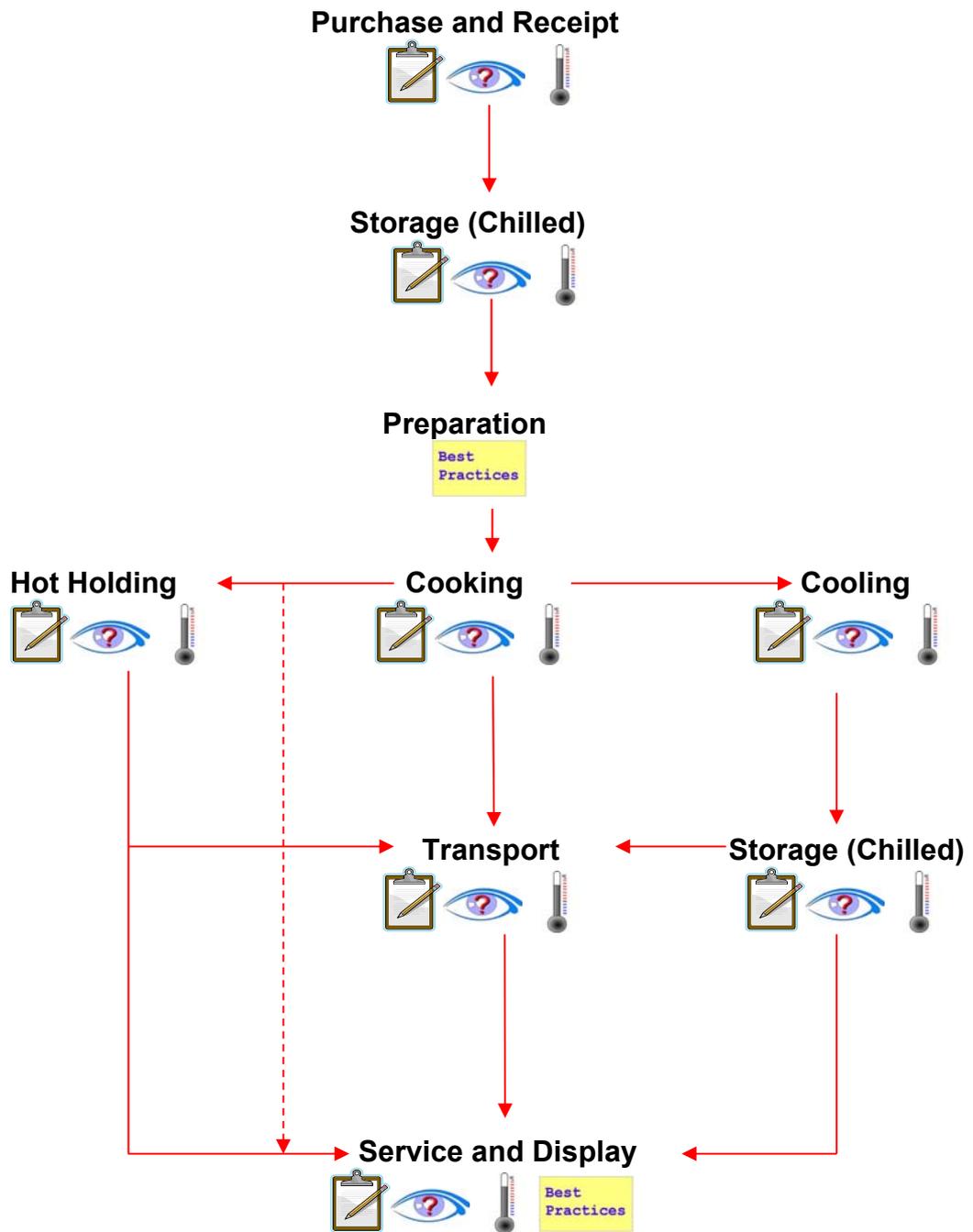
HACCP Control Chart for High Risk RTE Foods (No cooking process needed including vending)

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Transport (Cont'd)	<p>Bacterial contamination due to cross-contamination from raw foods, employees, equipment</p> <p>Foreign body contamination</p> <p>Chemical contamination</p>	<p>If to be transported at ambient temperature, records must reflect this and time by which food must be eaten must be stated and customers to be advised accordingly</p> <p>Use of seals and/or locks for transport containers</p> <p>Employee training</p> <p>Good hygiene practices</p> <p>Ensure all foods covered</p> <p>Clear segregation of any chemicals on the vehicle</p>	Y	5°C	<p>Seals or locks on transport containers must be secure upon leaving main kitchen and arrival at venue</p> <p>Monitor and record food temperature for each transport run on leaving main kitchen and arrival at venue.</p>	<p>Discard food products if outside of temperature control for longer than 2 hours</p> <p>Retrain employees</p>
Service and Display	<p>Growth of bacteria due to incorrect display temperature or too long on display</p> <p>Bacterial contamination due to cross-contamination from raw foods, employees, equipment</p>	<p>Serve food straightaway</p> <p>Ensure foods are displayed below 5°C</p> <p>If served/displayed at above 4°C/ambient keep times to a minimum (no longer than 2 hours from production time)</p>	Y	5°C	<p>Monitor and record service times and temperatures of display units</p> <p>Ensure customers are aware of any time limitations (if applicable)</p>	<p>Retrain employees</p> <p>Discard food if total preparation and display/served time exceeds 4 hours at ambient temperature or if visibly contaminated or known to be contaminated by raw food, chemical or foreign body.</p>

HACCP Control Chart for High Risk RTE Foods (No cooking process needed including vending)

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Service and Display (Cont'd)	Chemical contamination Foreign body contamination	Keep minimal amount of products on display, replenish from commercial fridges Separate raw and high risk RTE foods Keep foods covered until required Employee training Good hygiene practices	Y	5°C	Visual checks to ensure good hygiene practices are being followed	If product is made in-house and displayed for retail or vending sale, discard product after 24 hours (Follow High Risk RTE Protocol in Working Instruction for Food Storage and Temperature Control)

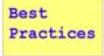
HACCP FLOW DIAGRAM FOR CHILLED HIGH RISK (TO INCLUDE A COOKING PROCESS)



 = Monitor and Record

 = Visual Checks

 = Record Temperatures

 = Follow Good Hygiene Practices

****Use this flow diagram and HACCP chart for foodstuffs such as pies, pasties, quiches that will be served warm/hot (This list is not exhaustive)****

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HACCP Control Chart for Chilled High Risk Foods (To include a cooking process)

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Purchase and Receipt	Bacterial contamination due to cross-contamination from raw foods, employees, equipment	Use of reputable suppliers. If purchasing from a retail outlet, ensure raw products are transported separately from all other products ensuring products are refrigerated within 2 hours	N	5°C	Monitor and record all delivery temperatures	Reject delivery and inform supplier
	Growth of bacteria due to incorrect storage temperature	Delivery temperatures must be 5°C or below			Visual checks	Complete Food and Drink Suppliers Complaints form and forward to line manager
	Growth of bacteria due to length of time at ambient temperature	Ensure that deliveries are placed into cold storage within 20 minutes			Check use by/durability dates	Retrain employees
	Foreign body contamination	Employee training			Check condition of product and packaging	
	Chemical contamination	All packaging must be checked for damage and/or signs of contamination				
	Acrylamide formation	All deliveries must be checked and chemicals should not be received on the same delivery				
		RTE starchy products that appear overcooked will be rejected				

HACCP Control Chart for Chilled High Risk Foods (To include a cooking process)

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PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Storage	<p>Growth of bacteria due to incorrect storage temperature Bacterial contamination due to cross-contamination from raw foods, employees, equipment</p> <p>Growth of bacteria due to exceeding storage time limits</p> <p>Foreign body contamination</p> <p>Chemical contamination</p> <p>Acrylamide formation</p>	<p>Ensure foods are stored at or below 4°C (target)</p> <p>Good stock rotation, first in first out rule</p> <p>Separate raw and high risk RTE foods, Store raw foods below RTE foods</p> <p>Correct use of chemicals</p> <p>Follow Use by dates, label foods</p> <p>Keep food covered</p> <p>Good employee hygiene and employee training</p> <p>Once opened some products will have a shortened shelf life. Manufacturer's guidance to be followed for correct storage</p>	N	5°C	<p>Monitor and record refrigeration temperatures twice daily</p> <p>Visual checks to ensure correct procedures are being followed regarding correct storage, employee hygiene and foods</p> <p>Visual checks to ensure date coding being followed</p>	<p>In the event of equipment temperatures being between 4°C and 5°C (chilled) or above -18°C (frozen) then the following will apply:</p> <p>Check temperature of jelly pot or bottled water with probe thermometer. If at, or above, 4°C/-18°C move product to another unit and follow breakdown procedure in work instructions.</p> <p>In refrigerators, if temperature of foods is over 4°C but below 5°C check manufacturers guidance, discard/use any foods needed to be stored below 4°C</p> <p>Discard foods above agreed temperatures (5°C or -18°C if freezers) or consideration given to using products</p> <p>Retrain employees</p> <p>Review working practices</p> <p>Discard products past manufacturers shelf life</p>

HACCP Control Chart for Chilled High Risk Foods (To include a cooking process)

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Preparation	Growth of bacteria due to too long a period at ambient temperature	Prepare foods as close to service as practicable	N		Visual checks to ensure good hygiene practices are being followed and correct use of equipment Visual checks for evidence of food spoilage and pests As previous	Retrain employees Review working practices to reduce time at ambient temperature As previous
	Bacterial contamination due to cross-contamination from raw foods, employees, equipment Foreign body contamination	Minimise time held at room temperature Good hygiene practices Employee training Clean As You Go				
	Chemical contamination	Correct use of chemicals Ensure foods covered where possible Thoroughly wash all fruit and vegetables Prepare raw foods separately from RTE foods, in designated raw area, using designated equipment for raw and RTE foods Good hygiene practices Employee training Clean as you Go				

HACCP Control Chart for Chilled High Risk Foods (To include a cooking process)

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Cooking	Survival of food poisoning bacteria due to inadequate cooking times and/or temperature Bacterial contamination Acrylamide formation	Ensure adequate cooking temperature and time Cook on day of service and as close to service time where possible Employee training Cook starchy foods to golden yellow colour Follow manufacturers guidance on cooking times and cooking temperatures	Y	75° C for 30 secs (or equivalent)	Monitor and record core temperatures Visual checks	Increase cooking time until required temperature is achieved Discard food if further cooking not possible or is overcooked Review working practices Retrain employees Replace equipment if needed
Hot Holding	Growth of bacteria due to too long at incorrect temperature Bacterial contamination due to cross-contamination from raw foods, employees, equipment	Hold for maximum of 2 hours Hold at temperatures above 65°C Keep food covered Do not keep raw products in hot holding equipment Employee training and good hygiene practices	Y	63°C	Monitor and record core temperatures and time in hot holding Visual checks	Discard food after 2 hours in hot holding Review working practices Retrain employees

HACCP Control Chart for Chilled High Risk Foods (To include a cooking process)

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Cooling (Cont'd)	<p>Bacterial contamination due to cross-contamination from raw foods, employees, equipment</p> <p>Foreign body contamination</p> <p>Chemical contamination</p> <p>Growth of bacteria due to too long a cooling period</p>	<p>Cool rapidly in smaller portions/pieces</p> <p>Place in cold storage immediately after cooling</p> <p>Use shallow containers for cooling</p> <p>Keep foods covered</p> <p>Ensure cooling foods are kept separate from raw meats either in separate areas or separated by time</p> <p>Employee training and good hygiene practices</p> <p>Use blast chiller/freezer, if available</p>		Cool at ambient for no longer than 90 minutes and then put in cold storage	<p>Visual checks</p> <p>Monitor start and finish of cooling times/temperatures and record</p>	<p>Retrain employees</p> <p>Discard food if left at ambient temperatures for longer than 90 mins</p> <p>Review working practices</p>
Storage	As previous Storage Step	As previous Storage Step	Y	5°C	As previous Storage Step	As previous Storage Step

HACCP Control Chart for Chilled High Risk Foods (To include a cooking process)

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PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Transport (Cont'd)	<p>Growth of bacteria due to incorrect storage temperature</p> <p>Bacterial contamination due to cross-contamination from raw foods, employees, equipment</p> <p>Foreign body contamination</p> <p>Chemical contamination</p>	<p>Ensure foods are transported below 5°C or above 65°C. If to be transported at ambient temperature, records must reflect this and time by which food must be eaten must be stated and customers to be advised accordingly</p> <p>Use of seals and/or locks for transport containers</p> <p>Employee training</p> <p>Good hygiene practices</p> <p>Ensure all foods covered</p> <p>Clear segregation of any chemicals on the vehicle</p>	Y	5°C 63°C	<p>Visual checks to ensure good hygiene practices are being followed</p> <p>Monitor and record food temperature for each transport run on leaving main kitchen and arrival at venue.</p> <p>Seals or locks on transport containers must be secure upon leaving main kitchen and arrival at venue</p>	<p>Discard food products if locks and/or seals have evidence of tampering</p> <p>Discard food products if outside of temperature control for longer than 2 hours</p> <p>Retrain employees</p>
Service and Display	<p>Growth of bacteria due to incorrect display temperature or too long on display</p>	<p>Serve food straightaway</p> <p>Ensure foods are displayed below 58°C or above 65°C</p>			<p>Monitor and record service times</p> <p>Monitor and record display temperatures</p>	<p>Discard food at end of service</p> <p>Retrain employees</p>

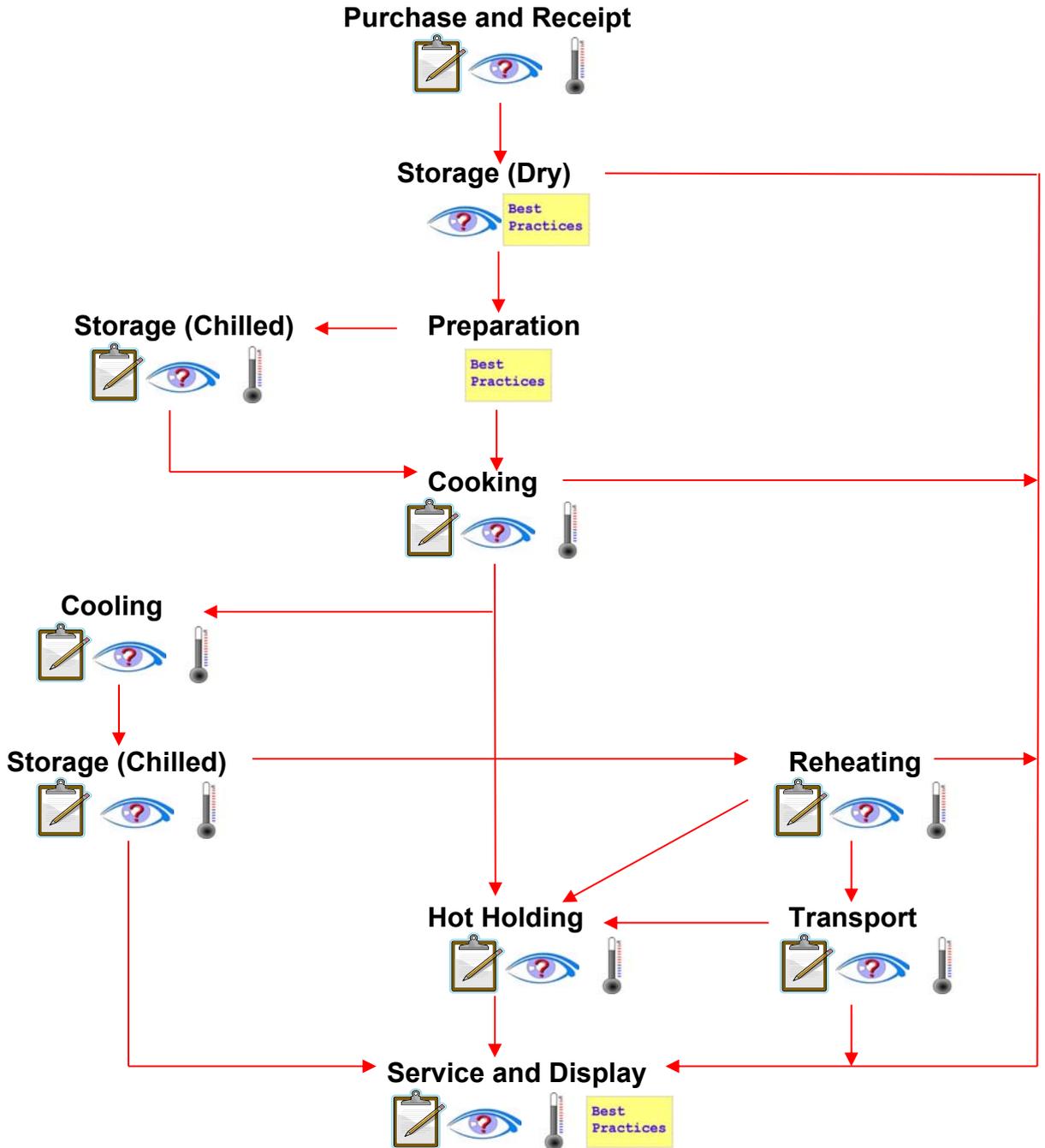
HACCP Control Chart for Chilled High Risk Foods (To include a cooking process)

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
	<p>Bacterial contamination due to cross contamination cross-contamination from raw foods, employees, equipment</p> <p>Foreign body contamination</p> <p>Chemical contamination</p>	<p>If served/displayed at above 4°C/ambient keep times to a minimum (no longer than 2 hours from production time)</p> <p>Separate raw and RTE high risk foods</p> <p>Keep foods covered until required</p> <p>Employee training</p> <p>Good hygiene practices</p>	Y	5°C 63°C	<p>Ensure customers are aware of any time limitations (if applicable)</p> <p>Visual checks to ensure that good hygiene practices are being followed</p>	

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HACCP FLOW DIAGRAM FOR DRY GOODS (INCLUDING LOW RISK VENDING AND RETAIL)



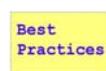
= Monitor and Record



= Visual Checks



= Record Temperatures



= Follow Good Hygiene Practices

****Use this flow diagram and HACCP chart for foodstuffs such as rice, pasta (that include a cooking process and/or retail confectionary/drinks (This list is not exhaustive)****

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HACCP Control Chart for Dry Goods (Including low risk vending and retail)

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Purchase and Receipt	<p>Bacterial contamination due to cross-contamination from raw foods, employees and equipment</p> <p>Foreign body contamination</p> <p>Chemical contamination</p>	<p>Use of reputable suppliers</p> <p>All deliveries must be checked</p> <p>All deliveries must be checked and chemicals should not be received on the same delivery</p> <p>All deliveries must be checked for broken/damaged packaging and/or signs of contamination</p>	N		<p>Check all deliveries</p> <p>Check durability dates, out of date foods</p> <p>Check condition of product and packaging (including condition of tinned goods)</p>	<p>Reject delivery and inform supplier</p> <p>Complete Food and Drink Suppliers Complaints Form and forward to line manager</p>
Storage	<p>Bacterial contamination</p> <p>Foreign body contamination</p> <p>Chemical contamination</p> <p>Out of date/ short coded foods</p>	<p>Foods protected from sources of contamination</p> <p>Open bags to be decanted into lidded, washable containers</p> <p>Storage areas to be well maintained, clean and pest free</p> <p>Good stock rotation, first in first out rule</p> <p>Good hygiene practices</p> <p>Employee training</p>	N		<p>Visual checks of foodstuffs and for signs of pest infestations</p>	<p>Discard products past manufacturers shelf life</p> <p>Discard contaminated products</p> <p>Review working practices</p> <p>Retrain employees</p>

HACCP Control Chart for Dry Goods (Including low risk vending and retail)

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Storage (Cont'd)	As Previous	Once opened some products will have a shortened shelf life and may need to be refrigerated. Check manufacturer's guidance. Bags of products are not to be stored against walls	N		As Previous	As Previous
Preparation (Cont'd)	Bacterial contamination due to cross-contamination from raw foods, employees, equipment Bacterial contamination due to poor hygiene practices Foreign body contamination Chemical contamination	Good hygiene practices Employee training Clean As You Go Well maintained and clean equipment Prepare raw foods separately from RTE foods, in designated raw area Use separate equipment for raw and RTE foods	N		Visual checks to ensure good hygiene practices, correct procedures being followed and correct use of equipment Visual checks for evidence of food spoilage	Retrain employees Review working practices
Chilled Storage (after preparation)	Bacterial contamination due to cross-contamination from raw foods, employees, equipment	Open tins to be decanted into lidded, washable containers Follow manufacturers guidance on shelf life	Y	5°C	Visual checks to ensure good hygiene practices, correct procedures being followed	In the event of equipment temperatures being between 4°C and 5°C then the following will apply:

HACCP Control Chart for Dry Goods (Including low risk vending and retail)

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Chilled Storage (after preparation) (Cont'd)	<p>Bacterial contamination due to poor hygiene practices</p> <p>Growth of bacteria due to exceeding storage time limits</p> <p>Foreign body contamination</p> <p>Chemical contamination</p>	<p>Label and date code opened or decanted products</p> <p>Good hygiene practices</p> <p>Employee training</p>	Y	5°C	Visual checks for evidence of food spoilage	<p>Check temperature of jelly pot or bottled water with probe thermometer. If at, or above, 4°C move product to another unit and follow breakdown procedure in work instructions</p> <p>If temperature of foods is over 4°C but below 5°C check manufacturers guidance, discard/use any foods needed to be stored below 4°C</p> <p>Discard foods above agreed temperatures 5°C or consideration given to using products</p> <p>Retrain employees</p> <p>Review working practices</p> <p>Discard products past manufacturers shelf life</p>
Cooking and Reheating	<p>Survival of food poisoning bacteria due to inadequate cooking times and/or temperature</p>	<p>Ensure adequate cooking temperature and time</p> <p>Cook on day of service where possible</p>	Y	75° C for 30 secs (or equivalent)	<p>Monitor and record core temperatures</p> <p>Visual checks</p>	<p>Increase cooking time until required temperature is achieved</p> <p>Discard food if further cooking not possible</p>

HACCP Control Chart for Dry Goods (Including low risk vending and retail)

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Cooking and Reheating	Bacterial contamination	<p>Cook as close to service time where possible</p> <p>Employee training</p> <p>Do not reheat rice, must be cooked and served hot or cooked, cooled and served cold</p>	Y	75° C for 30 secs (or equivalent)	As Previous	<p>Review working practices</p> <p>Retrain employees</p> <p>Replace equipment if deficiencies noted</p>
Hot Holding	<p>Growth of bacteria due to too long at incorrect temperature</p> <p>Bacterial contamination due to cross-contamination from raw foods, employees, equipment</p> <p>Foreign body contamination</p> <p>Chemical contamination</p>	<p>Only hot hold for maximum of 2 hours</p> <p>Hot hold at temperatures above 65°C</p> <p>Keep food covered</p> <p>Do not keep raw products in hot holding equipment</p> <p>Employee training and good hygiene practices</p>	Y	63°C	<p>Monitor and record core temperatures and time in hot holding</p> <p>Visual checks</p>	<p>Discard food after 2 hours in hot holding</p> <p>Review working practices</p> <p>Retrain employees</p>

HACCP Control Chart for Dry Goods (Including low risk vending and retail)

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Cooling	<p>Growth of bacteria due to too long a cooling period</p> <p>Bacterial contamination due to cross-contamination from raw foods, employees, equipment</p> <p>Foreign body contamination</p> <p>Chemical contamination</p>	<p>Cool rapidly in smaller portions/pieces</p> <p>Place in cold storage immediately after cooling</p> <p>Use shallow containers for cooling</p> <p>Keep foods covered</p> <p>Ensure cooling foods are kept separate from raw meats either in designated areas or separated by time</p> <p>Employee training</p> <p>Good hygiene practices</p> <p>Use blast chiller, if available or potable, cold running water</p>	Y	Cool at ambient, covered for no longer than 90 minutes and then put in cold storage	<p>Monitor start and finish of cooling times/temperatures and record</p> <p>Visual checks</p>	<p>Discard food if left at ambient temperatures for longer than 90 minutes</p> <p>Review working practices</p> <p>Retrain employees</p>
Storage (Chilled)	As previous storage (chilled) step	As previous storage (chilled) step	Y	5°C	As previous Chilled Storage (after preparation) step	As previous Chilled Storage (after preparation) Step
Transport	Growth of bacteria due to incorrect storage temperature	<p>Employee training</p> <p>Good hygiene practices</p> <p>Ensure all foods covered</p>	Y	5°C 63°C	Visual checks to ensure good hygiene practices are being followed	Discard food products if outside of temperature control for longer than 2 hours

HACCP Control Chart for Dry Goods (Including low risk vending and retail)

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Transport (Cont'd)	<p>Bacterial contamination due to cross-contamination from raw foods, employees, equipment</p> <p>Foreign body contamination</p> <p>Chemical contamination</p>	<p>Ensure foods are transported below 5°C or above 65°C. If to be transported at ambient temperature, records must reflect this and time by which food must be eaten must be stated and customers to be advised accordingly</p> <p>Use of seals and/or locks for transport containers</p> <p>Clear segregation of any chemicals on the vehicle</p>	Y	5°C 63°C	<p>Monitor and record food temperature for each transport run on leaving main kitchen and arrival at venue.</p> <p>Seals or locks on transport containers must be secure upon leaving main kitchen and arrival at venue</p>	<p>Discard food products if locks and/or seals have evidence of tampering</p> <p>Retrain employees</p>
Service and Display	<p>Growth of bacteria due to incorrect display temperature or too long on display</p> <p>Bacterial contamination due to cross-contamination from raw foods, employees, equipment</p> <p>Foreign body contamination</p>	<p>Serve food straightaway</p> <p>Ensure foods are displayed below 5°C or above 65°C</p> <p>If served/displayed at above 4°C/ambient keep times to a minimum (no longer than 2 hours from production time)</p> <p>Separate raw and RTE high risk foods</p>	Y	5°C 63°C	<p>Monitor and record service times</p> <p>Monitor and record display temperatures</p> <p>Ensure customers are aware of any time limitations (if applicable)</p>	<p>Discard food at end of service</p> <p>Discard out of date products in vending and retail points</p> <p>Retrain employees</p>

HACCP Control Chart for Dry Goods (Including low risk vending and retail)

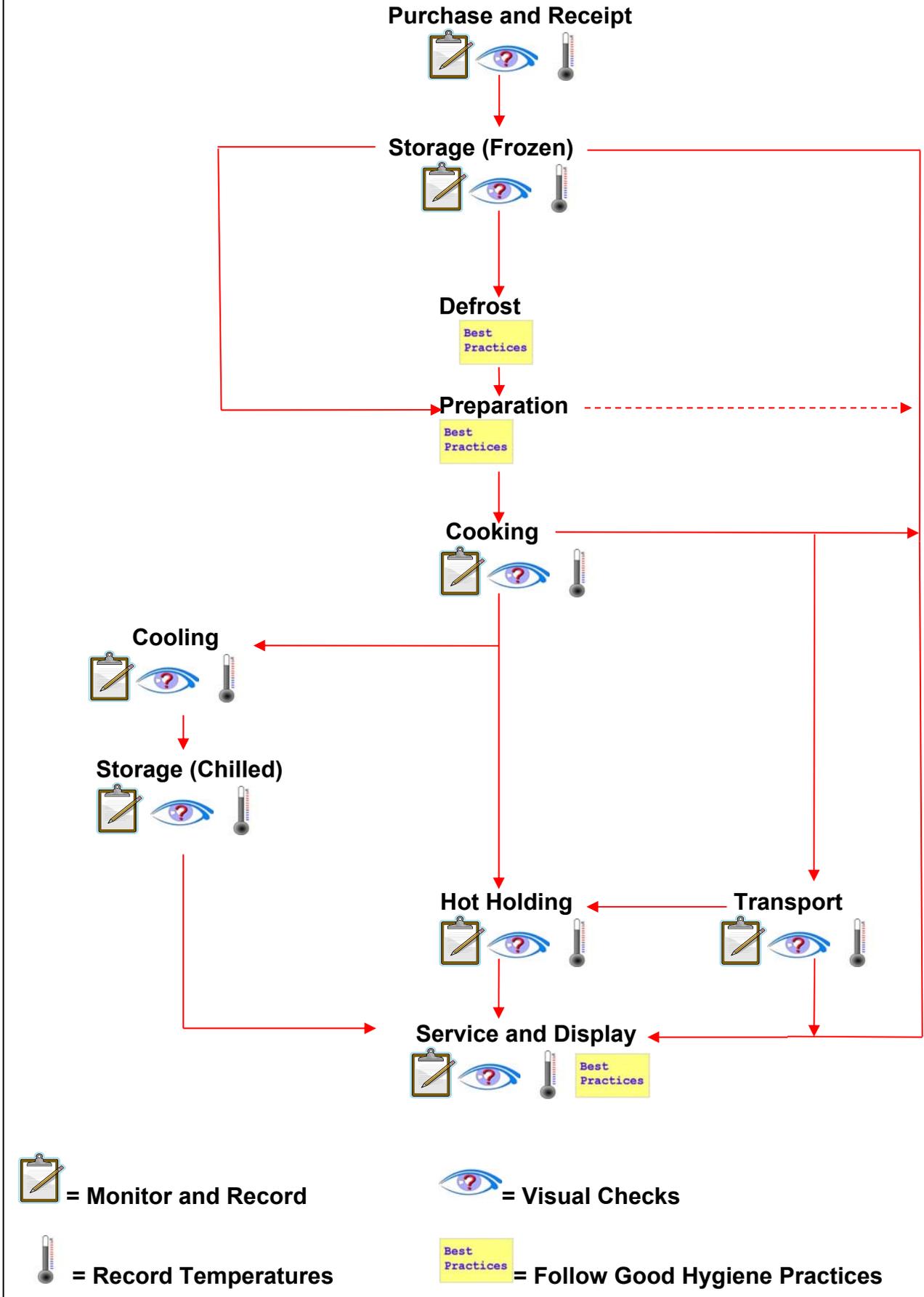
PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Service and Display (Cont'd)	Chemical contamination	Keep foods covered until required Employee training Good hygiene practices Ensure good stock rotation (First in, First Out) and check dates in vending machines and retail points	Y	5°C 63°C	Visual checks to ensure that good hygiene practices are being followed and stock rotation	As Previous

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HACCP FLOW DIAGRAM FOR FROZEN PRODUCTS



****Use this flow diagram and HACCP chart for foodstuffs such as ice cream, frozen desserts, frozen snack items, etc. (This list is not exhaustive)****

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HACCP Control Chart for Frozen Products

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Purchase and Receipt	Bacterial contamination due to cross-contamination from raw foods, employees, equipment	Use of reputable suppliers	Y	-15°C	Monitor and record all delivery temperatures Visual checks Check Use By dates Check condition of product and packaging	Reject delivery and inform supplier Complete Food and Drink Suppliers Complaints form and forward to line manager Retrain employees
	Growth of bacteria due to incorrect storage temperature	If purchasing from a retail outlet, ensure products are transported separately from all other products and ensure that products are placed into frozen storage as soon as practically possible to prevent defrosting.				
	Growth of bacteria due to length of time at ambient temperature	Delivery temperatures must be -15°C or below				
	Foreign body contamination	Ensure that deliveries are placed into freezers within 20 minutes				
	Chemical contamination	Employee training				
		All deliveries must be checked for broken/damaged packaging and/or signs of contamination All deliveries must be checked and chemicals should not be received on the same delivery.				

HACCP Control Chart for Frozen Products

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Storage	Bacterial contamination due to cross-contamination from raw foods, employees, equipment	Ensure foods are stored at or below -18°C Ensure good stock rotation of foods, first in first out rule	Y	-18°C	Monitor and record freezer at least daily	In the event of equipment temperatures being recorded at above -18°C then the following will apply: - check temperature of foods with probe thermometer, if at -18°C or below move product to another equipment, unit and follow breakdown procedure work instructions Give consideration to cooking thawed products, if applicable or using straightaway Discard all foods above agreed temperatures, if conditions above are not practicable Retrain employees
	Growth of bacteria due to incorrect storage temperature	Follow durability dates, label foods Keep food covered			Visual checks to ensure date coding being followed	
	Degradation of product due to exceeding storage time limits	Separate raw and high risk RTE foods, raw foods must always be stored separate/below ready to eat foodstuffs			Visual checks to ensure correct procedures are being followed regarding correct storage, employees hygiene and foods	
	Foreign body contamination	Good employee hygiene and employee training				
	Chemical contamination	Employee training Correct use of chemicals				
Defrost	Growth of bacteria due to poor control of temperature during defrosting	Defrost under controlled temperature conditions following manufacturers guidance, allowing adequate time for complete defrost	Y	4°C	Visual checks	Extend defrost time to ensure that food is completely defrosted Do not defrost in a microwave

HACCP Control Chart for Frozen Products

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Defrost (Cont'd)	<p>Bacterial contamination due to poor hygiene practices Inadequate defrosting leading to potential of inadequate cooking and survival of food poisoning bacteria</p> <p>Foreign body contamination</p> <p>Chemical contamination</p>	<p>Employee training Do not refreeze after thawing</p> <p>Raw foods to be defrosted separately in bottom of refrigerator</p>	Y	4°C	Visual checks	Retrain employees
Preparation	<p>Bacterial contamination due to cross-contamination from raw foods, employees, equipment</p> <p>Foreign body contamination</p> <p>Chemical contamination</p>	<p>Prepare foods in as short as time as possible and as close to service as practicable</p> <p>Use separate equipment for raw and RTE foods</p> <p>Good hygiene practices</p> <p>Employee training</p> <p>Clean as you Go</p> <p>Ensure foods covered where possible</p>			Visual checks to ensure good hygiene practices are being followed and correct use of equipment	<p>Retrain employees</p> <p>Review working practices to reduce time of foods at ambient temperature</p> <p>Discard food if left ambient for 4 hours or more</p>

HACCP Control Chart for Frozen Products

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Preparation	As previous	Prepare raw foods separately from RTE foods, in designated raw area, using designated equipment for raw and RTE foods			As previous	As previous
Cooking	Survival of food poisoning bacteria due to inadequate cooking times and temperature Bacterial contamination Acrylamide formation	Ensure adequate cooking temperature and time Cook on day of service where possible Cook as close to service time where possible Employee training Cook starchy foods to golden yellow colour Follow manufacturer's guidance on cooking times and cooking temperatures	Y	75° C for 30 secs (or equivalent)	Monitor and record core temperatures Visual checks	Increase cooking time until required temperature is achieved Discard food if further cooking not possible or is overcooked Discard food if further cooking not possible Review working practices Retrain employees Repair or replace equipment if deficiencies noted
Cooling	Growth of bacteria due to too long a cooling period Bacterial contamination due to cross-contamination from raw foods, employees, equipment	Cool rapidly in smaller portions/ pieces Place in cold storage immediately after cooling Use shallow containers for cooling	Y	Cool at ambient for no longer than 90 minutes and then put in cold storage	Monitor start and finish of cooling times/temperatures and record Visual checks	Discard food if left at ambient temperatures for longer than 90 mins Review working practices Retrain employees

HACCP Control Chart for Frozen Products

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Cooling	Foreign body contamination Chemical contamination	Keep foods covered Ensure cooling foods are kept separate from raw meats either in designated areas or separated by time Employee training Good hygiene practices Use blast chiller/freezer, if available	Y	Cool at ambient for no longer than 90 minutes and then put in cold storage	As previous	As previous
Storage (Chilled)	Growth of bacteria due to incorrect storage temperature Growth of bacteria due to incorrect storage time Bacterial contamination due to cross-contamination from raw foods, employees, equipment Foreign body contamination Chemical contamination	Ensure foods are stored at or below 4°C (target) Ensure good stock rotation of foods, first in first out rule Follow Use by dates, label foods Keep food covered Separate raw and high risk RTE foods, raw foods must always be stored below RTE Good employee hygiene and employee training Employee training	Y	5°C	Monitor and record refrigeration temperatures at least daily Visual checks to ensure correct procedures are being followed regarding correct storage, employees hygiene and foods	In the event of refrigerated equipment temperatures being recorded between 4°C and 5°C (chilled) then the following will apply: - check temperature of jelly pot or bottled water with probe thermometer. If at or above 4°C move product to another equipment unit, and follow breakdown procedure work instructions.

HACCP Control Chart for Frozen Products

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Storage (Chilled) (cont'd)	As previous	Correct use of chemicals	Y	5°C	Visual checks to ensure date coding being followed	<p>If temperature of foods is above 4°C but below 5°C check manufacturers guidance and discard/use any foodstuffs that need to be stored below 4°C</p> <p>Consideration may be given to cook products</p> <p>Retrain employees</p> <p>Review working practices</p>
Hot Holding	<p>Growth of bacteria due to too long at incorrect temperature</p> <p>Bacterial contamination due to cross-contamination from raw foods, employees, equipment</p> <p>Foreign body contamination</p> <p>Chemical contamination</p>	<p>Only hot hold for maximum of 2 hours</p> <p>Hot hold at temperatures above 65°C</p> <p>Keep food covered</p> <p>Do not keep raw products in hot holding equipment</p> <p>Employee training</p> <p>Good hygiene practices</p>	Y	63°C	<p>Monitor and record core temperatures and time in hot holding</p> <p>Visual checks</p>	<p>Discard food after 2 hours in hot holding</p> <p>Review working practices</p> <p>Retrain employees</p>
Transport	Growth of bacteria due to incorrect storage temperature	Use of seals and/or locks for transport containers	Y	5°C 63°C		

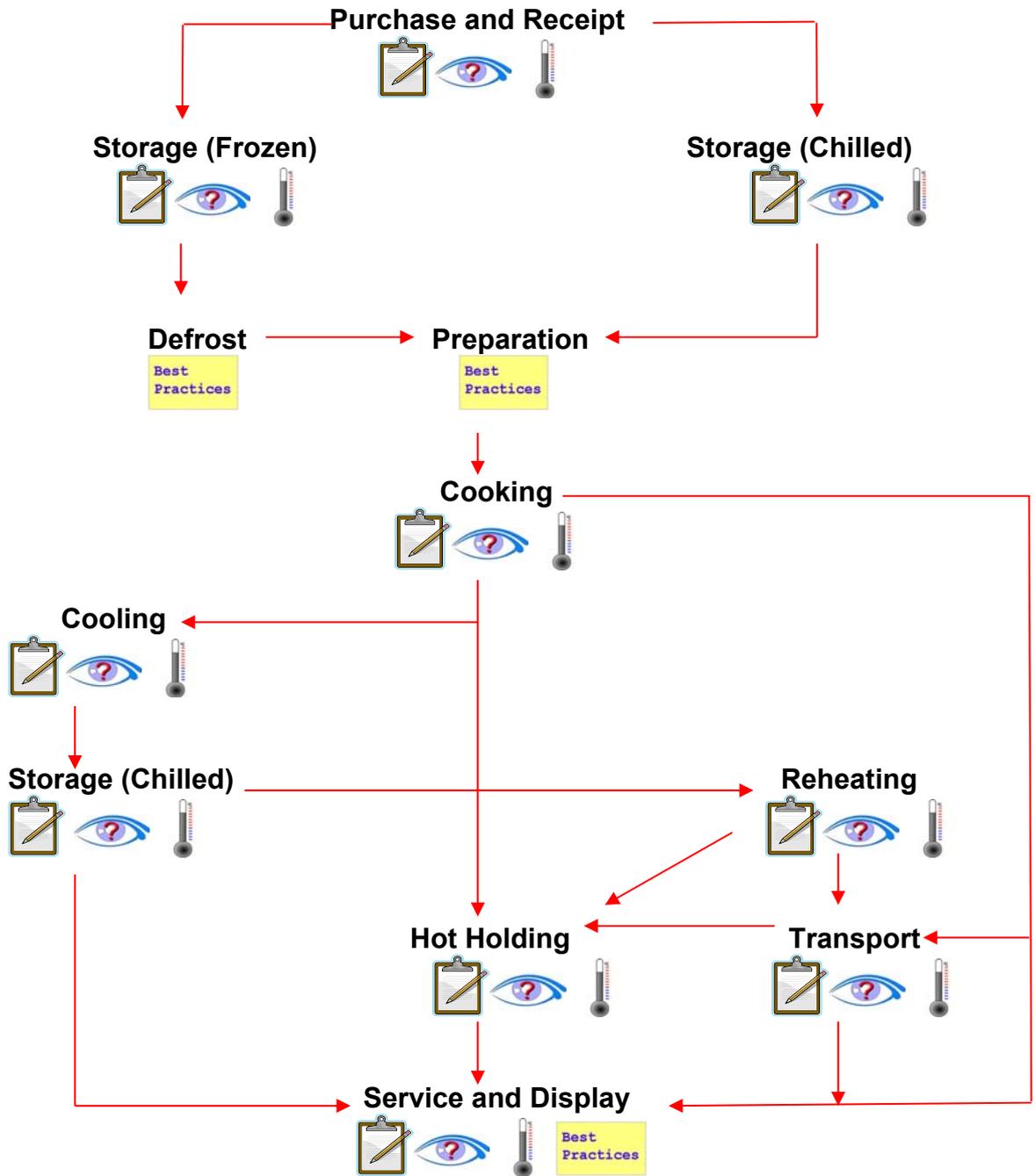
HACCP Control Chart for Frozen Products

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Transport (Cont'd)	<p>Bacterial contamination due to cross-contamination from raw foods, employees, equipment</p> <p>Foreign body contamination</p> <p>Chemical contamination</p>	<p>Ensure foods are transported below 5°C or above 65°C.</p> <p>If to be transported at ambient temperature, records must reflect this and time by which food must be eaten must be stated and customers to be advised accordingly</p> <p>Ensure all foods covered</p> <p>Clear segregation of any chemicals on the vehicle</p> <p>Employee training</p> <p>Good hygiene practices</p>	Y	5°C 63°C	<p>Monitor and record food temperature for each transport run on leaving main kitchen and arrival at venue.</p> <p>Seals or locks on transport containers must be secure upon leaving main kitchen and arrival at venue</p> <p>Visual checks to ensure good hygiene practices are being followed</p>	<p>Discard food products if locks and/or seals have evidence of tampering</p> <p>Retrain employees</p> <p>Discard food products if outside of temperature control for longer than 2 hours</p>
Service and Display	<p>Bacterial contamination due to cross-contamination from raw foods, employees, equipment</p> <p>Foreign body contamination</p>	<p>Serve food straightaway</p> <p>Ensure foods are displayed below 5°C or above 65°C</p> <p>If served/displayed at above 4°C/ambient keep times to a minimum (no longer than 2 hours from production time)</p>	Y	5°C 63°C	<p>Monitor and record service times</p> <p>Monitor and record display temperatures</p>	<p>Discard food at end of service or if visibly contaminated or known to be contaminated by raw food, chemical or foreign body.</p> <p>Retrain employees</p>

HACCP Control Chart for Frozen Products

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Service and Display (Cont'd)	<p>Growth of bacteria due to incorrect display temperature or too long on display</p> <p>Chemical contamination</p>	<p>Keep foods covered until required</p> <p>Employee training</p> <p>Good hygiene practice</p> <p>Separate raw and RTE high risk foods</p>	Y	5°C 63°C	<p>Visual checks to ensure that good hygiene practices are being followed</p> <p>Ensure customers are aware of any time limitations (if applicable)</p>	As previous

HACCP FLOW DIAGRAM FOR RAW MEAT CUTS, RAW MEAT PRODUCTS, POULTRY AND WET FISH



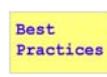
= Monitor and Record



= Visual Checks



= Record Temperatures



= Follow Good Hygiene Practices

****Use this flow diagram and HACCP chart for foodstuffs such as joints of boned and non-boned meat (beef/pork/lamb), whole poultry (chicken/guinea fowl, etc.) and whole/filleted fresh fish (This list is not exhaustive)****

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HACCP Control Chart for Raw Meat Cuts, Raw Meat Products, Poultry and Wet Fish

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Purchase and Receipt	Bacterial contamination	Use of reputable suppliers	N	5°C -15°C	Monitor and record all delivery temperatures	Reject delivery and inform supplier
	Growth of bacteria due to incorrect storage temperature	Delivery temperatures must be below 5°C/-15°C			Visual checks	Complete Food and Drink Supplier Complaints Form and forward to line manager
	Foreign body contamination	All deliveries must be checked for broken/damaged packaging			Check Use by/durability dates	
	Chemical contamination	All deliveries must be checked and chemicals should not be received on the same delivery If purchasing from a retail outlet, ensure raw products are transported separately from all other products and ensure that products are refrigerated within 2 hours			Check condition of product and packaging	
Storage	Foreign body contamination Chemical contamination	Ensure chilled products are stored between 0°C – 4°C	N	5°C -18°C	Visual checks to ensure date coding is being followed	In the event of equipment temperatures being between 4°C and 5°C (chilled) or above -18°C (frozen) then the following will apply:

HACCP Control Chart for Raw Meat Cuts, Raw Meat Products, Poultry and Wet Fish

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PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Storage (Cont'd)	<p>Growth of bacteria due to incorrect storage temperature</p> <p>Growth of bacteria due to exceeding storage time limits</p>	<p>Good stock rotation, first in first out rule</p> <p>Follow date coding</p> <p>Ensure frozen products are stored at -18°C or below</p> <p>Employee training and good hygiene practices</p> <p>Correct use of chemicals</p> <p>Separate raw and RTE foods in refrigerators and freezers</p>	N	5°C -18°C	<p>Monitor and record fridge and freezer temperatures at least twice daily</p> <p>Visual checks to ensure correct procedures are being followed</p>	<p>Check temperature of jelly pot or bottled water with probe thermometer.</p> <p>If at, or above, 4°C/-18°C move product to another unit and follow breakdown procedure in work instructions.</p> <p>In refrigerators, if temperature of foods is over 4°C but below 5°C check manufacturers guidance, discard/use any foods needed to be stored below 4°C</p> <p>Discard foods above agreed temperatures (5°C or -18°C if freezers) or consideration given to using products</p> <p>Retrain employees</p> <p>Review working practices</p> <p>Discard products past manufacturers shelf life</p>
Defrost	Bacterial contamination due to poor hygiene practices	Do not use frozen joints of above 6lbs/3kgs	N	4°C	Visual checks	Extend defrost time to ensure that food is completely defrosted

HACCP Control Chart for Raw Meat Cuts, Raw Meat Products, Poultry and Wet Fish

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Defrost (Cont'd)	<p>Growth of bacteria due to poor control of temperature during defrosting</p> <p>Inadequate defrosting leading to potential of inadequate cooking and survival of food poisoning bacteria</p> <p>Foreign body contamination</p> <p>Chemical contamination</p>	<p>Defrost under controlled temperature conditions following manufacturers guidelines, allowing adequate time for complete defrost</p> <p>Employee training</p> <p>Raw foods to be defrosted separately in bottom of refrigerator</p>	N	4°C	As previous	<p>Do not cook until completely defrosted</p> <p>Do not defrost in a microwave</p> <p>Retrain employees</p>
Preparation	<p>Growth of bacteria due to too long a period at room temperature</p> <p>Bacterial contamination due to poor hygiene practices</p> <p>Foreign body contamination</p> <p>Chemical contamination</p>	<p>Minimise time held at room temperature</p> <p>Good hygiene practices</p> <p>Employee training</p> <p>Clean As You Go</p> <p>Correct use of chemicals</p> <p>Prepare raw foods separately from RTE foods, in designated raw area</p>	N		Visual checks to ensure good hygiene practices and correct procedures being followed	<p>Retrain employees</p> <p>Review working practices</p> <p>If under BBQ conditions, discard if left at ambient temperatures for too long (refer to BBQ work instructions)</p>

HACCP Control Chart for Raw Meat Cuts, Raw Meat Products, Poultry and Wet Fish

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Cooking and Reheating	<p>Survival of food poisoning bacteria due to inadequate cooking times and/or temperature</p> <p>Bacterial contamination</p>	<p>Ensure adequate cooking temperature and time</p> <p>Cook on day of service where possible and as close to service time where possible</p> <p>Employee training</p>	Y	75° C for 30 secs (or equivalent)	<p>Monitor and record core temperatures</p> <p>Visual checks</p>	<p>If under BBQ conditions, discard if left at ambient temperatures (refer to BBQ work instructions)</p> <p>Increase cooking time until required temperature is achieved and discard food if further cooking not possible</p> <p>Review working practices</p> <p>Retrain employees</p> <p>Replace equipment if deficiencies noted</p>
Hot Holding	<p>Growth of bacteria due to too long at incorrect temperature</p> <p>Bacterial contamination due to cross-contamination from raw foods, employees, equipment</p> <p>Foreign body contamination</p> <p>Chemical contamination</p>	<p>Only hot hold for maximum of 2 hours and at temperatures above 65°C</p> <p>Keep food covered</p> <p>Do not keep raw products in hot holding equipment</p> <p>Employee training</p> <p>Good hygiene practices</p>	Y	63°C	<p>Monitor and record core temperatures and time in hot holding</p> <p>Visual checks</p>	<p>Discard food after 2 hours in hot holding</p> <p>Review working practices</p> <p>Retrain employees</p>

HACCP Control Chart for Raw Meat Cuts, Raw Meat Products, Poultry and Wet Fish

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Cooling	Growth of bacteria due to too long a cooling period	Cool rapidly in smaller portions/ pieces	Y	Cool at ambient, covered for no longer than 90 minutes and then put in cold storage	Monitor start and finish of cooling times/temperatures and record Visual checks	Discard food if left at ambient temperatures for longer than 90 mins Review working practices Retrain employees
	Bacterial contamination due to cross-contamination from raw foods, employees, equipment	Place in cold storage immediately after cooling Use shallow containers for cooling				
	Foreign body contamination	Reduce size of joints to agreed limits				
	Chemical contamination	Ensure cooling foods are kept separate from raw meats either in designated areas or separated by time and keep covered				
		Employee training				
		Good hygiene practices Use blast chiller/freezer, if available				

HACCP Control Chart for Raw Meat Cuts, Raw Meat Products, Poultry and Wet Fish

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Storage	As previous storage step	As previous storage step	Y	4°C	As previous storage step	As previous storage step
Transport	<p>Growth of bacteria due to incorrect storage temperature</p> <p>Bacterial contamination due to cross-contamination from raw foods, employees, equipment</p> <p>Foreign body contamination</p> <p>Chemical contamination</p>	<p>Ensure foods are transported below 5°C or above 65°C. If to be transported at ambient temperature, records must reflect this and time by which food must be eaten must be stated and customers to be advised accordingly</p> <p>Use of seals and/or locks for transport containers</p> <p>Employee training</p> <p>Good hygiene practices</p> <p>Ensure all foods covered</p> <p>Clear segregation of any chemicals on the vehicle</p>	Y	5°C 63°C	<p>Monitor and record food temperature for each transport run on leaving main kitchen and arrival at venue.</p> <p>Seals or locks on transport containers must be secure upon leaving main kitchen and arrival at venue</p> <p>Visual checks to ensure good hygiene practices are being followed</p>	<p>Discard food products if locks and/or seals have evidence of tampering</p> <p>Discard food products if outside of temperature control for longer than 2 hours</p> <p>Retrain employees</p>

HACCP Control Chart for Raw Meat Cuts, Raw Meat Products, Poultry and Wet Fish

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Service and Display	Growth of bacteria due to incorrect display temperature or too long on display	Serve food straightaway	Y	5°C 63°C	Monitor and record service times	Discard food at end of service Retrain employees
	Bacterial contamination due to cross-contamination from raw foods, employees, equipment	Ensure foods are displayed below 5°C or above 65°C			Monitor and record display temperatures	
	Foreign body contamination	If served/displayed at above 4°C/ambient keep times to a minimum (no longer than 2 hours from production time)			Ensure customers are aware of any time limitations (if applicable)	
	Chemical contamination	Separate raw and RTE high risk foods			Visual checks to ensure that good hygiene practices are being followed	
		Keep foods covered until required				
		Employee training				
		Good hygiene practices				

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HACCP FLOW DIAGRAM FOR MEALS ON WHEELS

Purchase and Receipt



Storage (Frozen)



Cooking



Transport



Service



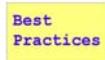
= Monitor and Record



= Visual Checks



= Record Temperatures Practices



= Follow Good Hygiene

****For specific use of the Meals on Wheels Service****

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HACCP Control Chart for Meals on Wheels

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Purchase and Receipt	Bacterial contamination due to cross-contamination from raw foods, employees, equipment	Use of reputable suppliers	N	-15°C	Monitor and record all delivery temperatures	Reject delivery and inform supplier
	Growth of bacteria due to incorrect storage temperature	Delivery temperatures must be -15°C or below			Visual checks	Complete Food and Drink Suppliers Complaints form and forward to line manager
	Growth of bacteria due to length of time at ambient temperature	Ensure that deliveries are placed into freezers within 20 minutes			Check Use By dates	Retrain employees
	Foreign body contamination	Employee training			Check condition of product and packaging	
	Chemical contamination	All deliveries must be checked				
Storage	Growth of bacteria due to incorrect storage temperature	Ensure foods are stored at or below -18°C	Y	-18°C	Monitor and record freezer at least twice daily	In the event of equipment temperatures being recorded at above -18°C (frozen) then the following will apply:
	Degradation of product due to exceeding storage time limits	Ensure good stock rotation of foods			Visual checks to ensure correct procedures are being followed regarding correct storage, employees hygiene and foods	Check temperature of foods with probe thermometer. If at or above -18°C move product to another equipment unit, and follow breakdown procedure work instructions
	Bacterial contamination due to cross-contamination from employees, equipment	Follow durability dates, label foods				
		Keep food covered				
		Good employee hygiene and employee training				

HACCP Control Chart for Meals on Wheels

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Storage (Cont'd)	Foreign body contamination Chemical contamination As previous	Employee training Correct use of chemicals	Y	-18°C	Visual checks to ensure date coding being followed	Discard all foods above agreed temperatures (-18°C in freezers) or consideration may be given to cook products Retrain employees Review working practices Discard products past manufacturers shelf life
Cooking	Survival of food poisoning bacteria due to inadequate cooking times and temperature Bacterial contamination Acrylamide formation	Ensure adequate cooking temperature and time Cook on day of service Cook as close to service time where possible Employee training Cook starchy foods to golden yellow colour Follow manufacturer's guidance on cooking times and cooking temperatures	Y	75° C for 30 secs (or equivalent)	Monitor and record core temperatures Visual checks	Increase cooking time until required temperature is achieved Discard food if further cooking not possible or is overcooked Review working practices Retrain employees Repair or replace equipment if deficiencies noted

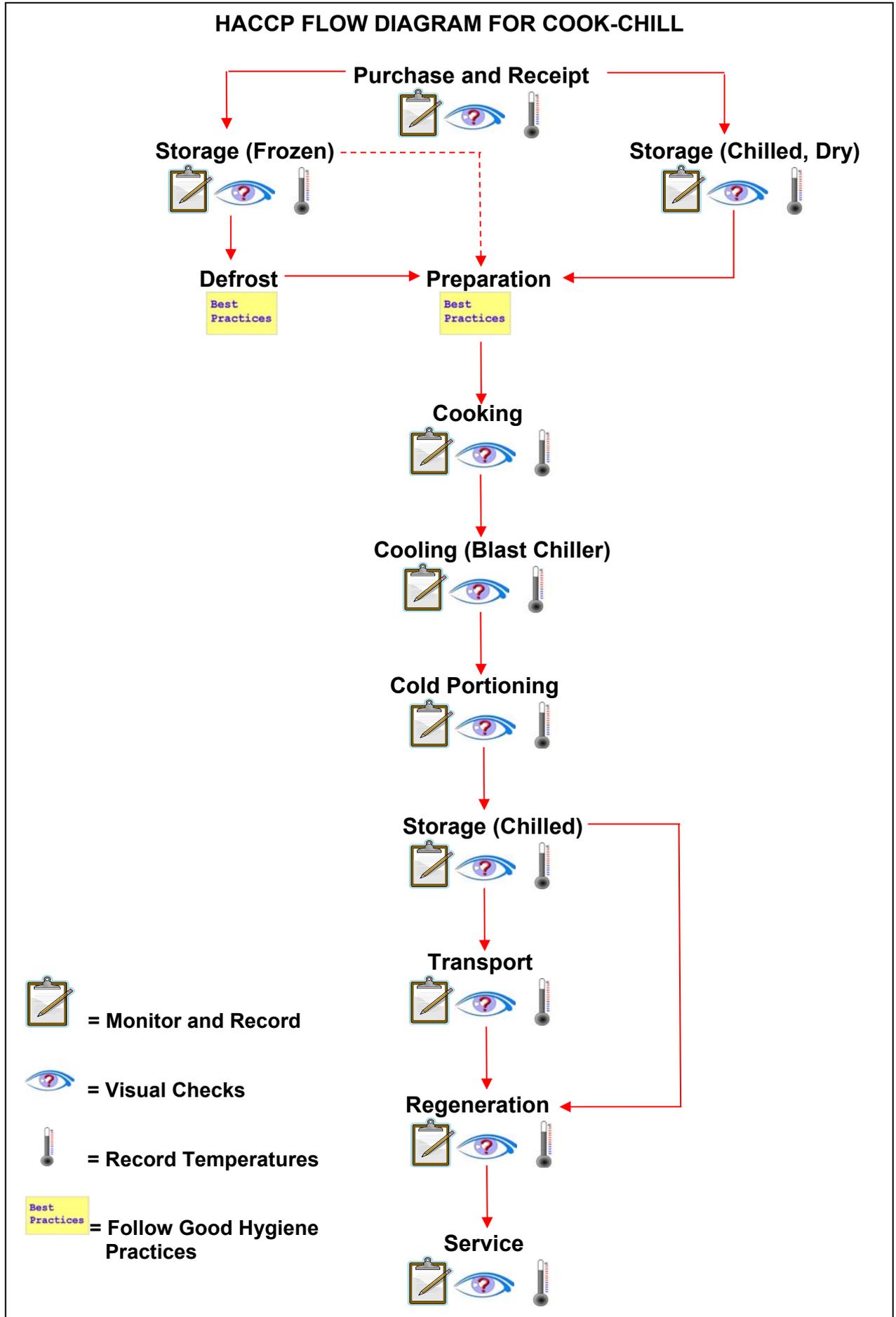
HACCP Control Chart for Meals on Wheels

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Transport	Growth of bacteria due to incorrect storage temperature	Ensure foods are transported above 65°C.	Y	63°C	Monitor and record food temperature for each transport run on leaving main kitchen and at each venue/domestic property	Discard food products if locks and/or seals have evidence of tampering
	Bacterial contamination due to cross-contamination from raw foods, employees, equipment	Use of seals and/or locks for transport containers if not containers are not supervised by Council employees				
	Foreign body contamination	Employee training Good hygiene practices			Seals or locks on transport containers must be secure upon leaving main kitchen and arrival at venue (if applicable)	Retrain employees As previous
	Chemical contamination	Ensure all foods covered Clear segregation of any chemicals on the vehicle Use of temperature controlled transport boxes			Visual checks to ensure good hygiene practices are being followed	Repair or replace equipment if deficiencies noted
Service	Growth of bacteria due to incorrect display temperature or too long on display	Serve food straightaway Customers to be advised not to reheat foodstuffs Keep foods covered until required Employee training	Y	5°C 63°C	Monitor and record service times Ensure customers are aware of any time limitations (if applicable)	Advise customers to discard food if not consumed or left out a ambient for too long Retrain employees

HACCP Control Chart for Meals on Wheels

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Service	<p>Bacterial contamination due to cross-contamination from raw foods, employees, equipment</p> <p>Foreign body contamination</p> <p>Chemical contamination</p>	<p>Good hygiene practices</p> <p>If served/displayed at ambient keep times to a minimum (2 hours for hot served products and customers to be advised accordingly)</p>	Y	5°C 63°C	Visual checks to ensure that good hygiene practices are being followed	As previous

HACCP FLOW DIAGRAM FOR COOK-CHILL



-  = Monitor and Record
-  = Visual Checks
-  = Record Temperatures
-  = Follow Good Hygiene Practices

****This flow diagram and HACCP chart is for those establishments employing this specific process. As at March 2019, this is only the commercial arm Cardiff Catering****
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HACCP Control Chart for Cook-Chill

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Purchase and Receipt	Bacterial contamination due to cross-contamination from raw foods, employees and equipment	Use of reputable suppliers. If purchasing from retail outlets, ensure raw products are transported separately from all other products. Ensure that products are refrigerated within 2 hours	N	5°C -15°C	Monitor and record all delivery temperatures	Reject delivery and inform supplier
	Growth of bacteria due to incorrect storage temperature	Delivery temperatures must be below 5°C/ -15°C			Visual checks	Complete Food and Drink Supplier Complaints Form and forward to line manager
	Foreign body contamination	All deliveries must be checked for broken/damaged packaging and/or signs of contamination			Check use by/durability dates	Retrain employees
	Chemical contamination	Chemicals should not be received on the same delivery			Check condition of product and packaging	
	Acrylamide formation	Bruised or damaged products will be rejected				
		Products that appear overcooked by the manufacturer will be rejected				

HACCP Control Chart for Cook-Chill

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Storage	Growth of bacteria due to incorrect storage temperature	Employee training and good hygiene practices	N	5°C -18°C	Monitor and record fridge and freezer temperatures at least daily Visual checks to ensure date coding is being followed Visual checks to ensure correct procedures are being followed	In the event of equipment temperatures being between 4°C and 5°C (chilled) or above -18°C (frozen) then the following will apply: Check temperature of jelly pot or bottled water with probe thermometer. If at, or above, 4°C/-18°C move product to another unit and follow breakdown procedure in work instructions. In refrigerators, if temperature of foods is over 4°C but below 5°C check manufacturers guidance, discard/use any foods needed to be stored below 4°C Discard foods above agreed temperatures (5°C or -18°C if freezers) or consideration given to using products Retrain employees Review working practices Discard products past manufacturers shelf life
	Growth of bacteria due to exceeding storage time limits	Correct use of chemicals				
	Foreign body contamination	Foods protected from sources of contamination				
	Chemical contamination	Open bags to be decanted into lidded, washable containers				
	Acrylamide formation	Separate raw and RTE foods or store raw foods below RTE foods				
		Storage areas to be well maintained, clean and pest free				
		Ensure chilled products are stored between 0°C-4°C and frozen products are stored -18°C or below				
	Good stock rotation, first in first out rule					

HACCP Control Chart for Cook-Chill

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Storage (Cont'd)	As Previous	<p>Bags of products not to be stored against walls</p> <p>Uncooked starchy foods are not to be stored in the fridge</p> <p>Once opened products will have a shortened shelf life and may need to be refrigerated (if not already). Check manufacturer's guidance</p> <p>Follow date coding, label foods</p>	N	5°C -18°C	As Previous	As Previous
Defrost	<p>Growth of bacteria due to poor control of temperature during defrosting</p> <p>Bacterial contamination due to poor hygiene practices</p> <p>Foreign body contamination</p> <p>Chemical contamination</p>	<p>Defrost under controlled temperature conditions following manufacturers guidance, allowing adequate time for complete defrost</p> <p>Raw foods to be defrosted separately in bottom of refrigerator</p>	N	4°C	Visual checks	<p>Extend defrost time to ensure that food is completely defrosted</p> <p>Do not cook until completely defrosted</p> <p>Do not defrost in a microwave</p> <p>Retrain employees</p>

HACCP Control Chart for Cook-Chill

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Defrost (Cont'd)	Inadequate defrosting leading to potential of inadequate cooking and survival of food poisoning bacteria	Do not refreeze after thawing Employee training	N	4°C	As previous	As previous
Preparation	Growth of bacteria due to too long a period at room temperature Bacterial contamination due to poor hygiene practices Foreign body contamination Chemical contamination	Minimise time held at room temperature Good hygiene practices Employee training Clean As You Go Correct use of chemicals Thoroughly wash all fruit and vegetables Prepare raw foods separately from RTE foods, in designated raw area, using designated equipment for raw and RTE foods Joints of meat/meat products to be less than 2.5kg and less than 100mm in thickness	N		Visual checks to ensure good hygiene practices and correct procedures being followed	Retrain employees Review working practices

HACCP Control Chart for Cook-Chill

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Cooking	<p>Survival of food poisoning bacteria due to inadequate cooking times and temperature</p> <p>Bacterial contamination</p> <p>Acrylamide formation</p>	<p>Ensure adequate cooking temperature and time</p> <p>Must be cooked on the same day as the entire process will be completed</p> <p>Employee training</p> <p>Stir liquids regularly to ensure even heat distribution</p> <p>Cook starchy foods to golden yellow colour and follow manufacturer's guidance on cooking times/temperatures</p> <p>Meat joints/products must be less than 2.5kg and less than 100mm in thickness</p>	Y	75°C for 30 secs (or equivalent)	<p>Monitor and record core temperatures</p> <p>Visual checks</p>	<p>Increase cooking time until required temperature is achieved</p> <p>Discard food if further cooking not possible or is overcooked</p> <p>Review working practices Retrain employees</p> <p>Replace/repair equipment if deficiencies noted</p>
Cooling (Blast Chiller)	Growth of bacteria due to too long a cooling period	<p>Cool rapidly in smaller portions/pieces</p> <p>Use shallow containers for cooling</p>	Y	1°C-3°C in 90 mins or under	Monitor start/finish of cooling times and final temperature	<p>Discard food if not cooled to target temperature in under 90 mins.</p> <p>Review working practices</p>

HACCP Control Chart for Cook-Chill

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Cooling (Blast Chiller cont'd)	Bacterial contamination due to cross-contamination from raw foods, employees, equipment	Cool as soon as possible following cooking, preferably immediately Keep foods covered Employee training Good hygiene practices Use of blast chiller is mandatory for this process	Y	1°C-3°C in 90 mins or under	Record cooling times and temperatures Visual checks	Retrain employees Replace/repair equipment if deficiencies noted
Cold Portioning	Growth of bacteria due to incorrect temperature of cold portioning room Bacterial contamination due to cross-contamination from raw foods, employees, equipment, poor hygiene practices	Room must be regulated at a temperature of 10°C or less Carry out cold portioning procedure immediately after cooling (Blast Chiller) Portioning of food must be completed in under 30 minutes	Y	<10°C	Monitor temperature of cold room and record Monitor start/finish time of cold portioning process and record Visual Checks	Review working practices Retrain employees Replace/repair equipment if deficiencies noted

HACCP Control Chart for Cook-Chill

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Cold Portioning	Foreign body contamination Chemical contamination	As previous	Y	<10°C	As previous	As previous
Storage (Chilled)	Growth of bacteria due to incorrect storage temperature Growth of bacteria due to exceeding storage time limits Foreign body contamination Chemical contamination	Ensure chilled products are stored between 0°C-3°C Follow date coding Employee training and good hygiene practices Correct use of chemicals Foods protected from sources of contamination Storage areas to be well maintained, clean and pest free Products can only be kept for maximum of 5 days (inclusive of preparation day and regeneration day)	Y	3°C	Monitor and record fridge and freezer temperatures at least daily Visual checks to ensure date coding is being followed Visual checks to ensure correct procedures are being followed	In the event of equipment temperatures being recorded at above 3°C then the following will apply: - check temperature of jelly pot or bottled water with probe thermometer. If at or above 3°C to another refrigerated unit, and follow breakdown procedure work instructions. If temperature of jelly pot/bottled water is above 3°C discard foodstuffs. Retrain employees Review working practices

HACCP Control Chart for Cook-Chill

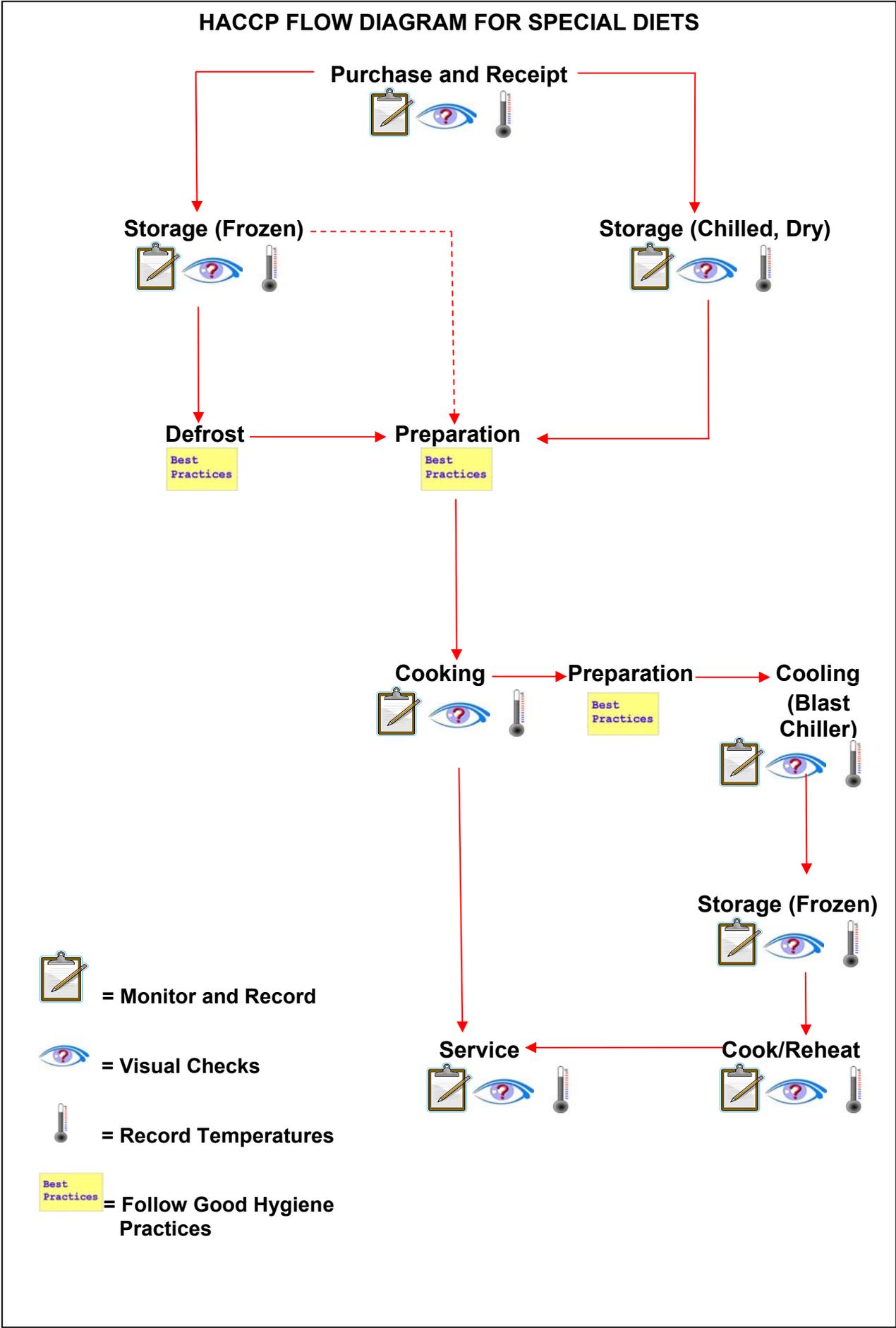
PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Transport	<p>Growth of bacteria due to incorrect storage temperature</p> <p>Bacterial contamination due to cross-contamination from raw foods, employees, equipment</p> <p>Foreign body contamination</p> <p>Chemical contamination</p>	<p>Ensure foods are transported between 0°C-3°C</p> <p>Use of seals and/or locks for transport containers if containers are not supervised by Council employees</p> <p>Employee training Good hygiene practices</p> <p>Ensure all foods covered</p> <p>Clear segregation of any chemicals on the vehicle</p>	Y	3°C	<p>Monitor and record food temperature for each transport run on leaving main kitchen and arrival at each venue</p> <p>Seals or locks on transport containers must be secure upon leaving main kitchen and arrival at venue (if applicable)</p> <p>Visual checks to ensure good hygiene practices are being followed</p>	<p>Discard food products if locks and/or seals have evidence of tampering</p> <p>Discard food products if outside of temperature control for any length of time</p> <p>Discard food products if temperature rises above 3°C</p> <p>Replace/repair equipment if deficiencies noted</p> <p>Retrain employees</p>
Regeneration	<p>Survival of food poisoning bacteria due to inadequate cooking times and temperature</p> <p>Bacterial contamination</p>	<p>Ensure adequate regeneration temperature and time</p> <p>Foods must not be allowed to cool to under 65°C. If foods cool they must be disposed of</p> <p>Employee training</p>	Y	75°C for 30 secs (or equivalent)	<p>Monitor and record core temperatures</p> <p>Visual checks</p>	<p>Increase cooking time until required temperature is achieved</p> <p>Discard food if further cooking not possible</p> <p>Review working practices</p> <p>Retrain employees</p>

HACCP Control Chart for Cook-Chill

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Regeneration (Cont'd)	As previous	Must be regenerated no more than 30 minutes from leaving chilled storage	Y	75°C for 30 secs (or equivalent)	As previous	Replace/repair equipment if deficiencies noted
Service	<p>Growth of bacteria due to incorrect storage/holding temperature or too long at ambient temperature before service</p> <p>Bacterial contamination due to cross-contamination from raw foods, employees, equipment</p> <p>Foreign body contamination</p> <p>Chemical contamination</p>	<p>Serve food within 15 mins of regeneration</p> <p>Keep foods covered until required</p> <p>Employee training</p> <p>Good hygiene practices</p>	Y	65°C	<p>Monitor and record service temperature/times</p> <p>Visual checks to ensure that good hygiene practices are being followed</p>	<p>Discard food products that have not been served within 15 minutes of transport.</p> <p>Review working practices</p> <p>Retrain employees</p> <p>Replace/repair equipment if deficiencies noted</p>

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****This flow diagram and HACCP chart is for those service areas employing this specific process. As at June 2019, this includes only Education Catering.****

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HACCP Control Chart for Special Diets

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Purchase and Receipt	Bacterial contamination due to cross-contamination from raw foods, employees and equipment	Use of reputable suppliers	N	5°C -15°C	Monitor and record all delivery temperatures	Reject delivery and inform supplier
	Growth of bacteria due to incorrect storage temperature	Delivery temperatures must be below 5°C/-15°C			Visual checks	Complete Food and Drink Supplier Complaints Form and forward to line manager
	Foreign body contamination	All deliveries must be checked for broken/damaged packaging and/or signs of contamination			Check use by/durability dates	Retrain employees
	Chemical contamination	All deliveries must be checked and chemicals should not be received on the same delivery			Check condition of product and packaging	
	Acrylamide formation	If purchasing from a retail outlet, ensure raw products are transported separately from all other products and ensure that products are refrigerated within 2 hours				
		Bruised or damaged products will be rejected				

HACCP Control Chart for Special Diets

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Purchase and Receipt (Cont'd)	As previous	Products that appear overcooked by the manufacturer will be rejected	N	5°C -15°C	As previous	As previous
Storage	<p>Growth of bacteria due to incorrect storage temperature</p> <p>Growth of bacteria due to exceeding storage time limits</p> <p>Foreign body contamination</p> <p>Chemical contamination</p> <p>Acrylamide formation</p>	<p>Employee training and good hygiene practices</p> <p>Correct use of chemicals</p> <p>Foods protected from sources of contamination</p> <p>Open bags to be decanted into lidded, washable containers</p> <p>Separate raw and high risk RTE foods, Store raw foods below RTE foods</p> <p>Storage areas to be well maintained, clean and pest free</p> <p>Ensure chilled products are stored between 0°C-4°C</p>	N	5°C -18°C	<p>Monitor and record fridge and freezer temperatures at least daily</p> <p>Visual checks to ensure date coding is being followed</p> <p>Visual checks to ensure correct procedures are being followed</p>	<p>In the event of equipment temperatures being between 4°C and 5°C (chilled) or above -18°C (frozen) then the following will apply:</p> <p>Check temperature of jelly pot or bottled water with probe thermometer. If at, or above, 4°C/-18°C move product to another unit and follow breakdown procedure in work instructions</p> <p>In refrigerators, if temperature of foods is over 4°C but below 5°C check manufacturers guidance, discard/use any foods needed to be stored below 4°C</p> <p>Discard foods above agreed temperatures (5°C or -18°C if freezers) or consideration given to using products</p> <p>Retrain employees</p>

HACCP Control Chart for Special Diets

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Storage (Cont'd)	As previous	<p>Ensure frozen products are stored -18° C or below</p> <p>Good stock rotation, first in first out rule</p> <p>Follow date coding, label foods</p> <p>Bags of products are not to be stored against walls</p> <p>Uncooked starchy foods are not to be stored in the fridge</p>	N	5°C -18°C	As previous	<p>Review working practices</p> <p>Discard products past manufacturers shelf life</p>
Defrost	<p>Growth of bacteria due to poor control of temperature during defrosting</p> <p>Bacterial contamination due to poor hygiene practices</p> <p>Inadequate defrosting leading to potential of inadequate cooking and survival of food poisoning bacteria</p>	<p>Defrost under controlled temperature conditions following manufacturers guidance, allowing adequate time for complete defrost</p> <p>Raw foods to be defrosted separately in bottom of refrigerator</p> <p>Do not refreeze after thawing</p>	N	4°C	Visual checks	<p>Extend defrost time to ensure that food is completely defrosted</p> <p>Do not cook until completely defrosted</p> <p>Retrain employees</p>

HACCP Control Chart for Special Diets

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Defrost (Cont'd)	Foreign body contamination Chemical contamination	Employee training	N	4°C	As previous	As previous
Preparation	Growth of bacteria due to too long a period at room temperature Bacterial contamination due to poor hygiene practices Foreign body contamination Chemical contamination	Minimise time held at room temperature. Good hygiene practices Employee training Clean As You Go Correct use of chemicals Thoroughly wash all fruit and vegetables Prepare raw foods separately from RTE foods, in designated raw area, using designated equipment for raw and RTE foods	N		Visual checks to ensure good hygiene practices and correct procedures being followed	Retrain employees Review working practices
Cooking	Survival of food poisoning bacteria due to inadequate cooking times and temperature	Must be cooked on the same day as the entire process will be completed	Y	75°C for 30 secs (or equivalent)	Monitor and record core temperatures Visual checks	Increase cooking time until required temperature is achieved

HACCP Control Chart for Special Diets

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Cooking (Cont'd)	Bacterial contamination Acrylamide formation	Ensure adequate cooking temperature and time Employee training Stir liquids regularly to ensure even heat distribution Cook starchy foods to golden yellow colour Follow manufacturer's guidance on cooking times and cooking temperatures	Y	75°C for 30 secs (or equivalent)		Discard food if further cooking not possible or is overcooked Review working practices Retrain employees Replace/repair equipment if deficiencies noted
Preparation (After Cooking)	Bacterial contamination Foreign body contamination Chemical contamination Growth of bacteria due to too long outside of temperature control	Preparation to be undertaken whilst products still hot. No cooling period allowed Preparation to be undertaken away from raw area Minimise time food held at room temperature	Y	1°C-3°C in 90 mins or under	Visual checks to ensure good hygiene practices and correct procedures being followed Monitor and record start/finish of cooling times and final temperature (including time at room temperature during second stage preparation)	Move onto next stage if food is held at room temperature for longer than 20 minutes Discard food if moving onto next stage is not possible Review working practices Retrain employees

HACCP Control Chart for Special Diets

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Preparation (After Cooking) (Cont'd)	As Previous	<p>Second stage preparation should not take longer than 20 minutes. This step forms part of the cooling process</p> <p>Good hygiene practices</p> <p>Employee training</p> <p>Clean As You Go</p>	Y	1°C-3°C in 90 mins or under	As Previous	As Previous
Cooling (Blast Chiller)	<p>Growth of bacteria due to too long a cooling period</p> <p>Bacterial contamination due to cross-contamination from raw foods, employees, equipment</p>	<p>Cool rapidly in smaller portions/pieces</p> <p>Use shallow containers for cooling</p> <p>Keep foods covered</p> <p>Employee training</p> <p>Good hygiene practices</p> <p>Use blast chiller is mandatory for this process</p>	Y	<p>1°C-3°C in 90 mins or under</p> <p>-5°C in under 90 minutes for frozen storage</p>	<p>Monitor start/finish of cooling times and final temperature (including time at room temperature during second stage preparation)</p> <p>Record cooling times and temperatures</p> <p>Visual checks</p>	<p>Discard food if not cooled to target temperature in under 90 mins.</p> <p>Review working practices</p> <p>Retrain employees</p> <p>Replace/repair equipment if deficiencies noted</p>
Storage (Frozen)	Growth of bacteria due to incorrect storage temperature	Ensure frozen products are stored -18° C or below	Y	-18°C	Monitor and record fridge and freezer temperatures at least daily	As below

HACCP Control Chart for Special Diets

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Storage (Frozen) (Cont'd)	<p>Growth of bacteria due to exceeding storage time limits</p> <p>Foreign body contamination</p> <p>Chemical contamination</p>	<p>Good stock rotation, first in first out rule</p> <p>Follow date coding, label foods</p> <p>Separate raw and high risk RTE foods</p> <p>Correct use of chemicals</p> <p>Foods protected from sources of contamination</p> <p>Storage areas to be well maintained, clean and pest free</p> <p>Ensure frozen products are stored below -18°C and are only kept for maximum of 56 days (inclusive of preparation day and regeneration day)</p> <p>Products being stored in frozen storage must be</p>	Y	-18°C	Visual checks to ensure date coding is being followed	<p>In the event of equipment temperatures being above -18°C (frozen) then discard foods above agreed temperatures or consideration given to using products</p> <p>Retrain employees</p> <p>Review working practices</p> <p>Discard products past manufacturers shelf life</p>

HACCP Control Chart for Special Diets

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Storage (Frozen) (Cont'd)	As Previous	frozen on day of production Employee training and good hygiene practices	Y	-18°C	As Previous	As Previous
Cook/ Reheat	Survival of food poisoning bacteria due to inadequate cooking times and temperature Bacterial contamination	Ensure adequate cooking temperature and time Must be regenerated no more than 30 minutes from leaving chilled storage Foods must not be allowed to cool to under 65°C. If foods cool they must be disposed of Employee training Specific instructions printed/displayed on product for cook/chill vending	Y	75°C for 30 secs (or equivalent)	Monitor and record core temperatures Visual checks	Increase cooking time until required temperature is achieved Discard food if further cooking not possible Review working practices Retrain employees Replace/repair equipment if deficiencies noted

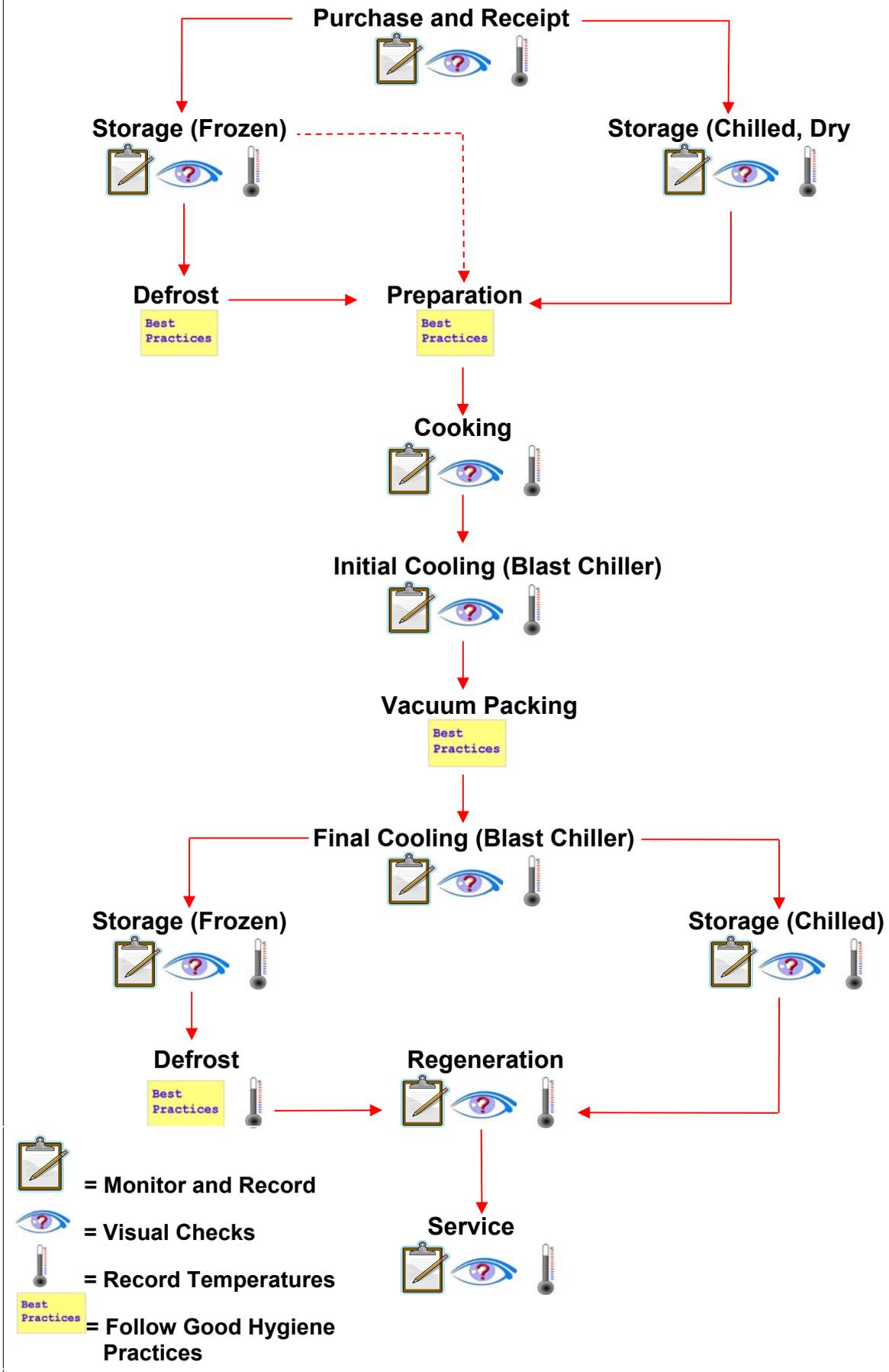
HACCP Control Chart for Special Diets

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Service (Cont'd)	<p>Growth of bacteria due to incorrect storage/holding temperature or too long at ambient temperature before service</p> <p>Foreign body contamination Bacterial contamination due to cross-contamination from raw foods, employees, equipment</p> <p>Chemical contamination</p>	<p>Service of food must commence within 15 mins of cook/reheat</p> <p>Keep foods covered until required</p> <p>Employee training</p> <p>Good hygiene practices Separate raw and RTE high risk foods</p> <p>Keep foods covered until required</p>	Y	65°C	<p>Monitor and record service temperature/times</p> <p>Visual checks to ensure that good hygiene practices are being followed</p>	<p>Discard food products that have not been served within 15 minutes of cook/reheat.</p> <p>Review working practices</p> <p>Retrain employees</p> <p>Replace/repair equipment if deficiencies noted</p> <p>Discard food at end of service or if visibly contaminated or known to be contaminated by raw food, chemical or foreign body.</p>

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HACCP FLOW DIAGRAM FOR COMPOSITE RECIPES INCLUDING BLAST CHILLING AND VACUUM PACKING FOR EXTENDED STORAGE



Use this flow diagram and HACCP chart for foodstuffs such as lasagnes, curries, chilli con carne, etc. (This list is not exhaustive)*

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HACCP Control Chart for Composite Recipes Including Blast Chilling and Vacuum Packing for Extended Storage

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Purchase and Receipt	Bacterial contamination due to cross-contamination from raw foods, employees and equipment	Use of reputable suppliers. If purchasing from retail outlets, ensure raw products are transported separately from all other products. Ensure that products are refrigerated within 2 hours	N	5°C -15°C	Monitor and record all delivery temperatures	Reject delivery and inform supplier
	Growth of bacteria due to incorrect storage temperature	Delivery temperatures must be below 5°C/ -15°C			Visual checks	Complete Food and Drink Supplier Complaints Form and forward to line manager
	Foreign body contamination	All deliveries must be checked for broken/damaged packaging and/or signs of contamination			Check use by/durability dates	Retrain employees
	Chemical contamination	Chemicals should not be received on the same delivery			Check condition of product and packaging	
	Acrylamide formation	Bruised or damaged products will be rejected				
		Products that appear overcooked by the manufacturer will be rejected				

HACCP Control Chart for Composite Recipes Including Blast Chilling and Vacuum Packing for Extended Storage

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Storage	Growth of bacteria due to incorrect storage temperature	Employee training and good hygiene practices	N	5°C -18°C	Monitor and record fridge and freezer temperatures at least daily	In the event of equipment temperatures being between 4°C and 5°C (chilled) or above -18°C (frozen) then the following will apply: Check temperature of jelly pot or bottled water with probe thermometer. If at, or above, 4°C/-18°C move product to another unit and follow breakdown procedure in work instructions. In refrigerators, if temperature of foods is over 4°C but below 5°C check manufacturers guidance, discard/use any foods needed to be stored below 4°C Discard foods above agreed temperatures (5°C or -18°C if freezers) or consideration given to using products Retrain employees Review working practices Discard products past manufacturers shelf life
	Growth of bacteria due to exceeding storage time limits	Correct use of chemicals			Visual checks to ensure date coding is being followed	
	Foreign body contamination	Foods protected from sources of contamination			Visual checks to ensure correct procedures are being followed	
	Chemical contamination	Open bags to be decanted into lidded, washable containers				
	Acrylamide formation	Separate raw and RTE foods or store raw foods below RTE foods				
		Storage areas to be well maintained, clean and pest free				
		Ensure chilled products are stored between 0°C-4°C and frozen products are stored -18°C or below				
	Good stock rotation, first in first out rule					

HACCP Control Chart for Composite Recipes Including Blast Chilling and Vacuum Packing for Extended Storage

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Storage (Cont'd)	As previous	<p>Bags of products are not to be stored against walls</p> <p>Uncooked starchy foods are not to be stored in the fridge</p> <p>Once opened some products will have a shortened shelf life and may need to be refrigerated (if not already). Check manufacturer's guidance</p> <p>Follow date coding, label foods</p>	N	5°C -18°C	As previous	As previous
Defrost	<p>Growth of bacteria due to poor control of temperature during defrosting</p> <p>Bacterial contamination due to poor hygiene practices</p> <p>Foreign body contamination</p>	<p>Defrost under controlled temperature conditions following manufacturers guidance, allowing adequate time for complete defrost</p> <p>Raw foods to be defrosted separately in bottom of refrigerator</p>	N	4°C	Visual checks	<p>Extend defrost time to ensure that food is completely defrosted</p> <p>Do not cook until completely defrosted</p> <p>Do not defrost in a microwave</p> <p>Retrain employees</p>

HACCP Control Chart for Composite Recipes Including Blast Chilling and Vacuum Packing for Extended Storage

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Defrost (Cont'd)	Inadequate defrosting leading to potential of inadequate cooking and survival of food poisoning bacteria Chemical contamination	Do not refreeze after thawing Employee training	N	4°C	Visual checks	Extend defrost time to ensure that food is completely defrosted Do not cook until completely defrosted Do not defrost in a microwave Retrain employees
Preparation	Growth of bacteria due to too long a period at room temperature Bacterial contamination due to poor hygiene practices Foreign body contamination Chemical contamination	Minimise time held at room temperature Good hygiene practices Employee training Clean As You Go Correct use of chemicals Thoroughly wash all fruit and vegetables Prepare raw foods separately from RTE foods, in designated raw area, using designated equipment for raw and RTE foods	N		Visual checks to ensure good hygiene practices and correct procedures being followed	Retrain employees Review working practices

HACCP Control Chart for Composite Recipes Including Blast Chilling and Vacuum Packing for Extended Storage

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Cooking	<p>Survival of food poisoning bacteria due to inadequate cooking times and temperature</p> <p>Bacterial contamination</p> <p>Acrylamide formation</p>	<p>Ensure adequate cooking temperature and time</p> <p>Must be cooked on the same day as the entire process will be Completed</p> <p>Employee training</p> <p>Stir liquids regularly to ensure even heat distribution</p> <p>Cook starchy foods to golden yellow colour</p> <p>Follow manufacturer's guidance on cooking times and cooking temperatures</p> <p>Meat joints/products must be less than 2.5kg and less than 100mm in thickness</p>	Y	75°C for 30 secs (or equivalent)	<p>Monitor and record core temperatures</p> <p>Visual checks</p>	<p>Increase cooking time until required temperature is achieved</p> <p>Discard food if further cooking not possible or is overcooked</p> <p>Review working practices Retrain employees</p> <p>Replace/repair equipment if deficiencies noted</p>

HACCP Control Chart for Composite Recipes Including Blast Chilling and Vacuum Packing for Extended Storage

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Initial Cooling (Blast Chiller)	Growth of bacteria due to too long a cooling period	Start cooling process immediately after cooking	Y	Under 85°C within 10 mins	Monitor and record start/finish of cooling times and final temperature	Discard food if not cooled to target temperature in under 90 mins.
	Bacterial contamination due to cross-contamination from raw foods, employees, equipment	Product must be below 85°C in order to vacuum pack Cooling period must not be longer than 90 mins total (including vacuum pacing and final cooling) Restrict initial cooling to no longer than 10 minutes Employee training Good hygiene practices Use of blast chiller is mandatory for this process Cool rapidly in smaller portions/pieces Use shallow containers for cooling				Review working practices Retrain employees Replace/repair equipment if deficiencies noted

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HACCP Control Chart for Composite Recipes Including Blast Chilling and Vacuum Packing for Extended Storage

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PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Vacuum Packing	Bacterial contamination due to cross-contamination from raw foods, employees, equipment	<p>Must commence immediately after cooking</p> <p>Vacuum packing machine must only be used for RTE foods</p> <p>Vacuum pack bags/storage containers must be stored in RTE areas of the kitchen</p> <p>Individuals that undertake this process must wear a disposable apron</p> <p>Disposable aprons must be stored in a RTE area</p> <p>Ensure that seal on vacuum pack is secure</p> <p>Employee training</p> <p>Good hygiene practices</p>	Y		Visual checks to ensure that good hygiene practices are being followed	<p>If seal on vacuum bag fails, products can be re-decanted into new bag and re-sealed if within the 90 minutes cooling range</p> <p>If seal fails whilst in refrigerated storage, consideration may be given to immediately using that product, if with 4 days (production day plus two). If product cannot be used then it must be discarded</p> <p>If seal fails whilst in frozen storage, product must be discarded</p> <p>Review working practices</p> <p>Retrain employees</p> <p>Replace/repair equipment if deficiencies noted</p>
Final Cooling (Blast Chiller)	Growth of bacteria due to too long a cooling period	<p>Cool rapidly in smaller portions/pieces</p> <p>Use shallow containers for cooling</p>	Y	1°C-3°C in 90 mins or under for chilled storage	Monitor and record start/finish of cooling times and final temperature	<p>Discard food if not cooled to target temperature in under 90 mins.</p> <p>Review working practices</p>

HACCP Control Chart for Composite Recipes Including Blast Chilling and Vacuum Packing for Extended Storage

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Cooling (Blast Chiller) (Cont'd)	Bacterial contamination due to cross-contamination from raw foods, employees, equipment	Cool as soon as possible following cooking, preferably immediately Keep foods covered Employee training Good hygiene practices Use of blast chiller is mandatory for this process		-5°C in under 90 minutes for frozen storage	As Previous	Retrain employees Replace/repair equipment if deficiencies noted
Storage	Growth of bacteria due to incorrect storage temperature Growth of bacteria due to exceeding storage time limits Foreign body contamination Chemical contamination	Ensure chilled products are stored between 0°C-3°C and products can only be kept for maximum of 4 days (inclusive of preparation day and regeneration day) Ensure frozen products are stored below -18°C and products can only be kept for maximum of 56 days (inclusive of preparation day and regeneration day)	Y	3°C -18°C	Monitor and record fridge and freezer temperatures at least daily Visual checks to ensure date coding is being followed Visual checks to ensure correct procedures are being followed	In the event of equipment temperatures being recorded at above 3°C then the following will apply: - check temperature of jelly pot or bottled water with probe thermometer. If at or above 3°C to another refrigerated unit, and follow breakdown procedure work instructions. If temperature of jelly pot/bottled water is above 3°C discard foodstuffs. Retrain employees

HACCP Control Chart for Composite Recipes Including Blast Chilling and Vacuum Packing for Extended Storage

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Storage (Cont'd)	Growth of anaerobic bacteria	<p>Products being stored in frozen storage must be frozen on day of production</p> <p>Follow date coding</p> <p>Employee training and good hygiene practices</p> <p>Correct use of chemicals</p> <p>Foods protected from sources of contamination</p> <p>Storage areas to be well maintained, clean and pest free</p>	Y	3°C -18°C	As Previous	Review working practices
Defrost	<p>Growth of bacteria due to incorrect storage temperature</p> <p>Foreign body contamination</p> <p>Chemical contamination</p>	<p>Defrost in controlled conditions allowing adequate time for complete defrost</p> <p>Products to be defrosted in dedicated refrigerator</p> <p>Do not refreeze after thawing</p>	Y	3°C	<p>Monitor and record fridge temperatures at least daily</p> <p>Visual checks to ensure date coding is being followed</p>	<p>Do not cook until completely defrosted</p> <p>Do not defrost in a microwave</p> <p>Retrain employees</p>

HACCP Control Chart for Composite Recipes Including Blast Chilling and Vacuum Packing for Extended Storage

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Defrost (Cont'd)	As Previous	Products can be kept for 24 hours post full defrost Employee training	Y	3°C	Visual checks to ensure correct procedures are being followed Visual checks to ascertain when full defrost has been achieved	As Previous
Regeneration	Survival of food poisoning bacteria due to inadequate cooking times and temperature Bacterial contamination	Ensure adequate regeneration temperature and time Foods must not be allowed to cool to under 65°C, otherwise they must be disposed of Employee training Must be regenerated no more than 30 minutes from leaving chilled storage	Y	75°C for 30 secs (or equivalent)	Monitor and record core temperatures Visual checks	Increase cooking time until required temperature is achieved Discard food if further cooking not possible Review working practices Retrain employees Replace/repair equipment if deficiencies noted
Service	Growth of bacteria due to incorrect storage/holding temperature or too long at ambient temperature before service	Service of food must commence within 15 mins of regeneration Foods must not be allowed to cool to under 65°C. If foods cool they must be disposed of	Y	65°C	Monitor and record service temperature/times Visual checks to ensure that good hygiene practices are being followed	Discard food products that have not been served within 15 minutes of service. Review working practices Retrain employees

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HACCP Control Chart for Composite Recipes Including Blast Chilling and Vacuum Packing for Extended Storage

PROCESS STEP	HAZARDS AND SOURCES	CONTROL MEASURES	CCP Y/N	CRITICAL LIMIT	MONITORING and TARGETS (INCLUDE FREQUENCY)	CORRECTIVE ACTION AND RESPONSIBILITY (product and action to bring the CCP under control)*
Service (Cont'd)	<p>Bacterial contamination due to cross-contamination from raw foods, employees, equipment</p> <p>Foreign body contamination</p> <p>Chemical contamination</p>	<p>Keep foods covered until required</p> <p>Employee training</p> <p>Good hygiene practices</p>	Y	65°C	As Previous	Replace/repair equipment if deficiencies noted

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Section 3

Work Instructions

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Work Instructions for Organising/Executing Barbeques and Hog Roasts

Cardiff Council recognises that barbeques/hog roasts may be organised and operated within a number of different settings, including within educational facilities, and recognises the importance of having stringent food safety controls. These range from events for a few individuals to large corporate events and may take place on Council properties or external sites if requested. Cardiff Council also acknowledges that barbeques may be organised by external parties to be held on Council properties. In these instances, the event may be perceived to be Council run and as such they have a duty of care to follow these instructions.

As well as food safety, anyone organising a barbeque also has a duty to ensure health and safety. All barbeques must be risk assessed, guidance for which can be found within the Council's health and safety policy.

Why is food poisoning generally higher in warmer conditions?

- Higher temperatures allow bacteria to multiply more rapidly.
- Food is often prepared in advance and not thoroughly cooked.
- Meat products are not thoroughly cooked or do not reach the specified core temperatures.
- Raw and cooked foods are stored and/or cooked together increasing the risk of cross-contamination.
- Vegetables and fruit are bought and eaten without washing.

Do

- Purchase food from reputable supplier.
- Ensure that food is transported in controlled conditions, either in commercial transport units or cool boxes.
- Store food containers out of direct sunlight.
- Ensure that all transported raw food items will be kept separate from RTE products.
- Ensure that allergen information (packaging) is retained to provide information to consumers where needed/necessary. This should include all pre-formed meats, marinades, breads and sauces.
- Ensure that all cooks wear protective clothing consisting of either Council provided uniform and/or apron.

- Ensure that the barbeque is controlled at all times to maintain the safety of the food, employees, guests and/or public.
- Cook all foods in accordance to the HACCP charts and guidelines within this manual
- Ensure that temperature control monitoring is carried out at various points during cooking and is recorded in accordance with the HACCP charts within this manual.
- Carry out visual checks to ensure the food is of high standards at all times, i.e. cut into the middle of the burger or sausage. It should be piping hot inside with no pink meat left. Preferably a probe should be used to ensure that the correct core temperature has been reached, i.e. 75°C for 30 seconds. This should be monitored and recorded.
- Ensure that whole pigs are **not** cooked at once. Pigs should be jointed with each joint cooked separately and in line with the HACCP charts within this manual.
- Store food under controlled conditions, either in refrigerators or cool boxes, both of which must be monitored in accordance with this HACCP manual.
- Ensure handling of RTE products, i.e. rolls and breads, is minimal and food handlers wash their hands after handling raw products and before handling RTE products.
- Serve any RTE foodstuffs, i.e. salads, in controlled conditions, serving small amounts and replenish frequently.
- Ensure all high risk, RTE products that have remained outside of temperature control longer than 4 hours are discarded; this includes preparation time.
- Ensure that food to be served or is required to be kept hot is held either on the barbeque shelf or in chaffing dishes and temperatures monitored and recorded.
- Dispose of all rubbish and any leftover food in sealed bags and place in external containers.
- Ensure that if using charcoal barbeque, coals are white and no flames are present before cooking process commences. Preferably use gas barbeque.
- Wash hands frequently.
- Ensure that raw fruit and vegetables are washed in potable water.
- Ensure that frozen food is properly thawed before cooking commences.
- Use clean, disinfected equipment and clean regularly. Any equipment that comes into contact with raw foods must not come into contact, at any time, with equipment that is used with RTE/cooked foods. All equipment that is used with raw foods should be washed in a commercial dishwasher on at 82°C rinse cycle.
- Use different utensils for raw, cooking and cooked food. Segregate raw, cooking and cooked areas on the barbeque.

- When cleaning the utensils and equipment that have been used with raw foods, ensure that separate cleaning cloths are used (this includes throughout the washing up process).
- Where possible use colour coded boards:

Red: Raw Meat	Blue: Fish
Yellow: High Risk Food	Brown: Raw Vegetables
White: Dairy and Bakery	Green: Salad

Don't

- Do not allow young persons under the age of eighteen to cook food on a barbeque.
- Do not allow smoking around the preparation or cooking of food in a barbeque setting.
- Do not allow drinking of alcohol whilst in control of a barbeque.
- Do not allow any high risk, RTE product to remain outside of temperature control for longer than 4 hours.
- Do not attempt to reheat food.
- Do not prepare food too far in advance.
- Do not serve burgers and sausages rare, because there may be bacteria throughout the product due to the mincing process.
- Do not add a sauce or marinade to cooked food if it has been used with raw products.



Do not cook chicken on a barbeque unless in a commercial catering setting.
Food handlers have food safety awareness with at least 1 person supervising food production with Level 2 Award in Food Safety in Catering.

Personal Hygiene

- Always wash your hands thoroughly with soap and warm water working up a lather and paying attention to your wrists, hands, fingers, thumbs, fingernails, fingertips and in between the fingers. The process should last a minimum of 30 seconds.
- Rinse the soap off your hands with clean, warm water.
- Dry hands with a disposable paper towel and the use towel to turn off tap. Preferably use non hand-operated taps, to avoid transference of bacteria.

- Hands should be washed frequently, but in particular on the following occasions, this list is not exhaustive; after visiting the toilet, after handling raw food (meat, fish, pastry, eggs and vegetables), after handling dirty equipment (including money), after handling delivery packaging, after handling refuse, after cleaning surfaces or equipment.
- Do not handle food when you are ill with stomach problems, such as diarrhoea or vomiting or have been ill in the previous 48 hours.
- Do not touch food if you have sores or cuts, unless they are covered with a waterproof dressing.
- Don't wear jewellery when handling food.
- Do not wipe hands in uniforms.
- Change soiled aprons.

HACCP Control and Work Instruction Chart for Barbeques and Hog Roasts

Purchases and Deliveries



- Use of reputable suppliers, if purchasing from a retail outlet ensure raw products are transported separately from other products and ensure that products are refrigerated within 2 hours (if not in a cool bag)
- Temperatures must be 5°C or below (Chilled) and -15°C or below (Frozen)
 - Monitor and record temperatures; visual checks

Storage



- Ensure all foods are stored at or below 4°C (target) (chilled) and -18°C or below (Frozen)
 - FIFO (First in first out) rules apply
 - Separate raw and high risk RTE foods
- Raw foods must always be stored below RTE foods
 - Check use by dates, label foods
 - Store away from chemicals
- Monitor and record temperatures, visual checks

Defrosting



- Do not defrost foods at ambient temperatures for any longer than 2 hours before (finishing defrosting under refrigerated conditions)
 - Do not defrost in direct sunlight
 - Defrost in rooms that are well ventilated and free from pests
 - Once thawed cook within 24 hours
- Always defrost in controlled conditions in the fridge (Place on trays and cover) or cool boxes
 - Keep raw foods separate from RTE foods

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Preparation



- Wash and disinfect workbenches prior to preparation
- When preparing foods use designated equipment and work areas for raw and RTE foods
- Ensure that you have adequate chopping boards, knives, utensils and service cloths to allow for segregation
 - Work methodically ensuring good food hygiene “CLEAN AS YOU GO”
 - Wash hands when starting each new job
 - Prepare foods in as short as time as possible and as close to service as practicable Thoroughly wash all fruit and vegetables
 - Keep all food covered to prevent cross-contamination
 - Ensure areas are pest free
 - Visually check all foods

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Cooking

Griddle –Charcoal –Gas Barbeque



- Inspect your grill before you start making sure the racks are clean, the cover fits snugly, and there are no cracks or holes in the grill pan
- A charcoal fire takes 30-45 minutes to reach the proper cooking heat after you light it, you can tell when the coals are at proper cooking temperature because grey ash will form evenly over the briquettes/coals
 - Do not use lighter fluid as this will taint foods
 - Let the gas grill heat up for at least 10 minutes before starting to cook
- Gas grills may have lava rocks that are heated by the gas flame and cook like charcoal, keep the rocks clean to prevent a build-up of grease that may lead to flare-ups during cooking which can lead to you serving burnt and under cooked food
 - Turn meat and poultry during cooking as this helps cook more evenly
 - Cook foods on day of service and as close to service time where possible
 - Discard foods if left to long at ambient temperatures
 - Increase cooking time until required temperature is achieved
 - Keep all food covered to prevent cross-contamination
- Avoid prolonged exposure of food under sunshine and keep food cold by using ice-packs
 - Cook meat thoroughly to destroy harmful bacteria
- Ensure all food persons have Level 2 Food Hygiene and Level 3 for all persons in charge

- Ensure all food personnel are well and have not reported any sickness in the past 48 hours
 - Monitor and record temperatures, visually check
- Cut burgers, sausages to ensure centres are cooked, preferably use a probe thermometer to check core temperature at 75°C or above
 - Use separate equipment and utensils for raw foods
- Segregate areas on the barbeque for raw and cooked foods, **do not mix**
Do **not** place vegetarian foods on meat areas, use a separate Barbeque when practicable



Hot Holding



- Monitor and record temperatures
- Only hold foods for a maximum of 2 hours and then discard
 - Keep all food covered to prevent cross-contamination
 - Hold hot foods above 65°C
- Do not keep raw products stored on or in hot holding trays or hotplate



Service



- Serve food straightaway
- Ensure all foods that are displayed are below 5°C or above 65°C
 - Monitor temperatures and record
- If served /displayed at ambient keep time to a minimum (no longer than 4 hours from production time for cold served products and 2 hours for hot served products)
 - Monitor temperatures and record
- Ensure all food personnel are well and have not reported any sickness in the past 48 hours
 - Wear protective uniforms
 - Do not handle or touch food with bare hands
 - Keep all food covered to prevent cross-contamination
 - Cover all cuts with blue plasters
 - Discard all left over food
- Ensure that all food allergen information is readily available for consumers (See *pre-requisite section titled "Allergens Policy"*)

Legend:

Visual Checks



Monitor and Record



Record Temperatures



Follow Good Hygiene Practices



Work Instructions for Breakfast Clubs

Breakfast clubs are a specific food operation that takes place within many educational facilities across the city. The service that they provide is primarily low risk as there is little food preparation and no raw food handling. The service is based around typical breakfast items such as cereals, milk, toast, yoghurts and fruit. Whilst the majority of this manual can be used to manage the food safety aspects of these services, this chapter provides a useful overview of the key food safety aspects that are required, with specific signposting to other chapters and control forms required.

The expanded HACCP flow diagram below will support the operations and form the foundation on which the management of food safety within these operations can be built. Furthermore, the below do's don'ts and general tips will aid individuals within these food operations.

HACCP Control and Work Instruction Chart for Breakfast Clubs

Purchases and Deliveries



- Use reputable suppliers, ensure deliveries are stored within 20 minutes of receipt, if purchasing from a retail outlet ensure products are refrigerated within 2 hours (if not in a cool bag) (See *Work Instruction for Purchasing*)
- Temperatures of delivered goods must be 5°C or below (Chilled) and -15°C or below (Frozen)
 - Monitor and record temperatures; visual checks

****Use the control form titled “General Cold Storage, Display, Vending and Deliveries Temperature Log”****



Storage



- Ensure all foods are stored at or below 4°C (target) (Chilled) and -18°C or below (Frozen) (See *Work Instruction for Food Storage and Temperature Control*)
 - FIFO (First in first out) rules apply
 - Check use by dates, label foods
 - Store away from chemicals
 - Monitor and record temperatures, visual checks
- If temperatures are recorded between 4°C and 5°C (chilled) or above -18°C (frozen) then operators must check the temperature of jelly pot or bottled water

with probe thermometer. If the temperature of jelly pot or bottled water is at, or above, 4°C/-18°C move product to another unit and follow breakdown procedure in work instructions. If temperature of jelly pot is over 4°C but below 5°C check manufacturers guidance, discard/use any foods needed to be stored below 4°C

****Use the control form titled “General Cold Storage, Display, Vending and Deliveries Temperature Log”****

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Preparation



- Wash and disinfect worktops (*See Work Instruction for Cleaning*)
 - Wash all fruit before use
- Ensure that all food handlers are equipped with appropriate attire for a food preparation area (*See Work instruction for Personal Hygiene*)
- When preparing foods use clean and disinfected equipment and work areas
 - Work methodically ensuring good food hygiene “CLEAN AS YOU GO”
- Ensure all food handlers wash hands effectively before starting work and in-between tasks (*See Work Instruction for Personal Hygiene*)
- Prepare foods in as short as time as possible and as close to service as practicable
 - Keep all food covered to prevent cross-contamination
 - Ensure areas are pest free
 - Visually check all foods

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Cooking Toaster



- Inspect your toaster before you start making sure that toaster is clean and free of debris
- Only place products suitable for toasting into toaster, e.g. sliced bread. Refer to manufacturer’s instructions if other bread products require toasting
- Cook toast and other starchy products to golden yellow colour. Discard toast that has been overcooked/toasted
 - Keep all food covered to prevent cross-contamination
 - Ensure all food handlers have Level 2 Food Hygiene qualification
- Ensure all food personnel are well and have not reported any sickness in the past 48 hours
 - Visually check products

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Service



- Serve food straightaway
- Ensure all high risk foods that are displayed are kept below 5°C or above 65°C

- Monitor temperatures and record
- If served /displayed at ambient keep time to a minimum (no longer than 4 hours from production time for cold served products and 2 hours for hot served products)
- Monitor temperatures and record
- Ensure all food personnel are well and have not reported any sickness in the past 48 hours
 - Wear protective uniforms
 - Do not handle or touch food with bare hands
- Keep all food covered to prevent cross-contamination
 - Cover all cuts with blue plasters
 - Discard all left over food
- Ensure that all food allergen information is readily available for consumers (See *pre-requisite section titled “Allergens Policy”*)

Legend:

Visual Checks



Monitor and Record



Record Temperatures



Follow Good Hygiene Practices



Do

- Ensure that a cleaning schedule is developed, implemented and maintained (See *control from titled “Cleaning Schedule Pro Forma*).
- Ensure that an allergen matrix is developed, implemented and maintained (See *pre-requisite section titled “Allergens Policy”*). Where a matrix is not practicable, ensure that allergen information (packaging) is retained to provide information to consumers where needed/necessary. This should include all breads, jams/marmalades and cereals.
- Vegetables and fruit are washed before preparation/consumption.
- Purchase food from a reputable supplier.
- Ensure that food is transported in controlled conditions, if purchased from a retailer, either in commercial transport units or cool boxes.
- Store food containers out of direct sunlight.
- Ensure that all food handlers wear protective clothing consisting of either Council provided uniform and/or apron.
- Cook all foods in accordance to the HACCP charts and guidelines within this manual.
- Carry out visual checks to ensure the food is of a high standard at all times.

- Ensure handling of RTE products, e.g. rolls and breads, is minimal and food handlers wash their hands after handling raw products and before handling RTE products.
- Serve any RTE foodstuffs, e.g. yoghurts, in controlled conditions, serving small amounts and replenish frequently.
- Wash hands frequently.
- Ensure that raw fruit and vegetables are washed in potable water.
- Use clean, disinfected equipment and clean regularly. Any equipment that comes into contact with raw foods must not come into contact, at any time, with equipment that is used with RTE/cooked foods. All equipment that is used with raw foods should be washed in a commercial dishwasher on at 82°C rinse cycle.
- When cleaning utensils and equipment that have been used with raw foods ensure that separate cleaning cloths are used, this includes throughout the washing up process..
- Where possible use colour coded boards relevant to the service provision:
 - White: Dairy and Bakery
 - Green: Fruit and Salad

Don't

- Do not allow any high risk product to remain outside of temperature control for longer than 4 hours.
- Do not attempt to reheat food.
- Do not prepare food too far in advance.
- Do not allow individuals that are suffering with a gastrointestinal issue, or have suffered with a gastrointestinal issue within 48 hours, handle food.



Food handlers have food safety awareness with at least 1 person supervising food production with Level 2 Award in Food Safety in Catering.

Work Instructions for Acrylamide

Due to its natural occurrence during the cooking process, the management of acrylamide follows a general rule of thumb, which is that the darker the colour of a starchy product, the greater the acrylamide level, so simple rules include:

- Cook to a golden yellow colour where appropriate, “Go for Gold”.
- Do not overcook starchy foods.
- Follow manufacturers’ instructions.

Cardiff Council recognises that it has a legal obligation to actively ensure that acrylamide is reduced as low as reasonably achievable (ALARA) in its foodstuffs. Of the eight categories of foodstuffs covered by the legislation (See Acrylamide Policy in Section 1 – Pre-Requisites), only four will be applicable to the food businesses within Cardiff Council. These are:

- French fries, other cut and deep fried products (e.g. chips and fried roast potatoes) and sliced potato crisps from fresh potatoes.
- Bread.
- Breakfast cereals (excluding porridge).
- Fine bakery wares - cookies, biscuits, rusks, cereal bars, scones, cornets, wafers, crumpets and gingerbread, as well as crackers, crisp breads and bread substitutes.

Some of the above products will be produced within catering establishments and others will be purchased ready-made. The below guidance, specific to each food category, should be followed to ensure that acrylamide is kept ALARA within Cardiff Council food businesses.

1. French fries, other cut and deep fried products (e.g. chips and fried roast potatoes) and sliced potato crisps from fresh potatoes

Purchasing

- Check on receipt for bruised or damaged fresh potatoes and reject as necessary. Check for moist or damp packaging on paper packs, or moisture inside plastic packs.

- Whole, fresh potatoes should be stored and delivered out of refrigeration throughout the food chain (above 6°C), including at point of delivery (this does not include prepared, packaged potatoes).

Storage

- Do not store whole, fresh potatoes in the fridge. Keep in a dark place or container that does not let in the light and keeps them aired and cool but above 6°C (dry store is ideal).
- Do not bruise.
- Ensure that bags are not resting against walls.
- Follow manufacturer's instructions on storage for all other potato products.

Cooking

- Cooking instructions differ for potato products. Always read and strictly follow the manufacturer's instructions given on the packaging.
- If making home-made chips follow **one** of the following steps:
 - Soak for 30-120 mins in cold water after cutting, rinse with clean water and drain.
 - Soak for a few minutes in warm water. Rinse with clean water and drain.
 - Blanch potatoes before cooking.
- Do **not** serve over-cooked products.
- Keep the temperature between 160°C and 175°C when frying. When applying 'two-step frying', do the first step (pre-frying) at 160°C. Do not overfill the frying basket. Only fill the basket up to the halfway mark. When deep-frying smaller quantities (less than a half-full frying basket) reduce the cooking time. Discard any fries that are darker than golden yellow.
- Oil used for deep frying should be maintained by skimming and/or filtering frequently (using safe practices) to remove fines and crumbs.
- Change the oil regularly.
- Keep the temperature between 180°C and 220°C when using an oven; use the lower temperature when using a turbofan or any other fan-assisted oven. Turn products over halfway through the total cooking time. Discard any product that are darker than golden yellow.
- When preparing smaller quantities than indicated on pack, reduce the cooking time, to avoid excessive browning of the product.

- Cook all potato products (fried or baked) until a **golden yellow colour - “Go for Gold”**.
- Where possible, use computerised fryers with pre-set time/temperature.
- Do **not** overcook. Always avoid frying/baking until the product colour gets brown/too dark). Discard if necessary.

2. Bread (Cooked and Par-Baked)

Purchasing

- Suppliers should be expected to follow good practice guidance and cook products to a golden yellow colour (“Go for Gold”) where possible.
- Products should be rejected upon delivery if they are over-cooked.

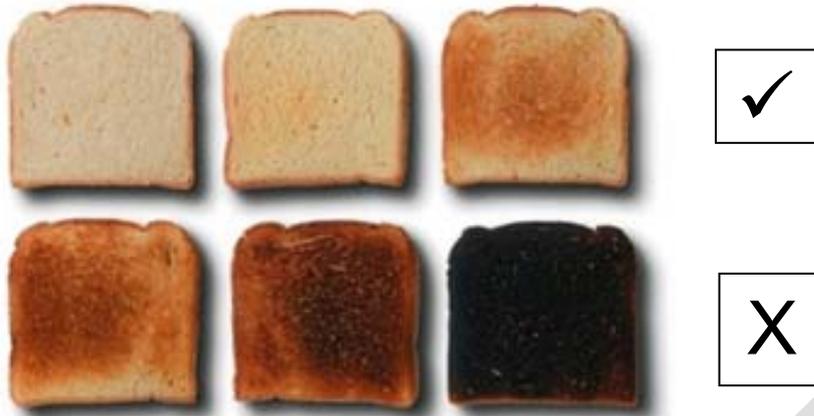
Storage

- Follow manufacturer’s storage instructions.

Cooking

- Ensure that manufacturers provide preparation instructions on product pre-mixes (bread mixes) to ensure that the acrylamide levels are as low as reasonably achievable in the final products.
- Follow manufacturer’s instructions, for example, the pre-heating of trays and ovens.
- If making bread, use ingredients and methods that allow for longer yeast fermentation and proving time.
- Use a lower oven temperature and extend the cooking time.
- All products (Freshly made or par-baked) shall be baked to a lighter colour endpoint and do not overcook the crust.
- Some products are darker in colour such as wholemeal and seeded baked goods. In this case, simply ensure that they are not overcooked as per manufacturer’s guidance.
- Do not overcook. Aim for a **golden yellow colour - “Go for Gold”** but allowing for darker finish where darker ingredients are used e.g. wholemeal flour, brown sugar.
- Discard any products that are over-cooked.
- When toasting bread, toast until the lightest level acceptable (optimal colour) – do **not** overcook and do **not** serve burnt toast. This includes toasting bread on panini machines. See below pictorial representation.

Pictorial Representation of Toasted Bread Product.



3. **Fine bakery wares - cookies, biscuits, rusks, cereal bars, scones, cornets, wafers, crumpets and gingerbread, as well as crackers, crisp breads and bread substitutes**

Purchasing

- Suppliers should be expected to follow good practice guidance and cook products to a golden yellow colour (“**Go for Gold**”) where possible.
- Products should be rejected upon delivery if they are over-cooked.

Storage

- Follow manufacturer’s storage instructions.

Cooking

- Ensure that manufacturers provide preparation instructions on product pre-mixes (cake mixes, muffin mixtures, cookie doughs/mixes) to ensure that the acrylamide levels are as low as reasonably achievable in the final products and follow manufacturer’s instructions, for example, the pre-heating of trays and ovens.
- Use a lower oven temperature and extend the cooking time.
- All products (Freshly made or par-baked) shall be baked to a lighter colour endpoint and do not overcook the crust.
- Some products are darker in colour such as cookies, chocolate muffins, etc. In this case, simply ensure that they are not overcooked as per manufacturer’s guidance.
- Do not overcook.
- Discard any products that are over-cooked.

Work Instructions for Foreign Bodies

Cardiff Council recognises the importance of regulating potential foreign bodies in the kitchen environment due to the significant health risks.

Do

- Wherever possible use stainless steel or toughened plastic equivalents.
- Fit either diffusers to all fluorescent tubes or use safety coated light strips.
- Restrict glass materials, e.g. containers, mirrors, etc., within the food preparation areas and be diligent when using glass materials elsewhere within the food business.
- Use blue plasters in all food production areas.
- Exercise care when breaking down/discarding packaging within food production areas.

Don't

- Use ordinary glass, porcelain and enamelware in food preparation areas.
- Use worn or damaged equipment.
- Use notice boards which require metal pins in food production areas.

Instructions for all breakages

Broken materials are physical hazards and very often they are difficult to see the product when it breaks as very fine splintering can occur. Splinters may also land some distance away from the initial breakage.

If a material breaks in a food preparation area, these are the steps to be followed:

- Isolate the area.
- Cease food production in the area and report the breakage to your Line Manager or Supervisor.
- Any exposed food in the area must be discarded. It is best practice to record the food wastage, stating the reason for disposal to prove due diligence. Any equipment that is in the location must be thoroughly washed and allowed to dry. Re-inspect any contaminated equipment prior to commencing production.

- Place broken material in relevant disposal bag and remove immediately, as per service area policy. In some sites this may be labelled dedicated bins and in others it will be placed into recyclable containers.
- Personnel involved in a breakage situation or clean-up operation must change their uniform.
- Personnel involved in the incident must complete the breakages section on the cleaning schedule.
- If the incident results in an injury, of any description, the accident must be reported to Line Manager or Supervisor and the corporate Accident/Dangerous Occurrence Form must be completed.



Carry out regular visual checks of equipment. Discard any cracked, chipped and/or damaged materials.

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Work Instructions for Cleaning

Cardiff Council recognises the importance of ensuring that an impeccable standard of cleaning takes place in all of our food premises. All food handlers are aware of the following do's and don'ts with regard to cleaning:

Do

- Follow instructions, i.e. the food premises cleaning schedule.
- Plan cleaning so that high-risk areas are cleaned first.
- Start at the top and work down.
- Use the correct chemicals and equipment including correct concentration, dosage and contact times following manufacturer's guidance.
- Use antibacterial disinfectant or sanitiser that conforms to official standards; BS EN 1276:1997, BS EN 13697:2001. Probe wipes used for disinfecting probes must also confirm to these standards.
- Regularly check that disinfectants and sanitisers are within their use by date to ensure that the active bacteriostatic ingredient in them is effective during use.
- Ensure that **separate** cleaning cloths are used for raw food and RTE food areas. Best practice would be to use disposable cloths.
- Pay particular attention to hand-contact surfaces, such as handles on refrigerators, doors and taps.
- Change water that becomes cool or dirty.
- Report defective or damaged equipment, shortage of chemicals or absence of protective clothing.
- Empty waste bins when full.
- Remove or cover all foodstuffs before cleaning commences.
- Read all cleaning schedules carefully and make sure all instructions are understood.
- Store cleaning equipment and chemicals separately from food, preferably in locked cupboards. Ensure that cleaning equipment/chemical storage areas are kept clean and tidy.
- Ensure that soiled/dirty cleaning cloths are kept separate from new/clean cleaning materials so that they do not become a cross-contamination hazard.
- Throw all disposable cloths away or ensure that reusable cloths are disinfected at 90°C either through mechanical (washing machine) or physical (boiling on stove) means.

- Cleaning materials, e.g. trigger spray bottles used for raw food areas/equipment must be stored separately in the raw area.
- Wash your hands after handling cleaning materials using warm water and soap.
- If in doubt, ask your manager.

Don't

- Mix chemicals unless specified by manufacturer's guidance.
- Use wash hand basins for washing equipment.
- Misuse chemicals or cleaning equipment.
- Transfer chemicals to unmarked or food containers.
- Use the same equipment for cleaning toilets and food room.
- Use the same cleaning cloths for raw and RTE food areas.
- Allow the use of kitchen cleaning materials/equipment outside of the kitchen environment.

Standards

Cleaning schedules help to communicate standards and to ensure that cleaning is carried out and managed effectively.

The Council's cleaning schedules include all of the following:

- The areas, items and surfaces to be cleaned.
- The job title of the person who must carry out the cleaning task.
- The frequency of cleaning.
- The method of cleaning and the standard to be achieved.
- The chemicals, materials and equipment needed.
- The safety precautions to be taken and the protective clothing and equipment to be worn, such as goggles and gloves.
- List of any breakages that have occurred.
- The initials or signature of the person who carried out the task.
- A manager's signature confirming that the work has been checked.

Instructions on how to clean various areas and pieces of equipment should be produced by individual service areas.

All employees are aware of the general standards required when cleaning. The list below (although not exhaustive) details the general standards:

- All surfaces that come into contact with food must be thoroughly cleaned to remove food debris and grease, disinfected, rinsed and allowed to air dry before use.
- All spillages should be cleaned as they occur.
- All cleaning equipment, i.e. scrubbers, mops and cloths that become contaminated during cleaning should be thoroughly cleaned and disinfected before storing, or disposed of, if cleaning is not possible.
- Used mop heads and cloths must be changed once a month or after approximately 30 uses (whichever is sooner).
- All areas must be kept clean and free from debris.
- Deep cleaning of all establishments will be carried out periodically by all employees
- All food surfaces will be disinfected prior to food production, e.g. 2-stage cleaning process.
- Vending machines are cleaned according to the premises cleaning schedule.
- Food preparation machinery must be cleaned and disinfected immediately after each use. Machine must be dismantled and the separate component parts thoroughly cleaned, disinfected and allowed to air dry before re-assembling. Machinery that cannot be dismantled and has been used for preparing raw foods must not be used for preparing RTE foods at any time.
- Designated utensils must be used for raw and cooked food, but if this is not possible, utensils must be cleaned/disinfected, between each use using heat disinfection, i.e. a dishwasher.
- If it is not possible to designate areas for the preparation of raw from RTE foods in the kitchen, working surfaces must be thoroughly cleaned and disinfected between processes, using the 2-stage cleaning process. Wiping with a dishcloth is not sufficient.
- All internal refuse bins must be cleaned daily.



Use disposable cloths where possible.

Use appropriate chemicals registered to British Standards - BS
EN 1276:1997, BS EN 13697:2001.

Methods for 2-Stage Cleaning

This process must be used as part of a premises opening and closing procedures. All surfaces must go through a 2-stage cleaning process before food preparation begins and at the end of each working day. This process must also be used when cleaning raw areas after each raw food preparation activity. The 2-stage cleaning process is as follows:

- **Stage 1: General Cleaning using a Detergent**

Remove all visible dirt, food particles and grease from surfaces by washing using warm soapy water. This will ensure the removal of all debris/residues from the surface before moving to stage 2.

- **Stage 2: Disinfection**

Using a disinfectant which conforms to BS EN 1276:1997, BS EN 13697:2001, spray surfaces thoroughly ensuring that entire surface is covered. Leave disinfectant for designated contact time (refer to manufacturers guidance). Then rinse and allow to air dry.

Dish-Washing Procedures

Manual Dish-Washing (using 1 sink)

- The order of washing up should be planned, so that glasses or lightly soiled items are cleaned first and equipment that has been used for raw food preparation are cleaned last.
- Remove any heavy or loose materials by scraping and rinsing in cold water.
- Place articles in the sink in an anti-bacterial detergent solution with hand warm water, and wash to remove dirt residue, allowing sufficient contact time according to manufacturer's guidance.
- Rinse in clean hot running water and allow to air dry.
- Cloths/scourers used for raw food equipment/utensils washing must be separate from the cloths/scourers used for RTE equipment/utensils.
- Items should be stacked in a clean area, ready for use.
- If these items are to be used for RTE foods then they **must** be sprayed with antibacterial spray after drying and rinsed with fresh, clean water.
- The sink area (including taps and other fittings) must be 2 stage cleaned after use.

Manual Dish-Washing (using 2 sinks)

- The order of washing up should be planned, so that glasses or lightly soiled items are cleaned first.
- Remove any heavy or loose materials by scraping and rinsing in cold water.
- Place articles in the first sink in a detergent solution with hand warm water and wash to remove dirt residue and grease.
- Place articles in the second sink to disinfect at 85°C-94°C for at least 15 seconds.
- Leave for sufficient time to kill bacteria. Baskets for disinfecting purposes should be maintained in good condition and inspected regularly. They should be loaded so that all surfaces of crockery and equipment are fully exposed to the rinse water.
- Remove articles from second sink, allow to drain and air dry.
- Items should be removed and stacked in a clean area, ready for use.
- Items that have come into contact with raw foods must be cleaned last after all other items.

Dishwashers

- Remove excess food and if necessary, pre-soak or spray item.
- Pack articles in a neat and orderly fashion in the dishwasher racks, so that the items do not overlap and place racks in the machine.
- Do **not** overload the machine.
- Do **not** interrupt the wash cycle once the machine has started.
- The hottest cycle of the machine should be used. Do **not** use a short cycle or low temperature cycle.
- The rinse cycle, with an injection of rinse aid should operate at a temperature above 82°C.
- Remove the racks and allow the cleaned items to drain and air dry.
- This is the only acceptable way of cleaning items that have come into contact with raw foods and RTE foods together.
- The dishwasher should undergo regular checks by operatives. Should there be a build-up of limescale within the machine, the dishwasher must be serviced by a competent engineer and limescale removed.
- If machine does not reach a target rinse cycle of over 82°C, then a competent engineer must be requested to check/service the machine.
- Dishwashers must be regularly cleaned, preferably on a daily basis. This includes both the outside and the inside of the machine. Operatives should ensure that the inside of the dishwasher is free from debris and that the outlet is clean and clear.



Use dishwashers where possible

Interruption to Hot Water Supply

Cardiff Council recognises that the physical facilities within which the various food operations take place are varied and include both old and new buildings. As a result, there may be occasions where interruptions to hot water supply occur. Additionally, the severity of this problem will depend on the length of time the hot water supply will be interrupted. This is a significant problem in food operations which have a statutory obligation to supply foodstuffs to service users, i.e. Education free school meals provision. Interruption of the hot water supply should not severely affect any cleaning regimes (with the exception of handwashing) due to the use of disinfectants conforming to British Standards BS EN 1276:1997 and/or BS EN 13697:2001. However, operators should be aware that whilst the first stage of the two stage clean can be completed with cold water, it may need to be repeated due to cold soapy water not having the same cleaning effect on grease as warm soapy water.

When an establishment experiences a cessation in their hot water supply, the below hot water interruption protocol/short term decision tree should be implemented to ensure the safe preparation and service of foodstuffs.

Hot Water Interruption Protocol (*To be used in conjunction with decision tree*)

In the event of a food production establishment experiencing an interruption to the hot water supply, efforts should be made to ascertain the period of time in which the establishment will not receive hot water. The below steps outline the potential actions, these do not necessarily have to be followed in order as the remedial actions will depend on the period of time that the establishment will be without hot water.

Immediate short term interruption (1-3 hours)

1. If possible, restrict food preparation so that no active food handling takes place, i.e. chopping and cutting, for any product (both RTE and raw). Jars, packets, dried foods and frozen not meat/fish products can be prepared and cooked.

2. Ensure that the hand soap product used in the establishment is anti-bacterial and ensure that through handwashing takes place despite the lack of hot water (As per the Work Instruction for Personal Hygiene).
3. Ensure that all equipment and utensils are cleaned through a dishwasher. Ensure that dishwasher is cold water fed.

Short term interruption (Over 3 hours to 2 days)

4. *OPTION 1* - Consider decanting food production to alternative premises. The alternative premises must be suitable for professional food production and must follow the guidelines for food production as laid out in this manual.
5. *OPTION 2* – If *OPTION 1* is not possible, consideration should be given to changing the food offer. This means that raw foods (raw meat, fish, fruit and vegetables that have come into contact with soil) must not be prepared. Pre-prepared and RTE foodstuffs from fridges and freezers can be used and a relatively full food service can be offered. Ensure that points 2 and 3 (above) are also followed. Changes to food offer must be communicated to and approved by the Shared Regulatory Service’s (SRS) Food Safety Team. The Food Safety Team can be contacted using email address foodsafetycardiff-srswales@valeofglamorgan.gov.uk.
6. *OPTION 3* - If *OPTION 2* is not possible, then consideration should be given to purchasing/organising a ready-made food service, e.g. delivered meals. This can be in multiple forms and depends on the needs of the service. It could take the form of another premises within the same service area producing the food (cold or hot) and transporting it to the affected premises for service only. It could include requesting a food operation from another Directorate to produce the food (hot or cold) and transport it to the affected premises. For both of these options, the guidelines contained in the HACCP charts for transporting food (Section 2) must be followed. Alternatively, arrangements could be made with a supplier to deliver ready-made hot or cold meals. In this case, food operators must ensure that usual supplier arrangements are used and the guidelines for purchasing (including monitoring records) contained in this manual are followed.

Medium term interruption (3-5 days)

7. For medium term interruption of hot water supply *OPTION 3* outlined above will not be a suitable alternative, unless suitable hand washing facilities can be established. Therefore, portable wash hand basins capable of providing hot and cold water, along with drainage, would need to be installed at the affected

premises. If portable wash and basins are installed, dishwashers are cold water fed and all equipment, utensils, crockery and cutlery are cleaned through the dishwasher, then it is also feasible to reinstate raw food production. If portable wash had basins cannot be implemented only OPTIONS 2 and 4 outlined above are viable in the medium term.

Long term interruption (More than 5 days)

8. If OPTION 3 is to be maintained in the long term, a strict regime of portable wash hand basin maintenance must be initiated. Portable wash hand basins do not have mains connected potable water nor do they have mains drainage. Therefore, they create harbourage for waterborne bacteria, e.g. legionella, and will need to be regularly and thoroughly emptied, drained, cleaned and refilled.

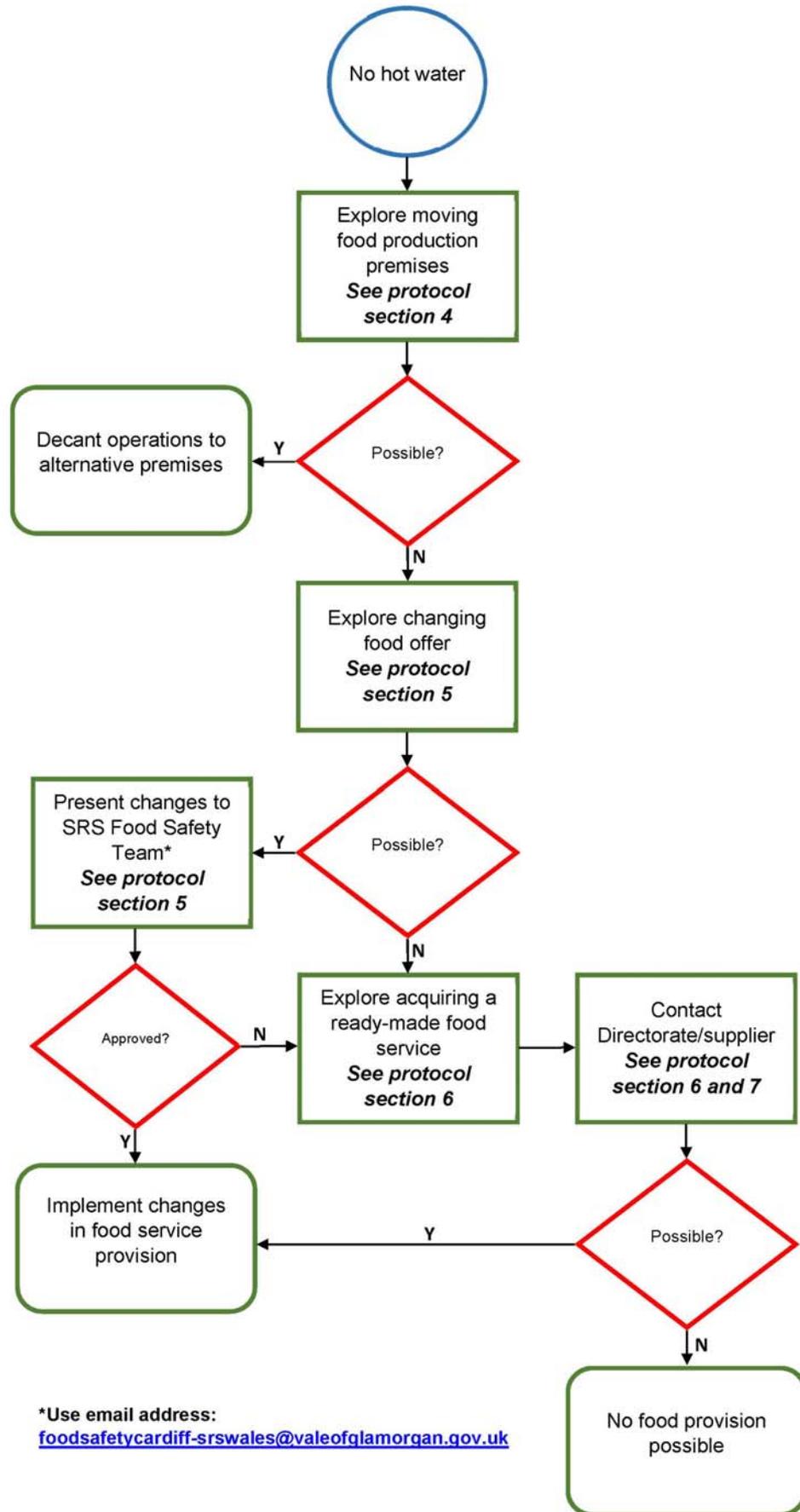
It should be noted that if a service area, at any point during the interruption of the hot water supply, decides to install portable wash hand basins or any other alternative to provide the food production premises with hot water, then full food preparation can continue.

In the event that an establishment has an interruption to all water supply, then the establishment must not undertake any food preparation activities until water supply has been restored.

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Short Term Hot Water Interruption Decision Tree

(To be used in conjunction with hot water interruption protocol)



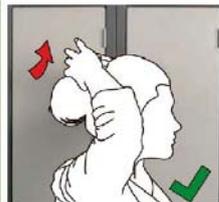
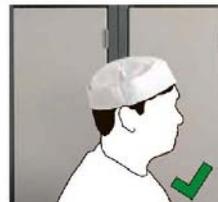
Work Instructions for Personal Hygiene

Personal hygiene is an integral part of the Food Safety Management system and training must be carried out at induction with further formalised training carried out as appropriate.

Employee Facilities

All employees must change and store their street clothes and personal effects in separate areas away from the food rooms.

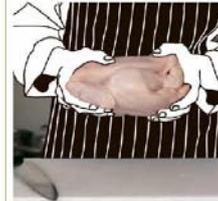
BEFORE YOU START WORKING WITH FOOD

 <p>Always wash your hands</p>	 <p>Wear clean clothes</p>	 <p>Wear an apron if handling unwrapped food</p>	 <p>Tell your manager if you have vomiting or diarrhoea and do not work with food</p>
 <p>Take off your watch and jewellery</p>	 <p>Take off your watch and jewellery</p>	 <p>It is a good idea to tie hair back and wear a hat or hairnet</p>	 <p>It is a good idea to tie hair back and wear a hat or hairnet</p>

(Sourced from the Food Standards Agency Website www.food.gov.uk/sfbb, 2019)

Hand Washing

WHEN TO WASH HANDS

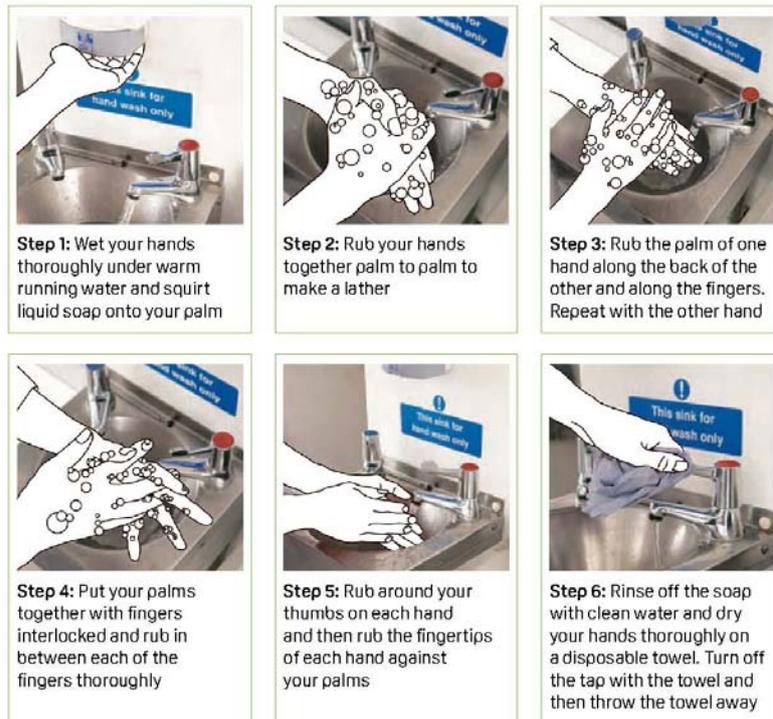
 <p>Before touching or handling any food, especially ready-to-eat food</p>	 <p>After going to the toilet</p>	 <p>After every break</p>	 <p>After touching raw meat, poultry, fish, eggs or unwashed vegetables</p>
 <p>After touching a cut or changing a dressing</p>	 <p>After touching or emptying bins</p>	 <p>After any cleaning</p>	 <p>After touching phones, light switches, door handles, cash registers and money</p>

(Sourced from the Food Standards Agency Website www.food.gov.uk/sfbb, 2019)

Must Do's

- Hands must be washed in wash hand basins (WHBs) provided only for this purpose.
- Each WHB requires a supply of hot and cold running water, soap (preferably liquid variety and antibacterial) and paper towels.
- Hands must be washed before entering or re-entering any food room.
- Hands must be washed after visiting the toilet.
- Hands must be washed after handling raw food (meat, fish, pastry, eggs and vegetables).
- Hands must be washed after handling dirty equipment (including money).
- Hands must be washed after handling delivery packaging.
- Hands must be washed after handling refuse.
- Hands must be washed after cleaning surfaces or equipment.
- Paper towels must be used to turn off taps after hand washing, in order not to contaminate clean hands.

WASHING HANDS EFFECTIVELY



(Sourced from the Food Standards Agency Website www.food.gov.uk/sfbb, 2019)

Personal Appearance

- All employees working in a food premises must be present for work in a clean state including hair, clothing, and body. A high standard of personal cleanliness is required, with particular concern for the hands and hair. Long hair must be tied back.
- All employees must ensure that fingernails are cut short and kept clean. Nail varnish and false nails (including acrylics) must not be worn.

- No false eyelashes are to be worn in the food area.

Protective Clothing

Protective clothing must be worn by all food handlers and fulfil the following:

- Clean and in a good state of repair.
- Washable and lightweight.
- Cover all outer clothing and the hair.
- Sensible, flat, fully enclosed shoes must be worn and where provided safety shoes must be worn in high risk areas.
- Separate aprons or disposable aprons must be worn when preparing raw foods and must be removed/discarded once all raw food preparation is completed.

Bad Habits

The following bad habits must be avoided in food premises (this list is not exhaustive):

- All employees must not travel to and from work or to and from venues, wearing their protective clothing. This should be either stored at work or brought to work separately, so that all changing of clothes are on site. Employees must not take breaks in their work provide uniform (Service Area specific requirements may in place).
- Direct handling of high-risk food should be avoided whenever possible.
- Hand to mouth activities including; smoking or chewing tobacco, eating food in food rooms.
- Tasting food by dipping fingers or reusing an unwashed spoon.
- Scratching or touching the hair and face.
- Coughing or sneezing over food.
- Washing hands in a food or equipment sink.
- Sitting on food preparation surfaces.

WHEN YOU ARE WORKING WITH FOOD



(Sourced from the Food Standards Agency Website www.food.gov.uk/sfbb, 2019)

Work Instructions for Food Storage and Temperature Control

Cardiff Council recognises the importance of ensuring that stringent controls on food storage are carried out in all food premises.

Refrigeration and Freezer Equipment

All food premises will have sufficient refrigeration and freezer capacity for the amount and style of catering being practised. Refrigeration and freezer equipment should be located away from heat producing appliances, in well-ventilated areas. Operational temperatures of refrigeration and freezer units will be:

- Fridges 1°C to 5°C (Ideally refrigeration units will be between 1°C and 4°C)
- Freezers -18°C or lower

In order to accurately monitor core food temperatures, temperatures of refrigerated cold storage units **must** be taken using a probe thermometer and either use of jelly pots or bottled water. Jelly pots and bottled water are to be marked “DO NOT CONSUME” and must be changed on a weekly basis. Probe thermometers are to be inserted to jelly pot/water for 30 seconds and temperature recorded on appropriate monitoring form.

All food premises will follow the following guidelines for the use of the refrigeration and freezer units:

- All foods must be covered, dated and clearly labelled.
- Food should be so arranged within the cabinet, to prevent cross-contamination i.e. raw foods stored below all other foods.
- Do not overstock as this prevents effective air circulation between foods.
- All canned foods **must** be decanted into a suitable container and covered, clearly labelled and dated according to manufacturer’s guidance.
- All opened products must be dated and used in accordance with manufacturer’s guidance.
- During use, the doors of the refrigerator should be opened for as short a time as possible.
- Stored food must be checked regularly to ensure that the “Best Before” or “Use By” dates have not expired and the quality of foodstuffs is acceptable.

- All outer cardboard and packaging must be removed from foodstuffs before storing in the refrigerator.
- In refrigerators storing raw and cooked foods, the raw foods must **always** be stored **below** cooked and/or RTE foods.
- If, for any reason, the refrigerator is not in use for an extended period of time, clean thoroughly, switch off and leave door open. However, ensure that it is operating at the correct temperature before re-commencement of use.
- Regular defrosting of cold storage equipment must be undertaken to ensure efficient working conditions.
- Ensure cold storage equipment is cleaned regularly and Spillages must be wiped up immediately in accordance to the cleaning schedule.
- Ensure that the door seals are not split or damaged, kept clean and free from mould using sanitiser.

Batch Cooking

Where batch cooking (composite recipes) takes place there must be clear guidelines that are followed in regards to cooling and storage of foodstuffs that have been cooked ready for future services:

- All foodstuffs that are to be cooled can **only** remain at ambient temperatures for 90 minutes or less; ideally to below 10°C, and then refrigerated. It should be noted that dependent on the product and the ambient conditions, a temperature of below 10°C may not be achievable. However, foodstuffs cannot be left to cool at ambient temperatures for longer than 90 minutes and **must** be refrigerated at this point.
- Decant products into cool containers and cover. For sauce based products decant into cool, shallow containers and cover.
- Ensure that cooked temperature and time are recorded along with the cooled temperature and time.
- Composite recipes stored under refrigerated conditions can only be kept for production day, plus 2 days (total 3 days).
- Composite recipes prepared under the cook/chill process and stored under refrigerated conditions can only be kept for production day, plus 3 days, plus regeneration day (total 5 days).
- Composite recipes vacuum packed and stored under refrigerated conditions can only be kept for production day, plus 2 days, plus regeneration day (total 4 days).

- Composite recipes stored under frozen conditions can only be kept for 30 calendar days from date of production.
- Composite recipes that are vacuum packed and stored under frozen conditions can only be kept for 56 calendar days from date of production.

All composite recipes that have been batch cooked and put under cold storage conditions must be clearly labelled with the following:

- Description of product
- Date of production
- Use by date
- Employee name

Freezing Foodstuffs Purchased/Delivered Fresh

Cardiff Council recognises that there may be occasions where foodstuffs that are purchased or delivered into establishments under chilled conditions may need to be frozen for production purposes. The guidelines below must be followed:

- Any product being frozen should ideally be frozen on day of purchase/delivery or within 1 day of the manufacturers Use By Date (UBD).
- Any product being frozen on site can only be kept for a maximum of 56 calendar days from date of freezing.
- Once defrosted the product must be used within 24 hours. Products may be left out at ambient temperatures for no longer than 4 hours in order to 'kick start' the defrosting purposes. After the 4 hours they must be placed in a refrigerator to continue defrosting.

All foods to be frozen must be clearly labelled with the following:

- Description of product
- Date of freezing
- Use by date
- Employee name

Breakdown Procedure

In the result of the cold storage units not operating correctly the following procedure must be undertaken:

- If temperature of cold storage rises between 4°C and 5°C (refrigeration) or above -18°C (freezer), monitor temperature every 30 minutes. In refrigerated units, if any product requires storage at under 4°C move products to alternative cold storage unit that is operating correctly or cook/use products.
- If temperatures rise above 5°C (refrigeration) or -15°C (freezer) consideration must be given to move all products to an alternative cold storage facility or being cooked/disposed of.
- Instigate Service Area specific maintenance procedures.

Cooking Equipment

All food handling operators will be made aware that sufficient time must be given to pre-heat ovens, etc., before placing food inside and that care must be taken to ensure that the equipment is operating correctly, i.e. temperature gauge accurate, gas jets efficient and that ovens must not be overloaded as it will reduce the cooking temperature.

Microwave Oven

The danger of microwave ovens relates to undercooking, as the temperature is not evenly distributed in certain foods.

All food handlers will be made aware of the following points to ensure thorough cooking when using a microwave oven:

- Refrigerated foods will take longer to cook than foods at room temperature.
- The amounts of food placed in the oven will increase/reduce the cooking time.
- Standing time must be allowed on completion of cooking, to allow for heat penetration and cooking to finish.
- Foods cooked or re-heated must be temperature checked using a probe thermometer to ensure it has reached a minimum temperature of 75°C for 30 seconds.
- Follow manufacturer's guidance on wattage of machine and specified times.

We will **not** cook or warm baby milk or foods in a microwave. However, we **will** supply hot water in a suitable container for the customer to heat own products.

Food Holding and Service Equipment

All food premises that contain Bain Marie's, hot cupboards, hot displays, etc., will ensure that the equipment used is capable of holding food at a temperature of 65°C or above. They will also ensure that cold food service and display units are capable of holding food at a temperature of 5°C or below. All food display equipment will be, where possible, suitably screened on the customer side.

Taking and Recording Temperatures

Temperatures of all cooked, high risk food must be taken and recorded. These include:

- Meats
- Fish
- Composite recipes, i.e. Bolognese sauce
- Milk based sauces and gravies
- Rice

Temperatures are required of at least one batch of cooked high risk foods or at least 2-3 items, if cooking individual portions and/or pieces of foods.

When using probe wipes to disinfect probe thermometers, the probe wipes must conform to BS EN 1276:1997 and/or BS EN 13697:2001 and must be within their use by date. Operators must ensure that needle probe is agitated properly using the wipe and proper contact time allowed (Refer to manufacturer's guidance). If probe wipes are unavailable, clean needle probe with hot soapy water and then treat with disinfectant, allowing correct contact time (In same format to 2 stage cleaning). Probes that have been used on raw meat deliveries (including between packs) and/or undercooked foods can only be disinfected using thermal disinfection (boiling hot water); probes must be placed into boiling hot water for a minimum of 15 seconds.

If using infrared thermometers, please be aware that these will only record the surface temperatures of the foodstuffs.

Forms to use:

- General Cold Storage, Display, Vending and Deliveries Temperature Log
- General Food Temperature Log – This must be used by all food premises except City Hall Special Functions (Cardiff's commercial catering arm) and Education Catering who have service area specific forms.

Food Wrappings/Packaging

For the purposes of controlling cross-contamination; in particular reference, but not restricted, to E.Coli O157, **separate** dispensers of wrapping and coverings such as cling film, foil, baking paper/parchment **must** be used for raw foods and RTE foods and labelled as such.

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Work Instructions for Maintenance Contractors

Cardiff Council recognises the importance of monitoring any contractor entering Council premises due to the significant health risks that they can be responsible for.

When working in any Council food preparation or food service areas, contractors must:

- As far as reasonably practicable carry out all maintenance work before or after operating hours.
- Where this is not possible, i.e. in an emergency situation, they must ensure that food safety is paramount to avoid contamination or risk to foodstuffs, employees, food equipment and/or customers.
- Unit managers are responsible for the hygiene control of all visitors and contractors whilst they are in the food preparation areas.
- No contractor should begin work in a food area until given authorisation by the Unit Manager. All contractors should complete the “Infectious Diseases Control Form” located in the Control Forms section of this manual, to ensure that operatives working in a kitchen are free from vomiting and diarrhoea symptoms for at least 48 hours.
- All tools must be stored safely as to not cause risk to employees or customers.
- All areas must be cleaned and tidied upon completion.
- If repairs are temporary, ensure the Unit Manager is informed.
- No major maintenance work to be undertaken whilst food preparation unit is operational.
- Maintenance contractors should avoid standing or moving across food preparation surfaces.
- If possible, movable equipment needing repair should be removed from food production areas for maintenance work.

Work Instructions for Pest Control

Cardiff Council recognises that pests can cause a serious risk to food safety, if not managed effectively and management of pests requires a combined approach across multiple stakeholders. This document details what to look out for and best practice guidance in terms of pest control.

Common Pests

- Rodents, i.e. Rats and mice. These are the most common causes of pest issues
- Cockroaches and other insects
- Birds
- Stored product pests, i.e. biscuit beetles, weevils
- Flies
- Cats and dogs

What to look out for:

- Gnawed packaging, products and equipment.
- Damaged structure, including wiring: Rodents are capable of chewing through wood and are well known for digging extensive burrow systems for shelter, food storage and nesting. Mice only need a gap of 5mm to gain entry and rats only need a gap of 20mm in diameter. Operatives should also be aware of gaps underneath doors (especially external doors), holes to cavity walls and around pipework/ductwork, and gaps to ventilation panels, drains and ceiling tiles.
- Grease marks on products and along wall/floor joints: These are dark grey marks left on surfaces, mostly along wall junctures and skirting boards, by repeated contact with the oils in fur.
- Droppings, i.e. faeces and urine: mice droppings are often black, rod-shaped and 3-6mm long. Rat droppings are dark brown in a tapered, spindle shape about 12mm long. Both type of droppings may have green/blue tinge if bait has been taken. Do **not** touch droppings. Mice urinate often as they move and the urine has a strong ammonia-like odour.
- Live/dead bodies and/or egg cases: Typical mice lengths range between 60-90mm and the tail adds 100mm, their weight is less than 25g and fur colour varies from light brown to grey. A Field Mouse has larger ears, more prominent eyes, a longer tail and has a white underside. Rats come in two varieties; the Brown Rat weighs over 500g and measures about 23cm without the tail, which is shorter than its body. It has a

blunt muzzle, small hair-covered ears and its colour varies from brown to black. The Black Rat weighs 250g and is shorter than its brown cousin. It has a pointed muzzle, large, almost hairless ears, a more slender body, and a long thin tail that is longer than its body. It is also rarely found in the UK.

- Feathers.
- Odour.

It is important that all areas of the food production area are inspected for these signs of pest infestation, including under and behind equipment, storerooms and cupboards and the immediate vicinity outside of the food production area. It may be necessary to use equipment such as a torch to inspect hard to see/reach areas.

In order to take a proactive role in the management of pests, it is the responsibility of food operators to ensure that regular monitoring for signs of pest activity in food preparation areas takes place. Daily checks will be necessary and these should be recorded on the Cleaning Schedule Pro-Forma.

Pest control procedures will be service area specific, however, these procedures must include notification to the Shared Regulatory Service - Food Safety Team (foodsafetycardiff-srswales@valeofglamorgan.gov.uk) and the Council's Pest Control department or equivalent pest control contract company. This is to ensure that all parties are aware of any suspected infestation and appropriate actions/contingency plans can be implemented. The procedures should also include the following points:

1. Do **not** clear away any evidence of activity or undertake any cleaning until instructed by an Environmental Health Officer (Food Safety Team) and/or Pest Control Officer to do so.
2. Do **not** start food preparation until such time as advised by an Environmental Health Officer (Food Safety Team).
3. If evidence is found after food preparation has started, **immediately** cease food preparation and do **not** resume until such time as advised by an Environmental Health Officer (Food Safety Team).
4. Contact the responsible person of the building requesting that a call be made to the Council's Pest Control department or equivalent pest control contract company.
5. Do not undertake any food preparation.

6. Ensure that any exposed equipment (Pots, pans, utensils, crockery, cutlery) are cleaned through a dishwasher.
7. Two stage clean all surfaces, shelves and hand contact surfaces.
8. Sweep and mop floors, including under work tables and equipment, paying close attention to corners and difficult to reach areas once area has been given all clear by an Environmental Health Officer (Food Safety Team) and/or Pest Control Officer.
9. Discard all porous items in the kitchen, i.e. boxes, serviettes, paper disposables.
10. Discard of all open foods in the kitchen.
11. If activity was found in store room areas 2 stage clean all jars, bottles, tins and plastic containers. Discard any products stored in porous material, i.e. flour, sugar, discard any open product that had not been correctly stored, i.e. in lidded plastic container. Sweep and mop floor, including under shelving units and paying close attention to corners and difficult to reach areas. 2 stage clean all storage racking/shelving units.

Where there are on-going pest issues, the Food Safety Team may agree contingency plans to allow continuation of service, these may include restrictions on location of service and type of food produced. Where this occurs it is imperative that these contingency plans are followed and no deviation is exercised unless with the express authorisation of an Environmental Health Officer (Food Safety Team).

How to prevent an infestation:

- Encourage employees to be vigilant at all times and report any suspected signs immediately. Daily checks of all food production areas, paying close to attention to under and behind equipment, must be made and recorded.
- Store products off the ground and away from walls.
- Store opened products in airtight, clean containers.
- Maintain good levels of maintenance on structure, including lighting of store areas.
- Maintain good levels of cleanliness throughout the food premises.
- Do not store foodstuffs outside.
- Regularly remove rubbish from the food production areas.
- Ensure that areas that require remedial work, including any gaps under doors, around pipework/ductwork, ventilation panels, drains and ceiling tiles and reported and corrected immediately.



Be alert to evidence of pests.

Keep building perimeter clean and clear of disused equipment, rubbish and weeds.

Employ an approved pest control contractor.

Ensure that contractor's visits are regularly scheduled.

Ensure refuse from all food areas is regularly removed and always by the end of the day.

Keep external refuse storage areas clean and tidy.

Storage bins are to be securely lidded at all times.

Ensure deliveries are made at times when employees are present to accept them.

Maintain good housekeeping and food rotation (FIFO).

Clean up food spillages immediately.

Keep doors and window closed as much as possible.

If food areas are open for ventilation ensure they are screened.

Do not allow domesticated animals into food areas.

Ensure that areas of ingress and egress (holes and gaps) are filled and secure.

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Work Instructions for Purchasing

Delivered Supplies

Delivery vehicles must be clean and capable of holding foodstuffs at the appropriate temperature. These temperatures must be checked on delivery before being accepted. The condition of foodstuffs must also be checked on delivery. The delivery area must be kept clean and free from waste materials to minimise any risk of infestation and contamination. Ideally, there will be weighing scales available to enable food weights to be checked and a probe thermometer must always be available to check the temperature of frozen and chilled foods on arrival.

Checking Delivery

The person in charge of the food premises or their nominated representative must ensure that goods are received and checked, to ensure that:

- The goods are checked against the delivery note for quantity and complying with specification.
- The quality is acceptable.
- The condition of the food is acceptable (no sprouting, soft, mouldy produce; other visible defects).
- There is no damage/soiling to packaging by pests or infestation.
- There is no damage to tins - blown, rusty, dented, no damaged seams and there is no leaking.
- The temperature of goods is correct i.e. chilled or frozen.
- The labelling is correct (must be complete for pre-packaged foods - Information to include product description, full ingredients list with allergen advice storage conditions, and "use by/best before" dates).
- Shelf life dates (Best before end and use by date) have not expired.
- Check for adequate shelf life for use.
- Dependent on food type, that the date code period of the goods is sufficient to enable sale before expiration.

Any goods not meeting the parameters set out above must be considered unsaleable (not fit for sale) and should be rejected at the point of delivery. At this point the complaints procedure should be invoked and the process outlined below should be followed.

Supplier Complaints Process

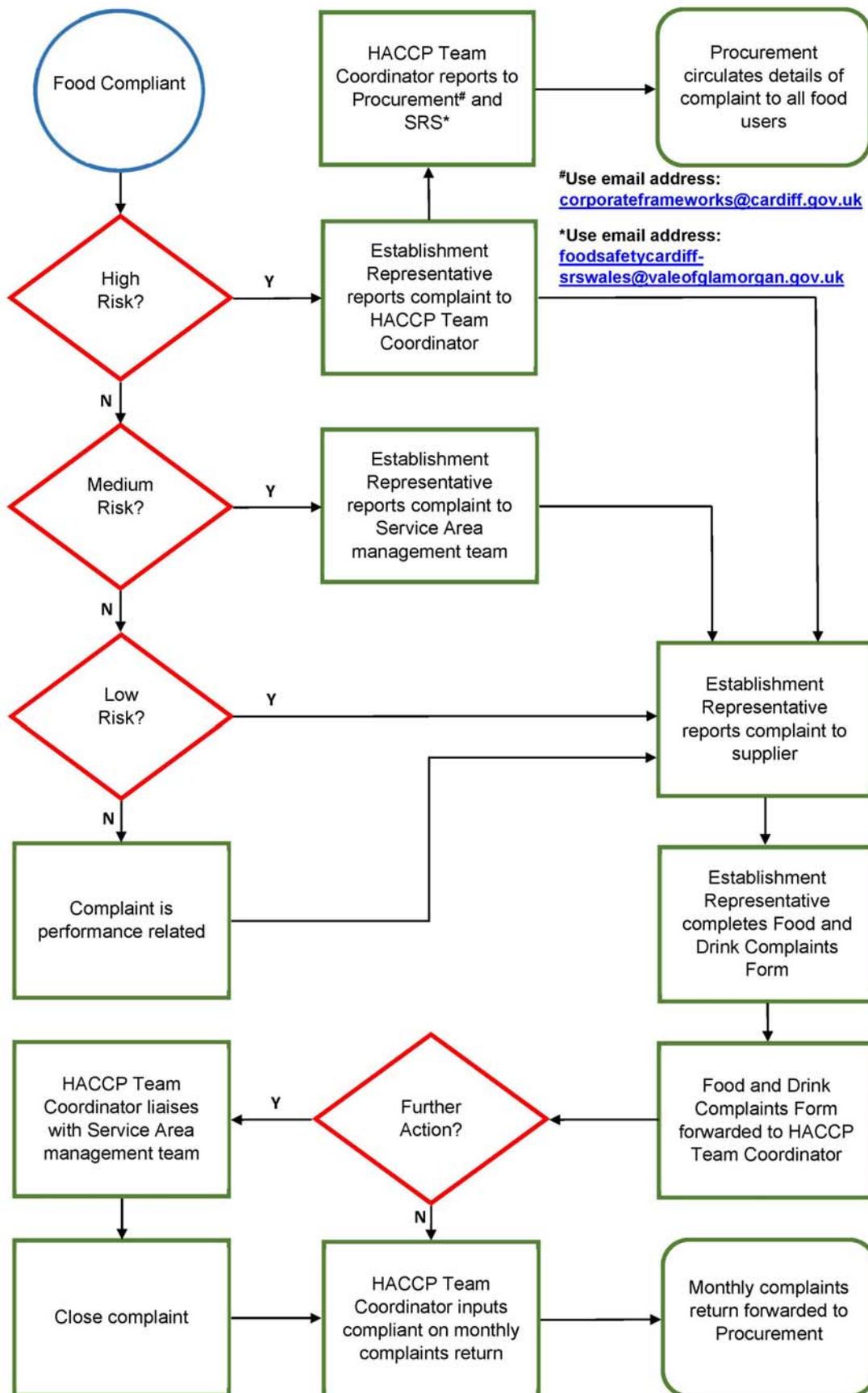
1. If a food or drink product is delivered that does not meet the standards set out above then the establishment representative (e.g. Head Chef, Catering Manager, Cook in Charge) must reject the product at the point of delivery.
2. Supplier complaints will fall under three categories. These are:
 - a. **Performance:** Performance issues have no risk to health but demonstrate a lack of customer service and/or delivery of the expected level of service. Examples include incorrect delivery time, late delivery, non-delivery, non-delivery of specific items, delivery of products with short use by dates (under three days), delivery of incorrect quantities, unprofessional delivery staff.
 - b. **Health Risk – Low:** Low risk issues that involves minimum risk to health. Examples of this would be substitute product delivered, order not meeting original requirements/specification
 - c. **Health Risk – Medium:** Medium risk would be a complaint that could increase the risk to health. Examples of this would be high-risk products being delivered at the incorrect temperature but identified immediately and returned to the supplier. Further examples would be inferior quality foodstuffs.
 - d. **Health Risk – High:** Evidence of high risk cross-contamination with the potential in causing a food borne illness, examples would be cooked meat still raw in the centre, blood stains on outer and inner packaging, blown tins and vacuum packed goods and contaminated products.
3. For complaints falling under **Performance** and **Health Risk – Low** categories the establishment representative must contact the supplier and inform them of the complaint. A Food and Drink Supplier Complaints Form must then be completed. The Food and Drink Supplier Complaints Form can be found in Section 4 of this manual.
4. For complaints falling under the **Health Risk – Medium** category the establishment representative must contact the supplier and inform them of the complaint. The establishment representative must contact their management team and inform them of the complaint. A Food and Drink Supplier Complaints Form must then be completed. The Food and Drink Supplier Complaints Form can be found in Section 4 of this manual.
5. For complaints falling under the **Health Risk – High** category the establishment representative must contact their HACCP Team Coordinator to inform them of the complaint. The HACCP Team Coordinator will contact representatives within

Procurement our CorporateFrameworks@cardiff.gov.uk and Shared Regulatory Services (SRS) - Food Safety Team (foodsafetycardiff-srswales@valeofglamorgan.gov.uk) to inform them of the complaint. The representative from Procurement will circulate the complaint to all food users within the Council to ensure that all food operators remain vigilant to any potential issues. The establishment representative must also contact the supplier to inform them of the complaint, as well as completing a Food and Drink Supplier Complaints Form. The Food and Drink Supplier Complaints Form can be found in Section 4 of this manual. .

6. All Food and Drink Supplier Complaints Form must be sent to the Service Area HACCP Team Coordinator who will assess whether the complaint requires further action. If further action is needed, the HACCP team, Coordinator will liaise with the service area management team to carry out the further action before closing the complaint.
7. When the complaint is closed or if it did not require any further action the HACCP Team Coordinator will collate all complaints and input them onto the monthly complaints return spreadsheet. This spreadsheet is owned by Procurement and is updated and circulated to food users on a regular basis. Copies of the spreadsheet can be acquired from Procurement. The monthly return must be sent through to procurement at the start of each month with the complaints collected for the immediate past month.

The process chart overleaf outlines and details the process for each of the category of complaints.

Supplier Complaints Process Chart/Decision Tree



Storage

All food deliveries must be properly stored within 20 minutes under appropriate conditions.

Basic principles of food storage:

- Food should be covered or wrapped, however, remove all outer delivery packaging, boxes, plastic outer packaging etc. This must be done away from food preparation areas to avoid contamination from staples etc. Please ensure that all date coding and batch codes are transferred from outer packaging onto decanted products.
- Raw foods (including dirty vegetables) ideally must be stored separately. Where this is not possible store below/separately to cooked/ready-to-eat items.
- Food should be date coded for stock rotation, put all shorter dates towards the front and all longer dates towards the back.
- Defrosting of food must be carried out in controlled cool conditions.
- All foods must be stored off the floor on shelves, in containers, or in food bins. Full sacks must also be stored off the floor on duckboards. There needs to be sufficient space beneath the lowest shelf to allow effective cleaning and pest inspection.
- Ensure the shelves are free from any covering i.e. cardboard, paper etc. The shelves should be made of an impervious material and capable of being easily cleaned.
- Clingfilm and other transit wrappings must be removed from fruit and vegetables to reduce mould growth and condensation.
- Spread fresh fruit on racks to reduce the risk of bruising and to allow air to circulate freely.
- Fruit should be examined daily and mouldy items removed to avoid rapid mould spread.
- Fruit and vegetables should be stored in a cool area. If refrigeration space is available, this can prolong the life of goods. Bananas should not be stored in the refrigerator.
- Before storing eggs check for any cracked or broken eggs and discard.
- Store eggs in the bottom of the refrigerator, above raw meat, poultry and fish, to avoid cross-contamination.
- Hands must always be washed after handling raw eggs.
- Milks and creams must be kept separate from all raw products, as they are high risk foods.
- Crates of milk must not be stored below raw meat.

- Milk powder must not be reconstituted until needed for use and then only in the required quantities (if any has to be stored, it should be treated as fresh milk).
- Weekly checks must take place of dry storage areas to ensure no cans are blown, rusty or have seam leakage. These must be disposed of and recorded appropriately.
- Labelling on canned meat must be checked for storage recommendations, as sometimes it requires being stored under refrigeration.
- When opening new packages, the foodstuff must be emptied into food containers or food bins with tight fitting lids, taking care to enter the date coding on the labels provided and securing them to the container.
- Foodstuffs must be physically checked regularly to ensure food is not stored beyond its “Best Before” or “Use By” date. If any food is found to be out of date, it must be disposed of and the relevant stock forms clearly marked.
- Containers for the storage of food must be thoroughly cleaned and dried when empty, before re-filling.

Cold storage

The temperature of all cold storage must be checked at least twice daily. All employees must be aware that temperatures must be checked prior to the start of food preparation and then again at the end of the daily operations. All temperatures must be recorded on the appropriate temperature record sheet.

Rotation and Labelling

All new foodstuffs should be stored in correct stock rotation, i.e. newest stock behind old stock, to encourage use of the oldest stock first - FIFO. It is essential to take note of date coding as food is not always delivered in correct chronological order.

Goods with expired date codes should be removed from the premises, as should all unsaleable items. Items awaiting disposal must be segregated from good stock and clearly labelled or signed “not for use.”

Ice

Ice for human consumption **must** be purchased pre-made and bagged.

Purchasing from retail outlets

Cardiff Council recognises that there are circumstances where employees may need to purchase foods from retailers rather than foods be delivered and this work instruction

details the controls that must be taken and how shopping bags must be packed to reduce risk.

It is agreed that where foods are to be shop bought, employees must use supermarkets from a national chain as the primary choice. These stores will have undergone the required level of audit that we, as an Authority, require.

Where availability of product is restricted within these stores, or where there is an emergency bespoke requirement, consideration may be given to using other premises. However, the premises considered must meet the minimum requirement of a 3 food hygiene rating under the FHRS.

From November 2013 mandatory display of food hygiene ratings has been required by law and users will be able to easily identify premises meeting this requirement. The rating of premises can also be checked prior to use on the Food Standards Agency website <https://ratings.food.gov.uk>.

Please note, however, use of premises/suppliers outside of agreed corporate contracts must only occur in exceptional circumstances. Further advice can be sought from the Procurement Team at corporateframeworks@cardiff.gov.uk.

The food safety risks are the same whether the food is delivered to our premises or chosen and packed by employees at the supermarket. Employee should be aware of the following:

Date coding

- High risk foods such as RTE cooked meats will always have a 'Use By' date and will be found within the chiller sections. You should choose the product with the longest date, however once opened you must refer to the manufacturer's instructions as many of these foods will tell you how long to keep the food once opened. Do **not** use product passed its 'Use By' date as it may cause illness.
- If chilled food with a 'Use By' date is to be frozen, ideally it should be frozen as quickly as possible after purchase but must be frozen before the Use By date expires. Once frozen the food should be used within 1 month. Some products may not be suitable for freezing and if this is the case it will be stated on the packaging.

- 'Best Before' dates are given to foods that are generally found at ambient temperature e.g. biscuits, tinned goods etc. It is not good practice to purchase, keep or use such foods past the 'best before' date.

Packaging

- All packaging must be clean and intact.
- Avoid foods with damaged and/or soiled packaging and/or packets.
- Avoid raw meats and poultry
 - with leaking packaging due to the risk of bloods and raw juices contaminating other foods you buy.
- Avoid dented and/or blown tins.
- Avoid broken seals and/or popped lids on jars.

Product

- Check meats, fish and cheeses for signs of discolouration, odour and changes in appearance or composition, i.e. slimy meats, sunken eyes and pale gills on fish.
- Check packaged breads for signs of staleness and/or mould.
- Check fruit and vegetables for signs of spoilage, i.e. bruising and/or mould growth.

Bag packing

How we pack shopping bags can affect the safety of the food. Cross-contamination can occur through poor handling and packing. Packaging can be damaged by incorrect and/or rough handling and care must be taken. Cool bags should be used to transport chilled and frozen foods.

Do

- Use separate shopping bags for raw meat, poultry, raw fish and chilled RTE foods.
- If only one bag is being used always pack the chilled RTE foods above any raw meat, poultry and/or raw fish.
- Aim to pack all foods of a certain type together e.g. all chilled RTE, all raw meats, all vegetables, all frozen, etc. and ensure that heavy items are placed at the bottom and the lighter items on top.
- Keep cleaning chemicals and toiletries separate to foods.
- Aim to avoid glass jars and bottles together due to the risk of smashing and resultant glass contamination. Consider weight of bags – manual handling.

- Return to premises straightaway, store food immediately upon return.

Don't

- Jumble everything together and hope for the best!

Customer Complaints

The process for how customer complaints are handled will vary within service area/Directorates, depending on the type of food provision and the resource available. However the following steps should be followed as a minimum.

1. The establishment representative should document the complaint, record contact details of the customer and assess whether the complaint is a food safety issue. The complaint should be raised with a more senior person within the operation.
2. If the complaint is a food safety issue, the HACCP Team Coordinator should be contacted and a full investigation completed.
3. The investigation should include an exploration of the events that led to the food safety issue, including the supplier of the foodstuff/s, the individual/s working at the time of the complaint, the monitoring records of the establishment along with working practices of the establishment.
4. It may be necessary to involve Shared Regulatory Service - Food Safety Team (foodsafetycardiff-srswales@valeofglamorgan.gov.uk) should a wider issue/problem be identified.
5. The outcome of the investigation along with any corrective actions should be recorded, communicated to the service area management team and a review date set to ensure that corrective action/s have been properly implemented.
6. The customer who raised the complaint should have the outcome of the investigation communicated to them.

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Section 4

Control Forms

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CARDIFF COUNCIL

CLEANING SCHEDULE PRO FORMA



Establishment _____

Week Ending _____

Item/Area to be Cleaned	Product	Method All electrical appliances must be switched off and isolated before cleaning	Cleaning Frequency	PPE**	Breakages	Operatives Initial/Signature						
						Person Responsible	Mon	Tue	Wed	Thu	Fri	Sat
Dishwasher Temperature - Temperature to be recorded daily*						°C	°C	°C	°C	°C	°C	°C
Dishwasher	As per site based protocols	Clean inside and outside of dishwasher using appropriate disinfectant ensuring the correct contact time**	Daily									
Pest Control Checks – Use guidance contained in the Work Instructions for Pest Control												

Managers Signature _____

Date _____

*Do not remove this task from the schedule

** Must follow cleaning manufacturer's guidance

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Item/Area to be Cleaned	Product	Method All electrical appliances must be switched off and isolated before cleaning	Cleaning Frequency	PPE**	Breakages	Operatives Initial/Signature							
						Person Responsible	Mon	Tue	Wed	Thu	Fri	Sat	Sun

Managers Signature _____

Date _____

*Do not remove this task from the schedule
 ** Must follow cleaning manufacturer's guidance

CARDIFF COUNCIL GENERAL COLD STORAGE, DISPLAY, VENDING AND DELIVERIES TEMPERATURE LOG



Establishment _____

Week Ending _____

Monday

Cold Storage Area	Time (AM)	Temp (°C)	Time (PM)	Temp (°C)	Del. Company	Del. Temp (°C)	Del. Time	Cold Storage Time	Signature	Full Name

Tuesday

Cold Storage Area	Time (AM)	Temp (°C)	Time (PM)	Temp (°C)	Del. Company	Del. Temp (°C)	Del. Time	Cold Storage Time	Signature	Full Name

Wednesday

Cold Storage Area	Time (AM)	Temp (°C)	Time (PM)	Temp (°C)	Del. Company	Del. Temp (°C)	Del. Time	Cold Storage Time	Signature	Full Name

Thursday

Cold Storage Area	Time (AM)	Temp (°C)	Time (PM)	Temp (°C)	Del. Company	Del. Temp (°C)	Del. Time	Cold Storage Time	Signature	Full Name

Friday

Cold Storage Area	Time (AM)	Temp (°C)	Time (PM)	Temp (°C)	Del. Company	Del. Temp (°C)	Del. Time	Cold Storage Time	Signature	Full Name

Saturday

Cold Storage Area	Time (AM)	Temp (°C)	Time (PM)	Temp (°C)	Del. Company	Del. Temp (°C)	Del. Time	Cold Storage Time	Signature	Full Name

Sunday

Cold Storage Area	Time (AM)	Temp (°C)	Time (PM)	Temp (°C)	Del. Company	Del. Temp (°C)	Del. Time	Cold Storage Time	Signature	Full Name

Cold Storage and Delivery Corrective Actions

Signature _____ Print _____ Designation _____

Notes

- All food premises must complete the cold storage section of this form, chilled storage should be between 1°C and 4°C and must not exceed 5°C. Frozen storage must be below -18°C.
- All establishments receiving food deliveries must complete the delivery section of this form. Deliveries must be placed in cold storage within 20 minutes.
- Ensure that checks are made to ascertain the integrity of the packaging of products. Any issues must be recorded in the Cold Storage and Delivery Corrective Actions box.
- Retail purchases do not need to be completed on this form. Refer to work instructions for retail purchases.

CARDIFF COUNCIL GENERAL FOOD TEMPERATURE LOG



Establishment _____

Week Ending _____

Monday

Menu Item	Cook °C	Time	Cool °C (under 90 mins)	Time	Reheat °C	Time	Serve/ Despatch °C	Time	Signature	Full Name

Tuesday

Menu Item	Cook °C	Time	Cool °C (under 90 mins)	Time	Reheat °C	Time	Serve/ Despatch °C	Time	Signature	Full Name

Wednesday

Menu Item	Cook °C	Time	Cool °C (under 90 mins)	Time	Reheat °C	Time	Serve/ Despatch °C	Time	Signature	Full Name

Thursday

Menu Item	Cook °C	Time	Cool °C (under 90 mins)	Time	Reheat °C	Time	Serve/ Despatch °C	Time	Signature	Full Name

Friday

Menu Item	Cook °C	Time	Cool °C (under 90 mins)	Time	Reheat °C	Time	Serve/ Despatch °C	Time	Signature	Full Name

Saturday

Menu Item	Cook °C	Time	Cool °C (under 90 mins)	Time	Reheat °C	Time	Serve/ Despatch °C	Time	Signature	Full Name

Sunday

Menu Item	Cook °C	Time	Cool °C (under 90 mins)	Time	Reheat °C	Time	Serve/ Despatch °C	Time	Signature	Full Name

Diary Notes	
Probe Check**	
Hot Check (99°C to 101°C)	Cold Check (-1°C to 1°C)

These checks are not necessary if probes are calibrated annually using testing equipment registered under the United Kingdom Accreditation Service (UKAS). The "Annual Calibration of Temperature Probes" should be checked should this section not be completed.

Signature _____ Print _____ Designation _____

Notes

- All cooked and reheated foods must be 75°C for 30 seconds.
- Temperatures of all cooked, high risk food (meats, fish, rice, composite recipes, i.e. Bolognese sauce, milk based sauces, gravies) must be taken and recorded
- All food to be cooled must only be stored at ambient temperature for 90 minutes or less, preferably to under 10°C.

- All foods to be served hot must be above 65°C.

CARDIFF COUNCIL



FOOD TEMPERATURE LOG (EDUCATION CATERING)

Establishment _____

Week Ending _____

Monday

Menu Item	Cook °C	Time	Cool (under 90 mins) °C	Time	Reheat °C	Time	Serve/ Despatch °C	Time	Signature	Meal Numbers		
										Inf	Jun	Ad.

Tuesday

Menu Item	Cook °C	Time	Cool (under 90 mins) °C	Time	Reheat °C	Time	Serve/ Despatch °C	Time	Signature	Meal Numbers		
										Inf	Jun	Ad.

Wednesday

Menu Item	Cook °C	Time	Cool (under 90 mins) °C	Time	Reheat °C	Time	Serve/ Despatch °C	Time	Signature	Meal Numbers		
										Inf	Jun	Ad.

CARDIFF COUNCIL FOOD TRANSPORTATION TEMPERATURE LOG (EDUCATION CATERING)



Production Kitchen/Dining Centre (delete as applicable) _____

Week Ending _____

Monday

Menu Item	Cook °C	Time	Despatch/Received °C	Time	Serve °C	Time	Signature	Security Seal Numbers

Tuesday

Menu Item	Cook °C	Time	Despatch/Received °C	Time	Serve °C	Time	Signature	Security Seal Numbers

Wednesday

Menu Item	Cook °C	Time	Despatch/Received °C	Time	Serve °C	Time	Signature	Security Seal Numbers

Thursday

Menu Item	Cook °C	Time	Despatch/Received °C	Time	Serve °C	Time	Signature	Security Seal Numbers

Friday

Menu Item	Cook °C	Time	Despatch/Received °C	Time	Serve °C	Time	Signature	Security Seal Numbers

Meal Numbers	Monday	Tuesday	Wednesday	Thursday	Friday
Infants					
Juniors					
Adults					

Diary Notes

Probe Check**	
Hot Check (99°C to 101°C)	Cold Check (-1°C to 1°C)

These checks are **not** necessary if probes are calibrated annually using testing equipment registered under the United Kingdom Accreditation Service (UKAS). The "Annual Calibration of Temperature Probes" should be checked should this section not be completed.

Signature _____ Print _____ Designation _____

Notes

- All hot food received from a Production Kitchen must be above 65°C.
- All cold food received from a Production Kitchen must be below 5°C.
- Temperatures of all cooked, high risk food (meats, fish, rice, composite recipes, i.e. Bolognese sauce, milk based sauces, gravies) must be taken and recorded
- All foods to be served hot must be above 65°C.

CARDIFF COUNCIL ALL-IN-ONE EVENT MONITORING FORM (COMMERCIAL CATERING USE)



Event Name	Event Date	Event Time	Duty Chef

This document will be stored in Rm 200, City Hall with all relevant documentation attached and kept for one year. Function sheet must be attached for traceability.

Important Temperatures and Targets			
Refrigeration	1°C to 4°C (Critical Limit 5°C)	Hot Holding	63°C or above
Freezing	-18°C or below (Critical Limit -15°C)	Cooling	To under 10°C within 90 mins from cooking
Cooking	75°C for 30 seconds	Reheating	75°C for 30 seconds

Checks to be made twice during event	City Hall		City Hall		Castle/Mansion		Castle/Mansion	
	Time	Time	Time	Time	Time	Time	Time	Time
Refrigerators/Chill/Cold Display Temperature Check								
Freezers Temperature Checks								
Corrective Actions Required ✓x	Reject Food/Record ✓x		Re-Check Temperature/Record d✓x		Cooked Off ✓x		Wastage ✓x	
Breakdown/Name of Refrigerator/Freezer ✓x	Engineer Called ✓x		Time/Record ✓x		Food Removed to New Location ✓x		Wastage ✓x	

Cardiff Catering Van Deliveries	Van Condition Cleanliness ✓x	Separation of Raw and Cooked/Ready-to-Eat Foodstuffs ✓x	Pick up Time from Kitchen	Arrival Time at Location	Driver Print Only	Hand Over Duty/Manager Chef/ Print Only

Cardiff Catering Van Deliveries: Details of Food Items	Temp/Leaving	Fresh/Frozen	Par/Prep	Full/Cooked	Temp/Arrival

Corrective Actions Required ✓x	Reject Food ✓x	Sent back ✓x

Reasons

Attach Supplier Delivery Sheets when Foodstuffs are Directly Delivered to the Venue ✓x

Service Time of Food	Finish Time of Function

CARDIFF COUNCIL COOK/CHILL PROCESS MONITORING (COMMERCIAL CATERING USE)



Event Name	Event Date	Event Time	Duty Chef

Cooking/Cooling Step							
Product	Cook °C	Time	Cool °C	Start Time	Finish Time	Signature	Full Name

Corrective Actions

Notes

- All cooked foods must be 75°C for 30 seconds.
- Temperature of all food must be taken and recorded.
- All food must be cooled in a blast chiller to 3°C (or under not below 1°C to avoid freezing) in under 90 minutes.
- Start and finish times of cooling and final cool temperature must be recorded.

Cold Portioning Step					
Cold Room Temp °C	Start Time	Cold Room Temp °C	Finish Time	Signature	Full Name

Corrective Actions

Corrective Actions:

Notes

- Temperature of cold room must be at or below 10°C throughout duration of cold portioning.
- Cold portioning activity must be carried out immediately after cooling (blast chiller).
- Cold portioning activity must be completed in under 30 minutes.
- Start and finish time of cold portioning activity must recorded.

Good standards of personal hygiene are very important for the safe preparation of sandwiches. Please following guidelines in 'Personal Hygiene Work Instructions'

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CARDIFF COUNCIL



MEALS ON WHEELS RECORD LOG

Driver Probed Meal Temperature Log

Route _____

4 Week Period Ending _____

Week Ending														
	Monday		Tuesday		Wednesday		Thursday		Friday		Saturday		Sunday	
	Temp (°C)	Time	Temp (°C)	Time	Temp (°C)	Time	Temp (°C)	Time	Temp (°C)	Time	Temp (°C)	Time	Temp (°C)	Time
Main Meal														
Dessert														
Driver Sign.														
Week Ending														
	Monday		Tuesday		Wednesday		Thursday		Friday		Saturday		Sunday	
	Temp (°C)	Time	Temp (°C)	Time	Temp (°C)	Time	Temp (°C)	Time	Temp (°C)	Time	Temp (°C)	Time	Temp (°C)	Time
Main Meal														
Dessert														
Driver Sign.														
Week Ending														
	Monday		Tuesday		Wednesday		Thursday		Friday		Saturday		Sunday	
	Temp (°C)	Time	Temp (°C)	Time	Temp (°C)	Time	Temp (°C)	Time	Temp (°C)	Time	Temp (°C)	Time	Temp (°C)	Time
Main Meal														
Dessert														
Driver Sign.														
Week Ending														
	Monday		Tuesday		Wednesday		Thursday		Friday		Saturday		Sunday	
	Temp (°C)	Time	Temp (°C)	Time	Temp (°C)	Time	Temp (°C)	Time	Temp (°C)	Time	Temp (°C)	Time	Temp (°C)	Time
Main Meal														
Dessert														
Driver Sign.														

Signature _____ Print _____ Designation _____

Notes

- All cooked and reheated foods must be 75°C for 30 seconds.
- All foods to be served hot must be above 65°C.

CARDIFF COUNCIL



MEALS ON WHEELS RECORD LOG

Manual Probe Calibration Log

Route _____ 4 Week Period Ending _____

Week Ending	Monday		Tuesday		Wednesday		Thursday		Friday		Saturday		Sunday	
	Hot (°C)	Cold (°C)	Hot (°C)	Cold (°C)	Hot (°C)	Cold (°C)	Hot (°C)	Cold (°C)	Hot (°C)	Cold (°C)	Hot (°C)	Cold (°C)	Hot (°C)	Cold (°C)
Kitchen														
Driver														
Sign.														

Week Ending	Monday		Tuesday		Wednesday		Thursday		Friday		Saturday		Sunday	
	Hot (°C)	Cold (°C)	Hot (°C)	Cold (°C)	Hot (°C)	Cold (°C)	Hot (°C)	Cold (°C)	Hot (°C)	Cold (°C)	Hot (°C)	Cold (°C)	Hot (°C)	Cold (°C)
Kitchen														
Driver														
Sign.														

Week Ending	Monday		Tuesday		Wednesday		Thursday		Friday		Saturday		Sunday	
	Hot (°C)	Cold (°C)	Hot (°C)	Cold (°C)	Hot (°C)	Cold (°C)	Hot (°C)	Cold (°C)	Hot (°C)	Cold (°C)	Hot (°C)	Cold (°C)	Hot (°C)	Cold (°C)
Kitchen														
Driver														
Sign.														

Week Ending	Monday		Tuesday		Wednesday		Thursday		Friday		Saturday		Sunday	
	Hot (°C)	Cold (°C)	Hot (°C)	Cold (°C)	Hot (°C)	Cold (°C)	Hot (°C)	Cold (°C)	Hot (°C)	Cold (°C)	Hot (°C)	Cold (°C)	Hot (°C)	Cold (°C)
Kitchen														
Driver														
Sign.														

Signature _____ Print _____ Designation _____

Notes

- Cold - Agitate the probe thermometer in a cup of melting ice and water. The thermometer should read between -1°C and 1°C.

- Hot - Agitate the probe thermometer in boiling (unsalted) water. The thermometer should operate between 99°C and 101°C.

CARDIFF COUNCIL

INFECTIOUS DISEASES CONTROL FORM



As the manager of a Cardiff Council food premises you are required to exclude anyone from working or helping with any catering event if they have an infection that can be passed on through food or if they are likely to contaminate the food either directly or indirectly. This includes:

- People suffering with vomiting and/or diarrhoea
- People who have been diagnosed by the GP (doctor) or hospital as suffering with:
 1. Salmonella (including Typhoid and Paratyphoid)
 2. Campylobacter
 3. Vibrio
 4. Yersinia
 5. Bacillus
 6. Staphylococcus aureus
 7. Clostridium Perfringens
 8. Protozoa e.g. Cryptosporidiosis, Giardia Lamblia
 9. Shigella
 10. E. coli O157
 11. Hepatitis
 12. Norovirus
 13. Threadworm and Taenia solium
- People who have had close contact with someone suffering from these symptoms or illnesses
- People known to be carriers of any of the infections mentioned above

NB the length of time that someone suffering is from any of these illnesses is required to remain away from work varies with the seriousness of infection. Contact the Health Improvement Team for further advice (TEL: 029 20871161/029 20871657 or e-mail communicabledisease@cardiff.gov.uk)

Any of these people can spread bacteria and viruses in their faeces and vomit which can easily be passed onto food through their hands or using equipment that they have handled.

To help protect your customer from the risk of illness you are required to answer the questions on the following page and it is your responsibility to provide the correct and accurate information.

CARDIFF COUNCIL

INFECTIOUS DISEASES QUESTIONNAIRE



Site	
Unit/Agency Manager	
Agency Worker	

	Yes (Please Tick)	No (Please Tick)
At present or in the last seven days have you suffered from:		
1. Diarrhoea and/or vomiting		
2. Stomach pain and/or fever		
3. Jaundice		
Have you ever had typhoid, paratyphoid OR are known to be a carrier of Salmonella Typhi or Paratyphi?		
Are you a carrier of any type of Salmonella?		
In the last 21 days have you been in contact with (at home or abroad) anybody who may have been suffering from typhoid or paratyphoid?		

Provide full details of countries you have visited in the last 6 weeks?

If any of the information changes between completing this questionnaire and the day of your employment it is **your** responsibility to inform us.

Unit/Agency Manager (Signed)	
Signed (Agency Worker)	
Date	

CARDIFF COUNCIL DISCLAIMER NOTICE – REMOVAL/EXTENSION OF FOOD DURING AN INTERNAL OR EXTERNAL FUNCTION



PLEASE COMPLETE FORM IN FULL

Event	
Client Name	
Telephone Number	
Email Address	

Cardiff Council does not accept any liability or responsibility for the condition and safety of any food and/ or beverages that the Client/ Customer/ Organiser has requested either:

- *remains in the function room for consumption past the recommended time of 2 hours; and/or*
- *any food items that the Client/Customer/ Organiser has taken away with them.*

For the avoidance of doubt Cardiff Council will not be responsible for any food or beverages which remains in the possession of the Client/ Customer/ Organiser which has been prepared more than 2 hours in advance. Cardiff Council does not accept liability or responsibility whatsoever and howsoever arising (to the extent permitted by law) for any food and/ or beverages which may be consumed past the recommended 2 hours after cooking/ preparation.

List All Food Items Requested to Remain in the Function Room

--

List All Food Items Requested to be Removed from Function Room

--

In completing and signing this form I understand that I am taking responsibility for consumption of all items food or beverages that have been cooked/prepared after 2 hours. I acknowledge and accept that Cardiff Council may decide not to allow the retention of any food or drink items to any persons whether noted in this form or not.

Client Signature	
Signature of Behalf of Cardiff Council	
Name	
Designation	
Date	

Notes

- **Attach completed form to relevant internal paperwork or bill for traceability.**

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CARDIFF COUNCIL DISCLAIMER NOTICE – FOOD SUPPLIED BY EXTERNAL PROVIDER



PLEASE COMPLETE FORM IN FULL

Event	
Client Name	
Telephone Number	
Email Address	

Cardiff Council does not accept any liability or responsibility whatsoever and however arising (to the extent permitted by law) for any food or otherwise that has been supplied by any external (non Cardiff Council employee) provider. For the avoidance of doubt Cardiff Council accepts no liability in respect of any food or beverages not supplied by Cardiff Council and/or brought on to Cardiff Council premises or otherwise. Please note that Cardiff Council will not be responsible in any way for any food poisoning complaints or otherwise caused by items of food or drink brought on to the premises or otherwise mentioned in this form

List All Food Items Supplied

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In completing and signing this form I understand that I am taking responsibility for all items (whether home prepared or purchased) that have been brought on to Cardiff Council premises or otherwise. I acknowledge and accept that Cardiff Council may accept or decline entry to any persons bringing food that is listed in this form and retains the right to refuse entry to any persons who bring food onto Cardiff Council premises whether noted in this form or not.

Client Signature	
Signature of Behalf of Cardiff Council	
Name	
Designation	
Date	

Notes

- **Attach completed form to relevant internal paperwork or bill for traceability**

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Establishment:	
Directorate:	
Name	
Designation:	

Product details

Supplier Name:		Date of Delivery:	
Product Name:		Product/Batch Code:	
Delivery Note Number:		BBE/UBD:	
Framework/Contract Number			

Type of complaint – please ✓ and follow guidance on the following page to determine nature of risk

<i>Health Risk - Low</i>		<i>Performance - Short Use By Date</i>	
<i>Health Risk – Medium</i>		<i>Performance - Incorrect Quantities</i>	
<i>Health Risk – High</i>		<i>Performance – Other</i>	
<i>Performance - Late/Non Delivery</i>			

Full details of complaint and action agreed with supplier and/or management

Signed:		Date:	
----------------	--	--------------	--

MANAGEMENT USE ONLY

Managers Name:	
Date Complaint Received:	
Further Action Taken (Delete as necessary: If YES, detail action:	YES/NO
Date entered onto Complaints Database:	
Signed:	

Guidance

Health Risk - Low

Low risk issues that involves minimum risk to health. Examples of this would be substitute product delivered, order not meeting original requirements/specification

Health Risk - Medium

Medium risk would be a complaint that could increase the risk to health. Examples of this would be high-risk products being delivered at the incorrect temperature but identified immediately and returned to the supplier. Further examples would be inferior quality foodstuffs.

Health Risk - High

Evidence of high risk cross-contamination with the potential in causing a food borne illness, examples would be cooked meat still raw in the centre, blood stains on outer and inner packaging, blown tins and vacuum packed goods and contaminated products.

Performance

Performance issues have no risk to health but demonstrate a lack of customer service and/or delivery of the expected level of service. Examples include incorrect delivery time, late delivery, non-delivery, non-delivery of specific items, delivery of products with short use by dates (under three days), delivery of incorrect quantities, unprofessional delivery staff.

Section 5

Terms of Reference

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Terms of Reference

Statement

The HACCP Manual will be reviewed on an annual basis or sooner, if practices or legislation dictates.

The HACCP Manual has been developed by the Corporate HACCP Team. The Corporate HACCP Team is comprised using a cross-Directorate approach with individuals nominated that have a responsibility for the management of food operations within their Directorate, has sufficient knowledge and oversight of food operations within their Directorate and has the mechanisms with which to disseminate information throughout their Directorate.

The Corporate HACCP Team must have a nominated lead officer, who will coordinate review meetings and administration of the Corporate HACCP manual. The lead officer must have at least a level 4 food safety qualification, accredited and certified by Chartered Institute of Environmental Health, Royal Society for Public Health or Highfields Awarding Body for Compliance. The current membership of the Corporate HACCP Team is as follows:

Team Member	Designation	Directorate/Service Area
Hilary Butler	Food Health and Safety Officer	Economic Development Venues Conference and Catering
Theo Callender (Lead Officer)	Training and Compliance Manager	Education and Lifelong Learning Education Catering
Karen Francis	Team Leader	Resources Assistive and Community Response Teams
Bernadette Lewis	Senior Administration Officer	Planning, Transport and Environment Waste Strategy and Enforcement
Raymond Vincent	Training and Compliance Officer	Education and Lifelong Learning Education Catering
Lynne Walsh	Social Policy Initiatives Officer	Social Services Strategy Performance and Resources

Additionally, the Shared Regulatory Service (SRS) will also provide an advisory service on any fundamental changes made during review sessions. If a team member should experience a change of duties and/or leave the organisation it will be the responsibility of the Corporate HACCP Team to decide whether a replacement is necessary and recruit from a relevant Service Area. Individuals must have at least a basic understanding of food safety and preferably have a level 3 food safety and/or HACCP qualification.

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BUDGET MONITORING – MONTH 9 REPORT**FINANCE, MODERNISATION & PERFORMANCE (COUNCILLOR
CHRIS WEAVER)****AGENDA ITEM: 6**

Reason for this Report

1. To provide the Cabinet with an update of the financial monitoring position for the authority as projected at the end of December 2019, adjusted for any significant movements since that date.

Background

2. This monitoring report provides details of the projected outturn for 2019/20 compared with the budget approved by Council on 28 February 2019. The presentation of surpluses and deficits follows the convention outlined in the Month 4 Monitoring Report, considered by Cabinet on 26 September 2019.

Issues**Revenue**

3. Overall, the Month 9 revenue monitoring for the Council shows a net balanced position for 2019/20, which represents a net improvement on the £214,000 deficit reported at Month 6. The overall position comprises financial pressures and shortfalls against budget savings targets in directorate budgets, offset by projected savings on capital financing, an anticipated surplus on Council Tax Collection and an overall surplus against the Summary Revenue Account. Directorate budgets are currently projected to be overspent by £8.140 million, with the most significant overspends being in respect of Social Services and Planning, Transport & Environment, with the latter in relation predominantly to Recycling & Neighbourhood Services and Fleet Services. These are partly offset by projected underspends in other directorates and by the £3.0 million general contingency budget that was provided as part of the 2019/20 budget in order to reflect the quantum, risk and planning status of the proposed savings for the year. The overall change in position between reporting periods is predominantly the result of an improved position against certain corporate budgets, offset by an overall deterioration in the directorate position. A summary of the overall position is attached as Appendix 1 to this report.
4. The most significant directorate overspends include £4.984 million in Social Services and £2.435 million in Planning, Transport & Environment. In addition

to savings shortfalls, financial pressures being experienced include demographic pressures in Social Services, particularly in relation to looked after children, shortfalls in income and increased operational costs across a number of directorates. In terms of savings proposed for 2019/20, an overall shortfall of £6.443 million is projected against the target of £19.157 million, with £10.411 million having been achieved to date and a further £2.303 million anticipated to be achieved before the end of the financial year. The 2019/20 Budget Report reflected the fact that, of the £19.157 million total, proposals amounting to £8.101 million were identified as having an achievability risk of either red or red/amber and £3.524 million were at the general planning stage at the time of setting the budget. These risks are evident in the figures reported at Month 9, details of which are set out in Appendix 2. Although some mitigations are evident, this overall shortfall remains a cause for concern, particularly with the ongoing challenging financial context within which the Council operates.

5. As originally reported at Month 4, in response to the overall directorate overspend, actions and measures have been implemented by the Chief Executive and Corporate Director Resources. These actions have included ongoing budgetary challenge sessions with individual directorates, particularly those with significant overspends. The challenge to directors has been to reduce overspends as much as possible without any detrimental impacts on service provision and these sessions will continue during the remainder of the year. Directors have initiated actions to reduce financial pressures in-year and identified in-year savings and mitigations to offset those pressures. In addition, Senior Management Team have agreed a number of measures that all directorates have been expected to implement. These include director sign-off for purchases of goods and services, review and restrictions on agency and temporary staffing arrangements, robust staff vacancy management and a review of income generation. Whilst the focus of these measures are on those areas that form part of the General Fund, attention is also required on ring-fenced and grant-funded accounts to ensure that value for money is maximised across the entire Council. It should be noted that the impact of a number of these actions is already reflected in the figures contained within this report.
6. The 2019/20 Budget included specific contingencies to be held in respect of particular financial pressures and be distributed should these pressures emerge during the year. The main contingencies included £2 million to reflect the potential for increased costs in placements for looked after children and £350,000 to offset potential income shortfalls in relation to the Material Recycling Facility (MRF), as a result of volatility in the market for recycle materials. The Month 4 report identified that full allocations of these contingency budgets would be required and this report continues to reflect this. In addition, a contingency budget of £2.586 million is maintained corporately to reflect the potential for future growth in the number and value of claims as part of the Council Tax Reduction Scheme (CTRS). This figure includes an annual uplift to reflect the potential impact of Council Tax increases on this budget. Current projections indicate a requirement of £935,000 to meet costs in the current financial year and this amount is reflected in the position for the Housing & Communities directorate. The budget pressures in all these areas will continue to be monitored until the year end and any variations to this position will be reflected in the outturn report.

7. As well as the overall directorate position, there are also some key corporate variances which continue to significantly offset the overspend at Month 9. These include a projected Council Tax surplus and in-year savings against the Capital Financing budget, both of which are detailed in the paragraphs that follow. In addition, there is an overall underspend position against the Summary Revenue Account. The main variance within this account is in relation to the recently confirmed grant funding in connection with the September 2019 increase in the Teachers' Pension rates to be paid by employers. At the time of setting the 2019/20 revenue budget, there was no certainty around specific grant funding for this particular pressure and, therefore, the Council made resources available to schools in their individual budgets. However, now that full grant funding has been provided, it is possible to adjust school budgets and clawback the funding that was originally provided. This position is favourable to schools, as the budget originally provided by the Council was estimated to cover only 70% of the financial pressure, whereas the new grant funding is anticipated to cover 100%. The overall result of this adjustment is that £2.967 million is available to offset the directorate overspend in 2019/20. Should the directorate position improve by the end of the year, the availability of this amount would provide an opportunity to replenish earmarked reserves or offset other corporate financial pressures.
8. The residual position in relation to the Summary Revenue Account, excluding the Teacher's Pension funding referred to above, amounts to a net underspend totalling £1.583 million. This variance has increased since the Month 6 position was reported and is underpinned by the receipt of a VAT refund, arising as a result of a successful appeal for a cultural exemption in relation to Cardiff Castle. Other items within the Summary Revenue Account include expenditure that cannot be attributed to individual directorates or expenditure that relates to previous financial years and would distort directorate positions if included within their respective figures. In addition, since Month 6, it has been possible to incorporate the release of specific earmarked reserves to assist the overall position, as well as an in-year underspend in relation to insurance budgets.
9. A financial statement showing the spending position for each directorate is attached as Appendix 1 to this report. Comments on the main variances and any significant issues are as follows:

Capital Financing (£469,000)

10. The capital financing budget supports the Council's Capital Programme and treasury management activities. This includes external interest payable, prudent provision for the repayment of any debt in line with current Council policy, as well as interest earned on temporary investments. The budget is impacted by a number of external and internal variables such as interest rates, the level of investment balances, share of interest chargeable to the Housing Revenue Account, the need and timing of external borrowing, as well as performance in achieving capital expenditure projections. Following a review of all these factors, the current projection for the year as at Month 9 is a net surplus of £469,000. Included within this figure is additional expenditure of £129,000 relating to the prudent provision for the repayment of debt chargeable. This has arisen given that the final capital outturn is not known when setting the budget

for 2019/20 and this has a direct impact upon the level of repayment required in the following financial year. This is more than offset by £158,000 of lower external interest payable than originally assumed and an additional £440,000 in relation to interest receivable on temporary investment balances as well as other changes. Council, in February 2020, will consider a change in the Council's Minimum Revenue Provision Policy, resulting in an additional £4.725 million underspend against this budget heading. Subject to approval, this will be applied from 2019/20 and would be considered as part of the Council's outturn position.

Corporate Management (£70,000)

11. An underspend of £70,000 is currently projected in relation to Corporate Management, reflecting a continuation of the position reported at Month 6. The overall underspend is primarily due to savings in relation to past service pension contributions and insurance commission. All 2019/20 savings proposals are currently projected to be achieved in full.

Council Tax Collection (£121,000)

12. A review of the Council Tax position indicates a potential net surplus of £121,000, which reflects an overall improvement of £86,000 in comparison with the Month 6 position. This surplus is underpinned by a reduced requirement to contribute to the Council Tax Bad Debt Provision, largely due to the continuation of a high collection rate. This is partly offset by projected variances to the level of discounts and exemptions, as compared with the assumptions contained within the Council Tax Base Report, approved in December 2018. The surplus represents a variance of 0.1% of the estimated gross debit and will be subject to continued monitoring until the end of the financial year.

Economic Development +£513,000

13. The directorate is currently forecasting an overspend of £513,000, which represents an increase of £106,000 on the overspend reported at Month 6. This change relates to income projections worsening in a number of divisions, partly offset by an overall improvement in the level of expected rental income within Property. The overall position includes overspends within Facilities Management, Construction & Design, City Centre Management and Major Projects, partly offset by underspends within Business, Investment & Workshops, Parks and Culture, Venues & Events. Corporate Landlord and Service Management are both reporting balanced positions. In terms of 2019/20 savings proposals, £3.135 million is forecast to be achieved against the £3.153 million target. The shortfall of £18,000 relates to Pest Control, and the intention to generate additional income by exploring opportunities for working with the private sector and other public bodies, and a review of security staffing costs. Included within the projected savings achievement is the proposal in relation to securing a tenant for the New Theatre, where it is assumed that delivery will be achieved prior to the end of the financial year.
14. The projected overspend within Facilities Management totals £727,000. This overspend is largely due to additional expenditure in relation to FM Buildings which primarily relates to utility costs, security costs, cleaning and unachieved

energy savings from prior years. There remain a number of risks and assumptions within this position, including full achievement of 2019/20 savings proposals, and tight control of expenditure will continue to be required to ensure that the overspend does not increase further. Other overspends within the division include Building Support, due to unbudgeted employee costs, income shortfalls and additional supplies and services costs, and Building Services, where projected income from capital schemes is not anticipated to be sufficient to meet the income target. Partly offsetting these overspends is an underspend against the Accommodation Account, which is the result of rental income within core buildings from externally funded occupiers, and additional income generated from cleaning and caretaking.

15. Other overspends within the directorate include £60,000 against Major Projects, due to additional premises costs associated with the International Sports Village, and City Centre Management, where a £68,000 overspend is projected. This overspend is due to a reduction in income for city centre infrastructure and banners. The other overspend within the directorate relates to Construction & Design, where a £50,000 deficit is now being projected. This is the result of reduced income projections, where a shortfall in recharges to capital schemes has emerged. Partly offsetting these overspends is a net underspend against the Property & Office Rationalisation budget, totalling £44,000, which is the result of an improved outlook for rental income. The position continues to include additional utility costs and other income shortfalls, although in-year staffing savings and staff recharge income, as well as an overall underspend against the Office Rationalisation budget, are offsetting these.
16. Other underspends within the directorate include a net £180,000 underspend in relation to Business, Investment & Workshops. This is due to additional workshops rental income, vacancy savings and bus shelter advertising income, partly offset by income shortfalls elsewhere within the division. An underspend, totalling £88,000, is also projected in relation to Culture, Venues & Events. This particular position comprises various overspends and underspends, including additional income in relation to City Hall Functions, additional lettings within Cardiff Caravan Park, additional staff costs in relation to Commercial Activities and the Castle, and an overall deficit within Tourism. St David's Hall is forecasting a balanced position, but this will continue to be closely monitored during the remainder of the year, as this venue can be susceptible to market conditions. In terms of the New Theatre, additional income of £100,000 is anticipated following the transfer of the venue to an external operator. Other underspends relate to Parks and Leisure, Play & Sport. These total £80,000 and are due to supplies and services, grounds maintenance and employee underspends within Parks, and staffing vacancies within Leisure, Play & Sport.

Education & Lifelong Learning +£493,000

17. The overall position indicates an overspend of £493,000, which represents an increase of £250,000 on the figure reported at Month 6. The change between months is due to increased expenditure in relation to Out of Area Placements, the emergence of a School Catering deficit and additional expenditure against the School Transport budget. The overall overspend continues to be due to a projected overspend against the budget for Out of Area Placements, coupled

with additional School Transport expenditure and non-achievement of savings proposals. Partly offsetting these overspends are various staffing vacancies across the directorate, in-year savings against capital financing budgets and managed underspends in relation to centrally-held school maintenance budgets. In terms of 2019/20 savings proposals, a shortfall totalling £369,000 is projected. This relates to the service-wide staffing restructure, School Transport savings and the proposal to generate income through the provision of additional learning needs (ALN) services to other local authorities and via additional training. In most cases, partial achievement of the proposals is anticipated.

18. The largest overspend in the directorate totals £599,000 and relates to Out of Area Placements. This projection is based on the position at a point in time and reflects known placements and recoupment from other local authorities compared with the available net budget. There remains a risk of the overspend increasing further, should additional placements be required before the end of the financial year. In relation to School Transport, there is significant additional expenditure across the directorate, but particularly within the School Transport, Services to Schools and Inclusion divisions, which are reporting overspends of £213,000, £95,000 and £173,000 respectively. The majority of this expenditure relates to additional transport provision beyond the scope of the policy, the costs associated with successful transport appeals, additional routes for pupils with ALN and unachieved savings proposals. In-year underspends arising from the transfer into the Council of the school based counselling service partly offsets the Inclusion overspend. Elsewhere within the Services to Schools division is a projected deficit in relation to the Music Service, offset by in-year savings against ICT budgets and the effect of vacancy control. In addition, a School Catering overspend has emerged, with the income generated at certain sites not being sufficient to offset the cost of meal provision.
19. Partly offsetting the overspends outlined in the previous paragraph is an underspend, totalling £75,000, against the Non-Delegated School Expenditure budget, which mainly relates to in-year savings against capital financing budgets for school ICT schemes. This one-off saving is due to one scheme ending during 2018/19 and the repayments for the follow up scheme not taking effect in full until 2020/21. The budget for Senior Management is also projecting an underspend, which totals £90,000, due to the vacant Assistant Director post, for the period between April and September, and additional income, including grant income. As well as these underspends, the Achievement division is forecasting in-year savings of £272,000, mainly in relation to additional income, vacant posts and delays in recruiting to the new Admissions structure. The other main underspend is shown against the School Organisational Planning budget and relates to the budget held for revenue funded school repairs and totals £150,000. Other divisions are projecting balanced positions, including Education Grants and EOTAS, with the latter reporting an improved position following the use of external funding to offset costs.

People & Communities

Housing & Communities (£469,000)

20. An underspend of £469,000 is being projected at Month 9, representing an improvement of £169,000 on the position reported at Month 6. This improvement is largely the result of in-year staffing vacancies arising and additional grant funding providing opportunities to offset existing staffing costs. Overall, a number of divisions are forecasting balanced positions or minor variances, with the most significant variances in relation to Homelessness & Hostels, Independent Living and Business, Performance & Support. All savings proposals for 2019/20 are projected to be achieved in full, with £827,000 having already been achieved to date against the target of £868,000. This includes full achievement of two proposals each totalling £250,000, in relation to the delivery of community wellbeing hubs and a realignment of funding for homelessness service delivery.
21. The most significant variance is an underspend of £342,000 in relation to Homelessness & Hostels. This underspend is largely the result of in-year employee savings, particularly in relation to the Housing Options Centre, where recruitment to the new structure is still being undertaken and delays to filling some posts have been experienced. Security overspends are projected at the Housing Options Centre, however these are offset by other employee savings across the division, as well as additional staff recharge income and utility savings. In addition, the Independent Living Service is anticipated to underspend by £157,000, primarily because of in-year employee savings. In previous years there have been savings arising from increased capital allocations within the Joint Equipment Service, however any savings that do arise are likely to be required to offset overspends within the pooled budget account. Hubs & Community Services is also projected to underspend, by £37,000, with supplies and services underspends across the division partly offset by income shortfalls in relation to hubs.
22. Overspends within the directorate include £47,000 within Business, Performance & Support, mainly due to the non-achievement of a prior year savings target in relation to commercialisation, and records management storage charges. An overspend of £22,000 is projected within Advice & Benefits and relates to income shortfalls within Central Hub, partly offset by employee savings. All other divisions are reporting minor underspends and balanced positions. Included within the overall position is a projected drawdown of £935,000 from the specific contingency budget set aside to meet increased costs in relation to the Council Tax Reduction Scheme. This reflects a reduction of £180,000 on the figure reported at Month 6 and further adjustments to this figure may be required before the end of the financial year, depending upon fluctuations in the number of applications and the level of support required.

Performance & Partnerships - Balanced

23. The overall position for this service is balanced, compared with the net underspend of £30,000 reported at Month 6. The change in position reflects increased overspends against a number of divisions, partly offset by reduced staffing costs within Community Safety. Included within the position are

projected underspends in relation to Cabinet Office & Performance Management, Media & Communications and Cohesion & Engagement, partly offset by overspends in relation to Bilingual Cardiff, Community Safety, Prevent and Policy & Partnerships. The main underspends, which total £50,000, £41,000 and £13,000 respectively, are due to in-year employee savings and additional external funding. The Bilingual Cardiff overspend, which totals £65,000, is due to the cost of external translation and an income shortfall, with the Community Safety overspend of £57,000 due to greater than anticipated salary costs. The other overspends, amounting to £15,000 in total, are due to additional employee and supplies and services costs, and all 2019/20 savings proposals are currently projected to be achieved in full.

Social Services +£4,984,000

24. The overall position for the directorate reflects a projected overspend of £4.984 million, which reflects an increase of £1.150 million on the position reported at Month 6. This change reflects additional external placement costs for children, a significant increase in the level of expenditure on agency staffing within Children Services and an increase in the cost of commissioned services within Adult Services. The overall position is comprised of overspends totalling £725,000 in relation to Adult Services and £4.259 million in relation to Children's Services. In both cases, the position reflects overspends on the commissioning budgets for external services. Savings proposals of £6.0 million were included in Social Services budgets for 2019/20, most of which were predicated on a reduction in activity levels. However, the pattern of activity to date suggests that numbers are either stabilising or, in some cases, increasing. Also of significance is the fact that a disproportionate element of the growth in respect of Children's Services has been in high cost residential placements, leading to a further increase in costs. A significant overspend is therefore reported even after taking into account the drawdown of the £2 million contingency for additional placements, agreed as part of the 2019/20 budget process. At Month 9, assumptions have been made around further growth for the last three months of the year. despite the inherent difficulty in forecasting a service which is needs-led Therefore, whilst the inherent risk that the position could deteriorate has been reflected in the position there will be an adjustment either upwards or downwards at the final outturn position.. The position will continue to be closely monitored. The directorate will continue to enforce the management actions introduced earlier in the year to minimise the overspend as much as possible. Further detail on the individual positions for both services are provided in the paragraphs that follow.

Adult Services +£725,000

25. The Adult Services division is currently projecting an overspend of £725,000, largely reflecting pressures in relation to Older People Commissioned Services. This particular area of the service is projecting an overspend of £3.143 million, mainly arising from savings shortfalls where proposals predicated on reducing numbers have, so far, not been achieved. It was anticipated that savings proposals in relation to reablement, encouraging independence and cost effective commissioning would facilitate sustainable reductions in activity levels and costs. However, with activity levels increasing or remaining static, costs have not reduced by a level sufficient to meet the savings targets. As an

exemplification of this challenge, the activity levels for domiciliary care have increased by approximately 3.5%, rather than reduced. This, coupled with ongoing increases in unit costs in domiciliary and nursing care, has meant that expenditure levels are significantly in excess of the approved budgets. The overspend within this area is, however, partly mitigated by various underspends in other areas, notably on staffing budgets where staff turnover and offsetting grant funding are providing significant savings.

26. Aside from Older People Commissioned Services, the other commissioned services are projecting underspends. In Learning Disabilities, an underspend of £313,000 is reported as a result of a reduction in the number of care home placements and a shift from domiciliary care to direct payments during 2018. An underspend, of £288,000, is also anticipated in relation to Mental Health Services, as a result of the continuing trend for reductions in the number of residential placements and, in line with previous years, an underspend on budgets allocated to the service for additional commitments in relation to Deprivation of Liberty Safeguards (DOLs). An underspend of £256,000 is evident in relation to budgets for Physical Disabilities, which is a reflection of activity levels remaining relatively stable or declining in the case of residential care.
27. Internal Services are currently projecting a net underspend of £1.561 million. This is mainly due to anticipated savings of £921,000 in Assessment and Care Management and £637,000 in Day Care & Reablement Services. In both services, there are significant staffing savings evident, as a result of high turnover but also a reflection of the utilisation of grant funding to offset staff costs in a range of areas. In addition, Internal Support & Management is projected to underspend by £126,000, again as a result of staff savings and the utilisation of grant funding. There is an offsetting overspend of £123,000 in relation to Internal Learning Disability Support Living & Day Care, where additional staff costs have meant that historic savings targets remain unachieved.

Children's Services +£4.259 million

28. The Children's Services budget is currently projecting an overspend of £4.259 million, reflecting an increase of £1 million on the Month 6 position. This is after taking into account the drawdown of the £2 million specific contingency budget set aside to meet increased costs in relation to placements for looked after children, with this drawdown having been incorporated into the directorate budget position in this report. The ongoing pressures in relation to external placements for looked after children continue to underpin the overspend in this area, with a significantly higher proportion of expensive residential placements evident in 2019/20. This is after allowing for both the use of the contingency budget and the significant growth, including a realignment, of £6.696 million allocated to the service as part of the 2019/20 budget. The overspend position at Month 9 largely reflects pressures on the budget for external placements. The overspend in this particular area totals £3.054 million and is evidenced by the number of looked after children increasing from 886 in December 2018 to 961 at the end of December 2019, representing a 8.5% increase. Included within this is a significant, disproportionate, increase (26%) in the number of high cost residential placements, where an additional 16 placements has led to

a £3.3 million expenditure increase. Placement budgets were also reduced as part of the 2019/20 savings proposals and this has compounded the issue. External fostering budgets were also reduced to reflect savings proposals and, although numbers have remained relatively stable, an overspend is evident. Internal Adoption & Fostering is also forecasting an increased overspend, of £609,000, again reflecting the growth in looked after children, with the number of internal fostering and kinship placements 12% higher than the 2018/19 average. Adoption fees also continue to significantly increase, again placing additional pressure upon the budget.

29. Other significant overspends include Targeted Services, where an overspend of £961,000 is projected, mainly as a result of increased agency costs, which are approximately £1m greater than the previous financial year. Specialist Services, including support for care leavers, is reflecting an overspend of £190,000, which is mainly the result increased agency staff expenditure in this area. The most significant underspend within the division relates to Early Intervention, where additional grant funding and staff savings are contributing to an underspend of £438,000, albeit these savings are partly offset by increased agency costs within the MASH. An in-year saving of £200,000 is also evident in relation to guardianship orders and a net £83,000 overspend is projected in relation to the Youth Offending, Safeguarding and Support budgets, mainly due to staffing savings and additional agency costs.

Planning, Transport & Environment +£2,435,000

30. The directorate is currently projecting an overspend totalling £2.435 million, representing a net improvement of £22,000 on the position reported at Month 6. The main changes relate to reduced expenditure projections across a number of budget headings within Highways Infrastructure & Operations, additional staff recharge income within Planning & Building Control and increased fee income within Transport Planning, Policy & Strategy, partly offset by reduced renewable energy income projections connected to Radyr Weir. The overall position remains the result of significant overspends within Recycling and Neighbourhood Services and Fleet Services. In addition, substantial overspends are projected against Planning & Building Control and Energy Management and minor overspends against Shared Regulatory Service and Management & Support. Underspends are anticipated within Highways & Infrastructure Operations and Transport Planning, Policy & Strategy, with other divisions projecting balanced positions. A shortfall totalling £1.649 million is projected against the 2019/20 savings target of £3.819 million, with £1.676 million achieved to date. This shortfall primarily relates to Fleet Services and a review of vehicle utilisation and rationalisation across the Council's fleet, as well as the intention to commercialise the service and generate additional income. Other significant shortfalls relate to Recycling & Neighbourhood Services, where proposals to review business processes in relation to waste services, review the staffing resource across the service and increase income by growing the commercial waste and recycling centres are not delivering the targeted savings. The other shortfalls relate to the delivery of the approval body for sustainable drainage and the clamping of vehicles, with the outcome being lower than anticipated income generation.

31. The overspend within Recycling & Neighbourhood Services has remained consistent with Month 6, totalling £1.717 million. This position reflects a number of significant overspends and in-year savings shortfalls, which total £726,000 when including unachieved savings from the previous financial year. Significant pressures include income shortfalls and additional operating costs within Trade Waste Collections, Domestic Collections, Household Waste Recycling Centres and the Materials Recycling Facility (MRF). As well as these overspends, there are income shortfalls in relation to the Waste Transfer Stations, Environment Enforcement and landfill gas royalties. These pressures are partly mitigated by a saving against the overall treatment of waste, funding provided for planned ward changes and the bottles and jars rollout for collections, which are being reviewed, and reduced operational costs in Street Cleansing. The Council's 2019/20 budget included a specific contingency totalling £350,000 to offset potential income shortfalls in relation to the MRF, reflecting the volatility in the market for recycle materials. As originally reported at Month 4, the reported position reflects the full allocation of this contingency budget. In addition, the directorate have put a number of management actions in place, with the aim of limiting expenditure within this area. This position reflects the anticipated impact of these actions, however, should the full benefits not materialise, there remains a level of risk that the position could worsen by the end of the year.
32. Other overspends across the directorate include an adverse variance of £572,000 in relation to Fleet Services. This overspend is mainly the result of significant savings shortfalls, relating to both the current financial year and previous years, coupled with a shortfall against income targets. Some mitigations are evident and have assisted with maintaining the overspend at the level quoted. These mitigations include re-profiling of a loan repayment schedule and use of earmarked reserves. The Energy Management overspend comes to £317,000 and is because of a shortfall in income generated at Radyr Weir, a shortfall in renewable energy income and an unachieved staffing saving. The Planning & Building Control overspend totals £163,000 and is due to planning fee income shortfalls, additional staffing costs and increased advertising costs, partly offset by the use of earmarked reserves. The Shared Regulatory Service overspend of £17,000 and Management & Support overspend of £31,000 are due to a licensing income shortfall and a delay to a planned staff restructure, respectively.
33. There are two underspends within the directorate, the first of which relates to Highways & Infrastructure Operations and totals £283,000. This underspend comprises savings on street lighting energy, a range of expenditure reducing measures and lower staff costs, as well as use of earmarked reserves. Partly offsetting these savings are reduced cost recovery from SWTRA, unachieved savings proposals and additional salt purchases for winter maintenance. Transport Planning, Policy & Strategy is projecting an underspend of £99,000 due to increased staff recharges and use of earmarked reserves offsetting unachieved staff restructuring savings and income shortfalls. The balanced positions reported comprise Bereavement, & Registration Services and the Cardiff Dogs Home, where various financial pressures are set to be offset by the use of earmarked reserves, and Civil Parking Enforcement, where additional income generated will be transferred to the Parking Reserve.

Resources

Governance & Legal Services +£273,000

34. The directorate is currently forecasting an overspend of £273,000, which reflects an increase of £105,000 on the overspend reported at Month 6. This increase relates to Legal Services and the increasing cost of external legal fees becoming evident as the year progresses, as well as an increase in legal disbursement costs. The overall position is the result of a Legal Services overspend, which totals £293,000, and is due to the aforementioned cost of external legal fees, partly offset by in-year savings against employee budgets due to vacancies. The level of fees being incurred is linked to the number and complexity of safeguarding cases. Whilst there is a degree of correlation between staffing vacancies and external legal fees incurred, there remains a risk of further external expenditure, even if the staffing establishment is filled. Other variances include underspends within Democratic Services and against the Monitoring Officer budget. These underspends total £8,000 and £12,000, respectively, and are due to in-year employee savings, with the latter partly offset by additional transport and supplies and services expenditure. All other divisions are projecting balanced positions and the 2019/20 savings proposals, which amount to £372,000, are currently anticipated to be achieved in full.

Resources (£19,000)

35. The Resources directorate is currently projecting an underspend of £19,000, representing an improvement of £19,000 on the balanced position reported at Month 6, primarily due to improvements within Commissioning & Procurement and Human Resources, partly offset by an increased overspend against the Digital Services division. The overall position is predominantly the result of an overspend within the Digital Services division, offset by underspends within Finance, Commissioning & Procurement and Human Resources. All other divisions are reporting minor variances or balanced positions. A shortfall of £44,000 is currently projected against the directorate's £2.381 million savings target for 2019/20. These shortfalls relate to the generation of additional income within Health & Safety and recharge income relating to the Council's trading company for procurement and commercial services.

36. The projected overspend within the Digital Services Division totals £247,000 and mainly relates to an overspend against Enterprise Architecture due to income shortfalls and an overspend in relation to licence costs, partly offset by in-year employee savings. Customer Services is also projecting an overspend, largely due to additional employee costs incurred in order to meet income targets. Partly offsetting the figure is an underspend within ICT Services as a result of additional Welsh Government grant income. The Emergency Management Unit is also projecting an underspend due to in-year employee savings. In addition to the Digital Services overspend, a small overspend is also projected in relation to Health & Safety, where a range of factors are contributing to a net overspend of £7,000.

37. The largest underspend within Resources relates to Finance and totals £130,000. This underspend is largely due to additional income within the

Capital Ambition Delivery Team and in-year employee savings within a number of functions, partly offset by additional supplies and services costs and income shortfalls within Revenues. Human Resources is also projected to underspend, by £86,000, and this is mainly because of savings against HR systems and additional recharge income and employee savings in relation to Organisational Development. The Commissioning & Procurement underspend totals £57,000 and is primarily due to in-year savings arising from staffing vacancies, offset by supplies and services overspends and the aforementioned income shortfall.

Civil Parking Enforcement

38. Civil Parking Enforcement (CPE) manages parking, parking enforcement and moving traffic offences throughout the city. The income from these activities is used to support the operational costs with the surplus being transferred to the Parking & Enforcement Reserve. The Civil Parking Enforcement budget for 2019/20 assumed a trading surplus of £7.227 million. The current projection indicates that this surplus will be £8.028 million, an increase of £801,000 and is broadly in line with the position reported at Month 6.
39. Increased income of £900,000 is anticipated, mainly from MTO's following the over achievement of existing phases against original expectations. There is also an over achievement in on-street car parking fees through a combination of increased charges and higher volumes linked to the digital payment process. The off-street car parking fees are forecast to be lower than the target due a delay in introducing the proposed revised tariffs and stay limits in the district car parks. Expenditure is projected to be £99,000 above budget which includes additional support charges partly offset by reduced employee costs caused by in-year vacancies.
40. The anticipated surplus of £8.028 million will be transferred to the Parking and Enforcement Reserve. This is available to support highway, transport and environmental maintenance and improvements. The brought forward balance in the reserve is £1.490 million, which, together with the forecasted surplus from CPE activities in 2019/20, results in a total sum available of £9.518 million. The anticipated drawdown from the reserve is £7.386 million, which would leave a year-end balance of £2.132 million. The drawdown is lower than the original plan and the assumptions made at Month 4, primarily due to the slippage of the Bus Corridors scheme within Active Travel. The use of the uncommitted balance in the reserve will be considered as part of the 2020/21 budget process.

Housing Revenue Account

41. The Housing Revenue Account (HRA) is forecasting a potential deficit of £510,000 at the end of December; a £60,000 improvement on the position reported at quarter 2. This position continues to include significant overspends within the Housing Repairs account (£522,000) reflecting an increased number of void properties and a requirement for additional unbudgeted compliance work. Other overspends include rent and service charge income below target (£688,000) and insurance costs above budget (£163,000). The balance of the overspend (£152,000) is mainly due to building costs including utilities and employee costs above budget due to unachievable vacancy provisions within

several divisions. These variances are offset by unbudgeted Affordable Housing Grant receipts (£839,000) and by capital financing charges below target (£176,000).

42. The overspend on the Housing Repairs Account is based on current statistics around tenant demand, average volume and cost of works and void property levels. Service management continue to review the position with the aim of managing this overspend against a background of contractor issues and with a new standard for repairs agreed, which will result in reduced costs. Following the withdrawal of one contractor from the framework, related staff have successfully transferred into the Council under TUPE regulations with the expanded voids team now carrying out more work in-house. Rent and service charge income below target reflects the restricted rent uplift for 2019/20 and the ongoing impact of Welfare Reform, which results in an increased bad debt requirement. Insurance forecasts are largely based on average costs in previous years but will depend on the final number and value of claims which will not be clear until later in the financial year.
43. It should be noted that any deficit will be met by a transfer in from HRA general balances with no impact on the Council General Fund. However, this transfer was not planned for within the 30 year HRA Business Plan and will reduce the ability to deal with budget pressures and funding requirements within the HRA in future years.

Cardiff Harbour Authority

44. Welsh Government support for Cardiff Harbour Authority has been subject to three-year funding agreements. The current budget represents a reduction of £177,000 or 3.3% on 2018/19. The forecast at the end of quarter three indicates an unchanged funding requirement of £5.223 million, representing a full spend against budget. The position continues to include reduced environment and facilities management costs and lower income generation, offset by some additional essential maintenance costs at the barrage. The projected income of £949,000 includes £546,000 from car parking fees, £242,000 from harbour dues and £94,000 from water activities.
45. The Harbour Asset Renewal budget is set to be fully spent during 2019/20 and detail of capital expenditure is set out in the Capital section of this report.
46. The CHA maintains a Contingency and Project Fund, which is used to support projects and provides a contingency if the approved budget is exceeded. The Fund receives contributions from a combination of receipts from the sale and disposal of land and a share of past year underspends on the Fixed Cost budget. The balance at 31 March 2019 was £42,000 and this is in line with the amendments to the Deed of Variation as agreed in April 2018.

Capital

47. The Council in February 2019 approved a new Capital Programme of £146.556 million for 2019/20 and an indicative programme to 2023/24. The programme for the General Fund and Public Housing has since been adjusted to £213.399

million to include actual slippage reported at outturn, incorporation of new grant approvals and confirmation of actual grant awards.

48. The sections below indicate a forecast position for 2019/20 for the General Fund and Public Housing.

General Fund

49. The projected outturn for the year is £117.847 million against a total programme of £166.014 million, a variance of £48.167 million, which is predominantly slippage. Committed expenditure at the end of Month 9 was £85.376 million, which represents 72% of the projected outturn, three quarters of the way through the financial year.

Capital Schemes Update

50. Delivery of capital projects is complex, may span a number of years and is influenced by a number of external and internal factors such as weather, statutory and non-statutory approval processes. The following provides an update on the significant capital schemes included in the programme in addition to the detailed list in Appendix 3.

Economic Development

51. The 2019/20 programme for the Directorate is £70.626 million, with a variance identified of £3.373 million predominantly in relation to parks projects, developer contributions and property asset renewal schemes.

Business and Investment

52. The council received a further £2.810 million of town centre loan funding during the year for Butetown and Grangetown, which is repayable by 2032. This makes the total available to the council of £4.810 million towards loans to third parties in order to bring back vacant, underutilised or redundant buildings into beneficial use. Subject to Cabinet approval and agreement of terms, a loan of £2 million will be provided to allow the completion of the Coal Exchange building and support the wider regeneration of the area, with some expenditure potentially during 2019/20. Other proposals will be considered as applications are received and the loan funding recycled.

City Development & Major Projects

53. In the Council's five year programme, a sum of £2.366 million was allocated to economic development initiatives, primarily in relation to heritage buildings. The 2019/20 allocation of £366,000 is being used towards the development of a new Black Tower Tales visitor attraction at the castle. Commitments against the overall allocation will be reviewed as part of the 2020/21 budget process.
54. The Council was informed in September of an award of £1.929 million of Welsh Government grant to support economic stimulus in local authorities. Options for use are being determined to ensure the funding can be utilised by 31 March 2020.

55. The primary phase of Central Square Public Realm was completed in November 2018 with costs of £8.7 million in 2018/19 and prior. Slippage of £342,000 is carried forward to complete works arising following future phases of the development in line with various other public realm works planned around the site.
56. Cabinet approved the acquisition of the Red Dragon Centre site in December 2019, which triggered the approval of the affordability envelope in respect of delivery of a new indoor arena as part of the 2019/20 budget proposals. Completion of the site took place in January 2020. Procurement of a developer/operator for the new Indoor Arena is currently under way, with shortlisted bidders now in a competitive dialogue phase. A full business case on the delivery of the Arena will be presented to Cabinet for final approval for a contract to be awarded to a developer/operator.

Parks & Green Spaces

57. In respect of asset renewal buildings, works to be undertaken this year include boiler plant replacement at Bute Park and changing room refurbishment. The budget includes a £117,000 contribution towards new toilet provision at Parc Cefn Onn.
58. The Asset Renewal Infrastructure budget of £140,000 along with slippage will be used for footpaths reconstruction at Rhyd-y-penau Park, Whitchurch common, Parc Cefn Onn and Hailey Park, fencing replacement at Greenway allotment and Waterhall bridge replacement. Works starting on a retaining wall at Fairwater Park are delayed until March. Slippage of £60,000 is currently forecast.
59. In 2019/20, the service requested and was provided with an enhanced play equipment capital allocation making the budget for 2019/20 £278,000. Slippage of £168,000 is currently shown, for sites including Lascelles Park, Parc Caedelyn, and Glenmount Way. This is as a result of continued capacity issues.
60. The contract for the landscaping work at Parc Cefn Onn is complete and the upper park reopened in August. Works included a timber walkway, footpath and seating improvements as well as pond works. The refurbishment of the toilet block will commence in February with a completion date in mid-June. Additional funding required to complete this and all other elements will be met from the Council's building asset renewal budget and Park's infrastructure asset renewal budget.
61. Refurbishment works at Roath Park House to protect it from further deterioration and make it wind and watertight commenced in September and are anticipated to be completed in March 2020. The estimated total cost is £570,000, with options for a commercial use generating income being considered in parallel to ensure the site does not remain vacant. The project utilises funding from capital receipts from the disposal of the former youth hostel at Wedal Road agreed by Cabinet to be re-invested in the Roath Park district area.

62. The replacement of the boat jetty at Flat Holm Island was successfully completed in December at a cost of £385,000, funded from the Landfill Communities Fund.

Leisure

63. Property asset renewal budget of £160,000 has been allocated in 2019/20 to allow completion of car park drainage and resurfacing at Insole Court (£135,000) and £25,000 for condition and electrical works at Cardiff International Whitewater.
64. As part of the contract for the transfer of leisure sites to GLL, the balance remaining of the £3.5 million for investment in the transferred leisure sites is £1.047 million. This is repayable on an investment to save basis, with expenditure plans including changing room refurbishment, pool play features, boiler replacement and lighting schemes. Slippage of £500,000 is shown as a result of review by GLL of works required and consideration of whether the full amount can be utilised.
65. Due to the deteriorating condition of the track at Cardiff International Stadium, replacement works which started in 2018/19 have now been completed at a total cost of £500,000 in line with the original agreement for transfer of the site to Cardiff and Vale College.
66. A tender package has been prepared for a scheme at Pontcanna riding school to resurface the outdoor arena but has not been progressed. Works are unlikely to be undertaken this financial year. Funding sources include a grant from Sport Council Wales and a contribution from the friends of the school.

Venues and Cultural Facilities

67. Capital budgets were initially allocated in 2015/16 for priority works identified at St David's Hall (£350,000) and New Theatre (£295,000), pending consideration of alternative options for service delivery from those sites. Dormer windows at New Theatre have been replaced this year, with other works subject to a condition survey as part of discussions in respect to the new lease agreement. The balance will be used towards upgrading the Building Management System, emergency lighting and roller shutter doors at St David's Hall.

Property & Asset Management

68. Property Asset Renewal works for administration buildings includes the completion of stone balustrades on the roof at City Hall, upgrades to lifts at County Hall, replacement of the roof at Cardiff Castle visitor centre, installation of fencing around the Castle Moat, emergency lighting and electrical remedial works at Cardiff Market, and replacement guttering at Cardiff Heliport. Slippage of £558,000 is currently anticipated pending prioritisation of future works in line with condition surveys.
69. A scheme to introduce security measures at Brindley and Coleridge road depot site has been completed, replacing the manned security with technology to both

improve the effectiveness of security at the site. Expenditure will be repaid over a five year period from reduced operational costs.

70. The investment property estate is managed on a commercial basis with capital receipts generated from the sale of investment estate assets reinvested to improve existing properties within the estate or to purchase better quality assets. Expenditure during the year is for completion of refurbishment works at Senlan industrial estate to bring units back into use as well as to bring road infrastructure at Lamby Way industrial estate to an adoptable standard.
71. Following the completion of immediate health and safety works at the Former Virgin Active Tennis Centre site, expenditure of £1.260 million is being undertaken to reconfigure the centre into separate, self-contained units including replacing mechanical and electrical services at the building. The costs are greater than initially expected due to incorporating new mechanical and electrical equipment within existing infrastructure whilst working around current occupiers of the property, however this will allow the securing of longer term lease arrangements for the beneficial use of the site as a local sports and club facility.
72. The full cost of the scheme was originally intended to be met from disposal proceeds of land on the site however this is now to be met from disposals arising from the investment property strategy.
73. In respect of Central Market, the council's phase one application for a scheme to provide interpretation, restore and prevent further deterioration to the building has been approved by National Heritage Lottery Fund. The development and design stage is expected to run to December 2020 and subject to this a final funding announcement in April 2021. The Council has allocated £450,000 capital funding over the next four years as well as an earmarked revenue reserve.

Harbour Authority

74. The Harbour Asset Renewal budget approved for 2019/20 is £232,000, to be spent on various barrage structural works including completion of bascule bridge refurbishment and to replace and raise lock electrical panels.

Education and Lifelong Learning

75. The 2019/20 programme for the Directorate is £38.995 million, with a net overall variance identified of £25.872 million primarily due to the delay and the re-profiling of Band B schemes, alongside the continued slippage of asset renewal budgets including the scheme at Whitchurch High.

Schools - General

76. The Council asset renewal allocation of £17.090 million in 2019/20 includes £6.5 million of an additional £25 million approved over 5 years to address condition, health and safety and additional learning needs within the schools estate. In 2018/19 the Welsh Government provided the Council with £4.262 million maintenance grant in March 2019. This was used to displace Council

funding resulting in slippage of £4.130 million, which was carried forward to 2019/20. Welsh Government have agreed a similar provision this year, with Cardiff's share at £4.577 million. Expenditure in the year is anticipated to be £6.395 million on a range of roof and boiler replacements, fire precaution works, safeguarding of lobbies and kitchen upgrades. The majority of the estimated £10.695 million slippage is the result of two years of unbudgeted additional Welsh Government schools capital grants alongside delays in projects and capacity restraints. The grant funding has been prioritised for use and additional asset funding approved will be re-profiled across future years.

77. The Suitability and Sufficiency budget of £1.040 million is expected to be fully utilised in 2019/20 on a range of works including; increased capacity for pupils with additional learning needs at Meadowbank, The Court, Marlborough and Bryn y Deryn as well as priority Disability Discrimination Act (DDA) adaptations in Rhiwbina Primary, Adamsdown, Willowbrook and Ysgol Y Wern.
78. A £1.322 million separate allocation exists for works at Whitchurch High with future works subject to a full options appraisal. Opportunities for virements from existing education budgets will be considered subject to the impact of such an approach. As these options are currently under review it is assumed that there will be slippage of £1.022 million.
79. A grant of £1 million has been awarded from Welsh Government to improve Ysgol Y Wern under the Welsh Medium programme. The project will increase the school to three forms of entry by providing two new permanent classrooms via extension of the existing building, along with the development of a Welsh medium teacher's training room in partnership with Cardiff Metropolitan, Welsh Government and the Central South Consortium. Slippage of £160,000 is anticipated against the scheme, which will continue into 2020/21.
80. As part of an ongoing programme to reduce infant class sizes, Welsh Government has agreed a £3 million grant funding package until 2020/21 for St Fagan's Primary, St Francis Primary and Oakfield Primary. Works at Oakfield are expected to be completed this year with planning and project costs planned for St Francis and St Fagan's. Slippage of £1.545 million is anticipated due to delays at design stage with schemes now progressing to tender. The grant funding needs to be spent in 2020/21 under the current grant conditions.
81. A Welsh Government funding allocation of £5.097 million has been awarded to support Cardiff schools in developing sustainable EdTech Digital Services. This award has been split with 15% (£764,616) allocated to the Authority with the balance (£4.333 million) available for use by the drawdown of equipment through an all Wales ICT Catalogue, spend to date totals £3.136 million with funding expected to be fully utilised by 31 March 2020.

Schools Organisation Plan – 21st Century Schools

82. In March 2015, the Authority submitted a re-aligned 21st Century Schools Programme for investment totalling £164.1 million to Welsh Government. The 21st Century Schools Band A programme has fully utilised Welsh Government grant funding of circa £66 million with final spend in 2019/20 expected to be

£2.2 million. These final schemes include final payments for the Eastern High School contract and demolition in relation to the Cardiff High School in the West project. Additional funding has been required due to the demolition costs being considerably higher than estimated, alongside an outstanding open space project in relation to the Ysgol Glan Morfa project.

83. Band B of the 21st Century Schools Programme has now commenced with an agreed in principal funding envelope of circa £284 million. This is to be funded by Welsh Government grant award with match funding from Cardiff Council at a rate determined by the type of school. The timescale of the programme has been reviewed since the initial submission to Welsh Government and will continue to evolve as detailed business cases are developed. At present three schemes are progressing; Fitzalan High, St Mary the Virgin and Doyle Avenue.
84. The stage one Fitzalan contract was recently awarded and preparatory and design work has commenced. Total spend anticipated in 2019/20 is £1.608 million out of the total £63.5 million estimated cost of this project.
85. The Doyle Avenue scheme is a complex scheme aiming to house three schools (Cantonian, Riverbank and Woodlands) on one shared campus. This is currently at design stage.

People & Communities

86. The total programme for 2019/20 is £12.389 million, with a variance identified of £2.569 million, the majority of which relates to slippage on regeneration schemes, schemes related to Intermediate care fund grant and hub projects.

Communities & Housing

Neighbourhood Regeneration

87. The Neighbourhood Renewal Schemes programme of £310,000, includes street scene environmental improvements in Cathays and Riverside as well as implementation of a 3G sports pitch at Splott Park.
88. The demolition of the remainder of the Maelfa shopping centre is complete and foundation work has started for the new Cardiff Community Housing Association residential units. The Council will incur additional costs in respect of significant asbestos removal, security and land transaction tax payable with such costs managed from within existing budgets of neighbourhood renewal.
89. Including slippage from the prior year of £54,000 the alley gating budget is £104,000 for priority schemes throughout the city. Subject to completion of consultation and legal procedures, expenditure of £54,000 is currently assumed.
90. In March 2018, Cabinet agreed priorities for submission under the Welsh Government Targeted Regeneration Investment (TRI) Programme. In accordance with the terms and conditions of the funding, the Council has allocated its own resources to supplement other public and private funding. Council funding of £337,000 is available in 2019/20 with a further £900,000 in

future years. The Tudor Road Commercial Business improvement scheme is proposed to commence this year, with slippage of £300,000 currently shown.

91. Schemes to create hubs at Rhydypennau and Whitchurch have started and are both fully funded by Welsh Government MALD and Intermediate Care Fund grant. Expenditure forecast over two years is estimated to be £1.3 million, with completion of both schemes in July 2020.
92. The Council aims to develop an integrated city centre business academy for young people, at Grassroots in Charles Street. The project is at design stage and with forecast costs of over £2 million. An intermediate care fund grant bid has been approved at £400,000 and the outcome of further external grant bids is awaited as part of a wider regeneration scheme. Slippage of Council funding allocated in support of the scheme is shown for a consecutive year with £800,000 carried forward to 2020/21.
93. A contract to develop a creative hub at Butetown youth pavilion has been let, with total expenditure to be £793,000 including all fit out. Targeted Regeneration Investment grant from Welsh Government has been confirmed of £429,000 to supplement the Council's own funding, with any balance of council funding to be retained for the development of other hubs.

Housing (General Fund)

94. The Disabled Facilities Service budget for mandatory and discretionary grants to housing owner-occupiers as well as for administration costs for the grants is £4.400 million and is expected to be fully utilised. This expenditure allows housing owner-occupiers to continue living in their own home. In addition Enable grant totalling £436,000 has been received in the year from Welsh Government to deliver additional adaptations.
95. An Intermediate Care Fund (ICF) grant of £660,000 was received at the end of March 2019 and used for adaptations. In accordance with the terms in accepting the grant, the Council has carried forward its own displaced resources into 2019/20 as slippage, to be spent on agreed ICF priorities with the health board. This funding is shown as slippage, pending confirmation from the health board.
96. To facilitate comprehensive regeneration schemes, the estate environmental improvement allocation supports the costs of works to owner-occupier properties as part of the estate regeneration programme. Schemes include Anderson Place, Taff Embankment, Roundwood Estate, Arnold Avenue and Bronte Crescent. The budget also includes £100,000 for enabling works as part of any approved Welsh Government led scheme for energy wall insulation in Llandaff North and Rumney. Slippage of £256,000 is assumed.
97. Acquisition of a site to expand the number of pitches at Shirenewton traveller's site will take place this year, in advance of securing grant from Welsh Government for the construction of additional pitches, viability and planning consent.

98. Construction work on the Domestic Abuse One Stop Shop at the Cardiff Royal Infirmary site in partnership with the Health Board is complete with the total cost in line with the £1.2 million initially allocated. The facility will be run by RISE which is a consortium of organisations providing services to support women.

Flying Start

99. The budget for Flying Start Capital schemes for the year totals £18,000. This comprises £8,000 allocation for Shirenewton Playgroup and £10,000 for First Steps, Trelai Primary. It is anticipated that all works will be completed by year-end. Additional Childcare grant totalling £1.117 million has been awarded to support sufficient childcare places to meet demand generated by the Childcare offer. Detailed plans are now in place for St Mary the Virgin and St Pauls Primary School, with expenditure of £50,000 expected this financial year, prior to contracts being awarded for the beginning of 2020/21.

Social Services

Adult Services

100. The Day Centre Opportunities Strategy aimed to reconfigure day services for older people at three existing sites; Minehead Road, Grand Avenue and Fairwater day centres. The final scheme at Fairwater was completed in June 2019.

Children's Services

101. Proposals from the remaining John Kane Fund include an extension and refurbishment of the Crossland's home. The start of any scheme is dependent on ensuring the works impact on service delivery can be mitigated. Subject to this, expenditure of £30,000 is currently assumed during the year whilst options are considered.
102. An Intermediate Care Fund grant of £300,000 over two years has been approved to improve and increase capacity of Trelai Youth Centre on the Ty Gwyn Special School campus, making it available to children and young adults with learning disabilities and complex needs in Cardiff for out of school activities.

Planning, Transport & Environment

103. The 2019/20 programme for the Directorate is £39.849 million, with a variance identified of £13.879 million. This is primarily in relation to slippage of waste, highway infrastructure and transport projects. A range of grants have been approved by Welsh Government, in most cases, with a requirement to undertake expenditure by 31 March 2020. Schemes and associated preparatory works will need to progress promptly in order to maximise utilisation. Opportunities to switch council funding will also need to be considered as the year progresses.

Energy Projects & Sustainability

104. Subject to due diligence, a number of schemes totalling c £750,000 are now to be undertaken during 2020/21 under the second phase of the REFIT programme. A Salix repayable loan funding application will be made for the works.
105. In May 2019, Cabinet approved the final business case to deliver a higher capacity 9 megawatt solar farm at Lamby Way. The Solar Farm is a long term invest to save project which approved on the basis of being self-financing over its operational life in excess of 30 years, as well as delivering long term financial benefits to the Council. The works cost in 2019/20 is estimated at £5.6 million with costs of £1.9 million in 2020/21 to allow for completion of the site and installation of a private wire connection, subject to a review of the costs of construction.
106. It should be noted that the costs of all projects identified above together with ongoing maintenance must be paid back from savings or future income generation.

Bereavement & Registration services

107. The total programme of £1.5 million reflects site and facility improvements of £750,000, which includes cemetery section expansions, works to chapels including installation of air conditioning, works on war memorials, equipment replacement, demolition of buildings and £750,000 towards the new Cardiff cemetery site. In relation to the latter, any expenditure must be repaid from future income receivable as part of the bereavement reserve. Slippage of £370,000 is currently anticipated due to delays in accessing the site until later in the year in order to undertake site investigations.

Recycling Waste Management Services

108. The five-year capital programme includes £3.325 million to explore options for a new household waste recycling / reuse centre. No expenditure is likely to be incurred until a suitable site is identified, resulting in slippage of £200,000.
109. As part of a separate glass collection trial in 2018/19, recycling containers and associated equipment costing £285,000 were acquired during that year. The Capital programme for 2019/20 included an allocation of £815,000 to roll out the scheme. The Council is commencing work with Welsh Government, WRAP and Local Partnerships on the Recycling Service Strategy Development and to evaluate, plan and implement a cost-effective waste management system that meets current and future Welsh Government and Council targets and aspirations.
110. Until options modelling is complete in May 2020, roll out will not be continued as the service may be developed in a different way. The budget is shown as slippage and to be reviewed as part of the 2020/21 capital programme. The intention is for the existing pilot to continue due to the successful behaviour change of citizens removing glass from co-mingled recycling.

111. In return for Welsh Government grant of £515,000 for the acquisition of vehicles and equipment, the Council will as part of its collection process, expand the collection of Absorbent Hygiene Product (AHP) waste. This is to support a regional approach to the recycling of these materials.
112. The programme continues to include a £500,000 allocation towards a package of acceptable fire safety measures in relation to the Materials Recycling Facility (MRF) equipment and building. Following discussions with the Council's insurers, the implementation of a fire trace and detection suppression system at a cost of £55,000, is likely to mean further enhancements are not required. Pending confirmation of works, slippage of £445,000 is shown into 2020/21 and will be reviewed during the forthcoming budget process.
113. As part of health and safety requirements, the property asset renewal budget includes provision of shower and changing facilities. In addition expenditure of £375,000 is proposed to be undertaken on a number of enhancements to Waste management infrastructure including site crossings for users, security barriers, vehicle wash and other required health and safety improvements.

Highway Maintenance

114. Expenditure on the reconstruction of structurally deteriorated roads which were deemed to be a priority, is forecast to be £40,000. Whilst site investigations have been undertaken to identify the most appropriate treatments on Greenway Road, Nant Fawr Crescent and New Road, procurement has not been started with slippage of £360,000 shown.
115. Budgets for carriageway and footpath works total £8.191 million including slippage from 2018-19 which has been used to complete 2018/19 carriageway preventative, resurfacing and patching contracts. Assessment works for the 2019/20 programme are complete but resource issues to assist with contract delivery has resulted in a delay in letting works contracts. Slippage of £3.475 million is currently forecast by the Directorate for resurfacing that will be also support a number of capital schemes within the City Centre.
116. The five year capital programme includes a sum of £2.250 million to replace the timber surface of the Millennium Walkway which is coming to the end of its expected lifespan. The 2019/20 allocation is to support design with potentially a small area of new sustainable material being trialled before wider roll out. Slippage of £225,000 is currently assumed.
117. The Bridges and Structures budget is £1.564 million and includes £251,000 Welsh Government grant to address flooding issues at a number of sites. Works include replacement of Butetown tunnel emergency doors and two main drainage pumps; culverts at Capel Llaniltern, St Fagans Road and Llandennis Road and parapet works at Caerau Place and Radyr Place. Assessment reports are awaited for North Road flyover and Station Road to inform the level of works required. Slippage of £364,000 is currently forecast.
118. The street lighting renewal budget is to be used for replacement lighting in subways and low level solar powered bollards, with the first phase in Pentwyn, and Gabalfa complete. Design has been undertaken for a programme of cable

and column replacement works at Eastern Avenue to be phased over a number of years. Slippage of £695,000 is currently assumed.

119. Following a successful trial of LED lighting in the Radyr Ward, an invest to save business case was approved by Cabinet in May 2019, for all remaining residential columns to be converted to LED at a potential cost in excess of £6 million. The contract for works is unlikely to be tendered by the Directorate until next financial year, so slippage of £2 million is assumed.
120. As part of a coastal defence scheme to implement improvements from Rover Way to Lamby Way, a Welsh Government grant of £639,000 has been awarded to progress design, habitat assessments and complete a full business case. Slippage of £348,000 is currently assumed and will be reviewed in future monitoring reports.

Traffic & Transportation

121. The Council Road Safety Schemes budget of £335,000 will be used to match fund schemes being delivered under Local Transport Fund, Safe Routes in Communities Grant (Fairwater - Plasmawr), Active Travel Fund (Lakeside Primary) and Road Safety Fund grants. Full spend is currently anticipated.
122. The asset renewal telematics budget of £135,000 is to be used for replacement of obsolete CCTV cameras at various locations.
123. The total budget for cycling development in 2019/20 is £2.5 million, which will be used to match fund WG grant funded schemes. Slippage of £2 million is forecast, in line with the delivery programme of Cycle Superhighway schemes.
124. A sum of £375,000 Council match funding is included in the Capital Programme to help secure a range of Welsh Government grants where match funding is required. Together with slippage from 2018/19 this is to complete a range of schemes for Local Transport, Safe Routes in Communities and Road Safety. Welsh Government terms and conditions require all grants to be utilised by 31 March 2020. Slippage of £200,000 is currently projected from the £616,000 match funding budget, in order to maximise grant expenditure on schemes which will carry over into 20/21.
125. City Centre and Key Links Transport Improvement budget of £1.769 million including slippage is to be utilised towards air quality and active travel schemes in the City Centre. Slippage of £1.259 million is anticipated, in line with the delivery programme. £510,000 will be used in year towards the design of City Centre Eastside. Following the approval by Welsh Government of the business case to meet the Air Quality Direction via a range of measures, Cabinet approved in January 2020, the commencement of works at Central Square – City Centre West Phase 1. Enabling accommodation works will start in March 2020, with the principal contractor entering site in July 2020 and aiming to complete by November 2021.
126. The Council has applied for and received a number of grants from Welsh Government for a range of objectives. These are described below, however the timescales for utilisation of grant approved is 31 March 2020. This

represents a risk in respect of schemes and will need to be managed closely in the last quarter to mitigate against the loss of resources.

127. Welsh Government allocation to Cardiff for the Local Transport Fund is revised to £4.833 million. The fund supports development of integrated, effective, accessible, affordable and sustainable transport systems. Schemes bid for and approved this year include bus improvements on the A4119 and the A470 (£78,000), City Centre Transport Development to support sustainable travel infrastructure in the city centre (£1,006,000), to extend the on-street cycle hire scheme (£775,000), active travel to schools (£952,000), expansion of the 20mph limit area (£1,540,000) and to deliver a package of strategic cycle routes and on-street parking (£482,000).
128. The Local Transport Network Fund allocation of £150,000 is to improve bus performance on strategic routes, through removal of priority narrowing's at key locations.
129. A Welsh Government Road Safety grant of £286,000 will support capital projects that reduce road casualties. Schemes include traffic calming and pedestrian improvements on Rhydypennau Road near Dan-y-Coed Road and the A48 Western Avenue. Design for a safety scheme will be undertaken on Crwys Road for construction in 2020/21 subject to a successful grant bid.
130. Safe Routes in Communities Grant of £267,000 aims to improve accessibility and safety and encourage walking and cycling in communities. There is particular emphasis on improving routes to and from schools with works proposed for Ninian Park Primary.
131. The revised Active Travel Fund allocation is £2.549 million. The purpose of the fund is to increase levels of active travel, improve health and well-being, improve air quality, reduce carbon emissions and connect communities. Funding will support Cardiff Cycle Superhighways stage 1 (£1.284 million), design and implementation of local walking and cycling schemes (£493,000) and an allocation of £772,000 to implement a number of other improvements to the Integrated Network Plan.
132. A grant of £134,000 was approved from the Department for Transport towards the costs of implementing on street residential charge points for electric vehicles. Match funding of £45,000 was allocated from the Parking Reserve. Implementation is now complete at 10 locations across the city.
133. An allocation of £310,000 from the Parking reserve has been approved to install Electric Vehicle charging points for Cardiff Council vehicles at numerous locations, to support a move towards an electric vehicle fleet. The number and locations of points has been determined and is subject to a procurement exercise in parallel with determining the numbers of vehicles suitable for conversion. Expenditure of £100,000 is assumed at this stage.
134. In relation to moving traffic offences, expenditure of £460,000 is to be incurred on purchasing motion cameras and a camera car for mobile enforcement and £125,000 for attended parking stationary cameras. This expenditure is on an invest to save basis, to be repaid from future parking and enforcement income.

135. Full slippage of the Parking Reserve funded bus corridor improvements budget £335,000 is proposed in order to prioritise grant expenditure, due to programme delays on match funded schemes (A4119 Ph2d & A470 Caedelyn to Tyn-y-Parc). This slippage will be required in 2020/21 to complete the schemes.

Resouces

136. The 2019/20 programme for the Directorate is £4.005 million, with a variance identified of £2.474 million in relation to the Council's commitment to the Cardiff Capital Regional City Deal (CCRCD) wider investment fund.

Technology

137. The Modernising ICT budget aims to support projects in the Cardiff Capital Ambition programme and the digitisation of business services utilising modern technology. Expenditure planned during the year includes continued roll out of SharePoint (Electronic Document Management System), teams developing the Cardiff App and other Digitalisation projects such as development of a Virtual Assistant (ChatBot). The £1.133 million budget for the year is forecast to be fully committed, with options to be considered to bring expenditure forward to support agile working.
138. The ICT Refresh budget of £398,000 supports resilience, capacity and capability such as core network switch replacement, telephony rationalisation and update of firewalls.

Corporate

139. The £200,000 contingency and £500,000 invest to save budget for small schemes are assumed to not be required during the year but will be adjusted in future monitoring reports if schemes are approved during the year.
140. Whilst the programme for 2019/20 allowed for a payment of £2.474 million as part of the Council's £28.4 million approved contribution to the £120 million Cardiff Capital Region City Deal (CCRCD) wider investment fund, no request for funds are to be made in 2019/20. Drawdown will be subject to expenditure on approved projects by the CCRCD Joint Cabinet.
141. The Council's five year capital programme includes a loan application from Cardiff City Transport Services of £2 million towards the replacement of diesel vehicles with electric buses. No budget has been brought forward at this stage pending consideration of the form and timing of support.

Capital Receipts

142. The 2019/20 Capital Programme included an assumption of £3.0 million non-earmarked capital receipts net of fees to pay for the Capital Programme. The in year target includes disposal of land as well as a number of retail parades as identified in the Annual Property Plan. To date the main proceeds received relate to the disposal of 8 Library Street in Canton (£289,000). The timing and

value of receipts will need to be closely managed by strategic estates in the last quarter to ensure the target for 2019/20 as well as future years is met.

143. In addition to the above, a number of sites will be or have already been sold as part of the investment property strategy, for reinvestment in the estate. This includes Boston buildings, premises in Wharton Street and the Heliport site. A number of land appropriations to the Housing Revenue Account will take place in the last quarter, for the development of affordable housing. This includes sites of the former Michaelston and Llanrumney High schools as well as land identified as part of the Maelfa and St Mellons Hub redevelopments.

Public Housing (Housing Revenue Account)

144. The 2019/20 capital programme for Public Housing is £47.385 million, with net slippage of £3.078 million assumed.
145. Expenditure of £3.650 million is forecast on a range of estate regeneration schemes to tackle issues of community safety, defensible space, waste storage and courtyard improvements to blocks of flats. Major schemes within the programme include Anderson Place / Galston Street in Adamsdown, Taff Embankment, the Roundwood Estate, Arnold Avenue and Bronte Crescent.
146. An amount of £9.150 million is forecast to be spent on improvements to the existing dwellings stock including £0.5 million on roofing, £0.75 million on lift upgrades, £1.7 million on upgrades to High-rise buildings, £2.0 million on sheltered accommodation schemes including Clos Y Nant and Brentwood. A range of other investment will be undertaken including boiler replacement, rewiring, underpinning of properties where subsidence issues were found, front door upgrades to flats and kitchen and bathroom upgrades when properties become vacant prior to re-letting. Where slippage is recognised, this will be reviewed as part of the 2020/21 programme and allows for rewiring and front door upgrades to flats following further fire testing.
147. Expenditure on disabled adaptations for public housing is forecast to be £350,000 in excess of the budget initially allocated and will be managed within the overall programme.
148. A report outlining the Councils strategy for delivering 1,000 new council homes by May 2022 and at least 2,000 in the longer term was considered by Cabinet in May. Expenditure on the development and acquisition of new housing over a number of sites during the year is estimated to cost £28 million in total this year. This includes completion of phase one living sites, preparation for future phases, Greenfarm Hostel shipping container scheme, Courtney Road, and acquisition of the Iorwerth Jones home site.
149. At September 2019 Cabinet, it was resolved to continue to purchase private properties from the open market to be used as council homes. In order to meet targets the directorate will be significantly accelerating such acquisitions requiring a bringing forward of approved budget from future years. The Directorate are confident that at least £7.5 million will be spent on buy backs by 31 March 2020.

150. To ensure continued affordability, viability or payback assessments should be undertaken before approval of new developments or acquisitions in line with the approved governance process set out in the HRA Business Plan and New Build Board. This should be measured against set benchmarks to ensure value for money for rent payers and to ensure investment is repaid over a prudent period.

Section 106 schemes and Other Contributions

151. The following table shows the Section 106 and other contributions forecast to be spent at the time of setting the budget. This has been reviewed by directorates and is reflected in the new projection at Month 9:

	Budget	Projection at Month 9	Variance
	£000	£000	£000
Parks & Green Spaces	1,342	363	(979)
Traffic & Transportation	802	404	(398)
Strategic Planning & Regulatory	156	26	(130)
Neighbourhood Regeneration	349	122	(227)
Economic Development	382	10	(372)
Education & Lifelong Learning	330	0	(330)
Public Housing (HRA)	520	520	0
Total	3,881	1,445	(2,436)

Some of the schemes included in the profile above are:

- Parks and Green Spaces – Schemes are proposed to be undertaken in a number of areas including Adamsdown Open Space, Craiglee Drive, Jubilee Park, Creigiau Open Space, Parc Coed y Nant, Caerleon and Fisher Way play areas. Capacity to deliver schemes continues to be reviewed.
- Traffic & Transportation – Public transport improvements, junction improvements, bus stops and bus borders; installation of CCTV and real time information, telematics and transportation schemes including the provision of bus routes in the City and strategic transport initiatives.
- Strategic Planning – Detailed Design of City Road Public Realm Enhancement Scheme.
- Neighborhood Regeneration - Improvement of community facilities at Penylan Library and Community Centre, Butetown Pavilion, Old St Mellons Village Hall and Maes y Coed Community Centre and Llwynfedw Gardens.
- Economic Development – Support for small to medium enterprises in Adamsdown.
- Public Housing – Development of new affordable housing.

Reasons for Recommendations

152. To consider the report and the actions therein that form part of the financial monitoring process for 2019/20.

Legal Implications

153. It is a Council responsibility to set the budget and policy framework and to approve any changes there to or departures there from. It is an Executive responsibility to receive financial forecasts including the medium term financial strategy and for the monitoring of financial information.

Financial Implications

154. In summary, the Month 9 revenue monitoring position for the Council reflects an overall balanced position, with significant directorate overspends offset by the use of contingency allocations, a Capital Financing surplus, a Council Tax surplus and an overall underspend on the Summary Revenue Account, underpinned by one-off funding in relation to Teachers' Pensions. The position reflects various in-year pressures and 2019/20 savings shortfalls amounting to £6.443 million. A range of management actions have already been implemented, the effect of which are reflected in the figures included within this report. However, despite these actions, the overall increase in the directorate position means that a continuation of tight management control is required, in order to significantly reduce overspends by the end of this financial year. Should a balanced position be achieved by the end of the financial year, the level of Council Fund Balance held will remain unchanged at £14.255 million.

155. Whilst the overall directorate overspend has largely been mitigated at this stage of the financial year, there remains a risk that directorate positions could worsen by the end of the year. This is particularly relevant when considering the nature of the financial pressures being experienced within certain directorates, especially those linked to demand-led services and the ever increasing demand for those services. It is also important to recognise the fact that one of the most significant mitigations in 2019/20 is the use of funding in relation to Teachers' Pensions. There is no guarantee that opportunities such as this will be available in future years and that it would be possible to balance the budget, should a similar level of overspend occur in future years. On that basis, it is essential that directorates continue to focus on addressing challenges within their budgets and managing financial pressures as much as possible. In addition, it is vital that delivery of savings proposals is a priority and that shortfalls in this financial year are not carried forward into future years.

156. In relation to the 2019/20 Capital Programme, a variance of £48.167 million is currently projected against the General Fund element, predominantly in relation to slippage against various schemes. In terms of the Public Housing element of the programme, overall slippage of £3.078 million is currently forecast. It is critical that directorates take steps to minimise the risk of slippage and implement measures to ensure that budgets are utilised in a timely and appropriate manner. Where this is not possible, early reporting of emerging issues should take place and robust reprofiling of expenditure should be undertaken to inform the development of the overall programme for future

years. This requirement is of even greater significant when considering those externally funded schemes, as it is important to ensure that the opportunity to utilise such funding is not lost.

RECOMMENDATIONS

The Cabinet is recommended to:

1. Note the potential financial outturn based on the projected position at Month 9 of the financial year.
2. Reinforce the requirement for all directorates currently reporting overspends as identified in this report to put in place action plans to reduce their projected overspends.

SENIOR RESPONSIBLE OFFICER	CHRISTOPHER LEE Corporate Director Resources
	14 February 2020

The following appendices are attached:

- Appendix 1 – Revenue Position
- Appendix 2 – 2019/20 Budget Savings Position
- Appendix 3 – Capital Programme

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Appendix 1

REVENUE MONITORING POSITION 2019/2020

Directorate	CASH LIMIT BUDGETS			PROJECTED OUTTURN			VARIANCES		
	Expenditure £000	Income £000	Net £000	Expenditure £000	Income £000	Net £000	Expenditure £000	Income £000	Net £000
Corporate Management	26,085	(101)	25,984	26,028	(114)	25,914	(57)	(13)	(70)
Economic Development	44,578	(40,638)	3,940	47,469	(43,016)	4,453	2,891	(2,378)	513
Education & Lifelong Learning	327,137	(57,878)	269,259	331,624	(61,872)	269,752	4,487	(3,994)	493
People & Communities									
- Communities & Housing	245,309	(200,164)	45,145	246,096	(201,420)	44,676	787	(1,256)	(469)
- Performance & Partnerships	8,129	(5,364)	2,765	8,296	(5,531)	2,765	167	(167)	0
- Social Services	194,631	(22,221)	172,410	200,195	(22,801)	177,394	5,564	(580)	4,984
Planning, Transport & Environment	98,974	(61,565)	37,409	108,445	(68,601)	39,844	9,471	(7,036)	2,435
Resources									
- Governance & Legal Services	6,684	(1,180)	5,504	7,758	(1,981)	5,777	1,074	(801)	273
- Resources	31,218	(14,741)	16,477	32,316	(15,858)	16,458	1,098	(1,117)	(19)
Capital Financing	40,026	(4,790)	35,236	40,506	(5,739)	34,767	480	(949)	(469)
General Contingency	3,000	0	3,000	0	0	0	(3,000)	0	(3,000)
Summary Revenue Account	6,988	(928)	6,060	3,891	(2,381)	1,510	(3,097)	(1,453)	(4,550)
Discretionary Rate Relief	400	0	400	400	0	400	0	0	0
Sub-Total	1,033,159	(409,570)	623,589	1,053,024	(429,314)	623,710	19,865	(19,744)	121
Council Tax Collection	0	0	0	0	(121)	(121)	0	(121)	(121)
Total	1,033,159	(409,570)	623,589	1,053,024	(429,435)	623,589	19,865	(19,865)	0

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DIRECTORATE BUDGET SAVINGS PROPOSALS 2019/20

No	Directorate	Proposal	Total Saving £'000	Savings already achieved £'000	Projected saving 2019/20 £'000	Savings unlikely to be achieved in 2019/20 £'000	Comments
1	Corporate Management	Reduction of funding available to react to opportunities to fund City wide events Further reduction of funding available to react to opportunities to fund City wide events. The current budget in respect of this area is £274,000.	126	126	126	0	This saving has been achieved, with any unforeseen requirement to fund additional events to be met from earmarked reserves.
2	Corporate Management	Reduction in Past Service Contributions A review of past service contributions to be made in respect of ex-employees has identified that there will be a £40,000 reduction in costs for the year 2019/20. The current budget in respect of this area is £865,000.	40	30	40	0	It is currently anticipated that this savings target will be achieved in full.
Corporate Management Total			166	156	166	0	
3	Economic Development	Review of Venues & Catering Staffing Resource Deletion of two 0.5 FTE posts through voluntary redundancy. The current staffing budget for Retail Catering is £155,000.	19	19	19	0	A 0.5 FTE post has been deleted with the balance of the savings target achieved via a flexible retirement.
4	Economic Development	Closure of Public Conveniences in Caedelyn Park The public conveniences in Caedelyn park are unused and in poor condition with no electrical supply, sinks or hand driers. Toilets will continue to be provided in the changing room block when there are pitch bookings. The public conveniences premises budget within Parks is £59,000.	6	6	6	0	This savings target has been achieved in full.
5	Economic Development	Review of Facilities Management Staffing Resource A restructure of Facilities Management will result in the deletion of six posts within the service through voluntary redundancy. These posts are part of the Building Maintenance unit which currently has a staffing budget of £2.235 million.	157	157	157	0	The savings target has been achieved in full through voluntary redundancy and flexible retirement.
6	Economic Development	Corporate Landlord - Review of Security Costs Saving will be achieved through the increased use of digital technologies in enhanced security plans for some Council sites. The current staffing budget for the Security and Portering service within Facilities Management is £972,000 with related income targets of £1.066 million.	80	71	71	9	This saving has been partly achieved, with posts deleted although a delay in implementing the new arrangement at Brindley Road has led to the shortfall.
7	Economic Development	Corporate Landlord Model - Reduced Operational Cost of the Estate Reduced utility and operational costs through the closure of St Mellons Enterprise Centre and St Mellons Youth Centre, with youth provision transferring to St Mellons Hub. The Facilities Management budget for these premises is currently £87,000.	63	63	63	0	This saving has been achieved in full. Should any residual costs emerge, these will managed within the overall position.
8	Economic Development	Revised and restructured model for Economic Development Restructure within Economic Development which will allow the deletion of a vacant post. This proposal relates to Economic Development Management and Support Services with a current staffing budget of £813,000.	56	56	56	0	The post has been deleted and the savings target has been achieved in full.
9	Economic Development	Corporate Landlord Model - Cleaning of operational buildings Redesign of the programme for the cleaning of Council operational buildings to align with a reduced budget. The current staffing budget for the Cleaning Service within Facilities Management is £5.092 million. The related income targets are currently set at £5.589 million.	53	53	53	0	The post has been deleted and the savings target has been achieved in full.
10	Economic Development	Revised and restructured model for the Tourism service and reduction in Tourism budget Deletion of a vacant post in the Tourism team along with a reduction in the budget for tourism initiatives. The current net budget for Tourism Development and Visitor Services is £411,000.	41	41	41	0	The post has been deleted and the savings target has been achieved in full.
11	Economic Development	City Centre Management - Remove Subsidy Reduce costs in order to make City Centre Management cost neutral. The current net budget for the City Centre Management function is £40,000.	40	40	40	0	This saving has been achieved in full.

No	Directorate	Proposal	Total Saving £'000	Savings already achieved £'000	Projected saving 2019/20 £'000	Savings unlikely to be achieved in 2019/20 £'000	Comments
12	Economic Development	New Operating model for Leisure Centres Further year's saving as a result of the transfer of the operation of Cardiff Council's Leisure Centres to the new operator, Greenwich Leisure Ltd. The current budget for the Leisure Client Management Fee is £1.988 million.	1,822	1,822	1,822	0	This saving has been achieved in full in line with GLL net subsidy requirements.
13	Economic Development	New Theatre Secure a private theatre tenant for the New Theatre building to develop and sustain the current theatre offer in the city. The current net budget for the Arts Venues (St David's Hall and New Theatre) is £808,000.	404	0	404	0	A detailed plan of the nature and the timing of the proposed transfer to an external operator is currently being developed. On this basis, and until further detail is obtained, it is anticipated that this saving will be achieved in full.
14	Economic Development	Parks and Sport – Continue transfer of parks buildings to reduce costs to the Council and attract investment The further transfer of changing rooms and other sports buildings to local clubs, organisations, leagues and governing bodies to provide security of tenure, enabling external investment and grant aid and to reduce the cost to the Council of holding these assets. The Facilities Management premises budget for Outdoor Leisure is currently £232,000.	25	0	25	0	it is currently anticipated that this savings target will be achieved in full. However, the exact detail as to which building will be transferred out of Council use and the timescales are not clear at this stage in the process.
15	Economic Development	Cardiff Castle - Income / Staff Rationalisation Saving to be achieved through the rationalisation of agency staff and overtime and the deletion of one post through voluntary redundancy, and the generation of additional income through new attractions (Black Tower Tales and Dr Who). The current staffing budget for Cardiff Castle is £1.359 million with an income target of £4.076 million.	122	60	122	0	It is currently anticipated that this savings target will be achieved in full through voluntary redundancies (4 staff in total), and the generation of additional income relating to enhanced visitor experiences including Chariot Corner and Chaucer Tower.
16	Economic Development	Pest Control - Exploring opportunities for expanding markets Further expanding the Council's market share through exploring opportunities for working with the private sector and other public bodies. The current staffing budget for the Pest Control service within Facilities Management is £321,000 with related income targets of £282,000.	30	12	21	9	It is currently anticipated that this savings target will only be partly achieved, but will be reviewed as the financial year progresses.
17	Economic Development	Workshops Income Increased rental income from workshop units. The current rental and service charge income target for Workshops is £728,000.	20	0	20	0	It is currently anticipated that this savings target will be achieved in full.
18	Economic Development	Reduced Subsidisation of Events Seek to reduce the level of subsidy of the current annual events programme through a staff restructure and removal of a level of subsidy for the events programme. The current staffing budget for the Events Operational Support service is £310,000 with Council subsidies for the Events Programme in the region of £216,000.	125	125	125	0	The savings target has been achieved in full through the cessation of funding support for various events and the voluntary severance of one member of staff.
19	Economic Development	Reduction in funding for annual Cultural Project Schemes The Cultural Projects Scheme is a financial award scheme designed to support one-off cultural projects that meet the corporate priorities of the council. The saving will be achieved by removing the funding for the scheme. Given the one-off nature of projects, there is no impact for those that have been supported previously. The existing budget for Arts Revenue Grants is £62,000.	62	62	62	0	There are no ongoing commitments for expenditure and therefore this saving is considered to be achieved in full.
20	Economic Development	Economic Development Projects and Initiatives Reduction in the Business & Investment initiatives budget. This proposal relates to the Cardiff Convention budget which currently stands at £50,000.	28	28	28	0	This saving has been achieved in full.
Economic Development Total			3,153	2,615	3,135	18	
21	Education	Delegation of responsibility for the Local Authority contribution to the Education Improvement Grant This saving would be achieved by delegating the responsibility for the Council's contribution to the Education Improvement Grant to schools. The proposal delegates the current budget for the Council's contribution to the Education Improvement Grant in full.	962	962	962	0	The delegation of the EIG matchfunding took effect from 1st April and, therefore, this saving has been achieved in full.

No	Directorate	Proposal	Total Saving £'000	Savings already achieved £'000	Projected saving 2019/20 £'000	Savings unlikely to be achieved in 2019/20 £'000	Comments
22	Education	Full Year financial impact of Education Directorate Restructure This is the full financial year impact of the staffing restructure of the Education directorate which took place in the 2018/19 financial year. The current base budget funded staffing budget is £4.215 million.	270	54	143	127	The new staffing structure is almost fully implemented. The first call on savings generated are the unachieved staffing savings from previous years, leaving a shortfall in the current financial year. The directorate are closely monitoring all vacancies and examining all external grant schemes to enable it to bridge the financial shortfall by the year-end.
49	Education	School Transport - Route Optimisation/Retender Optimisation of school transport routes in line with requirements for new academic year and associated retendering exercise. The current budget for payments to bus and taxi operators is £5.729 million.	400	278	278	122	This saving has been achieved in part, following a review of existing routes and the closure of a number of routes.
23	Education	Generation of additional income for traded Additional Learning Needs (ALN) services Exploring opportunities to generate additional income through increases to School Service Level Agreements, reduced subsidisation of training and opening up the trading base to schools in other Local Authorities. The current level of income generated through traded ALN services with Cardiff schools is £3.014 million.	140	2	70	70	The directorate are currently in the process of introducing mechanisms for achieving this saving and, currently, it is assumed that it will be achieved in part.
73	Education	School Transport - Active Travel Walking routes put in place to remove transport requirements to Schools, in line with Active Travel Plans for schools and independent travel training. The current budget for payments to bus and taxi operators is £5.729 million.	50	0	0	50	Due to delays in installation of the scheme this saving will not be achieved until the next academic year (September 2020).
24	Education	Reduction in contribution to the Central South Education Consortium (CSC) The Joint Committee of the Central South Consortium determined the 2019/20 budget during the Autumn term. Directors from each of the partner Local Authorities asked for a reduction in budget together with a closer examination of the opportunities for the Consortium to use grant funding to offset core budget costs. There will be a 5% reduction in the required contribution from each LA in 2019/20. The current budget in respect of the contribution is £1.43 million.	70	70	70	0	The Joint Committee has agreed the level of contribution for 2019/20 and this saving has been achieved in full.
Education Total			1,892	1,366	1,523	369	
25	People & Communities - Housing & Communities	Realignment of funding for homelessness service delivery The saving will be achieved through a prudent use of the Homelessness Reserve over the following two years. The current net General Fund budget for Homelessness prevention and provision is £2.035 million. The anticipated balance on the Homelessness Reserve at March 2019 is £1.256 million.	250	250	250	0	This saving has been achieved in full through a drawdown from the homelessness earmarked reserve. The reserve and ongoing funding requirements will be reviewed as part of the budget strategy going forward.
26	People & Communities - Housing & Communities	Community Wellbeing Hubs implementation Delivery of the Community Wellbeing Hubs brings together Libraries and Hubs under one management structure. There the saving will result from greater join up of services between libraries and hubs, however the new structure does require significant changes to staffing. The new model will improve on the range of services being provided at our existing standalone branches especially around the provision of advice services for older people. The current General Fund staffing budget for Community Wellbeing Hubs and Libraries is £2.396 million.	250	250	250	0	This saving was achieved in full following completion of the related staff restructure in Autumn 2018 with part year savings achieved last financial year.
27	People & Communities - Housing & Communities	Review of Benefits Service in line with rollout of Universal Credit The implementation of new business processes and the new online application will allow the deletion of vacant posts and a reduction in postage and printing costs. The current Housing Benefit Assessment staffing budget is £2.574 million of which £1.760 million is externally funded, with postage costs budgeted at £57,000.	125	125	125	0	This savings target has been achieved in full with the deletion of 4 vacant posts.
28	People & Communities - Housing & Communities	Deletion of an Into Work Advisor Post Following the creation of the employability gateway, efficiencies have enabled the deletion of this vacant Into Work Advisor post. The current net budget for the Into Work Service is £118,000.	40	40	40	0	This savings target has been achieved in full.

No	Directorate	Proposal	Total Saving £'000	Savings already achieved £'000	Projected saving 2019/20 £'000	Savings unlikely to be achieved in 2019/20 £'000	Comments
29	People & Communities - Housing & Communities	Review of Adams Court and realignment of grant funding Realignment of existing grant budgets to reflect activities undertaken at Adams Court Supported Housing Project and a reduction in the amount required to be spent on furniture. The Adams Court budget currently stands at £45,000.	30	30	30	0	Budgets were reduced accordingly and this saving has been achieved in full.
30	People & Communities - Housing & Communities	Review of Independent Living Service As the Council continues to expand the range of services that are provided by the Independent Living Service, including the rollout of the First Point of Contact to Hospitals, there is an opportunity to better align existing grant funding which would offset management costs, thereby releasing savings. The net budget for this service is £570,000.	60	43	60	0	This savings target is partly achieved through staff recharges to the new Transformational grant, with the balance to be mitigated by income from Disabled Facilities grant administration fees.
31	People & Communities - Housing & Communities	Review of the Day Opportunities Team within Independent Living Services Following a review of the work undertaken by the Day Opportunities Team there is an opportunity to join up with the new Community Inclusion Service to find opportunities to integrate individuals in local groups. The current staffing budget for Day Opportunities is £413,000.	20	20	20	0	This savings target has been achieved in full following the Day Opportunities restructure.
32	People & Communities - Housing & Communities	Smart House/Shop Services Income generation from the sale of equipment to those not eligible for assessed support through the Joint Equipment Service. It is also possible that sales could potentially be made from one of the new wellbeing hub facilities in the future. This is a new scheme with no existing income target.	30	6	30	0	It is currently anticipated that this savings target will be achieved in full.
33	People & Communities - Housing & Communities	Provision of all Into Work Services in-house Following the implementation of the new model for Into Work Services in Cardiff, which included the creation of the Employability Service Gateway, there is the opportunity to provide more of the employment services in-house and reduce the management costs. The current net budget for the Into Work Service is £118,000.	33	33	33	0	This savings target has been fully achieved through a reduction in the costed establishment as a result of a voluntary redundancy and the deletion of a vacant post.
34	People & Communities - Housing & Communities	Citizen Advice Bureau (CAB) Contract - Agreed Reduction This saving reflects the third year of a three year phased reduction in the cost of the Advice Services Contract. The related budget for the Cardiff Advice Services contract is £380,000.	30	30	30	0	This is the final year of the three year reduction in contract payments to Citizens Advice and the savings target has been achieved in full.
People & Communities - Housing & Communities Total			868	827	868	0	
98	People & Communities - Performance & Partnerships	Policy, Performance and Research restructure Reconfiguring three functional areas to ensure the best use of resources, and to enable more effective utilisation of skills. The current staffing budget for this area is £722,000.	204	183	204	0	The savings already achieved relate to two voluntary redundancies, two vacant posts being deleted and a reduction in hours for a post. The remaining savings are expected to be fully achieved
99	People & Communities - Performance & Partnerships	Restructure of Branding and Media teams Restructure of the Council's communications, media and branding function, to ensure the best possible use of resources. The current staffing budget for this area is £813,000.	76	76	76	0	The restructure is complete and the savings fully achieved.
105	People & Communities - Performance & Partnerships	Income generation for Council's branding team Saving will be achieved by operating the Council's internal branding team on a more commercial basis, increasing income collection from internal and external customers. The current income target is £133,000.	100	65	100	0	This savings target is expected to be fully achieved.
106	People & Communities - Performance & Partnerships	Income generation in Bilingual Cardiff Continued commercialisation of the Council's Bilingual Cardiff team to increase the amount of income generated by providing translation services to other organisations. The current external income budget for Bilingual Cardiff is £334,000.	42	0	42	0	Additional income has been achieved in 2019/20 and the present position is that the savings target is expected to be achieved but this will need to remain under review for the remainder of this financial year.
109	People & Communities - Performance & Partnerships	Reduction to Third Sector Council infrastructure grant Reduction in direct grant to Cardiff's voluntary sector umbrella groups as part of a continuing development of a commissioning relationship between the Council and the sector. The current budget for this is £231,000.	40	40	40	0	This savings target will be fully achieved. The reduction has been communicated to the sector affected.

No	Directorate	Proposal	Total Saving £'000	Savings already achieved £'000	Projected saving 2019/20 £'000	Savings unlikely to be achieved in 2019/20 £'000	Comments
110	People & Communities - Performance & Partnerships	Reduction in external spend in Communications and Media Reduction in the Council's publicity campaign budget. The current budget for this area is £50,000.	44	33	44	0	This savings target is expected to be fully achieved.
People & Communities - Performance & Partnerships Total			506	397	506	0	
35	People & Communities - Social Services	More children supported in Cardiff and through Council provision - Change the type and level of provision available in Cardiff and how this is commissioned, purchased and used Of the children that are supported by the Council to live in residential homes, more of them will live in or close to Cardiff than at present. To achieve this, the Council will support the opening of 5 new residential homes in Cardiff during 2019. We will also take action to ensure that of the children in foster care, a greater proportion are in internal placements and live within Cardiff, than currently do. To support this, a new fostering service will be implemented from April 2019. The current budget for placement costs for children totals £25.211 million.	1,500	0	0	1,500	A number of initiatives are in place in relation to preventing admissions, reviewing cases, increasing in-house, kinship and external foster carers and the development of in-house and external residential capacity. However, significant growth in the number of external residential placements in 2019 has significantly impacted on the directorate's ability to achieve the targeted savings in 2019/20. Some savings have been achieved through the return to home of a number of young people in external placements. This saving has, however, been outweighed by the underlying growth in numbers of those in residential care. No significant increase in the number of children placed with in-house foster carers is so far evident, albeit there has been an increase in kinship carers, which has helped absorb some of the overall growth in looked after children. Given the significant growth in external residential placements no saving is, therefore, currently shown.
36	People & Communities - Social Services	Improve the cost effectiveness of Social Services commissioning arrangements To improve the cost-effectiveness of the service's commissioning arrangements by seeking opportunities for rationalisation across the Directorate in terms of commissioning strategy, contract monitoring and financial management. To continue to use commissioning opportunities to seek higher quality services and added value for money where possible, through the implementation of an evidence based fee setting methodology for adults care home services and Care Home Charging Policy, and ensuring the best arrangements are in place for the commissioning of children's residential and foster placements. The current budgets for children's placements, and adult residential and nursing care commissioning total £69.795 million.	1,000	400	650	350	The directorate has developed and implemented a new 'cost of care' fee setting methodology. This, however, is unlikely to generate savings in 2019/20. Separately, additional income has been generated from an increase in the maximum weekly rate that can be charged for domiciliary care and it is anticipated that this will generate c£270,000 of additional income in 2019/20 (albeit £70,000 of this will offset a savings income shortfall carried forward from 2018/19). It is anticipated that further savings will also be generated from the current year's fee uplift process. These savings are, however, being offset by ongoing pressures on unit care costs which have impacted on the achievement of the saving. A shortfall is therefore shown at this stage.
37	People & Communities - Social Services	Safely reduce the number of children entering local authority care by enhancing protective factors within the child's home and community Build on prevention models and service delivery that enables work with families to take place at an earlier opportunity, using the range of professionals within the early help context. This could involve extending the ARC model of intervention to younger children. The current budget for placement costs for children totals £25.211 million.	500	0	0	500	A number of preventative initiatives have been implemented and use is being made of specific grant funding to improve support for families. However, significant growth in the number of external residential placements in 2019 has impacted on the directorate's ability to achieve targeted savings in 2019/20 and also had an impact on the overall financial position. Total looked after children numbers have shown an increase of 8.5% in 2019. No saving is therefore shown at this stage.

No	Directorate	Proposal	Total Saving £'000	Savings already achieved £'000	Projected saving 2019/20 £'000	Savings unlikely to be achieved in 2019/20 £'000	Comments
38	People & Communities - Social Services	Maximise use of Community Resource Team (CRT) to support people to become more independent Reduction in the use of externally commissioned homecare services by reducing the need for intensive and long term packages of care. This will be achieved by increasing the capacity and impact of CRT to support people to become more independent, through a review of the Council element of CRT, changes to staffing structures to create additional capacity to assess service users, performance management, and a system review with Cardiff & Vale Health Board in order to repurpose the integrated elements of the CRT. The current budget for domiciliary care commissioning totals £22.531 million.	1,000	0	0	1,000	The cost saving arising from this proposal would need to be evidenced via a reduction in the number of domiciliary care hours commissioned from external providers. In spite of an ongoing process of review, the number of care hours has grown slightly in 2019/20 (c3%). No saving is therefore shown at this stage, although the position will continue to be monitored and any new trends reflected in the savings position.
39	People & Communities - Social Services	Community Provision for older people - Improve the use and effectiveness of community provision to ensure people receive the right type and level of support at the right time in their lives The Directorate will improve the availability of community provision and ensure that individuals are supported to access the most appropriate level of provision to maximise their independence. This support will be joined-up with partners and other organisations where appropriate and take into account social, cultural and family networks. This will include making better use of night time care, the introduction of a Hospital First Point of Contact (FPOC) and the implementation of a strengths based practice approach to ensure assessment / review takes place in the right way at the right time. All these steps will seek to support more people to remain living in their own home. The current Older People commissioning budget totals £48.01 million.	1,000	0	0	1,000	The cost saving arising from this proposal would need to be evidenced via a reduction in the number of domiciliary care hours commissioned from external providers or a significant reduction in care home placements. Commissioned care hours have increased slightly in 2019/20 (c3%) while care home placements, although remaining fairly static, have not shown a significant reduction. No saving is therefore shown at this stage. The process of review is ongoing and the position will continue to be monitored with any new trends reflected in the savings position.
40	People & Communities - Social Services	Enabling people with a Learning Disability to live the lives they want to live with reduced levels of community support To improve the lives of people with learning disabilities and reduce the overall cost of provision. This will be achieved by implementing a strengths based practice approach to ensure assessment/review takes place in the right way at the right time, increased use of community facilities and services to enable people to participate fully in local communities with improved networks and rights, the identification of future accommodation needs to ensure appropriate local provision and reduce use of residential care and an increased use of adult placements for accommodation and respite where appropriate. The current Learning Disability commissioning budget totals £34.316 million.	500	375	500	0	The number of externally commissioned residential home places for those with learning disabilities reduced significantly in 2018/19 and the trend has remained relatively stable in 2019/20. The full year effect of the savings relating to 2018/19, and in-year savings relating to increased continuing health care contributions from the UHB, means that the targeted saving should be achieved in 2019/20.
41	People & Communities - Social Services	Enabling people with a Mental Health Issue to live the lives they want to live with reduced levels of community support Deliver improvements in practice and use of provision, to improve the lives of people with a mental health issue and reduce the overall cost of provision. This will be achieved by implementing a strengths based practice approach to ensure assessment/review takes place in the right way at the right time, continuing to reduce the number of people moving into Supported Living accommodation through the development of appropriate step down accommodation solutions, and investigating opportunities to reduce the use of residential home placements or to 'step-down' individuals into lower level forms of supported accommodation. The current Mental Health commissioning budget totals £6.12 million.	500	375	500	0	The number of externally commissioned residential home places for those with mental health issues reduced significantly in 2018/19. There was also a reduction in the number of domiciliary care hours commissioned. Activity levels in 2019/20 have remained relatively stable. The full year effect of savings relating to 2018/19, and in-year savings related to ongoing reductions in commissioned domiciliary care, will be sufficient to reach the budgeted target.
People & Communities - Social Services Total			6,000	1,150	1,650	4,350	
42	Planning, Transport & Environment	Fleet Services Review of vehicle operations including utilisation and rationalisation, in addition to procurement and maintenance. The current budget for vehicle provision including maintenance and running costs is £6.698 million.	600	0	0	600	This saving will not be achieved so mitigating action will take place by delaying the capital loan repayment in respect of the RCV purchases and utilising the CTS reserve.

No	Directorate	Proposal	Total Saving £'000	Savings already achieved £'000	Projected saving 2019/20 £'000	Savings unlikely to be achieved in 2019/20 £'000	Comments
43	Planning, Transport & Environment	Recycling & Waste Management Services Full review of waste disposal governance and financial controls resulting in improved business processes and efficiencies. The net budget for the recycling & waste service is £15.657 million.	250	0	0	250	There is no visibility of process improvements that will generate a cashable saving. Until savings can be evidenced, the saving will be shown as unachievable.
44	Planning, Transport & Environment	Neighbourhood Services - Service Redesign Rebalancing street cleansing rounds, reshaping on an area basis in order to optimise use of resources. The current staffing budget is £5.099 million.	160	160	160	0	Savings have already been achieved through the full year effect of the 2018/19 restructure. The remaining saving has been delivered through a further restructure during the current year.
45	Planning, Transport & Environment	Recycling & Waste Management Services - Review of Staffing Resource Restructure to be undertaken within the Waste service to allow various posts to be deleted. The current staffing budget is £722,000.	134	0	0	134	There is currently no indication as to how this saving will be achieved .
46	Planning, Transport & Environment	Environment Enforcement Improved efficiency and effectiveness through digital working. The current income target is £465,000.	60	0	47	13	The current forecast for penalty notices suggests there will be a shortfall against the increased target.
47	Planning, Transport & Environment	Recycling & Waste Management Services - Residual Waste to Recycling Increased productivity & recycling efficiency from the Household Waste Recycling Centres. The current residual waste disposal budget is £5.566 million although £1.768 million is funded by a Welsh Government grant.	40	40	40	0	The costs associated with the various waste and recycling treatment processes indicate that this saving has been achieved.
48	Planning, Transport & Environment	Energy Management - Sustainability Team Leader Saving will be achieved through charging 60% of the Sustainability Team Leader Post to the Housing Revenue Account (HRA) to reflect the proportion of work undertaken in relation to Housing. There is currently no recharge to the HRA.	33	0	0	33	Work based evidenced is required to enable the HRA to accept this charge. Until this is complete the saving is shown as unachieved.
50	Planning, Transport & Environment	Civil Parking Enforcement - Fundamental Service Review Fundamental review of Civil Parking Enforcement service to optimise performance and service delivery. The current operating costs are £6.290 million.	300	225	300	0	Civil Parking Enforcement is forecast to exceed its income target so this saving is currently shown as on target.
51	Planning, Transport & Environment	Reshaping Highways Operations A review of demand for highways related work has identified the opportunity to grant voluntary redundancy in respect of three posts. A reduction in the need for reactive works, along with improvements in technologies and ways of working, supports a reduction in resources within Highways Operations, with no detrimental effect on service provision. The current staffing budget is £4.116 million.	132	132	132	0	This saving has been achieved following the finalisation of a number of voluntary redundancies.
52	Planning, Transport & Environment	Electrical - Lighting Energy Reduction Reduction in energy usage and cost due to introduction of LED on strategic routes. The current Street Lighting energy budget is £2.413 million.	122	92	122	0	This saving is anticipated to be realised in full.
53	Planning, Transport & Environment	Restructure of Transport Teams Following the appointment of a new Operational Manager, this saving will be achieved through the restructure of various teams within Transport Services. The current staffing budget is £740,000.	80	30	80	0	A part year saving has been achieved following a voluntary redundancy. Further plans, which may include opportunities to recharge staff costs to external and grant funded schemes, should deliver this saving in full.
54	Planning, Transport & Environment	Review of Active Travel plans for Cardiff Deletion of vacant posts in line with Active Travel plans for Cardiff. The current staffing budget for Active Travel is £277,000.	55	41	55	0	The saving is anticipated to be achieved in full.
55	Planning, Transport & Environment	Service Management & Support - Team Restructure Restructure of Support Team resulting in deletion of posts through flexible retirement and voluntary redundancy. The current staffing budget is £644,000.	52	0	12	40	The team restructure has been delayed so only a proportion of the saving will be achieved this year.
56	Planning, Transport & Environment	Planning - Deletion of Vacant Post Deletion of vacant administrative post in Planning. The current administrative support budget is £357,000.	22	22	22	0	This saving has been achieved in full.

No	Directorate	Proposal	Total Saving £'000	Savings already achieved £'000	Projected saving 2019/20 £'000	Savings unlikely to be achieved in 2019/20 £'000	Comments
57	Planning, Transport & Environment	Regulatory Collaboration Reflects a further year's saving for Cardiff from the creation of a single shared service for Environmental Health, Trading Standards and Licensing functions of Cardiff, Bridgend and the Vale of Glamorgan Councils under a single management structure. As agreed in the service's financial business plan, this equates to 5% compounded over three years. The current budget provision is £4.978 million.	286	286	286	0	The saving has been achieved following dialogue and agreement with the SRS.
58	Planning, Transport & Environment	Bereavement Services Generate additional income through increases to fees for burials and cremations, and memorial products and the introduction of fees for wooden grave markers. The income target is currently £2.790 million.	301	144	301	0	It is anticipated that this will be achieved in full, but the position will not become clear towards the latter part of the year, as business increases significantly during the winter months.
59	Planning, Transport & Environment	Fleet - income from enhanced commercialisation of the service Income from enhanced commercialisation of the service. The current income target is £447,000.	200	0	42	158	A proportion of the saving is anticipated to be achieved through the continuous development of third party work. Further delivery of the saving may be possible following the in-sourcing of vehicle maintenance, but this needs further evidencing.
60	Planning, Transport & Environment	Commercial Waste and Recycling Increase income by growing the commercial waste and recycling centres at Bessemer Close and Lamby Way. The current income target is £978,000.	100	0	0	100	Current performance indicates a decreasing income trend which may be due, in part, to increased competition. This saving is therefore unlikely to be achieved.
61	Planning, Transport & Environment	Lamby Way Solar Farm Scheme Lamby Way Solar Farm will provide a substantial amount of clean, renewable energy to supply the local electricity grid and connected Council buildings. It will make a positive contribution to national and local renewable energy generation and carbon reduction targets. Through this solar farm scheme additional income will be generated from January 2020. This is a new scheme so there is no existing budget.	30	0	0	30	The Solar Farm is expected to be operational for the final quarter of the year. However the revised timeline shows that the generation of income will not commence until the new financial year.
62	Planning, Transport & Environment	Registration Services Income Generate additional income through increases to fees for marriage ceremony room hire and private citizenship ceremonies. The income target is currently £798,000.	23	20	23	0	Current income levels suggest this saving is achievable.
63	Planning, Transport & Environment	Cardiff Dogs Home Improved coordination of volunteers and increased income opportunities. This is a new initiative. The net budget provision for Cardiff Dogs Home is currently £284,000.	20	19	20	0	Current income levels suggest this saving is achievable.
64	Planning, Transport & Environment	Transport Policy - Improved income recovery Improved income recovery through the digitalisation of the Network Management function and benchmarking against other local authorities. The current income target is £483,000.	120	70	93	27	Current indications are that there may be a shortfall, but this position may improve during the remainder of the year if additional grants/external funding is awarded.
65	Planning, Transport & Environment	Clamping and Removal of Nuisance Vehicles This saving will be achieved following the DVLA's authorisation of Cardiff Council to enforce against untaxed vehicles under devolved powers to use the Vehicle Excise Duty (Immobilisation, Removal and Disposal of Vehicles) Regulations 1997. This would allow the Council to monitor, report and with the permission of the DVLA, either to clamp and/or remove untaxed vehicles from the highway and Council-owned land, which would require payment of a release fee. This is a new initiative and therefore no existing budgets.	120	0	0	120	Although the initiative has many benefits for the Cardiff Highway Network and helps address the issue of vehicle tax avoidance, there have been unforeseen problems affecting the performance of the operation. There have been issues related to clamps being forcibly and illegally removed, legislative issues regarding the use of the Camera Car, making the process more time consuming and therefore less efficient (now resolved), and a greater than anticipated number of offenders paying the early release fee rather than the anticipated higher retrieval fee.
66	Planning, Transport & Environment	Delivery of approval body for Sustainable Drainage The delivery of the approval body for Sustainable Drainage will provide a net income through applications after taking into account additional staff costs. This is a new legislative requirement so does not currently have any budget.	108	0	0	108	The anticipated volume of applications included in the business case have not materialised. This has had a significant impact on the level of income and, therefore, the net surplus will not be achieved.
67	Planning, Transport & Environment	Planning - Progressing development proposals and enhanced information gathering Enhanced income opportunities in relation to the role of the Planning Service in progressing development proposals and enhanced information gathering in respect of new applications in the pipeline. The income target is currently £2.4 million.	80	75	80	0	Agreements are in place with various directorates for internal planning support meaning the saving is achievable.

No	Directorate	Proposal	Total Saving £'000	Savings already achieved £'000	Projected saving 2019/20 £'000	Savings unlikely to be achieved in 2019/20 £'000	Comments
68	Planning, Transport & Environment	Improved income from Developments Increased income from enhanced delivery of key developments across the City. The current income target is £756,000.	45	34	45	0	The level of income generated to date is on target to ensure full cost recovery.
69	Planning, Transport & Environment	Transport Policy - Improved Recharging Maximising opportunities for recharging of services to grant funding streams. The current income target is £273,000.	40	17	23	17	The increase in recharges are currently predicted to fall slightly short of the target.
70	Planning, Transport & Environment	General Fees & Charges Increase in fees & Charges across the Planning, Transport and Environment directorate including licensing and fixed penalty notices. The current income target for licensing is £564,000 and for fixed penalty notices £413,000.	32	9	13	19	There is likely to be a shortfall against this target but the position will be reviewed during the remainder of the year.
71	Planning, Transport & Environment	Reduction in Energy Levies A change in government policy means that rather than a Carbon Management tax being levied on specific organisations, there will be an increase to the Climate Change Levy (CCL) on every bill. There is a resultant decrease in the cost to the Council. The current budget in respect of the Carbon Reduction Commitment is £471,000.	230	230	230	0	The budget has been reduced in line with the reduction in levy and this saving has been achieved in full.
72	Planning, Transport & Environment	Bereavement Services - Public Health Funeral Contract Saving will be achieved through carrying out the Public Health Funeral Contract in-house. The current budget for payments to funeral directors and overheads is £24,000.	24	15	24	0	The budget has been reduced in line with the proposal and is on target to be achieved.
74	Planning, Transport & Environment	Structures & Tunnels - Maintenance Reduction in maintenance expenditure following new contract and other efficiencies. The current budget provision for maintenance is £532,000.	20	15	20	0	The maintenance budget has been reduced and spend is anticipated to remain within budget.
Planning, Transport & Environment Total			3,819	1,676	2,170	1,649	
75	Resources - Governance & Legal Services	Review of Legal Services Staffing Resource Restructure of Legal Services resulting in the deletion of two posts, and reducing capacity to undertake in-house legal work. The current Legal Services staffing budget is £2.724 million.	119	119	119	0	The restructure is progressing and posts have been identified for savings on a voluntary redundancy and vacancy basis.
76	Resources - Governance & Legal Services	Reduction in annual contribution to election reserve Following a review, it is possible to reduce the annual contribution to the election reserve to pay for local elections. The current annual contribution is £96,000.	20	20	20	0	This saving has been achieved but levels of reserve will require careful monitoring going forward. Any underspends will likely need to be retained when possible to keep the reserve at an appropriate level for local elections.
77	Resources - Governance & Legal Services	Cease printing meeting agenda and reports for Councillors and Senior Officers Cease printing meeting agenda and reports for Councillors and Senior Officers unless necessary to comply with the Equality Act 2010. This proposal would result in the removal of the entire printing budget.	13	0	0	13	It is now not expected that this saving will be achieved.
78	Resources - Governance & Legal Services	Removal of Webcasting Equipment from County Hall Council Chamber Any formal council meetings held in the County Hall Council Chamber will not be able to be webcast. However, currently only one Council meeting a year is held there and this could be held at City Hall. This proposal would result in the removal of the entire budget.	6	6	6	0	This saving has been achieved in full. A plan is in place and contracts are being managed.
79	Resources - Governance & Legal Services	Reduction in Training and Development budget for Members The current Training and Development budget is £9,000.	3	3	3	0	This saving has been achieved in full.
80	Resources - Governance & Legal Services	Increase in income Increase in income and charges for legal work carried out for City Deal (£20,000), highways (£40,000), waste (£58,000), regeneration (£37,000) and client contributions for procurement lawyer (£58,000) and miscellaneous legal charges. Budgeted Legal Services income amounts to £1.015 million.	211	70	211	0	Agreements with various other directorates are in place, meaning that this saving is achievable, although this will require close monitoring during the remainder of the year.
Resources - Governance & Legal Services Total			372	218	359	13	

No	Directorate	Proposal	Total Saving £'000	Savings already achieved £'000	Projected saving 2019/20 £'000	Savings unlikely to be achieved in 2019/20 £'000	Comments
81	Resources	Capital Ambition Delivery Team Saving will be achieved through the ongoing restructure of the Capital Ambition Delivery Team, to align the focus of the team with the major transformational change projects contained within Capital Ambition Delivery Programme, and a planned drawdown from reserve for one year. The current staffing budget within the Capital Ambition Delivery Team is £949,000. The current budgeted drawdown from reserve stands at £110,000.	374	281	374	0	The use of reserves will ensure that this saving is fully achieved.
82	Resources	Restructure the Accountancy Function A review of staffing structures and responsibilities in the section, enabling staff savings through a combination of vacant posts and voluntary redundancy together with the use of reserves in order to assist with the timing of the restructure. The current staffing budget for this area is £2.84 million.	359	359	359	0	This saving has been fully achieved through voluntary redundancies and the use of earmarked reserves.
83	Resources	Connect to Cardiff (C2C) - Channel Shift C2C management are exploring means of automating as many interactions as possible for customers. This improves the customer journey and hours of service availability, but can also significantly reduce demand on resources, allowing the release of contact centre staff. A planned drawdown from reserve for one year will assist with the timing of this shift. The current C2C staffing budget stands at £2.4 million.	300	175	300	0	The phased deletion of posts and use of reserves will ensure that this saving is fully achieved.
84	Resources	Process efficiencies within Revenues and Council Tax Savings will be achieved through efficiencies within Revenues and Council Tax. This will include a range of measures, including staff savings which will be delivered through a combination of a reduction in vacant posts and voluntary redundancy. The current staffing budget for this area is £3.3 million.	174	140	174	0	Savings already achieved includes three deleted posts. It is anticipated that the remaining balance will be fully achieved in 2019/20.
85	Resources	Savings from reduction in Support Costs for Human Resources (HR) IT System Savings arising from planned reduction in support costs for HR IT systems. The costs associated with this were previously funded by post reductions in HR as required in the original business case model. The current budget for HR IT systems is £579,000.	169	169	169	0	This saving has been fully achieved.
86	Resources	Human Resources (HR) IT System Move the Council's HR IT system on to the Council's private cloud platform. The current budget for HR IT systems is £579,000.	116	116	116	0	This saving has been fully achieved.
87	Resources	Review of Human Resources Staffing Resource Restructure of Cardiff Works and Cardiff Academy under one new manager role resulting in the deletion of two posts through voluntary redundancy. An additional deletion of one post in HR First Contact Team through Voluntary Redundancy. The current staffing budget for these areas is £548,000.	113	113	113	0	The relevant posts have been deleted and the saving has been fully achieved.
88	Resources	Deletion of vacant Enterprise Architecture Posts The new digital strategy for Cardiff refocuses the areas of work for the Enterprise Architecture Team and has identified the opportunity to delete two existing vacant posts. The current Enterprise Architecture staffing budget stands at £424,000.	80	80	80	0	The relevant posts have been deleted and the saving has been fully achieved.
89	Resources	Restructure of Exchequer Support Function Further restructuring of the Exchequer Support function, to include a reduction of supervisory / management roles as well as a further reduction of administrative staff through a combination of vacant posts and voluntary redundancy. The current net budget for this area is £540,000.	80	80	80	0	The deletion of two vacant posts and two posts relating to voluntary redundancy means that the saving has been fully achieved.
90	Resources	Reduction of Audit Resource The deletion of a Principal Auditor post through voluntary redundancy along with a reduction in hours worked. The current staffing budget for this area is £551,000.	62	62	62	0	The deletion of the principal auditor post and a reduction in hours for another post fully achieve this saving.
91	Resources	Review the service delivery arrangements for risk management A review of the service delivery arrangements for corporate Risk Management has enabled the deletion of a vacant post. The current staffing budget for Information Governance is £846,000.	52	52	52	0	The deletion of this vacant post has fully achieved this saving.

No	Directorate	Proposal	Total Saving £'000	Savings already achieved £'000	Projected saving 2019/20 £'000	Savings unlikely to be achieved in 2019/20 £'000	Comments
92	Resources	HR Organisational Development Restructure of management of HR Organisational Development team and deletion of HR Organisational Development Team leader post through voluntary redundancy. The current staffing budget for this area is £220,000.	52	52	52	0	The deletion of the team leader post has fully achieved this saving.
93	Resources	Review of the Revenues Management Team Saving will be achieved through the deletion of one post from the management structure in the Revenues Section. The current staffing budget for this area is £3.3 million.	50	50	50	0	The post has been deleted and the saving fully achieved.
94	Resources	eProcurement Team - Staffing Review Review of staffing resource within the eProcurement team allows the deletion of the Development and Support Manager post through voluntary redundancy. The current eProcurement staffing budget stands at £252,000.	47	47	47	0	The post has been deleted and the saving fully achieved.
95	Resources	Revised funding arrangements for posts within HR People Services Saving will be achieved via a planned and prudent use of reserves over a two year period, allowing a reduction in base funding for posts. The current staffing budget in respect of HR is £3.941 million.	43	43	43	0	The use of earmarked reserves will mean that this saving is fully achieved in 2019/20.
96	Resources	Contract Management Officer Funding of planned Contract Management Officer post from reserves for a two year period. The Contract Manager post will be funded in full by this arrangement.	37	37	37	0	The use of earmarked reserves will mean that this saving is fully achieved in 2019/20.
97	Resources	Relocation of Council's In-House Occupational Health Service Relocation of the Council's in-house Occupational Health Service from the current leased building at Nant Garw to a Council owned building. The current budget is £163,000.	23	23	23	0	The move from Nantgarw has now taken place and the saving has been achieved in full.
100	Resources	Generation of Additional Income within Health & Safety The new Health & Safety structure will provide opportunities for additional income generation including training in areas such as asbestos. The current income target stands at £63,000.	99	0	75	24	A shortfall in income is projected for the year due to a delay in finding a location for the asbestos training to take place.
101	Resources	Information Governance Team Review Generation of additional income in order to support current resources allocated to Information Governance. The current income target within this area is £179,000.	33	33	33	0	This savings target has been fully achieved.
102	Resources	Additional income from HR support to schools Additional income from supporting schools for services outside of the current Schools HR Service Level Agreement. The current income budget for schools SLAs is £1 million.	30	30	30	0	This savings target has been fully achieved.
103	Resources	Atebion Solutions Additional Income Atebion Solutions is a trading company wholly owned by the Council which trades commercial and procurement services to other public sector organisations. The model that has been developed is based on reducing the fixed costs of the Strategic Procurement Team through the charging of full costed staff time to the company. Due to the success of the company to date, the annual income target for the Council will be stretched by £20,000. The current income target related to Atebion stands at £180,000.	20	0	0	20	It is not anticipated that this saving will be achieved this financial year. This is in line with the actual position achieved in the last two financial years. Alternative savings, primarily from non-filling of vacant posts, cover this shortfall.
104	Resources	Additional Income from HR Support to City Deal Maximising opportunities for recharging of HR services in respect of City Deal. There is currently no income target for this area.	18	14	18	0	This savings target is expected to be fully achieved.
107	Resources	General reduction in external ICT spend This will be achieved through a review of the current ICT contract arrangements. The current ICT Holding Account supplies & services budget stands at £1.95 million.	25	25	25	0	This saving has been fully achieved.
108	Resources	Reduction in Special Projects Budget Reduction in budget available to fund projects within the Resources Directorate. The current budget for this area is £57,000.	25	25	25	0	This saving has been fully achieved.
Resources - Resources Total			2,381	2,006	2,337	44	
Council Total			19,157	10,411	12,714	6,443	

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CARDIFF COUNCIL CAPITAL PROGRAMME 2019-2020

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<u>DIRECTORATE & SCHEME</u>	2019-2020 Programme	2018-19 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2019-20	Projected Outturn	Slippage	(Underspend) / Overspend	Total Variance
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<u>ECONOMIC DEVELOPMENT</u>										
<u>Business & Investment</u>										
1 Town Centre Loan Scheme	0	0	0	0	500	500	500	0	0	0
2 S106 Schemes	382	75	(75)	0	0	382	10	(372)	0	(372)
Total Business & Investment	382	75	(75)	0	500	882	510	(372)	0	(372)
<u>City Development & Major Projects</u>										
3 Economic Development Initiatives	366	0	0	0	0	366	200	(166)	0	(166)
4 Economic Stimulus Support	0	0	0	0	1,929	1,929	1,929	0	0	0
5 Central Square Public Realm	0	447	0	0	0	447	105	(342)	0	(342)
6 Red Dragon Centre Acquisition	0	0	0	0	57,816	57,816	57,816	0	0	0
Total City Development & Major Projects	366	447	0	0	59,745	60,558	60,050	(508)	0	(508)
<u>Parks & Green Spaces</u>										
7 Asset Renewal Buildings	328	117	0	0	0	445	328	(117)	0	(117)
8 Asset Renewal Parks Infrastructure	140	92	0	0	0	232	172	(60)	0	(60)
9 Play Equipment	290	(12)	0	0	0	278	110	(168)	0	(168)
10 Flood Risk Prevention	0	13	0	0	14	27	27	0	0	0
11 Parc Cefn Onn	0	428	0	0	0	428	328	(100)	0	(100)
12 Roath Park District Area	550	0	0	0	0	550	550	0	0	0
13 Flatholm Island Replacement Jetty	385	0	0	0	0	385	385	0	0	0
14 Flatholm Island - HLF Project	152	0	0	0	(62)	90	45	(45)	0	(45)
15 S106 Funded Schemes	1,342	520	(520)	0	0	1,342	363	(979)	0	(979)
Total Parks & Green Spaces	3,187	1,158	(520)	0	(48)	3,777	2,308	(1,469)	0	(1,469)
<u>Leisure</u>										
16 Asset Renewal Buildings	25	135	0	0	0	160	160	0	0	0
17 Leisure Centres ADM (GLL)	0	1,047	0	0	0	1,047	547	(500)	0	(500)
18 Replacement of Athletics Track - CISS	0	(125)	250	0	0	125	125	0	0	0
19 Cardiff Riding School - Outdoor Arena	0	63	0	0	0	63	1	(62)	0	(62)
Total Leisure	25	1,120	250	0	0	1,395	833	(562)	0	(562)
<u>Venues & Cultural Facilities</u>										
20 St David's Hall & New Theatre	0	358	0	0	0	358	358	0	0	0
Total Venues & Cultural Facilities	0	358	0	0	0	358	358	0	0	0
<u>Property & Asset Management</u>										
21 Asset Renewal - Buildings	1,390	555	0	0	0	1,945	1,387	(558)	0	(558)
22 Security Technology Brindley/Coleridge	140	0	0	0	5	145	145	0	0	0
23 Community Asset Transfer	50	73	0	0	0	123	0	(123)	0	(123)
24 Adamsdown Play Centre	0	0	0	0	39	39	39	0	0	0
25 Investment Property Strategy	0	0	0	0	81	81	81	0	0	0
26 Cardiff Market Roof & HLF Grant bid	0	331	0	0	0	331	50	(281)	0	(281)

CARDIFF COUNCIL CAPITAL PROGRAMME 2019-2020

<u>DIRECTORATE & SCHEME</u>	2019-2020 Programme	2018-19 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2019-20	Projected Outturn	Slippage	(Underspend) / Overspend	Total Variance
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
27 Former Virgin Active Centre	0	0	0	0	760	760	1,260	500	0	500
Total Property and Asset Management	1,580	959	0	0	885	3,424	2,962	(462)	0	(462)
Harbour Authority										
28 Harbour Asset Renewal	145	0	0	0	87	232	232	0	0	0
Total Harbour Authority	145	0	0	0	87	232	232	0	0	0
TOTAL ECONOMIC DEVELOPMENT	5,685	4,117	(345)	0	61,169	70,626	67,253	(3,373)	0	(3,373)
EDUCATION & LIFELONG LEARNING										
Schools - General										
Planning & Development										
29 Asset Renewal	8,529	4,130	0	(146)	4,577	17,090	6,395	(10,695)	0	(10,695)
30 Suitability / Sufficiency	1,040	(146)	0	146	0	1,040	1,040	0	0	0
31 Whitchurch High	0	1,322	0	0	0	1,322	300	(1,022)	0	(1,022)
32 Welsh Medium Education	310	0	0	0	0	310	150	(160)	0	(160)
33 Reducing Infant Class Sizes	2,445	0	0	0	0	2,445	900	(1,545)	0	(1,545)
Total Planning & Development	12,324	5,306	0	0	4,577	22,207	8,785	(13,422)	0	(13,422)
Schools Organisation Planning										
34 21st Century Schools - Band A	1,030	1,500	(756)	0	0	2,474	2,200	(274)	0	(274)
35 21st Century Schools - Band B	15,090	(776)	0	0	0	14,314	2,138	(15,348)	3,172	(12,176)
Total Schools Organisation Planning	16,120	724	(756)	0	0	16,788	4,338	(15,622)	3,172	(12,450)
TOTAL EDUCATION & LIFELONG LEARNING	28,444	6,030	(756)	0	4,577	38,995	13,123	(29,044)	3,172	(25,872)
PEOPLE & COMMUNITIES										
COMMUNITIES & HOUSING										
Neighbourhood Regeneration										
36 Neighbourhood Renewal schemes	310	0	0	0	0	310	310	0	0	0
37 Clare Road/Penarth Road - Shop Fronts	0	255	0	(210)	0	45	45	0	0	0
38 Maelfa Centre Regeneration	0	183	0	210	0	393	393	0	0	0
39 Alleygating	50	54	0	0	0	104	54	(50)	0	(50)
40 Targeted Regeneration Investment Programme	300	0	0	0	0	300	0	(300)	0	(300)
41 Tudor Street Commercial Business Improvement Scheme	0	37	0	0	150	187	187	0	0	0
42 Rhydypennau Community Hub	0	0	0	0	300	300	300	0	0	0
43 Whitchurch Community Hub	0	0	0	0	300	300	300	0	0	0
44 City Centre Youth Hub	0	501	0	369	0	870	70	(800)	0	(800)
45 Butetown Pavillion	1,274	142	0	(369)	(318)	729	729	0	0	0
46 Property Asset Renewal	405	0	0	0	0	405	405	0	0	0
47 S106 Funded Projects	349	359	(359)	0	0	349	122	(227)	0	(227)
Total Neighbourhood Regeneration	2,688	1,531	(359)	0	432	4,292	2,915	(1,377)	0	(1,377)
Housing (General Fund)										
48 Disabled Facilities Service	4,653	407	0	(660)	0	4,400	4,400	0	0	0

CARDIFF COUNCIL CAPITAL PROGRAMME 2019-2020

<u>DIRECTORATE & SCHEME</u>	2019-2020 Programme	2018-19 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2019-20	Projected Outturn	Slippage	(Underspend) / Overspend	Total Variance
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
49 Enable Grant	430	0	0	0	6	436	436	0	0	0
50 Council contribution to ICF Schemes	0	0	0	660	0	660	0	(660)	0	(660)
51 Estate Environmental Improvements	140	366	0	0	0	506	250	(256)	0	(256)
52 Travellers Site Expansion	0	450	0	0	0	450	400	(50)	0	(50)
53 Domestic Abuse Multi Agency Hub	0	1,041	0	0	0	1,041	1,041	0	0	0
Total Housing	5,223	2,264	0	0	6	7,493	6,527	(966)	0	(966)
<u>Flying Start</u>										
54 Flying Start	0	0	0	0	18	18	18	0	0	0
55 Childcare	0	0	0	0	50	50	50	0	0	0
Total Flying Start	0	0	0	0	68	68	68	0	0	0
Total Communities & Housing	7,911	3,795	(359)	0	506	11,853	9,510	(2,343)	0	(2,343)
<u>SOCIAL SERVICES</u>										
<u>Adult Services</u>										
56 Tremorfa Day Services (ICF)	0	30	0	0	0	30	30	0	0	0
57 Day Centre Opportunities	0	250	0	0	0	250	250	0	0	0
Total Adult Services	0	280	0	0	0	280	280	0	0	0
<u>Children's Services</u>										
58 Accomodation Strategy	131	125	0	0	0	256	30	(226)	0	(226)
59 Trelai Youth Centre	0	0	0	0	150	150	150	0	0	0
Children's Services	131	125	0	0	150	406	180	(226)	0	(226)
Total Social Care	131	405	0	0	150	686	460	(226)	0	(226)
TOTAL PEOPLE & COMMUNITIES	8,042	4,200	(359)	0	656	12,539	9,970	(2,569)	0	(2,569)
<u>PLANNING, TRANSPORT & ENVIRONMENT</u>										
<u>Energy Projects & Sustainability</u>										
60 Energy Retrofit of Buildings (REFIT - Invest to Save)	0	1,448	0	0	(1,448)	0	0	0	0	0
61 Salix SEELS	500	0	0	0	(500)	0	0	0	0	0
62 Lamby Way Solar Farm	5,227	96	0	0	313	5,636	5,636	0	0	0
Total Energy Projects & Sustainability	5,727	1,544	0	0	(1,635)	5,636	5,636	0	0	0
<u>Bereavement & Registration Services</u>										
63 New Cemetery Site (Invest To Save)	750	0	0	0	0	750	380	(370)	0	(370)
64 Improvements of Facilities	445	0	0	0	205	650	650	0	0	0
65 Property Asset Renewal	100	0	0	0	0	100	100	0	0	0
Total Bereavement & Registration Services	1,295	0	0	0	205	1,500	1,130	(370)	0	(370)
<u>Recycling Waste Management Services</u>										
66 New HWRC North Cardiff	0	200	0	0	0	200	0	(200)	0	(200)

CARDIFF COUNCIL CAPITAL PROGRAMME 2019-2020

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<u>DIRECTORATE & SCHEME</u>	2019-2020 Programme	2018-19 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2019-20	Projected Outturn	Slippage	(Underspend) / Overspend	Total Variance
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
67 Recycling Collection Containers	800	15	0	0	0	815	0	(815)	0	(815)
68 Absorbent Hygiene Product Collection	0	0	0	0	515	515	515	0	0	0
69 MRF	45	0	0	0	0	45	45	0	0	0
70 MRF Fire Suppressant	0	500	0	0	0	500	55	(445)	0	(445)
71 Property Asset Renewal	107	0	0	0	0	107	107	0	0	0
72 Other Waste Management & Infrastructure	300	75	0	0	0	375	375	0	0	0
Total Recycling Waste Management Services	1,252	790	0	0	515	2,557	1,097	(1,460)	0	(1,460)
Highway Infrastructure										
73 Highway Carriageway - Reconstruction	400	0	0	0	0	400	40	(360)	0	(360)
74 Highway Resurfacing	3,973	2,690	0	0	0	6,663	3,938	(2,725)	0	(2,725)
75 Footpaths	1,035	368	0	0	0	1,403	653	(750)	0	(750)
76 Footway Improvements around Highway Trees	125	0	0	0	0	125	125	0	0	0
77 Millennium Walkway	250	0	0	0	0	250	25	(225)	0	(225)
78 Bridges & Structural Work	1,350	0	0	(37)	251	1,564	1,200	(364)	0	(364)
79 Street Lighting Column Replacement	470	523	0	0	0	993	298	(695)	0	(695)
80 LED Lighting Residential (Invest to Save)	2,000	0	0	0	0	2,000	0	(2,000)	0	(2,000)
81 Bute Crane Refurbishment	0	25	0	37	0	62	62	0	0	0
82 Coastal Erosion / Flood Risk	845	115	0	0	(112)	848	500	(348)	0	(348)
Total Highway Maintenance	10,448	3,721	0	0	139	14,308	6,841	(7,467)	0	(7,467)
Traffic & Transportation										
83 Road Safety Scheme	335	0	0	0	0	335	335	0	0	0
84 Road Safety 20mph Zones	190	0	0	0	(190)	0	0	0	0	0
85 Asset Renewal Telematics / Butetown Tunnel	135	0	0	0	0	135	135	0	0	0
86 Cycling Development	2,500	0	0	0	0	2,500	500	(2,000)	0	(2,000)
87 Llanrumney PT / Cycle Link	50	0	0	0	0	50	0	0	(50)	(50)
88 WG Grant Matchfunding	375	241	0	0	0	616	416	(200)	0	(200)
89 City Centre & Key links Transport Improvement	300	959	0	0	510	1,769	510	(1,259)	0	(1,259)
90 WG (Local Transport Fund)	10,852	0	0	0	(6,019)	4,833	4,833	0	0	0
91 WG (Local Transport Network Fund)	0	0	0	0	150	150	150	0	0	0
92 WG (Road Safety Casualty Reduction)	522	0	0	0	(236)	286	286	0	0	0
93 WG (Safe Routes in Communities)	267	0	0	0	0	267	267	0	0	0
94 WG (Active Travel Fund)	3,549	0	0	0	(1,000)	2,549	2,549	0	0	0
95 DfT On Street Residential Charge points	0	136	0	0	0	136	136	0	0	0
96 Electric Vehicle Charging Points	310	0	0	0	0	310	100	(210)	0	(210)
97 Moving Offences Enforcement / P&D Equipment	745	0	0	0	(160)	585	585	0	0	0
98 Bus Corridor Improvements	335	0	0	0	0	335	0	(335)	0	(335)
99 CCTV System Upgrade	0	34	0	0	0	34	34	0	0	0
100 S106 Funded Schemes	802	619	(619)	0	0	802	404	(398)	0	(398)
Total Traffic & Transportation	21,267	1,989	(619)	0	(6,945)	15,692	11,240	(4,402)	(50)	(4,452)
Strategic Planning & Regulatory										
101 S106 Projects	156	23	(23)	0	0	156	26	(130)	0	(130)
Total Strategic Planning & Regulatory	156	23	(23)	0	0	156	26	(130)	0	(130)

CARDIFF COUNCIL CAPITAL PROGRAMME 2019-2020

<u>DIRECTORATE & SCHEME</u>	2019-2020 Programme	2018-19 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2019-20	Projected Outturn	Slippage	(Underspend) / Overspend	Total Variance
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
TOTAL PLANNING, TRANSPORT & ENVIRONMENT	40,145	8,067	(642)	0	(7,721)	39,849	25,970	(13,829)	(50)	(13,879)
<u>RESOURCES</u>										
<u>Technology</u>										
102 Modernising ICT to improve Business Processes	800	333	0	0	0	1,133	1,133	0	0	0
103 ICT Refresh	400	(2)	0	0	0	398	398	0	0	0
Total Technology	1,200	331	0	0	0	1,531	1,531	0	0	0
<u>Corporate</u>										
104 Contingency	200	0	0	0	(200)	0	0	0	0	0
105 Invest to Save - Bid Allocation for small schemes	500	0	0	0	(500)	0	0	0	0	0
106 City Deal - Cardiff Share	1,198	1,276	0	0	0	2,474	0	(2,474)	0	(2,474)
107 Loan to Cardiff City Transport Services Ltd	(2,000)	2,000	0	0	0	0	0	0	0	0
Total Corporate	(102)	3,276	0	0	(700)	2,474	0	(2,474)	0	(2,474)
TOTAL RESOURCES	1,098	3,607	0	0	(700)	4,005	1,531	(2,474)	0	(2,474)
<u>TOTAL GENERAL FUND</u>	83,414	26,021	(2,102)	0	57,981	166,014	117,847	(51,289)	3,122	(48,167)
<u>PUBLIC HOUSING (HRA)</u>										
108 Housing Development	0	0	0	0	0	0	0	0	0	0
109 Estate Regeneration and Stock Remodelling	3,250	0	0	0	0	3,250	3,650	400	0	400
110 External and Internal improvements to buildings	13,550	4,026	(4,026)	(350)	0	13,200	9,150	(4,050)	0	(4,050)
111 Disabled Facilities Service	2,900	0	0	350	0	3,250	3,250	0	0	0
112 Housing New Builds & Acquisitions	27,685	5,943	(5,943)	0	0	27,685	28,257	572	0	572
TOTAL PUBLIC HOUSING	47,385	9,969	(9,969)	0	0	47,385	44,307	(3,078)	0	(3,078)
TOTAL	130,799	35,990	(12,071)	0	57,981	213,399	162,154	(54,367)	3,122	(51,245)

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**CARDIFF COUNCIL
CYNGOR CAERDYDD****CABINET MEETING: 20 FEBRUARY 2020**

BUDGET REPORT 2020/21**FINANCE, MODERNISATION AND PERFORMANCE
(COUNCILLOR CHRIS WEAVER)****AGENDA ITEM: 7**

Appendix 4 (c) is exempt from publication because it contains information of the kind described in paragraphs 14 and 21 of parts 4 and 5 of Schedule 12A to the Local Government Act 1972.

Reason for this Report

To enable the Cabinet to:

1. Recommend to Council their proposal for the estimates of expenditure and income in order to set the Council Tax in accordance with the Local Government Finance Act 1992, having considered and reflected on the responses to all aspects of the budget consultation.
2. Recommend to Council the strategy and plan for the control of the Authority's borrowing and investments for the year 2020/21 (the Annual Treasury Management Strategy.)
3. Recommend to Council the Capital Strategy for 2020/21 including the Council's Minimum Revenue Provision Policy for 2019/20 and 2020/21.
4. Recommend to Council the Prudential Code, capital expenditure and treasury indicators for 2020/21 – 2024/25.
5. Recognise the financial challenges facing the Council, as set out in the Medium Term Financial Plan and note the opportunities for savings.
6. Recognise the work undertaken to raise awareness of, and to ensure the financial resilience of the Council.
7. Set the rent levels for Housing Revenue Account properties, service charges and management fees for leaseholders for 2020/21.
8. Agree the rates of fees and charges for Council services for 2020/21.

Background

9. The Council's Budget Report must provide assurance that a balanced budget and affordable Capital Programme have been set and that due consideration has been given to financial standing.
10. Cabinet received a report on the Budget Strategy 2020/21 and the Medium Term Financial Plan (MTFP) in July 2019. The report identified the budget reduction requirement for the period 2020/21 - 2023/24 and set a framework for addressing the projected funding gap. Since July, the position has been updated to take account of more recent information, including the Provisional Local Government Settlement and the results of the public consultation. All updates are reflected in the Council's Revenue Budget for 2020/21, as set out later in this report.
11. The 2020/21 Budget Strategy Report also set the approach for the development of the Council's Capital Programme. The proposed Capital Programme 2020/21 – 2024/25 reflects existing commitments made in previous years as well as new schemes proposed for approval. Further detail is set out in this report.

Statutory Requirements

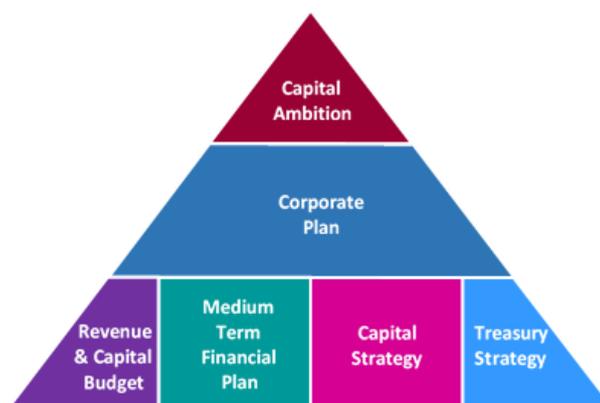
12. The Local Government Finance Act 1992 requires the Council to produce a balanced budget. In line with this duty, this report sets the Revenue Budget and associated Council Tax for 2020/21. The likely position over the medium term is set out in the Medium Term Financial Plan in Annex 1.
13. In setting the budget, the Local Government Act 2003 requires the Council to have regard to the Section 151 Officer's advice on the robustness of estimates and the adequacy of reserves. This report includes commentary on financial risk and resilience and the Section 151 Officer assessment is set out in the financial implications to this report.
14. The CIPFA Prudential and Treasury Management Codes of Practice, require the Council to approve the 2020/21 Capital Strategy and Treasury Management Strategy prior to the beginning of the financial year. These strategies are outlined in Annex 3 and Annex 4 respectively, Annex 3 also contains the Capital Programme for 2020/21 – 2024/25.
15. The Local Government and Housing Act 1989 places a statutory duty on local authorities to maintain a separate Housing Revenue Account (HRA) for the costs associated with the management and maintenance of Council dwellings. HRA rents must comply with the Welsh Government (WG) Policy for Social Housing Rents. The HRA revenue budget and associated rent levels for 2020/21 are contained in Annex 2, along with details of the HRA Capital Programme.

Strategic Context

16. The policy programme, Capital Ambition, sets out the Administration’s priorities and principles for change. The programme was originally approved by Cabinet in July 2017. Since then, a number of major policy commitments have either been achieved or significantly progressed. There have also been significant developments in the external environment including managing the impact of the UK leaving the European Union, responding to the declaration of a Climate Emergency and addressing the potential implications of the Local Government and Elections (Wales) Bill. In light of this, the January 2020 Cabinet Report, Capital Ambition, set out a refresh of the Administration’s key priorities for the remainder of the municipal term.
17. The Corporate Plan, “Delivering Capital Ambition”, sets out how the Administration’s priorities will be achieved. Key priorities and objectives are summarised in the table below.

Capital Ambition	Corporate Plan
Working for Cardiff	<ul style="list-style-type: none"> • Cardiff is a great place to grow up • Cardiff is a great place to grow older • Supporting people out of poverty • Safe, empowered communities
Working for Wales	<ul style="list-style-type: none"> • A Capital City that works for Wales
Working for the Future	<ul style="list-style-type: none"> • Cardiff grows in a resilient way
Working for Public Services	<ul style="list-style-type: none"> • Modernising and integrating our public services

18. The Corporate Plan is consistent with wider local and national goals that support long-term sustainability. It is fully aligned with the Cardiff Well-being Plan, which contains the shared well-being objectives of Cardiff Public Services Board. These complement Wales’ National Well-being Goals, which focus on creating a more sustainable Wales.
19. The Council’s key strategic financial documents are framed by Capital Ambition and the Corporate Plan. This ensures that resources are allocated in a way that supports corporate priorities. Given the link between the Corporate Plan and wider Well-being Goals, it also helps to ensure that financial strategy supports long-term sustainability, in line with the Council’s duties under the Well-being of Future Generations (Wales) Act 2015.



20. Appendix 1 sets out how the Revenue Budget and Capital Programme are consistent with the Council’s priorities, invest in the future of the city and support the five ways of working at the heart of the Well-being of Future Generations (Wales) Act 2015.

Local Government Financial Settlement

21. The Local Government Financial Settlement is a key factor in drafting the budget. The usual timescales for announcement of the Financial Settlement by Welsh Government have been delayed for 2020/21, due to the Autumn Spending Round and the December 2019 General Election. On 16th December 2019, the Minister for Housing and Local Government announced the Provisional Settlement for 2020/21. However, the Final Local Government Settlement will not be published until 25th February 2020. This means that the Revenue Budget set out in this report is based on Provisional Settlement Funding (as reported to Cabinet 19th December 2019).
22. It is not anticipated that there will be material changes between Provisional and Final Settlement. As such, in order to manage the timing of the Final Settlement, it is proposed that the recommendations to this report contain a contingent arrangement whereby the Council will either add to or draw down from reserves if Final Settlement funding allocations differ from the Provisional Settlement. To exemplify, if the Final Settlement is £20,000 less than the Provisional Settlement, the Council will increase its drawdown from reserves. Conversely, if the Final Settlement is £20,000 more than the Provisional Settlement, the Council would transfer a sum of £20,000 to reserves. The recommendations to this report authorise the Section 151 Officer to prepare an addendum to the 2020/21 Budget making the requisite changes.
23. The Provisional Settlement indicated that Cardiff will receive a 4.1% increase in Aggregate External Finance (AEF) in 2020/21 (£18.5 million in cash terms), plus grant transfers of £5.741 million. Cardiff’s settlement is slightly below the Welsh average of 4.3%, primarily due to a reset of the population statistics used within the funding formula (from projections to most recent mid-year estimates). Settlement information is for one year only, which continues to make medium term planning extremely challenging.

24. The Provisional Settlement indicated that key specific grant streams that support core service provision will either transfer into Revenue Support Grant (RSG) for 2020/21, or will continue at existing (or increased) levels. Exceptions are the 'Costs Associated with Teachers' Pay' Grant, which will fall out in 2020/21 and the Sustainable Waste Revenue Grant, which will reduce by £1.8 million at an All Wales level. The Council's revenue budget addresses these funding reductions in order to mitigate their impact on services. A full list of specific grants at an All Wales level is set out in Appendix 2.
25. The level of revenue funding announced in the Provisional Settlement was significantly better than the planning assumptions that were reflected in the Council's MTFP that was published last summer. That iteration of the MTFP pre-dated the Spending Round and assumed a potential 0.5% funding reduction for 2020/21.
26. Whilst the improved funding position for 2020/21 is welcome, it should be noted that the position for 2021/22 and beyond is much less certain. The Ministerial statement accompanying the settlement indicated that the positive 2020/21 position "does not mean that austerity is over" and referenced the need to take the opportunity to "plan for the future." The UK Budget due on 11th March 2020 will be an important indication of potential future funding scenarios.
27. In the context of the uncertain funding outlook, in setting the Revenue Budget for 2020/21, the positive 2020/21 settlement must be used to consolidate financial resilience following an extended period of challenge. This includes ensuring that base budgets adequately reflect rising demand and inescapable pressure, and that savings proposed for 2020/21 are at a realistic and manageable level. This approach underpins the Revenue Budget set out below.

Revenue Budget 2020/21

28. The following table summarises the build-up of the 2020/21 Revenue Budget. Directorate savings totalling £9.764 million have enabled resource requirements to be brought back into line with available resources. Further information on savings is set out later in the report.

		£000	£000
Base Budget Brought Forward			623,589
Resources Required	Employee Costs (i)	273	
	Price Inflation (ii)	3,632	
	Financial Pressures (iii)	2,097	
	Policy Growth (iv)	1,775	
	Commitments, Realignments & Capital Financing (v)	15,969	
	Demographic Pressures (vi)	3,659	
	Schools Growth (vii)	13,524	
	Council Tax Reduction Scheme (viii)	1,432	
	Savings	(9,764)	
	Total Resources Required		656,186
Resources Available	Aggregate External Finance (i)	469,047	
	Council Tax (2020/21 Base @ 2019/20 Prices) (ii)	178,363	
	Council Tax (+4.5%, before CTRS impact above) (iii)	8,026	
	Use of Reserves (iv)	750	
	Total Resources Available		656,186

29. Further information on resource requirements is summarised below:

- i. **Employee Costs** - includes an estimated 2% pay award for staff in directorates other than schools, a Voluntary Living Wage (VLW) rate of £9.30 and a reduction in Employer's Superannuation Contributions to the Local Government Pension Scheme following a recent actuarial review of the scheme.
- ii. **Price Inflation** - the most significant element (£2.933 million) relates to commissioned services in Adult Social Care. Provision is also included in respect of energy, Non Domestic Rates (NDR) and Out of County education placements.
- iii. **Financial Pressures** - includes £0.445 million to support lost income streams in relation to retail parades and commuted sums, £0.462 million in respect of changes to specific grants including Sustainable Waste Grant and Funded Nursing Care. Also includes £0.400 million to reflect the part-year running costs of the proposed Children's Short Stay Accommodation Unit.
- iv. **Policy Growth** - £1.775 million investment in key policy areas. Further detail is set out in Appendix 3.

- v. **Commitments, Realignments & Capital Financing** – includes budget realignments totalling £13.180 million. These address structural deficits evident in the Month 9 monitoring position, which whilst balanced overall, includes some significant areas of directorate overspend. The most significant realignments for 2020/21 include £4.850 million for Children’s Social Services, £1.500 million for Adults Social Services, £2.922 million for Recycling and Neighbourhood Services and £0.750 million for children educated other than at Cardiff maintained schools. It also includes £1.324 million of additional commitments (including the Fire Service Levy at £0.500 million) and £1.465 million of Capital Financing Commitments.
 - vi. **Demographic Pressures** – includes £1.384 million for Adult Social Services, £2.175 million for Children’s Social Services and £0.100 million for Recycling and Neighbourhood Services.
 - vii. **Schools Growth** – reflects full employee costs for teaching and support staff, pupil number growth and growth in respect of pupil needs.
 - viii. **Council Tax Reduction Scheme** – reflects the impact on the CTRS of the proposed 4.5% increase in the rate of Council Tax.
30. Further information on resources available is summarised below:
- i **Aggregate External Finance** – reflects the Council’s AEF for 2020/21 as announced in the Provisional Local Government Settlement in December 2019.
 - ii **Council Tax** - this is the amount to be raised from Council Tax before any increase in the rate of the tax. It reflects the 2020/21 Council tax base approved by Cabinet in December 2019.
 - iii. **Council Tax Increase** - the Council has due regard for the level of the increase in Council Tax, but has to balance this against the need to fund key services. The proposed increase for 2020/21 is 4.5%. This will generate net additional income of £6.594 million, after allowing for the associated increase in the costs of the Council Tax Reduction Scheme (CTRS).
 - iv. **Use of Reserves** – this reflects a drawdown of £0.750 million from the Strategic Budget Reserve. Further information is set out in the Reserves section of the Report.

Revenue Budget Savings

31. As indicated in paragraph 28, the budget strategy is predicated on the delivery of £9.764 million of savings. The figure is lower than the £18.481 million indicative savings requirement included in the MTFP published last summer, due to the better than anticipated funding settlement for 2020/21. Savings have been reviewed to ensure they have minimal impact on service delivery, and that they are deliverable

and appropriate in the context of the Council's financial resilience, both next year and over the medium term. All proposals have been screened for their equalities impact. A breakdown of the £9.764 million is set out in the table below:

	Non-Schools £000	Schools £000	Total £000
Efficiency Savings (i)	3,841	1,207	5,048
Income Generation (ii)	2,541	0	2,541
Service Change (iii)	2,175	0	2,175
TOTAL	8,557	1,207	9,764

- (i) Efficiency savings - are defined as achieving the same output (or more) for less resource, with no significant impact on the resident / customer. In line with the Council's July 2019 Budget Strategy Report, in order to improve the deliverability of savings and maximise the chances of securing full year savings in 2020/21, efficiency proposals that do not require a policy decision are being implemented in the current financial year where possible. This approach means that of the £5.048 million efficiency savings required next year, £1.255 million have already been implemented (all savings implemented relate to non-schools services). The efficiency actions include (non-schools):

Nature of Saving	£000
Review of staffing arrangements	2,210
Reductions in premises costs	574
Reductions in external spend	807
Use of technology	250
TOTAL	3,841

- (ii) Income Generation - there has been a continued focus on exploring income opportunities, which will deliver £2.541 million for 2020/21. This sum includes price increases, as well as proposals to increase market share, and maximise available grant streams. Consultation feedback indicated support for this approach. Proposals totalling £0.277 million are in place in the current financial year.
- (iii) Service change - these are proposals that whilst not an efficiency saving as per the earlier definition, do not have an adverse impact on service users and will deliver savings by changing service delivery. They represent the implementation of agreed new commissioning strategies and operating models across Adults' and Children's Social Services as summarised in the table below.

Nature of Saving	£000
Ensuring appropriate levels and costs of care*	1,700
Use of technology and equipment in the provision of care	200
Review of joint funding arrangements	275
TOTAL	2,175

**Includes a range of initiatives to reduce reliance on high cost residential placements within Children's Services where appropriate, including additional use of foster care placements and the introduction of a short stay assessment unit. Also includes review of Adults' Residential Placements including Out of County, and increasing the number of people who benefit from re-ablement.*

32. The figures above include those savings which formed part of the Budget Consultation in respect of increased charges for Bereavement Services, Registration Services and Pest Control, and the continued expansion of the use of technology in the provision of care. A majority (over 53%) of respondents to the consultation supported the Council's proposal to increase Bereavement charges, whilst an even greater proportion (between 77% and 86%) supported the other proposals listed. Given this level of support, each of the four savings have been retained within the current position in order to contribute towards the savings requirement for 2020/21.

Employee Implications of the Budget

33. The posts deleted or created as part of the budget are set out in the table below. For deleted posts, the table identifies the anticipated method of release.

Employee Implications of Budget	FTE
Voluntary Redundancy	(32.82)
Vacant Posts	(11.40)
Retirement	(1.35)
TBC / Redeployment	(8.75)
Total FTE posts deleted	(54.32)
Total FTE posts created	35.09
Net FTE Reduction	(19.23)

34. The net decrease of 19.23 full time equivalent (FTE) posts in 2020/21, adds to significant FTE reductions in previous years. Since 2012/13, budget proposals have resulted in the reduction of over 1,600 FTE posts in services other than schools. This includes the deletion of vacant posts and posts that have transferred out of the Council's direct control, as well as post deleted through redeployment or redundancy.

Fees and Charges

35. The Budget does not include a blanket uplift to fees and charges. Appendix 4 sets out the detailed list of proposed fees and charges for 2020/21. In determining fees and charges, directors were advised that they should consider the particular circumstances in which they charge for services, including:
- Any applicable statutory frameworks
 - Whether existing income budgets are being met
 - Adequacy of charges relative to cost of provision
 - Any potential impact on demand for services.
36. It is important that the Council is able to react to changing events, both in terms of income opportunities and shortfalls. In order to enable this to happen, it is proposed that the Council continues to delegate to the appropriate officer, where necessary in consultation with the Cabinet Member, the ability to amend fees and charges during the financial year as and when required. These arrangements also apply where discounts are introduced for a particular time-period, or for a particular client group. Decisions will be taken in consultation with the Section 151 Officer and the Cabinet Member for Finance, Modernisation and Performance. Where appropriate, Cabinet will need to consider a report within a reasonable timescale of the decision.

Financial Resilience Mechanism

37. The Council has a £3.8 million budget called the Financial Resilience Mechanism (FRM) that was set up to help the Council deal with funding uncertainty. It is used to invest in priority areas, but investment is one-off and decided afresh each year. This means that the budget is used proactively, but could be deleted in future if required, without affecting day-to-day services.
38. In the context of the better than anticipated funding position, the FRM will not need to be released in 2020/21, and is available for one-off investment. The table below provides a summary of how it will be used and further information is included in Appendix 5.

FRM – One-off use for 2020/21	
Category	£000
Visible Street Scene	1,451
Transport Initiatives	215
Parks and Sport	478
Education	550
Other	1,106
TOTAL	3,800

Consultation and Engagement

39. As well as supporting organisational priorities, budget preparation has regard for the views of key stakeholders. In addition to public consultation, engagement on the 2020/21 Budget took place with the following stakeholder groups.

Consultee Group	Nature of Consultation / Engagement
Scrutiny Committees	Budget briefings took place during February 2020. Responses received from Scrutiny Committees will be tabled and considered as part of the Cabinet meeting.
Trade Unions	Consultation has taken place with Trade Union Partnership Board with comments considered in advance of the Cabinet meeting.
Employees	Consultation has taken place both generally through staff meetings, and particularly with employees affected by budget proposals.
School Budget Forum	Following a number of briefings over the budget formulation period, the Forum met on 15 th January 2020 to consider Cabinet's budget proposals as they affect their remit. Appendix 6 includes their responses.
Audit Committee	At its meeting on 21 st January 2020, the Audit Committee considered the Treasury Management Strategy as part of their oversight function. The relevant parts of the report reflect their views.

40. Citywide public consultation on the Budget took place between 19th December 2019 and 31st January 2020. The consultation used a variety of online and face-to-face engagement methods and was accompanied by a communications package to maximise exposure. The consultation received 2,051 responses. Further detail on the approach to consultation and the responses received is set out in Appendix 6.
41. As part of the consultation, citizens were given the opportunity to prioritise different areas of service delivery. The next table summarises their top five priorities and indicates how the 2020/21 Revenue Budget and Capital Programme 2020/21-2024/25 support these areas.

Priority	Features of Budget & Capital Programme
Investing in sustainable transport to reduce congestion and improve air quality	<ul style="list-style-type: none"> • £78.4m capital investment - to develop strategic cycle routes, improve transportation infrastructure and encourage active travel • £0.2m one off revenue support to improve cycle parking and to supplement the existing social subsidy to bus routes
Building more affordable houses and tackling homelessness	<ul style="list-style-type: none"> • £332.9m - investment in social housing, including new Council Homes
Tackling climate change	<ul style="list-style-type: none"> • £14.6m - Energy sustainability and generation • Sustainable transport initiatives referred to above • £6.3m - To address flooding and coastal erosion • £0.2m one off revenue support to develop an integrated water management strategy including flood risk assessment and sustainable drainage
Support our children's education	<ul style="list-style-type: none"> • £10.4m – net additional revenue support for Schools (4.3%) • £43.4m – capital investment in the existing schools estate • £248.4m - 21st Century Schools Band B investment programme • £0.5m additional support for Cardiff Commitment
Intervening early to support vulnerable children	<ul style="list-style-type: none"> • £7.1m – net additional revenue support for Children's Services (11.5%) • £0.2m additional revenue funding to provide mentor support and tuition to Children Looked After • £0.2m annual revenue fund funding to extend Open Access Youth provision • £0.5m – capital investment in a short stay accommodation centre for Children Looked After

Council Tax and Precepts

42. As indicated at paragraph 28 above, the proposed Council Tax increase to support delivery of the 2020/21 Revenue Budget Strategy is 4.5%. This is in line with the MTFP funding assumptions set out in July 2019 and is felt to balance the impact on services and the ability of the public to pay, recognising those eligible would receive support through the Council Tax Reduction Scheme (CTRS). The detail of the Council Tax resolution, including information on Community Council and Police and Crime Commissioner precepts is set out for approval within the recommendations at 2.0 to 2.7.

Council Tax Reduction Scheme

43. It is proposed that the approach to the CTRS should remain unchanged for 2020/21. The scheme will continue to comply with the relevant WG regulations. In addition, the scheme will continue to provide additional

help for war pensioners by disregarding the income from war pensions including War Widows' Pensions, War Disablement Pensions and income from the Armed Forces and Reserve Compensation Scheme. This is in line with the Council's commitment to support veterans and their families. The budget provides for the impact on the CTRS of the proposed 2020/21 Council Tax increase.

Directorate Implications of the Budget

44. The information detailed in previous sections outlines the Council-wide position in respect of the 2020/21 Revenue Budget. Appendix 7 sets out the resultant changes to individual directorate budgets between 2019/20 and 2020/21, whilst Appendix 8 shows the same information on a Cabinet Member portfolio basis. The two areas with the most significant budgetary increases in cash terms for 2020/21 are Schools and Social Services.
45. On a like for like basis (i.e. after adjusting for transfers), delegated schools' budgets will increase by £10.423 million (4.3%) in 2020/21. This increase includes provision for the pay and superannuation costs of both teaching and support staff. It also provides for growth in pupil numbers and additional learning needs. The £10.423 million is a net figure, which is **after** allowing for schools' contributing a 0.5% efficiency saving (£1.207 million) and £1.090 million towards the costs of the 21st Century Band B Programme and schools' asset renewal.
46. After contributing savings of £2.630 million, the budget for Social Services (including contingency allocations) will increase by a total of £10.575 million (6.1%) in 2020/21. This can be broken down into:
 - **A net increase of £4.168 million (3.7%) for Adult Services** – this includes a £1.500 million realignment in respect of the 2019/20 budgetary position, as well as provision for additional demand in 2020/21 and an inflationary allowance in respect of commissioned social care costs.
 - **A net increase of £4.232 million (6.9%) for Children's Services** – this includes a realignment in respect of the 2019/20 budgetary position, which reflects in-year increases in the number of looked after children, pressure on external placement budgets and workforce cost pressures. This is supplemented by an allocation of £2.175 million to contingency to cover increases in the number and complexity of Children Looked After Placements in 2020/21. There is also a one-off allocation of £0.644 million to enable the payment of a market supplement to Children's Social Workers to improve the recruitment and retention of staff and reduce the reliance on agency.

Financial Resilience

47. When setting the budget, Members must have regard to the Council's financial standing, risks and resilience. Financial Resilience Snapshots are regularly prepared to support discussions regarding the Council's financial health, and the current snapshot is set out in Appendix 9 (a).

The first column considers historic trends, the second column summarises the current financial year and the final column covers the future financial outlook. Key headlines are that:

- There has not been a significant fluctuation in the level of earmarked reserves over recent years, and any downward movement reflects the use of reserves in line with their intended purpose. In order to improve financial resilience, the Council will continue to review opportunities to increase its earmarked reserves where appropriate, and the next section on Reserves contains a specific example of this in relation to Treasury Management where a change in the Council's Minimum Revenue Provision (MRP) policy has allowed the creation of a Treasury Management Reserve. This reserve has a number of benefits to resilience. It will assist with the management of risk in relation to major projects, helping to smooth costs and meet costs of a one off nature such as feasibility requirements. It will also offer some protection to the wider capital programme, helping to manage the timing of capital receipts and invest to save schemes, as well as helping to mitigate any future changes to interest rates and providing an element of flexibility with regard to the timing of borrowing.
- The Council has identified almost £225 million in savings since 2010/11. This is a challenging position from which to continue to identify savings.
- The level of specific grant income that the Council receives has increased over time. Whilst any increase in funding is welcome, there is a risk with this pattern. In recent years, funding for core activities has been channelled through specific grants. This has included, for example, support for teachers' pay and social services pressures. These costs are integral to the operation of core services, and their funding by specific grant leaves the Council particularly exposed to potential future grant fall out.
- The illustrated financial ratios are consistent over time, and present no cause for concern.
- The projected outturn for the current financial year is balanced overall, but there are significant projected overspends in some directorates. As outlined in paragraph 29, the Revenue Budget for 2020/21 includes budgetary realignments to address areas of significant over-spend.
- There are a number of unachieved savings in 2019/20. The risk these present to the 2020/21 position has largely been addressed as part of the budgetary realignments referred to above. With regard to new savings proposed for 2020/21, the Council has improved its approach to identifying and implementing savings. As such, £1.5 million of the savings required for 2020/21 are already in place and all are considered deliverable as planned. It should also be noted that the level of savings required in 2020/21 is significantly lower than in many previous years.
- There is significant slippage on the Capital Programme in the current year. The level of slippage has been reflected in the starting position for the Capital Programme for 2020/21. As part of the Capital Strategy, directorates are reminded of the need to ensure access to sufficient skills and capacity both within the Council and externally in

order to deliver the investment programme. Such capacity may be project management skills, technical and design skills, availability of contractors and their capacity as well as wider market factors.

- The MTFP section of the snapshot shows that the financial outlook remains challenging, with significant additional savings requirements over the medium term. The approach to managing these is set out in the MTFP at Annex 1.
- Based on the proposed capital programme, the projections of the capital-financing requirement show a significant increase over the medium term. This reflects commitments in previous budgets such as 21st Century Schools and the new house-build programme, as well as new commitments approved in 2020/21. This results in a borrowing requirement and the costs of servicing this will need to be managed as part of the Council's MTFP and over the longer-term.
- The local affordability indicator shows capital financing costs as a ratio of controllable budget. The gross indicator reflects total capital financing requirement, whilst the net indicator recognises that some of these costs will be met either from Invest to Save (ITS) income, or specific directorate budgets. The indicator is showing a decrease from previous years. This is primarily a result of revised capital financing budget assumptions, a positive 2020/21 Revenue Funding Settlement, and more optimistic assumptions regarding future Aggregate External Financing and rent policy. The latter are clearly assumptions, any adverse change in which may have a significant impact on the outlook for this indicator.

48. In order to ensure there is a resilience cover against areas that can be unpredictable or volatile, the 2020/21 budget proposals will include specific contingencies. These reflect:

- The difficulty in modelling potential increases in the number and complexity of Looked After Children Placements.
- Market volatility in respect of recycling materials.
- A CTRS contingency to reflect potential changes in the volume of claimants. This also includes an additional £1.432 million to reflect the proposed increase in the rate of Council Tax.
- A contingency to reflect the fact that during the year there will be an outcome to a review of the pricing model in respect of building services.

49. The Council will also maintain its General Contingency of £3 million in 2020/21. In the past, this was specifically held to protect the Council against late or under-delivered savings. The savings requirement for 2020/21 is lower than in previous years, and the revised approach to identifying and implementing savings should offer greater assurance with regard to their successful and timely delivery. However, it is not proposed to reduce the general contingency for 2020/21 for the following reasons:

- The position over the medium term is uncertain, and the lower savings requirement for 2020/21 cannot be assumed to become the norm.
- The exposure to additional cost in relation to demand-led services, where that demand is difficult to predict.

- The comparatively low level of the Council's reserves.
50. The level of the contingency will be reviewed over the medium term, based on ongoing monitoring of the delivery of savings and directorate expenditure, and once funding (and therefore savings requirements) over the medium term are more certain. As outlined above, the Council plans to take opportunities to increase its earmarked reserves where appropriate, and this would provide an additional level of assurance in potentially reducing this contingency in future. If the contingency is not required in full or part next year, it will itself assist in providing such an increase to reserves.
51. Appendix 9 (b) contains a summary of the financial resilience challenges facing the Council, along with mitigating actions. These challenges are regularly reviewed as part of financial resilience updates, the budget monitoring process and through the maintenance of the Corporate Risk Register, both of which are regularly reported to the Council's Senior Management Team (SMT), Cabinet and Audit Committee. The Section 151 Officer will continue to highlight the financial standing of the Council on a regular basis as part of Members' overall awareness of financial matters.
52. A key factor in relation to the Council's financial resilience is its General and Earmarked Reserves. These are considered in the next section of the report.

Reserves

53. The Council's strategy for holding and using reserves is set out in its Financial Procedure Rules. CIPFA recommended accounting practice requires the Section 151 Officer to create a protocol for reserves and balances that covers their purpose, the ongoing validity of that purpose and the approval process for transferring funds to and from reserves. The Council's Audit Committee considered and noted the Council's protocol in November 2017.
54. Members, following advice provided by the Section 151 Officer, will consider the level of reserves held and whether any should be used to support the budget setting process. There is no statutory minimum regarding the level of reserves that should be held. Instead, decisions should reflect the individual position of each council. Members are made aware that over-reliance on reserves to fund the budget should be avoided for a number of reasons. Firstly, reserves are a finite resource and so their use to fund ongoing commitments creates a gap in the finances of future years. Secondly, benchmarking shows that Cardiff's reserves are comparably low for an authority of its size. Thirdly, earmarked reserves are set aside for a specific purpose, which would be compromised if they were used in support of the budget.
55. After considering the above, Cabinet propose to release a sum of £0.750 million from reserves in support of the budget. This amount can be accommodated from the Strategic Budget Reserve, which was set up

specifically to support financial resilience and the budget requirements of the Council over the medium term. This sum is considered to strike an appropriate balance between supporting services next financial year, and the continued ability to set balanced budgets in the longer term. The use of this sum is reflected in Appendix 10, which outlines the level and anticipated movements on each of the Council's General Fund earmarked reserves, in accordance with their purpose.

56. Appendix 10 also sets out the anticipated position on the Council's General Reserve. The General Reserve is maintained to help cushion the impact of unexpected events or emergencies. The balance on the Council's General Reserve as at the end of 2018/19 was £14.255 million, and it is anticipated that this balance will remain unchanged in the current financial year. In the context of the need to maintain financial stability and flexibility moving forward, on the advice of the Section 151 Officer, it is Cabinet's intention not to make any use of the General Reserve to fund the 2020/21 Budget.
57. The Council holds other reserves, which are ring-fenced for specific use and cannot be used in connection with the Council's overall budget. These include HRA earmarked reserves, which are set aside to fund specific HRA projects and the General Housing Reserve, which is the HRA equivalent of the Council's General Reserve. Details on the projected levels of HRA reserves are set out in Appendix 10.
58. The Council's balance sheet also includes school balances. These represent the accumulated surpluses or deficits generated by individual schools. Schools' balances are not available to support the Council's Budget Strategy however they still form a part of overall financial resilience. Whilst deficit balances present a risk to financial resilience, and the Council should take steps to ensure that these are managed over time, schools should also not hold excessively large balances. The Council is able to intervene to address both issues should it feel there is cause to do so.
59. As at 31 March 2019, net school balances stood at a total surplus of £5.7 million, representing a reduction of £1.7 million on the previous year's figure. Within this net figure, 12 schools held deficit balances. All schools holding deficit balances have recovery plans in place, which demonstrate that the deficits can be eradicated within agreed timescales, and are specific to each school's situation.
60. The Section 151 Officer has considered the 2019/20 budget monitoring forecast and the 2020/21 Budget, including contingency budgets, and is satisfied that the projected level of reserves at 31 March 2020 is sufficient to allow the £0.750 million contribution to the 2020/21 Budget, and that the projected level of reserves remains adequate to 31 March 2021.

Medium Term Financial Plan and Strategy

61. The Council's MTFP for the period 2021/22 – 2024/25 is contained in Annex 1 to this Report. It should be noted that there are a number of inherent uncertainties. In particular, no indicative AEF figures are available beyond 2020/21 and these are a key variable in the MTFP.
62. In light of the better than anticipated 2020/21 Local Government Settlement, funding assumptions within the MTFP are more positive than in previous years. However, for prudence they do not assume funding increases at the level received in 2020/21 particularly as the Ministerial statement that accompanied the settlement indicated that the positive 2020/21 position "does not mean that austerity is over." Funding assumptions will need to be kept under close review as additional information becomes available, including the potential impact of the UK Budget on 11th March 2020.
63. Notwithstanding the more favourable funding assumptions, the MTFP still identifies a significant budget gap over the medium term. This is because inflationary pressure and demand for services are anticipated to be greater than funding increases. The table below summarises the anticipated budget gap over the medium term.

Financial Year	£000
2021/22	19,208
2022/23	17,100
2023/24	21,432
2024/25	15,689
TOTAL	73,429

64. The MTFP notes that, in order to continue to protect the Council's ongoing financial resilience, the approach to identifying the savings requirements outlined above will need to:
- continue to review and challenge all directorate budgets, and to require baseline efficiencies from all services
 - embed a proactive and ongoing approach to identifying and implementing savings, which moves beyond an annual process and takes opportunities as they arise
 - continue to accelerate detailed planning and preparatory work to improve the deliverability of savings
 - identify opportunities to work across directorates and in partnership with other organisations
 - continue to maximise income streams and explore the potential for new income streams, particularly where services are not universal
 - target productivity savings to ensure that optimum value for money is achieved within scarce resources, including making best use of digital technology
 - consider the level at which it is affordable to continue to subsidise services of a more discretionary nature.

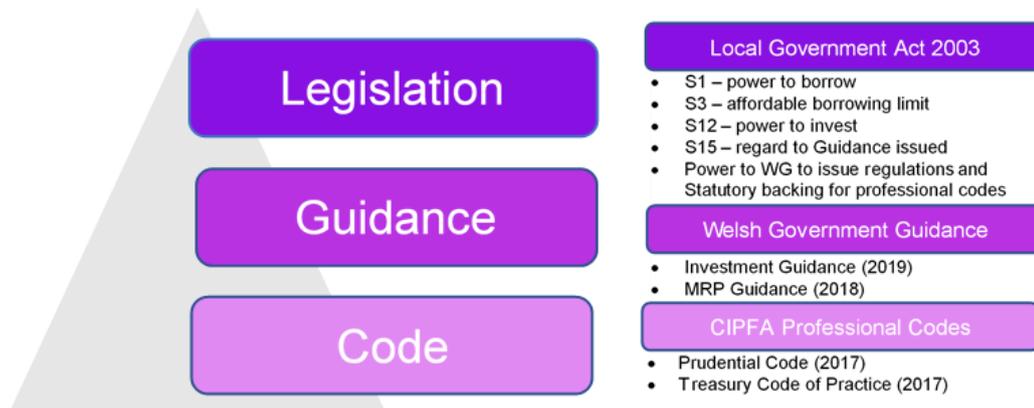
65. Further work on developing a fully defined set of proposals for 2021/22 in particular, will take place during the spring in order to inform the 2021/22 Budget Strategy Report which will be considered by Cabinet in July 2020.

Ring-fenced Accounts

66. The Local Government and Housing Act 1989 places a statutory duty on local authorities to maintain a separate Housing Revenue Account (HRA) for the costs associated with the management and maintenance of Council dwellings. The account is ring-fenced, which means that local authorities must not subsidise costs relating to Council Housing from the General Fund, and vice versa.
67. Annex 2 contains key budgetary information in respect of the HRA including:
- The proposed HRA budget for 2020/21
 - The Medium Term HRA Financial Plan
 - The HRA Capital Programme
 - The Council's Rent Policy for 2020/21, including details of tenant consultation
 - The Annual Assessment of Affordability of rents as required under the terms of WG's Rent Policy
 - Key Assumptions, Risks and Uncertainties
68. This report contains recommendations with regards HRA Rents for 2020/21. As noted above, the proposals are set out in Annex 2, which also includes details of the tenant consultation that was undertaken. An Equality Impact Assessment has been carried out and did not identify any issues.
69. Other ring-fenced areas of the Council's accounts include the Civil Parking Enforcement Account and the Activities Transferred from Cardiff Bay Development Corporation including Cardiff Harbour Authority. Budgetary information in respect of these areas is set out in Appendices 11 and 12 respectively.

Capital Strategy and Treasury Management Strategy 2020/21

70. The Capital and Treasury Management strategies are an integral part of the Council's Strategic and Financial Planning Framework. They are developed and in line with the CIPFA Prudential Management and Treasury Management Codes as well as statutory guidance issued both nationally and in Wales.



71. The CIPFA Prudential Codes have statutory backing and require the Council to determine a suite of indicators highlighting the longer term impact of capital investment decisions on the revenue budget, affordability, prudence and sustainability. Many of the indicators are 'required' indicators, but the Council also produces its own locally determined indicators to support decision making in line with best practice. The detailed indicators are highlighted in the respective strategies and Appendix 13 provides a guide to the indicators and their meaning.
72. The Section 151 Officer is required to report explicitly on the affordability and risk associated with the Capital Strategy and where appropriate have access to specialised advice to enable them to reach their conclusions. This statement is incorporated within the financial implications to this Report.

Capital Strategy 2020/21

73. The Council's Capital Strategy along with the detailed capital investment programme for 2020/21 and indicative allocations for future years, is set out in Annex 3 to this Report. Successfully delivering the commitments set out in Capital Ambition will require capital investment and having a capital strategy in place will support Members making capital investment decisions to deliver their priorities in an informed way. The Capital Strategy will provide a framework, which will:
- provide a longer term view of capital expenditure plans whilst setting out all the financial risks to which the authority is exposed
 - ensure decisions can demonstrate sufficient regard to the long term financing, affordability implications and potential risks to the authority
 - provide an overview of the Council's asset management planning arrangements, which includes any maintenance requirements that have resource and business planning implications.
74. The Capital Strategy sets out the approach to various factors, as identified below, and covers the Council's approach to:

- **Working with partners** - recognising the enabling role played by the Council in delivering investment and the need for alignment with WG on a longer term and sustained approach to capital investment.
- **Asset Management Planning** - how the Council demonstrates stewardship of assets used in service delivery and the need to understand condition and alternative options as a basis for understanding investment requirements.
- **Risk Appetite** - the main areas where capital investment paid for by borrowing would be considered and how such decisions are informed by robust business cases.
- **Governance and decision-making** - identifying priorities for investment, securing value for money, and monitoring and reporting of the approved capital programme.
- **Capital Investment Programme** - the detailed five year capital investment programme proposed for 2020/21 to 2024/25.
- **Funding the strategy and investment programme** - the Capital Resources assumed to be used to fund the 2020/21 to 2024/25 investment programme.
- **Managing the borrowing requirement** - identifying the Capital Financing Requirement and setting out the strategy to manage Treasury activities including the borrowing requirement and treasury investments.
- **Prudent Minimum Revenue Provision (MRP) Policy Statement** - setting out the approach to provision for repayment of capital investment paid for by borrowing. As indicated in the budget report in February 2019, this has been reviewed, with a revised approach recommended for implementation for the financial year 2019/20 onwards. The reduction in revenue resources required in 2019/20 and 2020/21 will be made available to strengthen the Local Authority's financial resilience in respect of capital and treasury, through the development of a Treasury Management Reserve. The change in approach was considered by Audit Committee in January 2020 and is available as a background paper.
- **Affordability** - understanding the impact of capital investment decisions on the Council's revenue budget and MTFP via the calculation of various prudential indicators.
- **Future years' strategy development** - highlighting areas of improvement in future years.

Capital Investment Programme 2020/21

75. The detailed programme includes:

- Annual sums such as disabled adaptations and expenditure to improve existing assets such as infrastructure and property.
- Allocations for specific projects approved in previous years.
- New capital investment proposed in the 2020/21 Budget.
- Assumptions for known external grants and contributions, which in most cases are subject to a bid process.
- Projects proposed to proceed on the basis of revenue savings, revenue income or other sources of retained income to repay initial

investment over time, including new schemes approved in 2020/21, subject to business case.

- The HRA programme, with a focus on maintaining investment to support the Welsh Housing Quality Standards, regeneration and new Council homes to meet the demand for good quality, affordable social housing.

76. New Capital investment projects proposed as part of the budget include:

- Additional support for disabled adaptations so allow people to live independently in their own home.
- Additional investment in highway and carriageway footway resurfacing in the medium term.
- Smart transport corridors.
- Subject to generating capital receipts, implementing the development strategy for the International sports village and a new bridge and link road as part of the Cardiff East Industrial Strategy.
- Subject to a further report to and decision of full Council, due diligence and other matters; a package of support for Cardiff City Transport Services Limited.

77. Capital investment proposed on the basis that existing budgets or income is to be generated to meet the capital financing costs over a prudent period include:

- Expansion of moving traffic enforcement activity, through the provision of additional cameras.
- The balance of consideration for the Red Dragon Centre site, subject to registering a planning application for the arena as well as contribution to the development of an arena.
- Smarter working, digital infrastructure and minor building adaptations to allow the consolidation into alternative Council buildings, including County Hall. A further report to Cabinet on core office proposals is planned during 2020/21.
- Setting an overall limit to be able to undertake effective lease versus buy option appraisal for the acquisition of vehicles

Major Development Projects

78. The Capital Programme proposed for 2020/21 is based on known commitments, and is in line with the Council's Capital Ambition and priorities. There are however, significant major projects covering schools, transport, housing and economic development initiatives that may have short, medium and long-term financial implications as well as consideration of alternative funding approaches. As options, business cases, risks and financial implications are determined these will need to be considered as part of annual updates to the Capital Strategy, the detailed Capital Programme and the Medium Term Financial Plan in future years. Implementation of capital schemes approved as part of the budget framework will need to be subject to the governance, financial, procurement and contract procedure rules set out in the constitution as

well as required Cabinet or Officer decision approval of business cases as relevant.

Treasury Management Strategy 2020/21

79. The Treasury Management Strategy is included at Annex 4 and covers the following areas:
- Borrowing to finance the cash requirements arising from the Council's Capital Programme.
 - Treasury investments and determining how short term cash flows will be safely managed to meet the Council's financial commitments and objectives.
 - The approach to Non-Treasury Management Investments, were these to be undertaken.
80. The strategy is an integrated strategy for the Council, which covers the HRA. It includes:
- The current treasury position.
 - Economic background and prospects for interest rates.
 - Borrowing, including:
 - policy
 - council borrowing requirement based on its capital expenditure plans and choice between internal and external borrowing and
 - borrowing strategy
 - Treasury management indicators and limits for 2020/21 to 2024/25 based on the proposed Capital Programme.
 - Investment policy and strategy, including security and investments approved for use.
 - Non-treasury investments and
 - Training.
81. The Council receives reports on the approach to treasury management at the start of the financial year, at mid-year and at outturn. Audit Committee Terms of Reference set out their responsibility to seek assurances that the Council has complied with the Treasury Management Strategy and Practices by demonstrating effective control of the associated risks and pursuing optimum performance consistent with those risks. The Audit Committee considered a draft of the strategy at its meeting in January 2020.

Budgetary Framework

82. Under the Budget and Policy Framework Procedure Rules, the Council is able to specify the extent of virement within the budget and the degree of in-year changes. The Council's Financial Procedure Rules also allow virements within directorate budgets.
83. In addition to the virements shown above, the Section 151 Officer will also undertake all necessary technical adjustments to budgets and accounts during the year and reflect any changes to the accounting

structure as result of management and organisational changes within the Council.

84. As set out in the Council's Constitution, the Section 151 Officer will also undertake all necessary financial and accounting adjustments required in order to prepare the Council's Statement of Accounts in accordance with the CIPFA Code of Practice on Local Authority Accounting.

Reason for Recommendations

85. To enable Cabinet to recommend to Council approval of:
- The Revenue and Capital Budget and to set the Council Tax for 2020/21
 - The Budget for the Housing Revenue Account
 - The Capital Strategy
 - The Treasury Management Strategy
 - The Prudential Code of Borrowing Indicators for 2020/21 – 2022/23
 - The Capital Programme for 2020/21 and the indicative programme to 2024/25, delegating to the Section 151 Officer authority to bring forward or delay schemes within the programme to match resources where necessary
 - The Minimum Revenue Provision Policy for 2019/20 and 2020/21
86. To enable Cabinet to:
- Approve the level of fees and charges for Council goods and services for 2020/21
 - Approve the level of rent and charges for 2020/21 in respect of council houses, garages and other services charges
 - Note the financial challenges facing the Council as set out in the Medium Term Financial Plan
 - Note the opportunities for savings over the medium term and that officers will continue to develop them to inform the Budget Strategy Report in July 2020.

Financial Implications

87. Whilst the financial assumptions, basis and implications of the proposed Revenue and Capital Budget Strategy are set out within the detail of this report and appendices, this section provides an opportunity to summarise key aspects and to comment on the robustness of those details as the Council's Section 151 Officer.
88. The Revenue Budget Strategy for 2020/21 has been constructed in the context of a 4.1% increase in WG funding and a proposed 4.5% increase in Council Tax. The funding available through the WG grant is higher than anticipated and this has allowed for targeted investment and an opportunity to address base budget structural issues. It hasn't though avoided the need to make savings and the Council is still seeking to deliver savings across all areas, with the priority continuing to be the

need to maximise the delivery of efficiency savings and support transformation of our services for residents and visitors to the City.

89. Fees and Charges proposals have been built into the Revenue Budget Strategy for 2020/21 that reflect all applicable statutory requirements, adequately cover the cost of service provision and can help manage the demand for services.
90. The Medium Term Financial Planning position for the Council remains uncertain, primarily given the absence of WG grant information beyond 2020/21. The report and the MTFP (Annex 1) has set out the challenge clearly and based on a prudent assessment of funding, work will need to continue on identifying savings and opportunities for transformation beyond the traditional one-year budget cycle. Budget consideration and delivery is not an 'annual event' and for the 2020/21 Budget Strategy, more work has been done in-year to ensure the robustness of savings plans prior to this reporting stage and to begin to deliver savings on an ongoing basis.
91. The position reported last year in respect of purportedly under-declared landfill tax and work with HMRC remains ongoing. The position will be kept under review and a further update included in both the Council's Out-turn Report and the 2019/20 Statement of Accounts.
92. In terms of financial resilience, regular reporting to Members on budgetary and service performance is critical and the 'Financial Resilience Snapshot' provides a key summary analysis. Within this, the level of available reserves is a key strategy consideration and positive action has been taken in-year to increase some areas within earmarked reserves. Taking these opportunities to strengthen resilience are critical given the medium term financial challenges the Council is facing. In addition to earmarked reserves, the Council has maintained its General Contingency budget at the previous years' level and will prudently seek to review future year requirements based on ongoing monitoring of the delivery of savings and directorate expenditure, and once funding (and therefore savings requirements) over the medium term are more certain. The better than anticipated settlement has also meant that the Financial Resilience Mechanism is available to fund one off investment in-year but again this represents an important mitigation for any settlement volatility into the medium term.
93. The Capital Strategy contained within this report set out the current investment plans across council assets and also the funding arrangements that are in place. The Capital Programme at Cardiff continues to grow as new schemes are developed and delivered. Any additional schemes are though subject to robust business cases and are set in the context of overall affordability with regard to our Prudential Indicators. Regular reporting of performance against these indicators for Members confirms that the current and planned programme continues to

operate within the limits set. Clearly this position will be kept under constant review, in particular where the later years of the programme are refined as further information becomes available.

94. The Council has a statutory duty to ensure that the HRA achieves a balanced budget and this has been evidenced as part of this budget report.
95. The budget proposals have been set in response to the feedback from public consultation both in terms of the priorities set and savings that required specific consultation. The impact and link through to wider strategic priorities have also been highlighted and in particular how the budget is contributing to requirements in respect of the Future Generations Act.
96. Given the continuing challenges facing the Council, financial control continues to be of fundamental importance. It is vital that responsible officers take ownership of their budgets and that expenditure remains within approved levels. Compliance with financial rules and governance requirements is expected and this will continue to be monitored and reported on regularly as part of the Council's performance management arrangements.
97. In conclusion, as the Council's Section 151 Officer, the following comments are made in respect of the adequacy of the budget proposals in terms of their robustness and affordability:
 - I am satisfied that the Budget estimates are based on accurate and robust data modelling.
 - I believe the Revenue Budget Strategy for 2020/21 and the Medium Term Financial Plan set out a prudent and appropriate allocation of resources that balances the delivery of services whilst ensuring the continued financial resilience of the Council.
 - I am satisfied that the Capital Strategy sets out an investment programme that is deliverable, affordable and mitigates risk appropriately.
 - I am satisfied that the Council maintains a minimum level of General Fund balances at £14.255 million and this is appropriate in the context of all other available reserves, the challenges facing the Council in the medium term and the focus on maintaining and strengthening financial resilience.
 - I am satisfied that the level of available earmarked reserves is appropriate after allowing for planned use in 2020/21. The contribution to the Revenue budget gap of £0.750 million is also significantly less than that provided in 2019/20 (£2.750 million).
98. I believe the proposals set out in this report will allow the Cabinet to recommend to Council a Revenue and Capital Strategy that is balanced and robust.

Legal Implications

99. The body of the Budget Report sets out certain legal duties and constraints in relation to setting a balanced budget and Council Tax. They form part of the legal implications to which the decision maker must address its mind notwithstanding that they are not repeated in this section of the Report.

Budget Duties

100. The Local Government Finance Act 1992, as amended, ('LGFA 1992') requires the Council to set a balanced budget, including the level of the Council Tax. This means the income from all sources must meet the proposed expenditure. Best estimates must be employed to identify all anticipated expenditure and resources. The approval of the Council's budget and Council Tax, and the adoption of a final strategy for the control of the Council's borrowing or capital expenditure are matters reserved, by law, to full Council. However, the Cabinet has responsibility for preparing, revising and submitting to Council estimates of the various amounts which must be aggregated in making the calculations required in order to set the budget and the Council Tax; and may make recommendations on the borrowing and capital expenditure strategy, (pursuant to the Local Authorities (Executive Arrangements) (Functions and Responsibilities) (Wales) Regulations 2007)).
101. Local authorities must decide every year how much income they are going to raise from Council Tax. This decision must be based on a budget that sets out estimates of what the Council plans to spend on services. As the Council Tax must be set at the start of the financial year and cannot be increased during the year, consideration must be given to risks and uncertainties and allowances made in funds for contingencies and reserves. The budget and the Council Tax must be set by 11th March in the preceding financial year. A failure to comply with the time limit may leave the Council open to challenge by way of judicial review. When the Council is considering its budget, it must have regard to the Section 151 Officer's report on the robustness of the estimates and the adequacy of the reserves in the budget proposals (section 25 of the Local Government Act 2003). This ensures that Members make their decision on the basis of authoritative advice. Members should provide clear reasons if they disagree with the professional advice of the Section 151 Officer. Members should note that, after the Council has approved its budget and Council Tax, it is possible for the Council to make substitute calculations during the year (although the basic amount of Council Tax cannot be increased), subject to certain provisos (s.37 LGFA 1992).
102. The Local Government Act 2003 establishes a system to regulate the capital expenditure and borrowing of authorities. The heart of the prudential borrowing system is the duty imposed upon authorities to determine and keep under review how much money they can afford to borrow. The Local Authorities (Capital Finance and Accounting) (Wales) Regulations 2003 (as amended) specify the Prudential Code for Capital Finance to which local authorities in Wales must have regard in setting

and reviewing their affordable borrowing limits (sections 3 and 5 of the 2003 Act). Regard must also be had to [the CIPFA Prudential and Treasury Management Code of Practice](#), as well as WG guidance in respect of Investments and the Minimum Revenue Provision.

103. The Local Government & Housing Act 1989 Part VI sets a statutory regime for housing finance. The Council has a general duty to review the rents of its houses from time to time and in fixing rents the Council must have regard, in particular, to the principle that the rents of dwellings of any class or description should bear broadly the same proportion to private sector market rents as the rents of dwellings of any other class or description. The review of the rents is a Cabinet function, and is undertaken with regard to the provisions of legislation, which governs housing finance. Rents for council houses are a credit to the HRA and outgoings a debit. The Council is under a duty to prevent a debit balance on the HRA which is ring-fenced. There are restrictions in the way in which the account can be operated and the proposals in this report must comply with these accounting requirements to ensure that the rent should be set so as to ensure that the Council is able to comply with its duty to prevent a debit balance arising on the HRA.

Cardiff Bus

104. The body of the report (paragraph 76) notes new capital investment projects proposed as part of the budget. One of the projects proposed, subject to a further report and decision of full Council, is a package of support for Cardiff City Transport Services Limited. Detailed legal advice will be provided on this matter when reported to Full Council for decision.

Civil Enforcement

105. Appendix 11 to the report notes that the income generated from car-parking fees, residents' permits, penalty charge notices and moving traffic offences (MTOs) will be used to fund the associated operational costs including the cost of the enforcement service. Further, that any surplus or deficit will be transferred to a separate account and can only be used for specific purposes in accordance with Section 55 of the Road Traffic Regulations Act 1984 ('1984 Act'). The report anticipates a significant surplus. It is apparent from the statutory provision that there is no requirement of revenue neutrality. That said, it is important to note that in making orders under the Road Traffic Regulation Act 1984 (as regards parking and other matters), the 1984 Act is not a fiscal measure and does not authorise a local authority to use its powers to charge purely in order to raise surplus revenue for other transport purposes. The approach to car-parking fees, residents' permits, penalty charge notices and moving traffic offences must be based on legitimate considerations that can be taken into account in accordance with the provision of the relevant legislation.

Equality Duty

106. The Council has to satisfy its public sector duties under the Equality Act 2010 (including specific Welsh public sector duties) – the Public Sector Equality Duties (PSED). These duties require the Council to 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.
107. As noted in the report, consideration has been given to the requirements to carry out Equality Impact Assessments in relation to the various saving proposals and EIAs have been carried out in respect of certain of the saving proposals, so that the decision maker may understand the potential impacts of the proposals in terms of equality. This assists the decision maker to ensure that it is making proportionate and rational decisions having due regard to the public sector equality duty. Where a decision is likely to result in a detrimental impact on any group sharing a Protected Characteristic, consideration must be given to possible ways to mitigate the harm. If the harm cannot be avoided, the decision maker must balance the detrimental impact against the strength of the legitimate public need to pursue the service remodelling to deliver savings. The decision maker must be satisfied that having regard to all the relevant circumstances and the PSED, the proposals can be justified, and that all reasonable efforts have been made to mitigate the harm. It is noted that Equality Impact Assessments (which include consideration of views and information obtained through consultation) are background papers to this report. The decision maker must consider and have due regard to the Equality Impact Assessments prior to making the decisions recommended in the report.

The Well-Being of Future Generations (Wales) Act 2015 ('The 2015 Act')

108. The 2015 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. 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.

109. 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
110. 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: <https://gov.wales/topics/people-and-communities/people/futuregenerations-act/statutory-guidance/?lang=en>

Employee and Trade Union Consultation

111. The report recognises that notwithstanding efforts to reduce impacts on staff resulting from the level of funding cuts imposed, there will be some staff reductions during the financial year 2020/21. Legal Services are instructed that: (i) engagement has been ongoing between Directors and Trade Unions to discuss budget saving implications and (ii) the Council has formally consulted with Trade Unions about the 2020/21 budget proposals and the likely impact on staff, particularly where posts are at risk of redundancy. Under the general law relating to unfair dismissal all proposals to make redundancies must involve reasonable consultation with the affected employees and their trade unions. In relation to any potential redundancies it is important that all required statutory notices are served. Due to the fact that the potential number of redundancies could exceed 20 posts Section 188 of the Trade Union and Labour Relations (Consolidation) Act 1992 requires consultation to be undertaken with the Unions to include ways of avoiding the dismissals, of reducing numbers of employees being dismissed and or mitigating the consequences of dismissals. To this end Legal Services are instructed that consideration is being given to redeployment opportunities, VR and that consultations are ongoing. It is noted that the budget proposals also provide for the creation of posts.

Charging

112. Each proposal to make or increase charges must comply with the statutory framework (including primary and secondary legislation and any statutory guidance issued) relating to the activity in respect of which

charges are being levied, including any limitations on levels of charges. Where reliance is placed on the power to charge for discretionary services (Section 93 of the Local Government Act 2003), any charges must be set so that when the charges are taken as a whole no surpluses are made (i.e. the power is limited to cost recovery). Where activities are being undertaken for which charges are being made with the intention of producing surplus income, it is necessary to consider whether that activity is material and would amount to “commercial trading”. For commercial trading, the Council must develop a business case and establish an arms’ length company to undertake that activity (in accordance with the general trading power under Section 95 Local Government Act 2003), or identify another statutory power for a particular trading activity.

Consultation

113. Duties to consult certain stakeholders in respect of proposals may arise from a number of different sources. Members will note that the Council has engaged in consultations as part of the budget process as set out earlier in the report under the heading “Consultation and Engagement”. In considering this matter, Members must genuinely and conscientiously consider the feedback from each consultation and have proper regard to it when making any decision in relation to the subject matter of that consultation. Members should carefully consider the results of the consultation as set out in the Appendices to the report.

General

114. All decisions taken by or on behalf of the Council must:
- Be within the legal powers of the Council and of the body or person exercising powers on behalf of the Council.
 - Comply with any procedural requirement imposed by law.
 - Be undertaken in accordance with procedural requirements imposed by the Council e.g. procedure rules.
 - Be fully and properly informed.
 - Be properly motivated (i.e. for an appropriate, good and relevant reason).
 - Be taken having regard to the Council’s fiduciary duty to its tax payers as elected members are trustees of the public interest and of its statutory purposes for which public powers are conferred on them. This general duty requires the Council to act prudently and in good faith in the interests of those to whom the duty is owed.
 - Otherwise be reasonable and proper in all the circumstances

HR Implications

115. The Final Settlement, although a welcome improved funding position, has left significant challenges in the overall budgetary position. The final proposals are based on the outcome of the consultation exercise and the priorities set out in the Corporate Plan. The budgetary position as outlined in this report represents a necessary response to the identified budget shortfall.

116. Paragraph 33 and 34 of the Report sets out information regarding net decrease of 19.23 FTE Council posts overall made up of the deletion of 54.32 FTEs including the deletion of 11.4 FTE vacant posts, 34.17 FTE where voluntary redundancy or retirement applications have been approved, and 8.75 FTE posts to be determined. This has been offset, somewhat, by the creation of 35.09 FTEs.
117. Whilst the numbers of staff impacted by this budget proposal may not be as significant as in previous years, the Council retains a range of mechanisms designed to support the people implications of the Council's budget proposals. Through the continued use of such mechanisms, the Council will consistently work hard to reduce the number of compulsory redundancies wherever possible. In addition to redeployment, other mechanisms include use of flexible working policies plus access to skills support through the Cardiff Academy allowing employees to either refresh their existing skills or develop new skills in order to enhance their opportunities to find another role in the Council or externally.
118. The Trade Unions and employees have been consulted throughout the budget planning process and their comments have been considered. As part of the Council's commitment to partnership working, the Trade Unions and employees will continue to be consulted in all the proposals that impact on staff.

Property Implications

119. Property implications where known arising from the delivery of the proposed Capital and Revenue Budget Strategy actions have been set out within the detail of this report.
120. In particular, the proposed Capital Strategy for 2020/21 has set out a 5-year investment programme that aligns with the Council's asset management planning framework and balances the need to maintain the current asset base and deliver new investment opportunities. As well as project delivery, this strategy also notes the property implications with respect to funding availability, including the delivery of the capital receipts target.
121. The Strategic Estates department will continue to work with Service Areas to ensure that any adverse property impact through budgetary decisions is mitigated, but any unforeseen implications will be considered on a case by case basis and reported to Members if appropriate.

RECOMMENDATIONS

CABINET PROPOSAL

(a) Recommendations to Council

The Cabinet, having taken account of the comments of the Section 151 Officer in respect of the robustness of the budget and the adequacy of the reserves as required under Section 25 of the Local Government Act 2003, and having considered the responses to the Budget Consultation recommend that Council:

- 1.0 Approve the Revenue, Capital and Housing Revenue Account budgets including all proposals and increasing the Council Tax by 4.5% as set out in this report and that the Council resolve the following terms.
- 2.0 Note that at its meeting on 19 December 2019 the Cabinet calculated the following amounts for the year 2020/21 in accordance with the regulations made under Section 33(5) of the Local Government Finance Act 1992:-
 - a) 147,277 being the amount calculated in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) (Wales) Regulations 1995, as amended, as its Council Tax base for the year.
 - b)

Lisvane	2,499
Pentyrch	3,316
Radyr	3,841
St. Fagans	1,592
Old St. Mellons	2,047
Tongwynlais	820

being the amounts calculated in accordance with Regulation 6 of the Regulations as the amounts of its Council Tax base for the year for dwellings in those parts of its area to which special items relate.

- 2.1 Agree that the following amounts be now calculated by the County Council of the City and County of Cardiff for the year 2020/21 in accordance with Sections 32 to 36 of the Local Government Finance Act 1992:-
 - a) Aggregate of the amounts which the Council estimates for the items set out in Section 32(2)(a) to (d) (including Community Council precepts totalling £445,570). £1,069,798,570
 - b) Aggregate of the amounts which the Council estimates for items set out in Section 32(3)(a) and (c). £414,317,000
 - c) Amount by which the aggregate at 2.1(a) above exceeds the aggregate at 2.1(b) above calculated in accordance with Section 32(4) as the budget requirement for the year. £655,481,570

- d) Aggregate of the sums which the Council estimates will be payable for the year into its Council Fund in respect of Revenue Support Grant, its council tax reduction scheme, redistributed Non-Domestic Rates.

£469,047,025

- e) The amount at 2.1(c) above less the amount at 2.1(d) (net of the amount for discretionary relief of £400,000), all divided by the amount at 2.0(a) above, calculated in accordance with Section 33(1) as the basic amount of Council Tax for the year.

£1,268.59

- f) Aggregate amount of all special items referred to in Section 34(1).

£445,570

- g) Amount at 2.1(e) above less the result given by dividing the amount at 2.1(f) above by the amount at 2.0(a) above, in accordance with Section 34(2) of the Act, as the basic amount of Council Tax for the year for dwellings in those parts of the area to which no special items relate.

£1,265.57

- h) The amounts given by adding to the amount at 2.1(g) above the amounts of special items relating to dwellings in those parts of the Council's area mentioned below, divided in each case by the amount at 2.0(b) above, calculated in accordance with Section 34(3) as the basic amounts of Council Tax for the year for dwellings in those parts of the area to which special items relate.

	£
Lisvane	1,283.58
Pentyrch	1,318.34
Radyr	1,298.44
St. Fagans	1,284.89
Old St. Mellons	1,287.83
Tongwynlais	1,293.62

- i) The amounts given by multiplying the amounts at 2.1(g) and 2.1(h) above by the number which in the proportion set out in the Council Tax (Valuation Bands) (Wales) Order 2003 is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D calculated in accordance with Section 36(1) of the Act as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

Area	A	B	C	D	E	F	G	H	I
	£								
Lisvane	855.72	998.34	1,140.96	1,283.58	1,568.82	1,854.06	2,139.30	2,567.16	2,995.02
Pentyrch	878.89	1,025.37	1,171.86	1,318.34	1,611.31	1,904.27	2,197.23	2,636.68	3,076.13
Radyr	865.62	1,009.90	1,154.17	1,298.44	1,586.98	1,875.53	2,164.06	2,596.88	3,029.70
St. Fagans	856.59	999.36	1,142.12	1,284.89	1,570.42	1,855.96	2,141.48	2,569.78	2,998.08
Old St. Mellons	858.55	1,001.64	1,144.74	1,287.83	1,574.02	1,860.20	2,146.38	2,575.66	3,004.94
Tongwynlais	862.41	1,006.15	1,149.88	1,293.62	1,581.09	1,868.57	2,156.03	2,587.24	3,018.45
All other parts of the Council's Area	843.71	984.33	1,124.95	1,265.57	1,546.81	1,828.05	2,109.28	2,531.14	2,953.00

2.2 Note that for the year 2020/21, the Police and Crime Commissioner for South Wales has stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992 for each of the categories of dwelling shown below:-

VALUATION BANDS

A	B	C	D	E	F	G	H	I
£								
181.81	212.11	242.41	272.72	333.32	393.92	454.53	545.43	636.34

2.3 Having calculated the aggregate in each case of the amounts at 2.1(i) and 2.2 above, the County Council of the City and County of Cardiff in accordance with Section 30(2) of the Local Government Finance Act 1992 hereby sets the following amounts as the amounts of Council Tax for the year 2020/21 for each of the categories of dwellings shown below:-

Part of Council's Area VALUATION BANDS

Area	A	B	C	D	E	F	G	H	I
	£								
Lisvane	1,037.53	1,210.45	1,383.37	1,556.30	1,902.14	2,247.98	2,593.83	3,112.59	3,631.36
Pentyrch	1,060.70	1,237.48	1,414.27	1,591.06	1,944.63	2,298.19	2,651.76	3,182.11	3,712.47
Radyr	1,047.43	1,222.01	1,396.58	1,571.16	1,920.30	2,269.45	2,618.59	3,142.31	3,666.04
St. Fagans	1,038.40	1,211.47	1,384.53	1,557.61	1,903.74	2,249.88	2,596.01	3,115.21	3,634.42
Old St. Mellons	1,040.36	1,213.75	1,387.15	1,560.55	1,907.34	2,254.12	2,600.91	3,121.09	3,641.28
Tongwynlais	1,044.22	1,218.26	1,392.29	1,566.34	1,914.41	2,262.49	2,610.56	3,132.67	3,654.79
All other parts of the Council's Area	1,025.52	1,196.44	1,367.36	1,538.29	1,880.13	2,221.97	2,563.81	3,076.57	3,589.34

- 2.4 Authorise the Corporate Director Resources to make payments under Section 38 of the Local Government (Wales) Act 1994 from the Council Fund by equal instalments on the last working day of each month from April 2020 to March 2021 in respect of the precept levied by the Police and Crime Commissioner for South Wales in the sum of £40,164,662.
- 2.5 Agree that the Common Seal be affixed to the said Council Tax.
- 2.6 Agree that the Common Seal be affixed to precepts for Port Health Expenses for the period 1 April 2020 to 31 March 2021 namely

	£
County Council of the City and County of Cardiff	113,783
Vale of Glamorgan County Borough Council	12,817

- 2.7 Agree that notices of the making of the said Council Taxes signed by the Chief Executive be given by advertisement in the local press under Section 38(2) of the Local Government Finance Act 1992.
- 3.0 In accordance with the Local Government Act 2003, the Local Authority (Capital Finance and Accounting) (Wales) Regulations 2003 and subsequent amendments and the CIPFA Prudential Code and Treasury Management Codes of Practice:
- (a) Approve the Capital Strategy 2020/21.
 - (b) Approve the Treasury Management Strategy 2020/21 and authorise the Section 151 Officer to raise such funds as may be required to finance capital expenditure by temporary or long-term borrowing.
 - (c) Approve the Prudential Indicators for 2020/21 – 2024/25 including the affordable borrowing limit.
 - (d) Delegate to the Section 151 Officer the ability to effect movement between the limits for borrowing and long-term liabilities, within the limit for any year, and to bring forward or delay schemes in the Capital Programme.
 - (e) Approve the Minimum Revenue Provision Policy for 2019/20 and 2020/21
- 4.0 To approve the Budgetary Framework outlined in this report.
- 5.0 To maintain the current Council Tax Reduction Scheme as set out in this report.

(b) Matters for Cabinet Decision

The Cabinet, having taken account of the comments of the Section 151 Officer in respect of the robustness of the budget and the adequacy of the reserves as required under Section 25 of the Local Government, Act and having considered the responses to the Budget Consultation is recommended to:

- 6.0 Approve the changes to fees and charges as set out in Appendix 4 (a) and 4 (c) to this report.
- 7.0 Delegate authority to the appropriate Director in consultation with the appropriate Cabinet Member, the Section 151 Officer and the Cabinet Member for Finance, Modernisation & Performance, to amend or introduce new fees and charges during the year, subject, if necessary (having regard to the proposed change) to an Equality Impact Assessment and public consultation being undertaken and the results thereof being duly considered before the delegated authority is exercised.
- 8.0 Agree that the rents of all Housing Revenue Account dwellings (including hostels and garages) be increased by 2.7% having taking into account WG guidance.
- 9.0 Approve all service charges and the management fee for leaseholders as set out in Appendix 4 (b).
- 10.0 Agree that all Housing Revenue Account rent increases take effect from 6 April 2020.
- 11.0 Recognise the financial challenges facing the Council as set out in the Medium Term Financial Plan, and to note the opportunities for savings over the medium term.
- 12.0 Agree that in the event that final settlement differs from Provisional Settlement (as set out in paragraph 22 of the report), there will be a proportionate adjustment to or from earmarked reserves, and that the Section 151 Officer be authorised to prepare an addendum to the 2020/21 Budget to reflect the requisite changes.

SENIOR RESPONSIBLE OFFICER	Christopher Lee Corporate Director Resources
	14 February 2020

The following Annexes are attached:

Annex 1	Medium Term Financial Plan
Annex 2	Housing Revenue Account 2020/21 Budget and MTFP
Annex 3	Capital Strategy 2020/21 (including Capital Programme)
Annex 4	Treasury Management Strategy

The following Appendices are attached:

Appendix 1	Support for Strategic Priorities and Future Generations
Appendix 2	List of Specific Grants from Welsh Government (All Wales)
Appendix 3	Policy Growth Areas
Appendix 4	Summary of Fees and Charges (a) General Fund (b) Housing Revenue Account (c) Fees and Charges Appendix 4 (c) is exempt from publication because it contains information of the kind described in paragraphs 14 and 21 of parts 4 and 5 of Schedule 12A to the Local Government Act 1972.
Appendix 5	Use of Financial Resilience Mechanism
Appendix 6	Changes for Cardiff Consultation
Appendix 7	Directorate Revenue Budgets
Appendix 8	Cabinet Portfolio Revenue Budgets
Appendix 9	(a) Financial Resilience Snapshot (b) Financial Risk and Mitigations
Appendix 10	Earmarked Reserves
Appendix 11	Civil Parking and Enforcement Account
Appendix 12	Cardiff Harbour Authority
Appendix 13	Guide to Prudential Indicators

The following background papers have been taken into account

- Budget Strategy Report & The Medium Term (July 2019)
- 2020/21 Budget Proposals - for Consultation (December 2019)
- The WG Provisional Local Government Settlement (December 2019)
- Equality Impact Assessment of Cardiff Council's 2020/21 Budget Proposals
- Details of Fees and Charges
- Revised Annual Minimum Revenue Provision (MRP) Policy For Repayment of Capital Expenditure (Appendix 2, Audit Committee Report, January 2020)

Cardiff Council

Medium Term Financial Plan

2021/22 – 2024/25



CREV GWIR IN THESE STONES
FEL GW YDR HORIZONS
OR WRNAIS AWENSING



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Section 1. Introduction

1.1 Aims and Purpose of MTFP

The Medium Term Financial Plan (MTFP) forecasts the Council's future financial position. Preparation of an MTFP is good financial practice. 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 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.

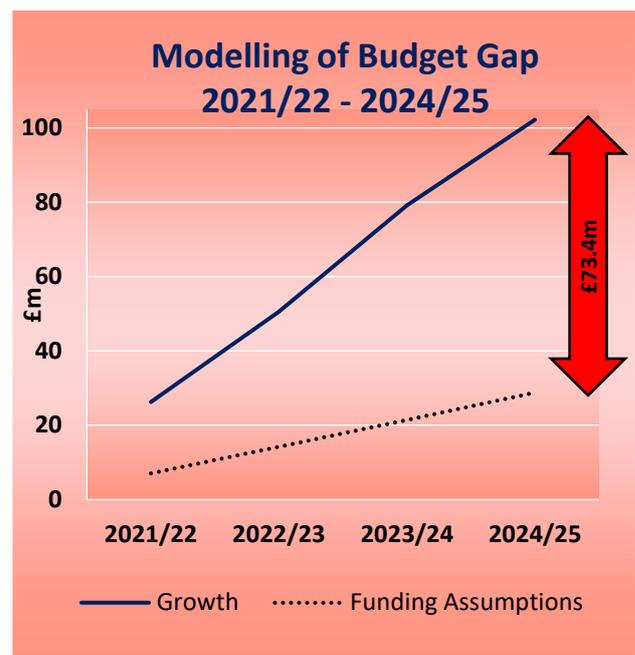
The transition from high-level planning principles, to detailed budgets that align with the Council's priorities, is shaped by Elected Members with support and advice from senior management. As proposals develop, engagement is extended to a wider range of partners including citizens, Scrutiny, staff, 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

In light of the positive 2020/21 Local Government Financial Settlement, the updated MTFP reflects more optimistic funding assumptions than previously used. However, this position is uncertain and will need to be kept under close review. Even with a more positive funding outlook, the MTFP still estimates a budget gap of £73 million over the period 2021/22 – 2024/25.



“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.

Section 2. Key Considerations

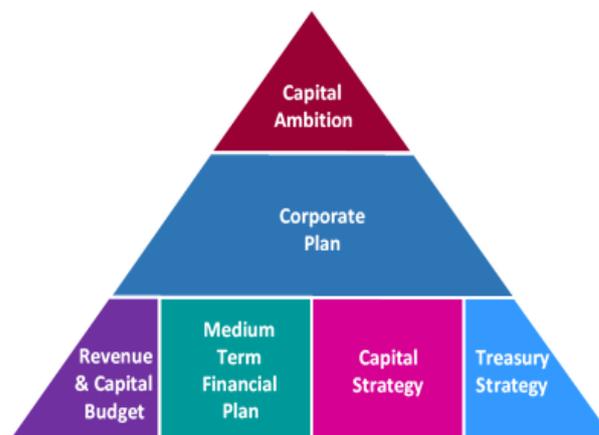
2.1 Council Priorities

The policy programme, Capital Ambition, sets out the Administration’s priorities and principles for change. The Corporate Plan, “Delivering Capital Ambition”, sets out how the Administration’s priorities will be achieved. Key priorities and objectives are summarised below.



The Corporate Plan is consistent with wider local and national goals that support long-term sustainability. It is aligned with the Cardiff Well-being Plan, which contains the shared well-being objectives of Cardiff Public Services Board. These complement Wales’ National Well-being Goals, which focus on creating a more sustainable Wales.

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



This ensures that resources are spent in line with priorities and that financial strategy supports long-term sustainability, in line with the Council’s duties under the Well-being of Future Generations (Wales) Act 2015.

Implications for Financial Planning

The MTFP needs to reflect the revenue funding requirements of Capital Ambition, including where applicable, the financing requirements of the capital investment needed to deliver the Administration’s priorities.

In addressing the medium term budget gap, savings will be required. There will be a need to continue to ensure that scarce resources are allocated in a way that maximises priorities.

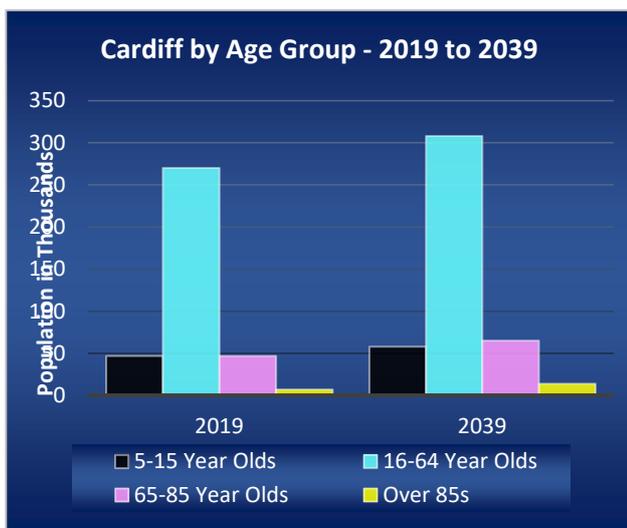
2.2 City Demographics

This section sets out the demographic profile of the city and its implications for financial planning.

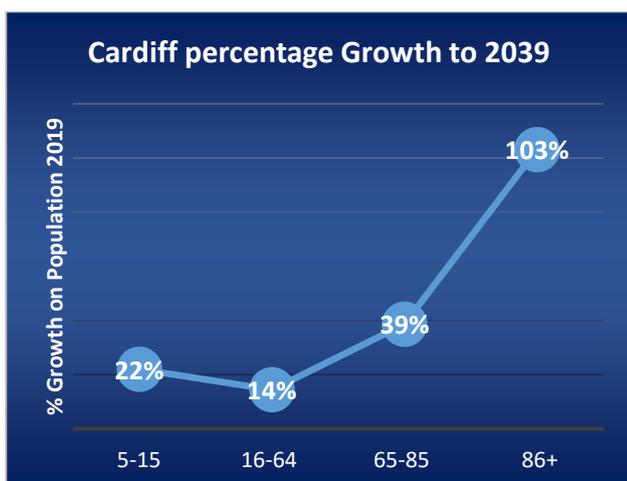
Population

As of 2018, Cardiff had a population of 364,000. Between 2008 and 2018, its population grew by 9.5%. This trend is set to continue with projected growth of 20% between 2019 and 2039. This will mean an extra 74,000 people living in the city by 2039.

Section 2. Key Considerations



Whilst growth is expected in all age groups, it is steeper within the under-18 and the over-65 age brackets. By 2039, the over-85 population is expected to double from its 2019 level.



Implications for Financial Planning

A growing city places greater demand on Council services, including housing, education, environment and social care.

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).

Implications for Financial Planning

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 Council also has an ambitious Housing Strategy to build affordable, high quality, energy sustainable homes.

Implications for Financial Planning

The financing costs of the Council's house building programme are captured in the Housing Revenue Account (HRA) business plan (as the HRA is a ring-fenced account.) From a general fund perspective, planned growth in housing will mean that 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 is 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. However, there are large disparities in unemployment levels across the city and there is in-work poverty.

Section 2. Key Considerations

Just over a fifth of people in employment earned less than the Real Living Wage (RLW). The RLW is an independently calculated hourly rate of pay, set to cover the basic cost of living. It is paid voluntarily by more than 4,700 UK business and organisations. Cardiff Council is a RLW employer and an advocate of the RLW in the city.

Implications for Financial Planning

Financial forecasts will need to consider future Real Living Wage rates, both as an employer and procurer of services within the city.

Deprivation

The 2018/19 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 14%. 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

Implications for Financial Planning

Policies to tackle poverty will need consideration in financial planning. These include the capital financing implications of the provision of affordable housing (HRA), making Cardiff a Living Wage City, together with a continued focus on education. Pressures on the homelessness service will be kept under review in terms of potential cost pressures.

2.2 Economic and Financial Outlook

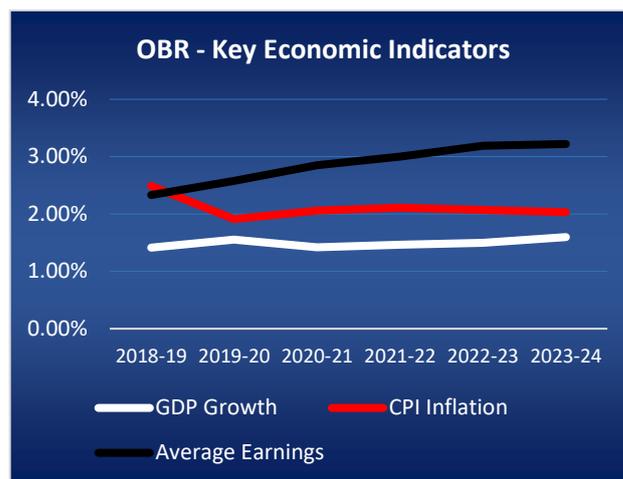
Local financial planning is linked to the wider economic and financial context.

UK Context

The Office for Budget Responsibility (OBR) produce medium term forecasts for key economic

indicators. Latest published forecasts (March 2019) predicted that:

- Gross Domestic Product (GDP) will grow steadily between 1.4% - 1.6% per annum
- Inflation (CPI) is forecast to remain fairly steady at about 2.0% per annum between 2020 and 2023
- A steady increase in Average Earnings.



At December 2019, inflation (CPI) stood at 1.5% compared to 2.3% as at November 2018. Wages are anticipated to rise faster than prices.

Implications for Financial Planning

In theory, relatively stable forecasts of inflation between 2020/21 and 2023/24 should provide a degree of planning certainty.

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, as suppliers pass on costs.

The economic implications of Britain leaving the EU are still an unknown in these forecasts.

Britain leaving the European Union

Despite Britain leaving the EU on 31st January 2020, there is uncertainty regarding the impact on the economy and public finances due to the lack of clarity regarding the future relationship with the EU and any other future trade deals.

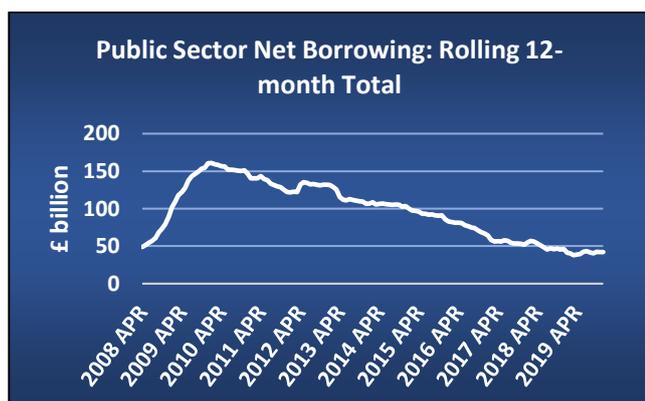
Section 2. Key Considerations

Implications for Financial Planning

The Council continues to consider potential implications and necessary actions, however at this stage it is not deemed appropriate to allocate additional resources to the issue.

Public Sector Net Borrowing

The level of Public Sector Net Borrowing (PSNB) influences UK public spending policy. Austerity has been a result of a targeted reduction in PSNB. Public Sector net borrowing (PSNB) as of December 2019 is 80.8% of Gross Domestic Product (GDP), 0.9% of GDP lower than a year earlier, although in absolute terms there was a slight increase in the first nine months of 2019/20.



Implications for Financial Planning

The position is uncertain, in terms of both the future economy, and its implications for spending on public services.

There will be a UK Budget on 11th March 2020. This will provide further clarity to the fiscal policy of the newly elected UK Government and its potential implications for the Welsh Block Grant.

Welsh Context

Due to uncertainty at the UK level, the WG Budget covers one year only which means the Council has no indicative funding figures beyond 2020.

Estimating funding is extremely difficult; national economic uncertainty may affect public spending generally, and funding distribution decisions must

be made by both Westminster and Welsh Government before funding reaches individual Welsh Authorities.

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 have modelled potential future levels of the Welsh Block Grant based on Conservative manifesto pledges. This modelling suggests that if the WG continued to allocate 2.7% real term annual increases to the NHS, the rest of the Public Sector may see a small increase (or remain flat) in real terms. The Council's assumptions on what this could mean for AEF are set out in the next section.

This modelling is set in the context of significant uncertainty and will need to be reviewed following the UK Budget in March 2020.

A number of taxes are devolved to WG control including landfill disposal tax, Non-Domestic Rates (NDR), land transaction tax and Welsh Income Tax. Whilst WG has the power to vary taxes, the current administration have pledged not to change income tax rates prior to the 2021 election.

2.2 Council Financial Context

Historic Context

Over the past 10 years, the Council has identified almost £225 million in savings and lost over 1,600 full time equivalent posts in services other than schools.



Section 2. Key Considerations

The sharp increase in savings from 2014/15 onwards coincides with a marked deterioration in general grant allocations.

Whilst Cardiff has not seen a *cash* reduction in AEF since 2015/16, until 2020/21 there were annual real term reductions. AEF has not kept pace with the level of inflationary and demand pressure that the Council has experienced.

Implications for Financial Planning

This context makes it more challenging to continue to deliver material levels of savings over the medium term. The Council's financial resilience will continue to be kept under close review.

Impact on the Council's Budget

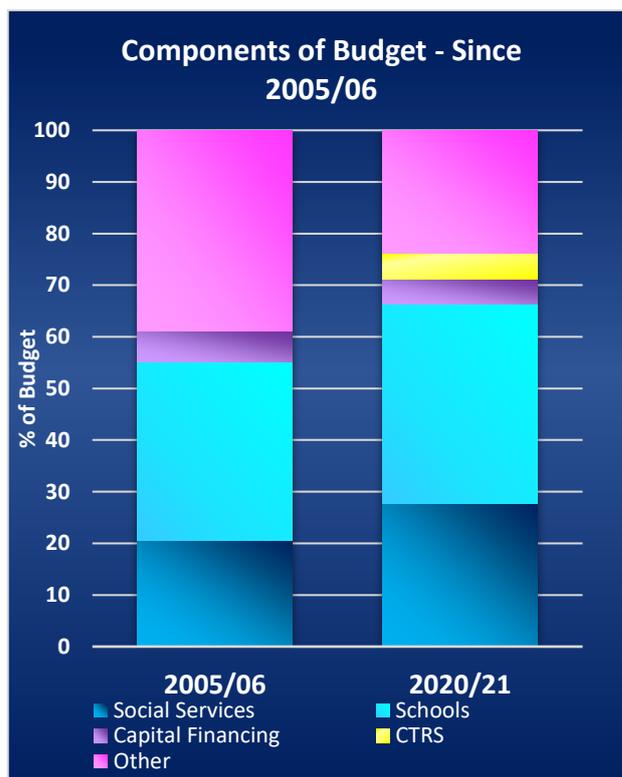
The extended period of financial challenge has had a significant impact on the *shape* of the Council's budget. Some directorate budgets have contracted significantly and others have grown.

Demand and price pressure has been acute in the areas of Social Services and Schools. Over the period 2016/17 – 2020/21, budgets in these areas have increased by £83 million.

Year	Schools £m	Social Services £m	Total £m
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	4.1	14.5
2020/21*	10.4	10.6	21.0
TOTAL	46.6	36.4	83.0

*proposed

Until 2020/21, with no real term AEF increases to help meet this demand, it was primarily financed from savings in other directorates, causing those budgets to contract significantly over time.



The “Other Services” budget includes all Council services with the exception of Schools and Social Services. For example, it includes highway maintenance, waste collection, parks and homelessness. It contains areas of statutory duty.

Implications for Financial Planning

The City Demographics section showed that pressure on Schools and Social Services is unlikely to ease over the medium term.

In the past, meeting this pressure has been primarily from savings in other directorates. It will be increasingly untenable for this to be the case over the medium term.

As outlined in the next section, the 2020/21 Local Government Settlement is the most positive for a number of years.

The 2020/21 Budget has been recognised as an opportunity to consolidate financial resilience, following the extended period of challenge outlined above, and moving into the ongoing challenge forecast in the next section.

Section 3. Medium Term Financial Plan

3.1 Forecast Financial Position

The Council's forecast financial pressures, funding and resultant £73 million budget gap are set out below.

	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
Base Budget Brought Forward	656,186	663,222	670,363	677,611
Schools				
Pay Costs	6,366	6,178	6,237	6,264
Price Inflation	75	75	75	75
Pupil Numbers (Primary and Secondary)	1,789	1,208	1,071	713
Special School Places / Resource Bases	928	756	929	919
Complex Needs Enhancement	750	750	750	750
Local Development Plan – Starter Schools	716	797	859	590
Contribution to Band B & Asset Renewal	(1,090)	(1,090)	(1,090)	(1,090)
Total Schools Pressures	9,534	8,674	8,831	8,221
Social Services				
Pay Costs	950	969	990	1,009
Price Inflation	2,561	2,123	2,224	2,326
Commitments	464	(132)	(53)	0
Demographic - Adult Social Services	1,405	1,427	1,449	1,471
Demographic - Children's Social Services	2,175	2,175	2,175	2,175
Total Social Services Pressures	7,555	6,562	6,785	6,981
Other Services				
Pay Costs	2,270	2,279	2,343	2,384
Price Inflation	730	480	480	730
Commitments	1,338	1,486	538	788
Demographic Growth	100	100	100	100
Total Other Services Pressures	4,438	4,345	3,461	4,002
Capital Financing	1,717	1,660	6,603	842
Emerging Financial Pressures	3,000	3,000	3,000	3,000
Resources Required	682,430	687,463	699,043	700,657
Resources Available:				
Aggregate External Finance	(476,083)	(483,224)	(490,472)	(497,829)
Council Tax before any future increases	(186,389)	(186,389)	(186,389)	(186,389)
Earmarked Reserves	(750)	(750)	(750)	(750)
Total Resources Available	(663,222)	(670,363)	(677,611)	(684,968)
BUDGET REDUCTION REQUIREMENT	19,208	17,100	21,432	15,689

Section 3. Medium Term Financial Plan

3.2 Pressures Key Assumptions

Employee Costs

Pay Awards

There are no agreed pay awards for the period covered by the MTFP. The plan contains the following assumptions:

- Teachers' Pay Award - 2.5% per annum
- NJC Pay Award - 2% per annum

The plan allows for increases slightly higher than 2% per annum for NJC staff on spinal points affected by the voluntary living wage.

National Insurance

No significant changes to National Insurance rates or thresholds are anticipated. This position will be kept under review.

Employer's Superannuation Contributions

Actuarial review of the Local Government Pension Scheme took place during 2019/20. Resultant changes in Employers' contributions are reflected in the 2020/21 budget. The results of the next actuarial review could affect the final year of the MTFP, however at this stage, it is reasonable to assume no further change in contribution rate.

The Teachers' Pension Scheme (TPS) is an unfunded public service pension scheme. Employers' contributions to the scheme increased significantly in September 2019 due to an actuarial review and change in the discount rate used to set scheme contributions. At present, the MTFP reflects no further changes, but this position will need to be kept under close review. The Sept 2019 changes resulted in additional annual costs of over £7m for Cardiff Council.

Incremental Pay Progression

Forecast pay pressures include an allowance for teachers' pay progression. Estimates are reduced year on year, in recognition that over time, budgets should be sufficient to cover the top of each pay grade. No pressures are anticipated in

respect of pay progression for non-teaching staff for this reason.

Apprenticeship Levy

Forecast pay pressures allow for 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.

Redundancy Costs

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

Where appropriate, forecast increases are in line with the OBR's estimate for CPI as outlined in the table below. However, consideration is also given to other key cost drivers in the services being commissioned, including for example wages.

2020/21	2021/22	2022/23	2023/24
2.00%	2.10%	2.10%	2.00%

Commitments

Forecast financial commitments include capital-financing costs, increases to levies the Council is committed to paying and the future implications

Section 3. Medium Term Financial Plan

of previous Cabinet or Council decisions. Further detail on each area is set out below.

Capital Financing Costs

Forecast capital-financing costs reflect the 2020/21 – 2024/25 Capital Programme and the cost of commitments made in previous years. They reflect the following key assumptions:

- No new commitments funded by additional borrowing unless 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 3.5%
- 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. This will be a subject of review during 2020/21.

Levies

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 allow for the Council's future levy to increase both as a result of population increases and due to potential increases to the SWFS' overall budget.

Other Commitments

These include:

- Additional base budget funding for the Council's Corporate Apprentice Scheme in 2022/23, which is when remaining reserve funding will be almost fully depleted.
- Revenue funding associated with the procurement of a new refuse vehicle fleet.

- Funding for homelessness to reduce reliance on the earmarked reserve.
- The operating costs of a Household Waste Recycling consistent with the timescales in the capital programme.
- The potential for market supplement arrangements for Children's Social Workers to be extended beyond 2020/21.

Climate Emergency

In March 2019, the Council declared a climate emergency. The Council is investing in a number of initiatives to decarbonise the city with many of these reflected in the Capital Programme including LED lighting, energy efficiency housing, electric vehicles and charging points. The capital financing of schemes within the programme is reflected in the MTFP. Any further investment will need to be considered as part of the refresh of the MTFP.

Demographic Pressures

As outlined in the section on City Demographics, 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 2021/22 – 2024/25 are summarised below:

Demographic Increases	£m
Adults Social Services	5.8
Children's Social Services	8.7
Pupil Numbers	6.4
Additional Needs of Pupils	4.9
Local Development Plan - Schools	2.9
Other	0.4
TOTAL	29.1

Adults Social Services

Estimated growth in Adult Social Services takes into account, projected growth in relevant areas of

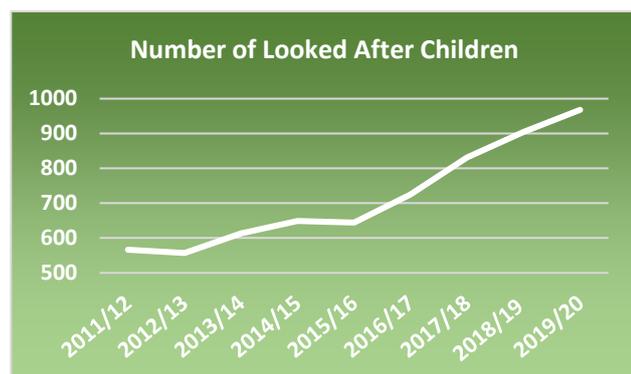
Section 3. Medium Term Financial Plan

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.

Children's Social Services

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 take effect.

Pupil Numbers & Associated Learning Needs

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 continued 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.

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 schools will begin to open in LDP areas from September 2021. Each new school may take a different form, with some being starter schools, which refer to schools that begin with reception and year one groups only and then grow year on year, and others offering places in all year groups from the outset. 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.

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

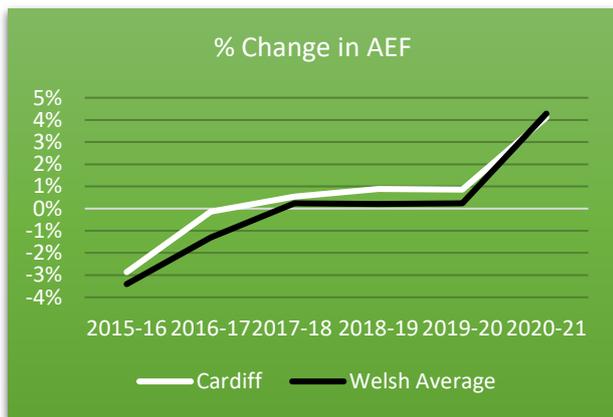
Section 3. Medium Term Financial Plan

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 2020/21 Local Government Finance Settlement was for one year only. The settlement was significantly more positive than for many years with a real term increase in funding for Local Government. At +4.1% Cardiff's increase was slightly below the Welsh average of +4.3%. The chart below models recent settlements (in cash terms).



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

In this context of the 2020/21 settlement, it would seem overly prudent to plan for negative settlements in the MTFP, as has previously been the case. On the other hand, it would not be appropriate to assume that future settlement will be as positive as 2020/21. The Ministerial letter accompanying the settlement even warned that

the positive 2020/21 position “does not mean that austerity is over.”

The section on key considerations noted that WFA modelling of the impact of Conservative manifesto pledges on the Welsh Block Grant suggested that if the NHS continued to receive real term increases in line with previous years, the rest of the public sector may remain flat in real terms.

Weighing up the considerations above, and in the absence of any indicative funding figures, the MTFP assumes annual AEF increases of 1.5%.

This is more optimistic than previous iterations of the Medium Term Financial Plan but does not assume increases at the level of 2020/21. It is more prudent than a real term cash flat position, not least because, there is the potential for Cardiff's settlement to be below average. This is a result of a reset of population figures within the formula, and was the reason for Cardiff's below average settlement in 2020/21.

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.) 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 and their use to fund the budget creates a gap in the finances of the following year.

Section 3. Medium Term Financial Plan

- Earmarked reserves are set aside for a particular purpose.
- Reserves are an important part of financial resilience, providing a cash buffer.
- Cash in reserves is not idle; it generates investment income in line with the Treasury Management Strategy and avoids the need for short-term borrowing.
- 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, 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 2021/22 and 2024/25. Together with the 2020/21 sum of £0.75 million, this means a total of £3.75 million will be used from reserves to support the budget over five years.

The Council has a Strategic Budget Reserve to support the medium term and any opportunities to increase that reserve at year-end will be taken. In addition, there is an annual review of reserves, and amounts will be 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.

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 have included Teachers’ Pay and support for Social Services pressures. 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 in cash or real terms, or be discontinued altogether. This risk increases where grants are supporting core activity. 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.

Section 4. Addressing the Gap

4.1 Budget Gap

The estimated budget gap for the period 2021/22 – 2024/25 is set out below:

2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	Total £m
19.2	17.1	21.4	15.7	73.4

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

4.2 Council Tax

Council Tax accounts for 28% 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. The Council has little control over the majority of its funding, which is through Welsh 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 expect to generate.

Whilst other factors affect the Council Tax Base, broadly speaking, property development in 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 these increases within

MTFP. This is because an increase in Council Tax Base often results in a reduction in AEF.

Council Tax Support Budgets

The Council pays Council Tax support to eligible recipients under the Council Tax Reduction Scheme (CTRS). The current annual budget is over £30 million.

The CTRS Budget must be considered when projecting future Council Tax income. If eligibility for Council Tax Support remains consistent; an increase in the rate of the Council Tax will place additional pressure on the CTRS 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 CTRS Budget.

The level of the Council Tax

In addressing the budget gap, it is assumed that Council Tax will increase by 4.0% per annum. An annual 4.0% increase would contribute the following amounts to addressing the budget gap:

2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	Total £m
6.1	6.3	6.6	6.9	26.0

The assumption of annual 4.0% increases is not fixed, and will be kept under review over the medium term.

4.3 Savings Requirement

The residual budget gap to be met from savings after taking into account assumed Council Tax increases is:

2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	Total £m
13.1	10.8	14.8	8.8	47.4

In addressing this gap there will be a need to:

Section 4. Addressing the Gap

- 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.

Report which will be considered by Cabinet in July 2020.

In developing detailed savings proposals 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 £254 million Schools' budget.

Further work on developing a fully defined set of proposals for these years and for 2021/22 in particular will take place over the spring in order to inform the 2021/22 Budget Strategy

Section 5. Risk and Uncertainty

4.1 Sensitivity Analysis

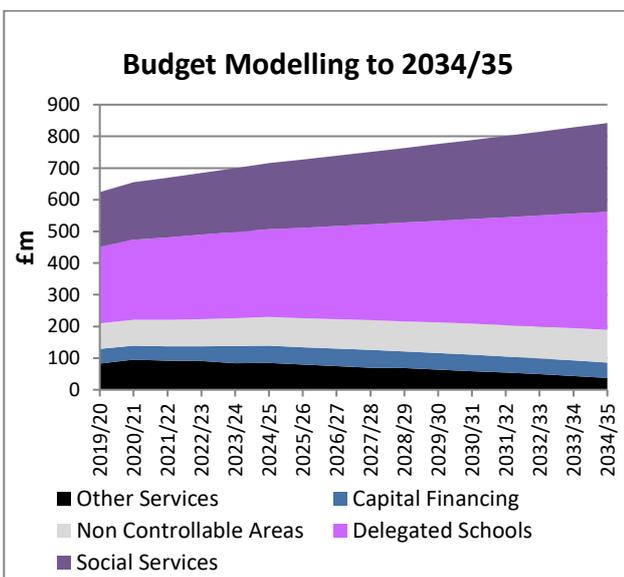
Current MTFP assumptions are based on best available information. However, there is always a risk of change. The table below sets out areas of sensitivity and their potential annual impact.

Assumption	£m
AEF 1% worse than anticipated	4.7
Teachers Pay Award 1% higher	1.4
NJC Award 1% higher	2.3
CPI 1% higher (on permitted heads)	1.4
Total Annual Impact	9.8

If **all** these variables changed unfavourably, they could have a £9.8m adverse impact in any individual year. The cumulative impact across the MTFP would be £39 million. It is unlikely that **all** variables would shift unfavourably, but the scale of the impact if they did highlights the importance of regularly reviewing assumptions.

4.3 Longer Term Outlook

This graph models a potential long-term outlook for the Council’s budget. It is difficult to model beyond the MTFP due to unknown factors, but the chart is an indication of how things may look in future if historic trends are extrapolated.



The graph shows the continued contraction of “Other Services” over the medium term albeit not as quickly as in previous iterations of the MTFP due to more favourable funding assumptions. As this contains areas of statutory duty, the strategy to address the gap will need to reshape this profile as far as possible.

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 support core activity. 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.
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. Welfare Reform The difficulty in modelling increased demand for services resulting from the LDP. Homelessness
Uncertainty	<ul style="list-style-type: none"> Brexit and its unknown socio-economic impact. The March 2020 UK Budget and the subsequent outlook for public spending. The potential for key assumptions in the MTFP to fluctuate.
Financial Resilience	<ul style="list-style-type: none"> The 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. 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.

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Housing Revenue Account 2020/21 Budget and Medium Term Financial Plan

Cardiff Council



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1. Context and Outlook

1.1 Introduction

The Housing Revenue Account (HRA) records income and expenditure in relation to Council Housing. This is required to be 'ring fenced' in accordance with the Local Government and Housing Act 1989. The ring fencing of the account means that local authorities must not subsidise costs relating to Council Housing from the General Fund (i.e. from Council Tax or from the RSG) or subsidise General Fund costs from the HRA.

The main expenditure items within the account include maintenance and repair costs, management costs (including rent collection, housing allocations and property and estate management) and capital financing charges on the HRA's outstanding loan debt (interest and provision for repayment). The major income streams include rents and income from service charges.

The Council aims to provide good quality, affordable homes in communities where all people feel safe and connected.

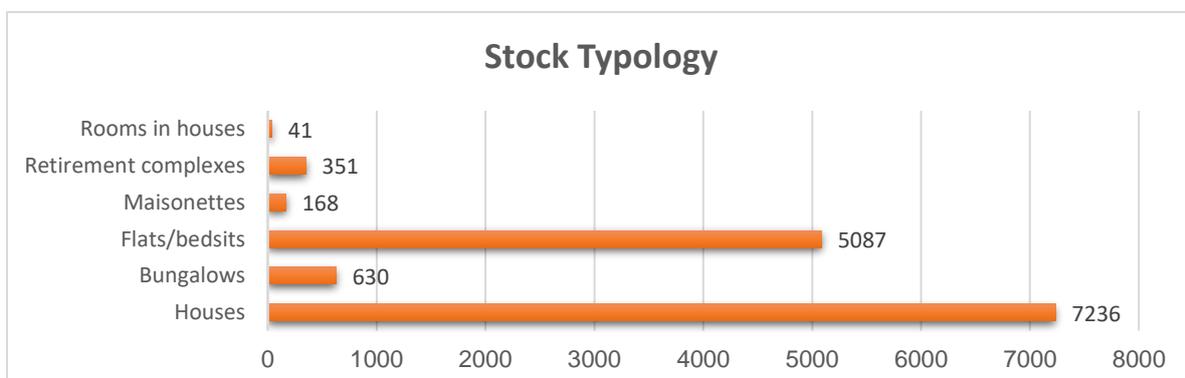
Good, energy efficient housing is vital to the health and wellbeing of tenants while regeneration and enhancement of the environment is important for all local residents.

Key services to tenants and leaseholders include management, repair and service costs of the housing stock, tenancy services including anti-social behaviour management, welfare advice and support including Into Work Services and the Community Hubs.

While recognising the importance of services to existing tenants the Council also understands the pressure of housing need in the city and has an ambitious new build programme to help address this and an allocations system that ensures that those with the greatest need are housed first.

1.2 Stock Typology

The Housing Revenue Account has a stock of 13,513 properties across the wards of Cardiff with a range of stock, as follows:



1.3 Demand for Social Housing

There is a high demand for social housing in Cardiff and a limited number of properties become available to let each year.

Cardiff Council in partnership with Cadwyn, Cardiff Community, Hafod, Linc Cymru, Newydd, Taff, United Welsh and Wales and West Housing Associations operate a Common Housing Waiting List for social housing, from which suitable applicants are identified to be offered available properties.

The number of applicants on the Common Waiting List was 7,882 at the beginning of January 2020, with 617 identified as homeless. The number of council properties let between April and December 2019 was 680.

Cardiff Council has set a target of building at least 1,000 new Council homes by May 2022 and at least 2,000 new Council homes in the longer term to meet the increasing demand for good quality, affordable social housing. This represents the largest council house build programme in Wales with £256 million to be invested into delivering new council homes and acquisitions between 2020/21 and 2024/25.

1.4 Key Objectives and Priorities

Key objectives and priorities for the HRA in the medium term include the following:

- Providing assistance to tenants with debt management and budgeting to minimise the impact of Universal Credit
- Maintenance of the Welsh Housing Quality Standard and capital improvement works to ensure high quality and sustainable housing
- A new build housing programme to deliver 1,000 new council housing units by 2022 with a further 1,000 to follow, including the continuation of the 10 year Cardiff Living innovative building partnership
- Remodelling and refurbishment of existing homes, such as improvements to sheltered blocks
- Ensuring our estates are good places to live through improved estate management, regeneration and area improvement works
- Investing in energy efficiency works and exploring the challenges and opportunities of a carbon neutral future
- Helping to address the issues of an aging population, and ensuring that our tenants can stay independent for as long as possible
- Helping to address the increasing pressures and complexity of homelessness and housing need
- Continued delivery of community benefits through our contracts linked to Into Work opportunities for our tenants and other residents
- Tenant participation and consultation.

2. Rent Policy

2.1 Rent Policy Framework

Whilst the responsibility for setting rents for dwellings rests with the Council, it is necessary to operate within a policy framework set by the Welsh Government (WG). This is usually based on a set percentage increase above the rate of the consumer price index (CPI).

An independent review of the WG rent policy was carried out by Heriot Watt University as part of its Affordable Housing Supply Review. This has informed a new rent policy approved by the WG recognising the requirement to balance the needs of landlords with the interests of tenants.

Consequently, the new rent policy includes a requirement that social landlords make an annual assessment of affordability and cost efficiencies which demonstrate that their homes and services represent value for money. This assessment is set out in section 4.

2.2 WG Policy for Social Housing Rents

The new five year policy provides for a maximum annual uplift of CPI +1% each year from 2020-21 to 2024-25 using the level of CPI from the previous September each year. The September 2019 CPI was 1.7%.

CPI + 1% will be the maximum increase allowable in any one year but landlord decisions on rent must also take into account the affordability of rents for tenants. Should CPI fall outside the range of 0% to 3%, the Minister with responsibility for housing will determine the appropriate changes to rent levels to be applied for that year only.

2.3 Council Policy for Social Housing Rents

In line with the above policy, it is proposed that rents increase by CPI & 1%. The average rent for a Council home in Cardiff will increase by £2.81 per week (£2.98 based on the 49 week collection) exclusive of service charges for 2020/21. This results in an average weekly rent of £106.24 for standard housing stock and is at the mid-point of the Target Rent Band set for Cardiff by WG (Low end of £101.83 per week and High end of £112.55 per week).

It is considered that the rent uplifts proposed above will allow for obligations to tenants and lenders to be met and help to support the financial viability of the Housing Revenue Account whilst ensuring that rents remain affordable for current and future tenants. This level of increase will also allow for the continuation of the Council's ambitious new build plans.

The table below sets out the proposed average rent per property type for Cardiff for 2020/21.

No. of Bedrooms	Estimated Average Rent 2020/21
1	£94.62
2	£109.23
3	£125.82
4	£139.42

2.4 Tenant Consultation

Consultation on the rent increase took place between 23rd December 2019 and 20th January 2020. Consultation forms were sent to all recognised Tenant and Residents Associations, the Tenant Reading Group and to 1,350 randomly selected individual tenants. The consultation was also advertised on the Cardiff Tenant website and on Facebook.

Unfortunately, due to the timing of the rent policy notification from the Welsh Government, there was limited time to consult tenants. The return rate was disappointing with only 8 responses received in total (6 postal responses and 2 via the website). 4 responses expressed concern about the rent increase with the main issues raised being around affordability. The Council's annual tenant survey received responses from 1,195 tenants in 2019 and is a better reflection of tenants' views. The survey showed that 81.2% of tenants thought their rent was good value for money with 46.8% being very satisfied. Only 9% of tenants expressed dissatisfaction. Council rents remain very good value for money compared to private sector rents.

Further information about the affordability of Council rents can be found in section 4.

3. 2020/21 Budget and Medium Term Financial Plan

3.1 Revenue Budget

The forecast financial position for the Housing Revenue Account for the financial years 2020/21 to 2024/25 is set out below:

		2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
Expenditure	Employees	19,499	20,247	21,141	22,453	23,849
	Premises - Council House Repairs	19,387	19,969	20,568	21,184	21,820
	Premises - Other Repairs & Maintenance	1,501	1,517	1,534	1,551	1,569
	Premises - Other Premises Costs	3,028	3,078	3,131	3,182	3,235
	Transport	235	238	241	244	247
	Supplies & Services	4,691	4,749	5,002	5,114	5,304
	Support Services	6,077	6,142	6,208	6,275	6,344
	Capital Financing	29,971	31,716	33,429	37,296	39,492
	Contribution to reserves/General balances	1,000	1,000	1,000	1,000	1,000
Total Expenditure	85,389	88,656	92,254	98,299	102,860	
Resources	Rents and Service Charges	(81,460)	(84,685)	(88,242)	(94,245)	(98,760)
	Fees & Charges	(753)	(754)	(755)	(756)	(757)
	Other Income	(3,176)	(3,217)	(3,257)	(3,298)	(3,343)
	Total Resources	(85,389)	(88,656)	(92,254)	(98,299)	(102,860)

3.2 Key Assumptions

Key assumptions and factors which make up the HRA budget proposal include the following items:

- Rent increases in line with WG guidelines taking account of forward indicators for inflation factors (CPI assumed at 2%)
- In the absence of an agreed pay award, 2% annual uplifts are included which is broadly in line with CPI forecast inflation. Provision is made for employers' National Insurance and Superannuation contributions, employee incremental pay progression as well as other full year impacts of the costed establishment including Apprenticeship levies and the Voluntary Living Wage
- General inflation increases of 2% for non-employee budgets
- A £19.3 million budget has been set for Council Housing Repairs for 2020/21 reflecting the estimated requirements for both planned and responsive maintenance
- Provision is also made for a contribution to earmarked reserves to offset any risk within the construction industry including inflationary increases in material and labour costs above the 3% currently assumed
- The direct revenue financing budget for capital expenditure assumes a contribution of £2.4 million in 2020/21

3. 2020/21 Budget and Medium Term Financial Plan

- Continued receipt of the Major Repairs Allowance of £9.5 million is assumed
- Provision is made for the ongoing estimated impact of Welfare Reform under the Universal Credit scheme on rent income levels, additional costs of collection and recovery, bad debts provision and the potential impact on void allowances
- Capital financing requirements in line with the borrowing requirements proposed in the HRA Capital Programme including significant additional borrowing commitments following the removal of the Housing Borrowing Cap
- Significant investment proposals will deliver new Council social rented homes through a combination of open market buy-backs, the Cardiff Living Partnership, developer packages and new builds in order to meet demand for affordable housing in the city and to help meet national targets
- Receipt of approved Affordable Housing Grant
- The majority of service charges will increase in line with costs
- A small number of charges have been increased in line with inflation
- Some standstill charges where cost recovery is being achieved
- Some charges have decreased in line with reduced cost and service usage
- Some new charges are being introduced where additional services are now operational.

3.3 Capital Investment Programme

		2020/21	2021/22	2022/23	2023/24	2024/25	Total	
		£000	£000	£000	£000	£000	£000	
Expenditure	Regeneration and Area Improvements	2,900	2,900	2,750	2,750	2,750	14,050	
	External and Internal Improvements	11,150	17,100	16,250	9,500	9,350	63,350	
	New Build and Acquisitions	39,375	64,215	64,980	40,205	46,780	255,555	
	Disabled Facilities Adaptations	3,350	3,350	3,350	3,350	3,350	16,750	
	Total Expenditure	56,775	87,565	87,330	55,805	62,230	349,705	
Resources	Major Repairs Allowance Grant	(9,500)	(9,500)	(9,500)	(9,500)	(9,500)	(47,500)	13
	Additional Borrowing	(35,570)	(69,565)	(72,080)	(37,905)	(43,730)	(258,850)	74
	Direct Revenue Financing	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(12,000)	4
	Grant estimates and contributions	(7,705)	(5,300)	(2,000)	(3,700)	(3,900)	(22,605)	6
	Capital Receipts	(1,600)	(800)	(1,350)	(2,300)	(2,700)	(8,750)	3
	Total Resources	(56,775)	(87,565)	(87,330)	(55,805)	(62,230)	(349,705)	100

Expenditure commitments proposed over the next 5 years include:

- Regeneration and area improvement projects aim to create better and safer places to live by undertaking Environmental works including defensible space, demolition, conversion and road/footpath realignment; energy efficiency schemes; improvements to flats, garages, gullies and open spaces.
- Planned maintenance projects aim to enhance the standard and safety of existing dwellings and maintain the achievement of the Welsh Housing Quality Standards. Works to the internal and external fabric of housing stock include central heating, fencing, roofing, high rise upgrades, door entry systems, window and door upgrades, kitchens and bathrooms, improvements to sheltered housing and energy efficiency measures.
- In order to meet the increasing demand for good quality, affordable social housing, new homes will be delivered via a number of routes such as construction by the Council, open market buy backs and working together with developers to acquire completed sites. Proposals include the acquisition of land as well as consultation on redevelopment proposals such as for the Channel View estate.
- Disabled adaptations to dwellings aims to help eligible tenants to live independently and improve their movement in and around the home.

The programme is reviewed annually in line with the 30 year HRA Business Plan.

4. Affordability and Value For Money

The Welsh Government Rent Policy recognises the need to balance the needs of landlords and the interest of tenants and therefore the policy includes a requirement that social landlords make an annual assessment of affordability, cost efficiencies and demonstrate that their homes and services represent value for money.

4.1 Affordability

The WG have made it clear that affordability should include all costs of living in a property including rent, service charges and energy costs. A review has therefore been carried out of the affordability of living in a council property in Cardiff.

4.2 Comparative Rent levels

As set out above, an uplift of CPI +1% would result in an average rent increase of £2.81 and an average rent of £106.24. The table below shows average gross rents including service charges. Council rents are below the Local Housing Allowance (LHA) rates for Cardiff, and well below market rents. It is estimated that private tenants claiming benefits are paying on average £25 per week above LHA levels.

No. of Bedrooms	Market Rent	Local Housing Allowance Rate 2019	Current Average Rent 2019	Estimated Average Rent 2020
1	£138.00	£103.56	£92.13	£94.62
2	£172.00	£126.92	£106.36	109.23
3	£213.00	£150.00	£122.51	125.82
4	£286.00	£190.38	£135.76	139.42

Council rents are broadly aligned with the rents of other social landlords in Cardiff, with rents for some property types, including one bed flats, being considerably lower than housing association rents.

It is clear that Council rents are considerably more affordable than private sector rents.

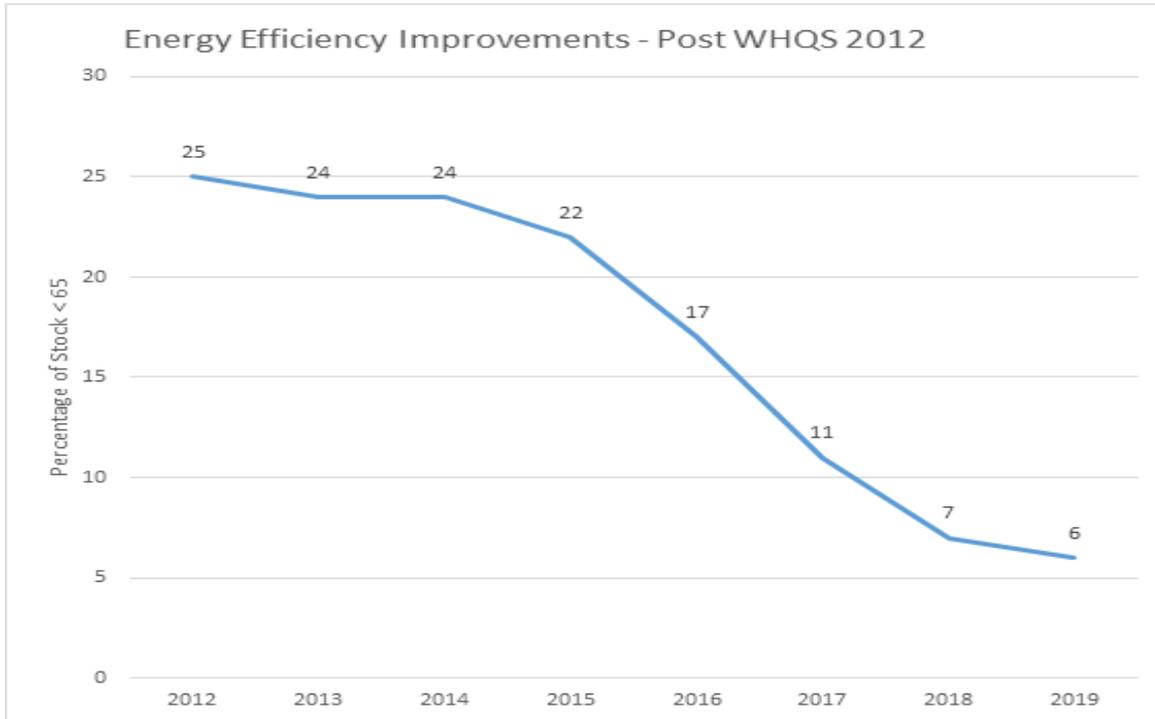
Further work is being undertaken to review Council rents against the Joseph Roundtree Foundation (JRF) Living Rents and this will be built into a review of rents and service charges due to take place in 2020/21.

4.3 Energy Costs

Existing Council homes significantly exceed the energy efficiency requirements as set out in the Welsh Housing Quality Standard (WHQS) guidance. The Standard states “the annual energy consumption for space and water heating must be estimated using the Governments Standard Assessment Procedure for Energy Rating of Dwelling (SAP 2005) method. A minimum of 65 out of 100 must be achieved”. The current average SAP rating for the Council’s 13,501 properties is 71.3.

The Council has worked to continually improve SAP levels in all its stock and the graph below shows how the number of poor performing properties has reduced since 2012 with only 6% now below the required standard.

4. Affordability and Value For Money



Every effort is being made to improve energy efficiency where possible, including increasing the amount of loft and wall insulation and by installing more efficient heating systems. “A” rated energy efficient boilers have been fitted to 98% of all Council properties. Moving forward the service intends to pilot the retrofitting of renewable energy sources such as solar panels, in partnership with other social landlords.

A ‘Cardiff standard’ has been set for all council new builds which requires a fabric first approach to delivering energy efficient homes. This means that the external fabric of the building is as effective as possible in reducing heat loss thereby reducing bills and helping to tackle fuel poverty.

Currently, on average, Council new build properties are achieving a high B SAP rating. Moving forward, Welsh Government are considering requiring all new build affordable homes (which are allocated grant) to achieve a SAP rating A. To achieve this it would be necessary to install renewable technology as well as continuing with the Fabric First approach or adopt a construction method such as PassivHaus.

The Council’s first PassivHaus scheme is underway at Highfields in Heath. This will deliver 10 new council homes and will provide the opportunity to evaluate how PassivHaus works for tenants. The award of a Welsh Government Innovative Housing Programme grant of £3.8 million will allow the service to deliver the Council’s first Zero Energy housing scheme. The Cardiff Living development at the former Rumney High school site will deliver 214 new homes to a high energy efficiency specification incorporating solar PV with batteries, ground source heat pumps and electric vehicle charging points.

4. Affordability and Value For Money

4.4 Value for Money

Value for Money is achieved by focusing on key priorities in the pursuit of social objectives that benefit a range of stakeholders / service users and delivering these priorities in an effective and efficient way. Cardiff aims to achieve this in the following ways:

- Maintaining homes to a high standard
- Building new homes
- Delivering a high standard of tenancy services
- Community investment such as work to increase employability, financial and social inclusion
- Meeting the housing needs of the most vulnerable
- Preventing evictions
- Supporting people to live independently
- Supporting national and local policy objectives

We recognise that tenants have a right to expect good value for rents and to obtain maximum impact from available resources. We consult service users when setting rents and charges to get the balance right between service costs, service levels, priorities for investment, the need for new homes and affordability.

In order continue to demonstrate value for money, during 2020/21 and in future years, the Council will undertake the following:

- Review key cost drivers
- Review support recharges and overheads
- Seek opportunities to undertake external benchmarking and self-assessment with peers
- Continue to follow the Councils best practice in relation to procurement of goods and services
- Secure maximum value from assets through an understanding of stock and making intelligent (social) business decisions based on that understanding. This will necessitate:
 - Understanding condition of stock
 - Maintenance costs and investment needs
 - Demand within our communities
 - Performance of the stock at an appropriate and proportionate level of detail
 - Variation in performance across the stock
 - Priorities for improvement

A range of high quality services are provided to council tenants including a dedicated Welfare Liaison Team to maximise income and prevent arrears and a Tenancy Sustainment service to support more vulnerable tenants. The clear aim of the housing service is to prevent unnecessary legal action and evictions. A wide range of additional services are also available locally through the Hubs, including Into Work help and support.

A Tenants Satisfaction Survey is carried out each year. In the 2019 survey, 1,195 tenants responded to the survey and satisfaction levels were high across a range of indicators including satisfaction with the council as a landlord, their home and neighbourhood. 81.2% of tenants thought their rent was good value for money, with 46.8% being very satisfied. Only 9% expressed dissatisfaction with their rent level.

4.5 Cost Efficiencies

In 2019/20 the service commenced a review of spend and costs, to ensure that good value for money is being achieved, this included a review of spend on external contractors. This work will be continued into 2020/21 with a full review of central costs and overheads.

4.6. Financial Resilience

As well as recurring financial risks, the Council has embarked on a significant expansion of a new build programme to meet the housing needs of current and future generations. This creates a number of risks to financial resilience which needs to be monitored and managed closely.

The Council will do this by:

- Ensuring that a HRA General reserve is maintained and maintained at a prudent level
- Create specific earmarked reserves to mitigate against increasing and unforeseen costs such as the price of materials, uncertain rent policy in the medium / long term
- Annually updating and submitting to the Welsh Government for approval a 30 year business plan
- Ensuring strong asset management practices and understanding of the condition of existing stock
- Continuing to develop indicators to support assessment of financial resilience such as the existing measure of Capital Financing costs as % of Net Revenue Stream
- Maintaining a prudent approach to repayment of capital expenditure
- Regular monitoring and review of expenditure against approved budgets.

5. Key Risks and Uncertainties

5.1 Key Risks and Uncertainties

Key risks and uncertainties which could impact on the budget proposals for 2020/21 and the medium term include, but are not limited to, the following:

Risk Description	Impact	Pre Mitigation Risk Analysis	Mitigating Controls	Post Mitigation
Restricted rent uplift for 2020/21 and future years due to the impact of lower CPI	Significant reduction in available revenue resources to support the HRA budget and key commitments impacting on level and quality of service provision to tenants and capital schemes that can be taken forward. Affordability, prudence and sustainability of additional borrowing. Impact on local and national affordable housing targets	Red	Ongoing multivariate sensitivity and stress testing to determine potential impact. Identify operational efficiencies and savings. Revise budget and avoid over commitment of new build programme.	Green
Delay to the timing of lettings of new build properties	Reduction in rental income receivable and resources available to support the HRA budget	Red	Ongoing review of new build programme development and resources required	Amber
Cost inflation increase above rent uplifts	Increase in costs of supervision, management and repairs and maintenance	Amber	Review and reprioritise revenue operating costs and consider a reduction in planned expenditure proposed to be funded by borrowing	Green
A reduction in the (£9.5m per annum) Welsh Government Major Repairs Allowance (MRA) grant following the conclusion of the Affordable Housing Supply review	Impact on the achievability of the Capital Programme	Red	Review and reprioritisation of the Capital Programme allowing for committed spend but realigning future spend plans	Amber
Impact of Welfare Reform and Universal Credit	Impact on tenants' ability to pay rent, resulting in increased rent arrears, requirement for bad debt provision and increased debt collection and recovery costs	Amber	Understanding of the Welfare Reform regime and risks. Information and advice to tenants, for example through Into Work Services. Maximisation of funding for promotion of available benefits and specific support e.g. the Hardship Fund and Discretionary Housing Payments grant. Regular review of bad debts provision.	Amber/Green
Failure to meet new build housing programme targets	Non achievement of Capital Ambition targets. Failure to reduce housing waiting list and impact on temporary accommodation and homelessness. Holding costs of vacant sites and revenue costs of development teams.	Red	Contractual commitments are closely monitored by the New Build Board. Individual project viability is reviewed at all key stages of the scheme development.	Amber

5. Key Risks and Uncertainties

Treasury Management	Increased costs of interest and prudent repayment of any borrowing undertaken to pay for capital expenditure proposed in the HRA Capital programme	Amber	Integrated Council wide Treasury Management policies and strategy. Regular reporting in line with best practice and independent treasury advice. Review of programme in line with affordability and government policy changes such as rent. Commitment to Wellbeing and Future Generations (Wales) Act.	Amber / Green
Challenge of Decarbonisation	<p>Failure to plan and invest strategically in order to meet carbon reduction targets could result in failure to meet WG target and will impact on tenants energy costs.</p> <p>The requirement to meet the cost of decarbonisation without additional funding will impact on other spend – could reduce borrowing capacity and reduce funds available for new build.</p>	Red/Amber	<p>Work closely with WG to understand key requirements, targets, delivery methods and costs.</p> <p>Plans in place to pilot renewable technology in order to meet the challenge.</p>	Amber

Review and monitoring of the above financial and wider risks identified for the Housing Revenue Accounts takes place as part of the Directorate’s risk identification and monitoring process.

HRA risks are considered within the Directorate Operational Risk Register which is reviewed and updated quarterly. The development and progress of the New Build programme is reported to and monitored at the Housing Development and Capital Finance Board which meets bi-monthly whilst the revenue and capital financial position is considered as part of regular monthly monitoring and reporting processes.

5.2 Sensitivity Analysis

The assumptions as detailed within 3.2 above are based on best information and will be subject to a risk of change. The table below sets out key areas of sensitivity and their potential annual impact based on the financial year 2021/22.

Assumption	£'000
CPI 0.5% lower than anticipated	381
CPI 1% higher than anticipated	762
Employers’ Pay Award 1% higher than budgeted	202
Construction inflation 1% higher than budgeted	194
Void rent loss 1% higher than budgeted	786

5. Key Risks and Uncertainties

This is on the assumption that all other factors remain constant and no mitigation/offsetting actions are in place. In reality, as set out within the Risk Matrix table above, mitigation would take the form of numerous and varied measures to bring the budget back into a viable financial position.

CPI and Rent increases

Rent increases of 3% (CPI+1%) are assumed within the budget from 2021/22 onwards in line with the WG forward indicators for inflation factors. A reduction in CPI to 1.5% would reduce rental income due by £381,000 which would have a significant impact on planned development and new build aspirations, unless mitigating actions were taken.

Conversely, an increase in CPI to 3% would generate an additional £762,000. Rent increases/decreases via the rent policy impacts on the affordability of new housing. In broad terms, for every £1m extra income in rent after all additional costs are met, circa 100 properties can be built through additional borrowing. The Council will continue to maximise its ambition to deliver new affordable housing but will also ensure any plans are financially viable.

Employers' pay award

In the absence of an Employers agreed pay award, a 2% uplift has been assumed. A pay award increase 1% higher than budgeted would result in an increased funding requirement of £202,000.

Construction Price Inflation for revenue repairs and maintenance

CPI as related to the costs of materials and labour for revenue repairs and maintenance is assumed at 3% within the model. An increase to 4% would require additional funding of £194,000.

Void property percentage

The level of void properties is budgeted at 2% with an estimated rental loss of £1.573 million for standard housing stock based on the 2021/22 budget. A 1% deterioration in this position would result in reduced rental income of £786,000 million.

Capital Strategy 2020/21

Cardiff Council



Delivering Capital Ambition

In January 2020, the Council's Administration published Capital Ambition, a policy programme which sets out a series of commitments for Cardiff.

These commitments prioritise maintaining momentum in city regeneration and economic development, tackling inequality and inclusive growth, responding to the climate emergency and public service reform.

Progressing this ambitious agenda will require capital investment if the administration is to deliver on its major commitments. This would include investment in new schools and in modernising school buildings, delivering a significant house building programme and enabling the continued regeneration of the city's business and transport infrastructure.

It is therefore crucial that, when long term investment decisions are undertaken, decision makers can rely on clear and informed information. This would include:

- A long term view of capital expenditure plans and any financial risks to which the Council is exposed.
- Ensuring due regard to the long term financing, affordability implications and potential risks.
- A clear overview of the Council's asset management planning arrangements and any maintenance requirements that have resource and business planning implications.

The Capital Strategy will therefore continue to help support informed decision making in the delivery of Capital Ambition.



Strategic Context

As the capital city of Wales, Cardiff is the commercial, cultural and retail driver of Wales. It is one of the fastest growing cities in the UK, with population growth projected to increase by 20% between 2019 and 2039. This is an additional 73,000 people, meaning that population growth in Cardiff will exceed the estimated population growth of every other local authority in Wales.

The city's economy is also growing, jobs and businesses are being created, unemployment is at its lowest level for over a decade and visitor numbers are increasing every year.

Whilst this growth brings opportunities, it also brings challenges. Rapid population growth will require more school placements and social care provision whilst placing pressure on housing and the city's transport infrastructure and environment. For example, as well as those living in the city, more than 98,000 people, over one third of the city's workforce, commute into Cardiff every day from across the region.

Capital Ambition identifies the opportunities facing the city and sets out the response to challenges. This is not just a consideration of how we manage decline but it is about investing in future economic growth and development, prioritising investment in schools, affordable housing, tackling homelessness, and protecting the city's most vulnerable people. It sets out the approach for tackling congestion and air pollution, improving recycling rates and keeping our streets clean, along with a series of commitments to create opportunities for local people and addressing inequality.

Where Capital Investment is needed to deliver the administration's priorities, in responding to these issues, the Capital Strategy is a framework that the Council can rely on to develop a clear, consistent and informed process in undertaking capital investment decisions.

Working for the future

- Support the implementation of the Council's new Low-Carbon Fuels Strategy and promote the roll-out of electric Council vehicles
- Renewable Energy Strategy
- Remove single-use plastics from Council venues and work with partners to drive up recycling rates across the city
- Grow the number of parks in Cardiff which receive the Green Flag Award – international standard for management of green spaces
- Lead a low-carbon transition in our city's buses by supporting the roll-out of new electric vehicles and upgrade older buses to meet Euro 6 engine emission standards
- Delivery of energy projects including a new Sustainable Heat Network
- Rationalise and de-carbonise Council buildings
- Hitting sustainable transport targets
- Deliver the 'One Planet Cardiff' Strategy and build on status of the 'UK's leading recycling city'.

Working for public services

- Continue our Digital First approach to customer services and look to apply new technologies to improve services
- Integrating public services
- Building strong partnerships at the local, regional and national level
- Adopt agile working across all areas of the Council, providing a more responsive and flexible service for staff and citizens
- Protect front-line services through continuing to modernise and drive efficiency from back-office services
- Strengthen how we recruit to make sure that the Council's workforce better reflects the communities we serve
- Explore collaboration with other local authorities to deliver efficient and effective back-office services
- Delivering a new skills hub in the city to support young people.

Capital Ambition

Working for Cardiff

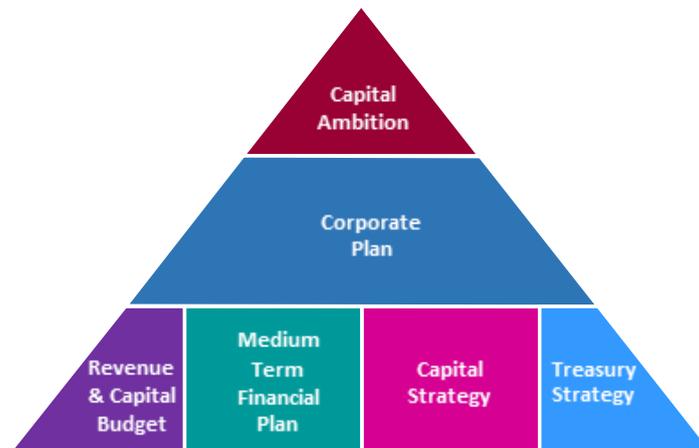
- Recognise and build on the role of the school at the heart of communities
- Deliver the 21st Century schools programme including new /rebuilt primary, secondary and special schools and working with developers to build new schools as part of the Local Development Plan
- Invest in digital infrastructure and learning technologies
- Investment in local community and estate regeneration including youth and integrated community and wellbeing hubs
- Support for independent living, safe, energy efficient and accessible homes
- Maintain Welsh Housing Quality Standards for existing stock and increase the supply of affordable housing
- Deliver an enhanced highway maintenance programme to improve upon the quality of city roads and a coastal protection scheme
- Drive the economy forward, creating more and better paid jobs
- Specialist dementia services and day opportunities for older people.
- Promoting cycling, walking and active travel
- Keeping our streets clean
- Promote work on Cardiff Crossrail and Cardiff Circle tram lines.

Working for Wales

- Complete the regeneration of Central Square and begin the regeneration of the area south of the station
- Launching a new vision for the Canal Quarter
- Implement the next phase of the International Sports Village
- A refreshed vision for Cardiff Bay as a leisure destination
- Work with partners to compete for the 2030 FIFA Football World Cup
- Support the completion of Cardiff Parkway and the Eastern Bay Link road as part of the Industrial Strategy for the east of the city
- Further develop the Western Gateway
- Deliver a new multi purpose indoor arena
- Support partners in the development of the Metro including delivery of Phase 1, new stations and integrated ticketing
- Support local businesses in the post-Brexit business environment.
- Support partners in the delivery of the Metro.

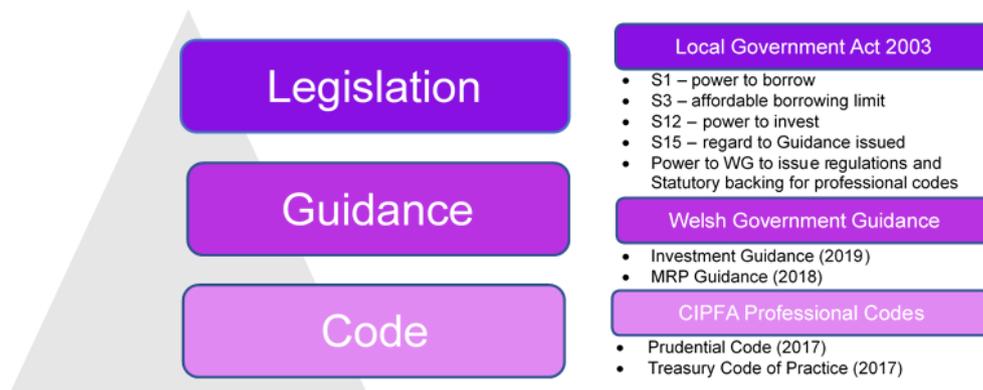
Capital Strategy Framework

The Capital Strategy is an integral part of the Council's Strategic and Financial Planning Framework.



In 2004, local authorities were provided with the flexibility to make their own capital investment decisions. Legislation, guidance and professional codes of practice were introduced to support decision making and ensure

investment and borrowing is Prudent, Sustainable and Affordable. The Council has complied with these principles since their introduction and in various updates.



The Capital Strategy sets out the Council's approach to:

- working with partners
- asset management planning
- risk appetite
- governance and decision making
- capital investment in 2020/21 and indicatively to 2024/25
- funding the strategy
- managing the borrowing requirement
- prudent Minimum Revenue Provision (MRP) Policy for repayment of capital expenditure
- affordability.

The remainder of this strategy considers these in more detail. The Strategy forms an integral part of the Budget report and it is recognised that there are various strategy developments that need to take place over the medium term as part of new regulatory requirements. The Corporate Director Resources is required to report, in the Budget Report, on the deliverability, affordability and risk associated with the Capital Strategy and where appropriate have access to specialised advice to enable them to reach their conclusions.

Working with Partners

Delivering investment across the city to meet the ambition to create a greener, fairer and stronger capital city and its role as the economic driver for the wider region and Welsh context needs a strategic approach with the private and public sector. This is particularly relevant given the financial challenges faced by the Council.

The significant re-invention of the city over the years has been driven by the private sector and without this much of the investment seen over the past few years would not have happened.

The Council works closely with regional, local authority partners in the Cardiff Capital Region, with partners in the Great Western Gateway and also as part of the UK Core Cities Group nationally. Within the city the Council has significant partnerships with other public sector bodies via informal or formal boards such as the Public Sector Service Board, Registered Social Housing Landlords, charities, universities and colleges to support the delivery of services for its residents, communities and businesses.

The Council will continue to work with Welsh Government to align key priorities and to make a case for a much longer term and sustained approach to capital investment that not only supports the city's vital infrastructure, but also projects that can make a stepped change in helping to drive the city, region and nation forward.

The Council will continue to use its enabling role to harness skills and private funding, in order to take forward capital investment to deliver improvements and inclusive growth which would not otherwise be deliverable or affordable. It will set out its vision and co-ordinate activity between business and government bodies to develop a more productive and innovative platform for investment in the city.



Asset Management Planning

The Council has responsibility for assets used in service delivery including property, highway infrastructure (roads, footpaths, structures, lighting) and Council dwellings. It is essential to understand the need, utilisation, condition and the investment and operating cost requirements of assets, whether owned or leased.

The Council's historic retained interests in land assets in various parts of the city has been an enabler in its ability to support development of key capital projects in the city. The Council also has a track record of acquiring significant assets on the basis of future regeneration projects or to secure strategic options. It is recognised that the acquisition of new assets such as land could gain or lose value in the intervening period. However the overarching aim of the Council is to release the value in the asset once the regeneration has been completed, and such benefits may be wider than financial considerations.

When prioritising investment it is essential to understand the long term cost of maintaining and operating existing assets and their fitness for purpose, having consideration of which are deemed essential in continued service delivery or which can be considered for alternative uses. The backlog of maintenance in some key assets is recognised and alternative approaches to longer term solutions will be considered to address the risks this poses rather than continued investment by the

Council in the same assets. This is neither an effective asset management approach nor affordable in the long term. These will be considerations in key assets such as schools and administrative buildings required for the long term.

Approved Asset Management Plans are in place for property assets including dwellings that demonstrate the Council's stewardship of assets. A disposal strategy is also in place to relinquish or find alternative beneficial uses for assets deemed surplus to requirements. This includes using property effectively across the Council by using suitable sites for the building of affordable Council housing.

The Council has set up a number of Boards that aim to provide assurance to Cabinet by embedding strategic asset management activity as a corporate activity. This covers activities such as property asset management, housing delivery, school organisation planning and for major transport projects.

In line with best practice, Cabinet will consider development of plans for Highways and other infrastructure assets during 2020/21 and updates on property asset management plans already developed. The Council's approach to asset management and stewardship of assets will be supported by targeted internal and external reviews to assess the effectiveness of asset management practices including governance, risk management and control.



Risk Appetite

In undertaking complex projects, decision making will continue to be supported by proportionate business cases in line with best practice covering strategic, economic, financial, commercial and management cases. For large complex projects, professional external advice and services would be sourced to undertake due diligence to understand risks and inform decision making.

Capital investment to be undertaken can be broadly split into three types:

1. Expenditure on **existing assets** to ensure they meet the requirements of service delivery, are fit for purpose, meet health and safety guidance, and reduce future costs.
2. Expenditure on **specific projects or non treasury investments to meet strategic aims**. Non treasury investment to meet service or Council obligations could include loans or equity towards capital expenditure incurred by external bodies, Council subsidiaries or joint ventures.
3. Expenditure on **non treasury investments purely to maximise financial return on assets and generate revenue income**. Examples of this are the purchase of commercial investment property, or to provide loans to others at commercial rates.

In respect of 1 and 2, the Council recognises that achieving these aims will require consideration of alternative delivery structures and of all forms of funding including additional borrowing. Financial austerity has had a significant impact on affordability, however taking the city forward is not just a consideration of how we manage decline. Capital investment funded by borrowing will be undertaken in priority areas to meet Capital Ambition, whilst at all times clearly understanding how the affordability of such expenditure can be managed over the longer term supported by robust due diligence, business cases, risk management and monitoring.

In respect of 3, the Council generated revenue income of circa £3.8 million in 2018/19 from commercial investment property landholdings, the income being used to support the delivery of services.

These holdings stem from historic interests of land, managed in accordance with an Investment Property Strategy approved by Cabinet. The aim is to review existing land holdings, maximise yield from the existing estate, remove liabilities, and secure future sustainable income streams by acquiring new sites that would support economic regeneration in the city. Acquisitions are funded by proceeds of existing investment property, the value of which was circa £118 million as at 31st March 2019.

The income receivable from commercial property to support the revenue budget is not deemed to be a financial resilience risk in terms of being 'un-proportionate' to the Council's overall income. This will be an ongoing consideration where expenditure on the types non treasury investments identified previously are proposed, including development of any limits to determine any risk to proportionality.

The Council in 2019/20 acquired the Red Dragon Centre for £54.6 million. This has been acquired on an invest to earn basis, with all surpluses generated being reinvested into the delivery of the overall project rather than being used to support the ongoing delivery of Council services.

Non treasury investment funded by additional borrowing would only be undertaken after:

- Cabinet approval of a robust business case supported by independent advice
- Consideration of the legal basis on which the expenditure is being incurred
- Affordability and risk assessment of such expenditure over the longer term

The Council's Investment Review Board chaired by the Corporate Director Resources aims to provide assurance to Cabinet by reviewing business cases in respect of change initiatives as well as capital projects proposed such as invest to save/earn schemes. During 2020/21, it will support the development of further Council guidance in respect of business cases and review the approach to support informed decision making, including effectiveness of governance for projects where there is deemed to be a significant financial or operational risk exposure.

Governance and Decision Making

The Council has robust processes in place to approve, manage and monitor capital projects arising from the Capital Strategy.

Prioritisation, Capacity and Skills

Following consideration of resources and affordability, capital expenditure requirements are prioritised on the following basis:

- Firstly, to meet expenditure on Annual Sum requirements, to meet expenditure on mandatory grants and for the renewal of existing assets such as property, parks and highways.
- Secondly, to meet expenditure on schemes previously approved by Cabinet which have been committed to, either contractually or in principal years and where following a review, these are still deemed essential to proceed.
- Thirdly, new expenditure proposed after consideration of:
 - link to strategic objectives
 - risk of not undertaking the expenditure
 - statutory / legislative requirements
 - financial implications and affordability
 - review of relevant business cases.

To support prioritisation and to avoid slippage and potentially unanticipated additional costs, the Council will need to ensure access to sufficient skills and capacity both within the Council and externally in order to deliver the investment programme. Such capacity could be project management and development skills; technical and design skills, knowledge, availability of contractors as well as wider market factors.

Defining Capital Expenditure

The Council has determined criteria and eligibility for capitalisation and it is important, despite pressures on revenue budgets, that only acceptable costs are charged as capital expenditure. Any internal recharges of costs

should be evidence based and regularly reviewed. Advice would need to be sought where relevant and eligibility is reviewed by Wales Audit Office as part of the external audit of the Council's accounts and external grants.

Constitution, Procurement and Value for Money

The Council's Procurement Strategy ensures that the principles and practices associated with procuring works, goods and services consistently achieve value-for-money and actively contribute to the Council's priority outcomes. The Strategy, and the Council's Socially Responsible Procurement Policy aims to ensure that procurement becomes sufficiently flexible and agile to support the Council to operate in an efficient, compliant and ethical manner to deliver capital projects on time, on budget and to specified quality standards with contractors supporting the delivery of wider community benefits.

Procurement considers third party spend across budgets and taking opportunities to consolidate and aggregate spend and achieve economies of scale are a key focus.

The Council recognises the benefits of utilising regional, joint and local framework arrangements where they can demonstrate value for money and compliance with the Council's Procurement Strategy objectives.

The Council's process and authority for the acquisition and disposal of land or property is set out in the Constitution. Transactions over £1 million are required to be approved by Cabinet as part of a business case with all transactions to be verified by a valuation.

Approval, Monitoring and Reporting the Capital Programme

The Capital Strategy informs the Council's capital investment programme and Treasury Management Strategy. This integration is one of the reasons why it is deemed that full Council should continue to consider and approve the affordability of the Capital Strategy and detailed programme as part of the Council's budget proposals recommended by Cabinet.

Governance and Decision Making

Council approves the capital investment programme having consideration of CIPFA's Prudential and Treasury Management Code indicators highlighting the impact of capital decisions on the revenue budget and affordability, prudence and sustainability.

Directorates are responsible for monitoring capital schemes, and the reporting of progress in delivering the Capital Programme periodically to Cabinet as part of the Council's Budget Monitoring and final outturn reports. The reports include:

- Forecast expenditure during the year on schemes
- The stage at which projects are in terms of timescale and any issues resulting in delay
- Changes in funding available for schemes
- Any cost increases and how they are being managed
- Virements or other changes required in accordance with the Council's Constitution.

Prior to presentation at Cabinet, monitoring reports on key schemes are provided to the relevant Cabinet members highlighting any key issues and risks in delivery of the programme.



Capital Investment Programme 2020/21 to 2024/25

The Capital Programme is a five year rolling programme, initially set for 2020/21 and on an indicative basis for four years thereafter. It has been profiled in accordance with technical advice relating to regulatory processes, timetables and work plans.

The proposed Capital Programme for future years is summarised in the following table.

In comparison, actual capital expenditure in 2018/19 was £143 million (£104 million General Fund, £39 million HRA). Projected capital expenditure in 2019/20 is £162 million (£118 million General Fund, £44 million HRA).

The detailed five year Capital Programme proposed is included at the end of this Annex.

Indicator						
Capital Programme Expenditure						
	2020/21* £000	2021/22 Indicative £000	2022/23 Indicative £000	2023/24 Indicative £000	2024/25 Indicative £000	Total £000
Annual Sums Expenditure	24,906	21,587	15,787	14,815	14,815	91,910
Ongoing Schemes	18,036	30,980	41,934	9,159	9,134	109,243
New Capital Schemes (Exc ITS)	10,635	12,880	7,845	7,850	2,855	42,065
Schemes Funded by External Grants and Contributions	58,068	92,564	75,991	7,705	0	234,328
Invest to Save (ITS) / Earn Schemes	25,884	38,017	27,244	19,979	500	111,624
Total General Fund	137,529	196,028	168,801	59,508	27,304	589,170
Total Public Housing (HRA)	56,775	87,565	87,330	55,805	62,230	349,705
Total Capital Programme	194,304	283,593	256,131	115,313	89,534	938,875

* Includes slippage estimated at Month 9. The final slippage figure, which will be known at outturn, will be reflected in the Month 4 2020/21 budget monitoring report.

The detailed programme includes

- Annual sums such as disabled adaptations and expenditure to improve existing assets such as infrastructure and property.
- Allocations for specific projects approved in previous years.
- New capital investment proposed in the 2020/21 budget.
- Assumptions for known external grants and contributions, which are in most cases subject to a bid process.
- Projects proposed on the basis of revenue savings, revenue income or other sources of retained income to repay initial investment over time, including new schemes approved in 2020/21, subject to business case.
- The Housing Revenue Account programme, with a focus on maintaining investment to support the Welsh housing quality standards, regeneration and new Council homes to meet the demand for good quality, affordable social housing.

The Council is also developing a number of strategic projects, which, subject to approval of business cases, due diligence and affordability may be considered for approval as part of future iterations of the detailed investment programme. This includes:

- Projects arising from the Transport White Paper.
- Economic development and regeneration schemes such as a new phase of regeneration in Cardiff Bay; a new Industrial Strategy for the east of the city, anchored by a new rail station and business park at Cardiff Parkway.
- Core Office Strategy.
- 21st Century Schools.
- Responding to the climate emergency.

Funding the Strategy

The Council has several funding streams available to support capital investment. The resources assumed to pay for the five year capital investment programme from 2020/21 is set out in a table at the end of this Annex.

Cash Resources to pay for Capital Investment

These include:

- Non ring-fenced grants i.e. for use on Council determined priorities. These include General Capital Grant and Major Repair Allowance received from Welsh Government.
- Ring-fenced grants to achieve a particular outcome and therefore with restricted use as specified by the funder. The main source of external grant is from WG, which in most cases follows an application or bidding process for schemes or distribution of grants on a formula basis. The short term nature of grant awards makes long term planning and delivery of strategic schemes very difficult. Where external grant funding bids are made, it is essential that these are in line with Council priorities and include consideration of any revenue budget consequences. Where grants require match funding, the Council will prioritise such support to increase the likelihood of a successful bid.
- External Contributions from planning agreements or other sources. Large housing development sites as part of the Council's Local Development Plan will also impact on the city's infrastructure. Developer agreements either in place or to be determined will aim to mitigate impacts such as affordable housing, school capacity, open space and public transport infrastructure, subject to the planning process. Where contributions are being requested, sufficiency to achieve the required outcomes should be considered along with the any revenue budget implications. The Finance section collates the profiling of sums received, over future years.

- Revenue budgets and earmarked reserves held and modelled specifically to support the affordability of capital investment.
- Capital receipts arising from the disposal of Council assets. The Council's approach to receipts is as follows:
 - 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 and any additional targets set in subsequent years.
 - Use of receipts in excess of this 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 utilised to reduce expenditure not yet paid for.
 - To limit the earmarking of capital receipts only for capital expenditure essential to secure a disposal, to meet the terms and conditions of a grant, where approved by Cabinet as ring-fenced for specific projects or strategies, or where required to be ring-fenced by legislation.

Where Cabinet approve land to be appropriated between the General Fund and Housing Revenue Account, this is to be at a valuation certified by a registered valuer with the decision delegated to the Corporate Director Resources.

The actual realisation and timing of capital receipts can be uncertain given the number of variable factors involved. In order to take this into account, a Capital Programme that includes assumptions on significant levels of capital receipts needs to be supported by a clear, approved strategy for the realisation and timing of such receipts. To do otherwise would be a significant risk to the Council's borrowing requirement and future revenue budget pressures.

Funding the Strategy

In respect to the £40 million capital receipts target and the subsequent £1 million increase to this target in 2019/20, £5.5 million was received in 2018/19 and £3 million is assumed receivable in 2019/20. The approach to meet the balance of £32.5m is to be set out in the Corporate Land and Property Management Plan (CLPMP) to be considered by Cabinet in April 2020 including the key areas of disposal that will be considered.

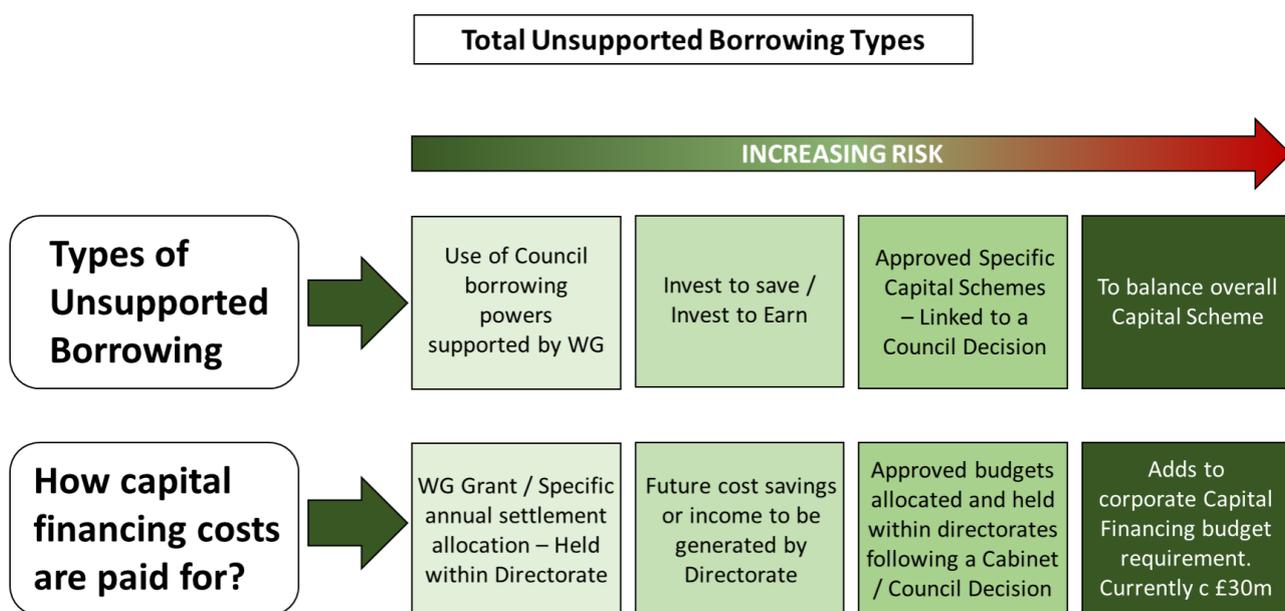
Progress in delivering receipts will be reported periodically to the Asset Management Board and as part of the Council’s budget monitoring reporting process.

Borrowing to pay for Capital Investment

There are currently no nationally imposed restrictions to the quantum of borrowing that can be undertaken to pay for capital investment.

The Council approves its own affordable borrowing limit as part of the Local Government Act 2003 and this is set at a level consistent with the programme of capital investment proposed. There are two main types of borrowing to pay for capital investment which form part of the Council’s borrowing requirement and is managed as part of the Treasury Management Strategy:

- ‘Supported Borrowing’ - costs of servicing are included within the annual Revenue Support Grant (RSG) the Council receives from Welsh Government.
- ‘Unsupported Borrowing’ - costs of servicing to be met from Council tax, rent, savings, additional income or sale of assets. The types of unsupported borrowing typically undertaken by the Council and how capital financing costs are paid for are shown below.



Welsh Government itself has been utilising and considering different options to meet the cost of investment, primarily by utilising the ability of local authorities to borrow.

This includes schemes such as:

- Local Government Borrowing Initiative for highways and schools and potentially for coastal erosion.

- Providing interest free loans using Financial Flexibility Funding available to them for a range of schemes. Whilst welcome where there is linkage to the strategic aims of Cardiff Council, these present an ongoing risk to the Council as all risk of expenditure remains with the Council and WG require all funding to be paid back in full in future years.

Funding the Strategy

The Council will consider the risks and benefits of new school investment proposed by Welsh Government as part of its Mutual Investment Model (MIM) for 21st Century Schools. This is where new schools could be built under a Public Private Partnership arrangement and Councils will be required to pay a revenue charge per annum for use of the asset over a defined period to which the Welsh Government would contribute a fixed percentage.

The Council will also explore with Welsh Government the development of a Tax Increment Finance pilot, a means of unlocking development value through investing in infrastructure, assumed to be paid for from anticipated future business rates.

In assessing alternative income sources proposed to pay for investment funded by borrowing, the long term risks, sustainability and responsibility for them would need to be clearly understood. This is together with lessons learnt where similar schemes have been introduced elsewhere. Robust business cases and due diligence is essential.

Leasing

Lease obligations are similar to borrowing as they have an ongoing revenue budget commitment. Leasing will be considered following due diligence over the life of the asset, comparing the financial and non-financial benefits and risks compared to the Council owning and delivering such assets itself. In consideration of new accounting requirements from 2020/21, the Council will undertake a data gathering exercise to understand materiality and the detailed financial implications.



Managing the Borrowing Requirement

The Council's Treasury Management Strategy considers how the cash requirements arising from the Council's Capital Strategy and detailed investment programme are managed by external borrowing and the timing of any such borrowing. This is delegated to the Corporate Director Resources. Audit Committee is responsible for seeking assurances that the Council has complied with the Treasury Management Strategy and Practices by demonstrating effective control of the associated risks and pursuing optimum performance consistent with those risks.

Where capital expenditure has been incurred without a resource to pay for it i.e. when proposed to be paid for by supported or unsupported borrowing, this will increase what is termed the Council's Capital Financing Requirement (CFR) which is the Council's underlying need to borrow. The Council is required to make a prudent provision for the repayment of historic capital expenditure from its revenue budget in line with its agreed policy. This reduces the CFR. Calculation of the CFR is summarised in the table below and results in the need to borrow money.

Movement	Opening Capital Financing Requirement (CFR)
+	Capital expenditure incurred in year
-	Grants, contributions, reserves and receipts used for capital expenditure
-	Prudent Minimum Revenue Provision and Voluntary Provision
=	Closing Capital Financing Requirement (CFR)

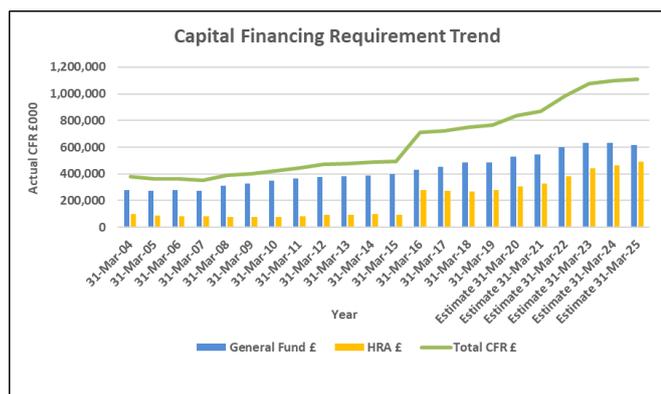
Future projections of the CFR based on the Capital investment programme and resources deemed available to fund it are shown in the table below. Forecasts are subject to the timing

of capital expenditure and receipt of funding sources.

Indicator							
Capital Financing Requirement as at 31 March							
	2019 Actual £m	2020 Estimate £m	2021 Estimate £m	2022 Estimate £m	2023 Estimate £m	2024 Estimate £m	2025 Estimate £m
General Fund	488	531	544	601	634	634	615
Housing Revenue Account	279	303	326	381	441	464	493
Total	767	834	870	982	1,075	1,098	1,108

The chart below shows the historic trend in the CFR including the Housing Revenue Account.

The latter includes the £187 million payment made to HM Treasury to exit the subsidy system in 2015/16 and also future expenditure to create new Council owned affordable housing from various measures to be updated in the next iteration of the Housing 30 Year Business Plan.



Managing the Borrowing Requirement

The Medium Term Financial Plan projections for the General Fund and HRA, include the costs of servicing the respective borrowing requirements. The Treasury Management Strategy addresses how the Council will meet the borrowing requirement including any external borrowing

The Council can consider various debt instruments, with the main source of long term borrowing for local authorities historically being the Public Works Loan Board. Best treasury management practice is that loans are not taken

on a project by project basis. However alternative options could be considered for specific council projects where relevant such as leasing and bonds where these would allow financing requirements to be met in an efficient manner. Advantages and disadvantages of such products, supported by external advice in respect of different options, would need to be considered including risks, track record and cost of issuance.



Prudent Minimum Revenue Provision (MRP) Policy Statement

Where capital expenditure is paid for using borrowing, the Council has a statutory duty to charge an amount to future revenue budgets for the eventual repayment of that expenditure. This spreads the cost of capital expenditure incurred now, and historically, to future revenue budgets. Decisions in respect of the allocation of MRP have short, medium and very long term impacts across generations.

Making minimum and any voluntary provision must be considered to be prudent and results in a reduction in the Council's underlying need to borrow known as the Capital Financing Requirement (CFR). Legislation does not define what constitutes a 'prudent provision'. Instead Welsh Government has provided guidance and examples in order to interpret that term.

A statement on the Council's policy for its annual MRP is required to be submitted to Council for approval before the start of the financial year to which the provision will relate.

The previous approach to MRP on supported borrowing was based on a reducing balance basis. This has been tested and reviewed during 2019/20 and it is recommended a change in approach is adopted whereby current and future generations who make use of assets, will pay an equal and consistent amount of MRP and there is a defined point at which debt will be fully provided. The reduction in revenue resources required in 2019/20 and 2020/21 will be made available to strengthen the Local Authority's financial resilience in respect of capital and treasury, through the development of a Treasury Management Reserve.

It is proposed that the Council's MRP Policy to apply for 2019/20 and for future years is as follows, with any change in the level, timing and method of provision in year delegated to the Section 151 Officer:

- *Council expenditure undertaken based on 'supported borrowing' approved by WG is to be provided for on a straight line basis over 45 years.*
- *HRA supported borrowing, which was part of the previous housing subsidy system is to be provided for at 2% on a straight line basis. MRP on the significant £187 million*

settlement buyout payment is to be on 2% straight line basis as a minimum.

- *Additional borrowing for a general increase in investment either in the Council Fund or HRA to balance the Capital Programme in a year is to be provided for on a straight line basis over the estimated average life of the assets created.*
- *Any additional expenditure linked to specific schemes e.g. Invest to Save, 21st Century Schools etc. is to be provided for on a straight line basis, or annuity basis, over the estimated useful life of assets being created or a shorter period as determined by the Section 151 Officer or suggested periods determined by WG as is the case with Local Government Borrowing Initiative.*
- *Voluntary revenue provision in excess of the above requirements can be made subject to affordability and following advice of the Section 151 Officer.*
- *Subject to agreement of the S151 Officer, MRP may be waived on expenditure recoverable within a prudent period of time through capital receipts (e.g. land purchases, loan repayments) or deferred to when the benefits from investment are scheduled to begin or when confirmed external grant payments towards that expenditure are expected.*
- *The MRP charged against liabilities under finance leases, or contracts that have the characteristics of finance leases, shall be equal to the principal element of the lease repayment, calculated on an annual basis.*

Capital investment undertaken historically, and the proposed Capital Programme, form an integral part of the Council's revenue budget and Medium Term Financial Plan. The revenue budget impact of capital schemes for Council Tax and Rent payers include:

- The costs of operating / maintaining new assets.
- The capital financing costs of servicing any borrowing required to pay for investment (interest and the Council's approach to making prudent provision for repayment of capital investment paid for by borrowing).
- The revenue costs of preparing and delivering projects.
- Abortive costs required to be charged to revenue budgets if schemes do not proceed.

Some or all costs of that investment may be offset by financial and non-financial benefits such as income, cost avoidance and importantly improved outcomes for residents of the city.

Where capital investment has been undertaken by borrowing, the Council is required to spread the cost of that investment over future year's revenue budgets. This is in accordance with its Policy on Prudent Provision for the Repayment of Capital expenditure which is approved as part of the budget proposals each year.

It is recognised that the Council cannot afford to do everything, however where revenue resources are deemed available to increase the level of Council borrowing, where it needs to do so, this will be considered. The Council's approach to affordability of its capital financing budgets in the medium term are as follows:

- 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 Capital Ambition target of new affordable housing. Future rent policy, pressures and a robust approach to ensuring viability of new development will be key to affordability.

- Strategic and major development projects – To create affordable revenue budget allocations to cover capital financing costs arising from approved business cases.

Prudential indicators and financial resilience indicators included in the Budget Report must be considered in taking a longer term view of affordability, prudence and sustainability.

The percentage of the Council's revenue budget that is committed to capital financing costs is increasing in the long term. Given the pressure on revenue budgets, this clearly limits the affordability for additional borrowing in future years and must be a factor considered by members when determining the Capital Programme.

The indicator below identifies the trend in the cost of capital financing (excluding the running costs of schemes). Financing costs include:

- Interest payable on borrowing and receivable on investments
- Penalties or any benefits receivable on early repayment of debt
- Prudent revenue budget provision for repayment of capital expenditure paid for by borrowing
- Reimbursement of borrowing costs from directorates in respect of Invest to Save/Earn schemes.

For the General Fund, the net revenue stream is the amount to be met from non-specific WG grants and Council Tax, whilst for the HRA it is the amount to be met from rent payers. An increasing ratio indicates that a greater proportion of the estimated future revenue budget is required for capital financing costs over the planned Capital Programme period.

Indicator							
Ratio of Financing Costs to Net Revenue Budget Stream							
	2018/19 Actual %	2019/20 Estimate %	2020/21 Estimate %	2021/22 Estimate %	2022/23 Estimate %	2023/24 Estimate %	2024/25 Estimate %
General Fund – Net Capital Financing Budget	5.70	4.77	4.61	4.64	4.56	5.16	5.01
General Fund – Gross Capital Financing Budget	7.65	7.02	6.94	7.06	7.29	8.09	7.88
HRA	31.21	33.24	34.66	35.44	35.98	37.86	38.38

Although there may be short term implications, Invest to Save/Earn schemes are intended to be net neutral on the capital financing budget. However, there are risks that the level of income, savings or capital receipts anticipated from such schemes will be delayed or will not materialise. This would have a detrimental long term consequence on the revenue budget and requires careful monitoring when considering future levels of additional borrowing.

Accordingly an additional local indicator is calculated for the General Fund to support decision making and is shown in the table below for the period up to 2024/25. This shows the ratio of capital financing costs of the Council expressed as a percentage of its controllable budget, excluding treasury investment income.

Indicator								
Capital Financing Costs expressed as percentage of Controllable Budget								
	2011/12 Actual %	2019/20 Estimate %	2020/21 Estimate %	2021/22 Estimate %	2022/23 Estimate %	2023/24 Estimate %	2024/25 Estimate %	Difference 11/12-24/25 %
Net	13.47	11.84	11.21	11.35	11.21	12.88	12.49	(7.28)
Gross	15.17	17.04	16.02	16.41	17.05	19.35	18.82	24.06

In accordance with the principles of Invest to Save/Earn, the net ratio assumes that any costs of undertaking additional investment are recovered over time from directorate budgets, capital receipts or other budgets. The gross ratio indicates the gross capital financing cost i.e. it represents a worst case scenario.

An increasing percentage indicates that a greater proportion of the controllable budget is required for capital financing costs, which are committed in the long term. The requirement to meet these additional costs can only come from future savings or from increases in Council Tax. An increasing ratio limits the scope for additional borrowing in future years and

reduces the Council's overall flexibility when making decisions on the allocation of its revenue resources. The percentages take into account the impact on the controllable base budget of the level of savings having to be found in 2020/21 and over the medium term. The indicator is showing a decrease from previous years. This is primarily a result of revised capital financing budget assumptions, a positive 2020/21 revenue funding settlement, and more optimistic assumptions regarding future Aggregate External Financing and rent policy. The latter are clearly assumptions, any adverse change in which may have a significant impact on the outlook for this indicator.

Future Years Strategy Development

The development of a Capital Strategy is still a recent requirement in Wales and it is recognised some areas will need to develop over time. Potential development actions will be identified during 2020/21 as part of a process of continuous improvement to support members in their decision making.

Such actions include:

- Assessment of asset management planning to inform decision making and risk.
- Building on an initial data gathering exercise identifying capital pressures and risks over a 10 year horizon.
- Business case and viability best practice. Review approach ensuring they adequately inform decision making.
- Clear scope and post project evaluation of schemes.

- Reviewing the output from a self-assessment of skills and knowledge to inform capacity to deliver.
- Reviewing the linkages and role of Boards in the approval of effective business cases and asset management planning to ensure that all assets are captured.
- Reviewing whether any additional indicators or disclosures are required to support an assessment of 'proportionality of income' when considering investment in non treasury assets and where such assets are reported.

Progress on meeting these improvements will be reviewed by the Corporate Director Resources as part of a review to be commissioned using internal and external advice.



References

Key Documents

Capital Ambition (Cabinet January 2020)

Investment Property Strategy (Cabinet November 2016)

Corporate Land and Property Asset Management Plan (Cabinet February 2018)

Treasury Management Strategy (Council February 2020)

Image Sources (in order of appearance)

Cover – City aerial view

Fitzalan High School – 21st Century Schools artistic impression

Central Quay - Artistic impression

Domestic Abuse One Stop Shop at the Cardiff Royal Infirmary

Fairwater Day Centre

Arena – Artistic impression

Ty-To-Maen St Mellons - Cardiff Living Housing Project

Castle Street – Artistic impression

Attachments to the Capital Strategy 2020/21

Capital Investment Programme 2020/21 - 2024/25

Capital Funding 2020/21 - 2024/25



Capital Investment Programme 2020/21 - 2024/25

			<u>2020/21</u> <u>Including</u> <u>Slippage</u> <u>£000</u>	<u>Indicative</u> <u>2021/22</u> <u>£000</u>	<u>Indicative</u> <u>2022/23</u> <u>£000</u>	<u>Indicative</u> <u>2023/24</u> <u>£000</u>	<u>Indicative</u> <u>2024/25</u> <u>£000</u>	<u>Total</u> <u>£000</u>
Annual Sums Expenditure								
1	Disabled Adaptations Grants (see also Public Housing)	To provide adaptations and internal modifications to allow the recipient to live independently within their own home.	3,800	3,800	3,800	3,800	3,800	19,000
2	Owner Occupier Costs - Housing Regeneration	Towards owner occupier costs of improvements to housing and boundary walls as part of public housing regeneration schemes. Includes enabling works to improve energy efficiency in areas eligible for Welsh Government grant funding.	396	140	140	140	140	956
3	Alleygating	To prevent anti-social behaviour with other benefits such as reduced street cleansing and highway maintenance costs.	100	50	50	50	50	300
4	Neighbourhood Renewal Schemes (NRS)	Local regeneration schemes based on ward member priorities.	310	550	300	0	0	1,160
5	Schools Property Asset Renewal	To address the condition of the schools property stock within the Council in accordance with Directorate Asset Management plans and priority works arising from surveys. Health and Safety and Additional Learning Needs Strategy.	3,583	2,302	2,302	2,815	2,815	13,817
6	Schools Suitability and Sufficiency	To cater for increasing accessibility issues in schools, to address rising pupil numbers and works required in schools that are not part of the 21st Century Schools programme.	1,040	1,040	1,040	1,040	1,040	5,200
7	Highway Carriageway Reconstruction	Programme to address structural failure, beyond routine repairs.	760	400	100	0	0	1,260
8	Carriageway Investment	Road resurfacing - Priorities based on annual engineering inspections.	3,475	4,450	1,450	1,350	1,350	12,075
9	Footway Investment	Footway resurfacing including implementation of dropped kerbs - Priorities based on annual engineering inspections.	1,785	1,135	670	470	470	4,530
10	Footway Improvements around Highway Trees	To address the condition of tree roots and tree pits on footways.	125	125	125	125	125	625
11	Street Lighting Renewals	To replace and install new street lighting columns including renewal of electrical cabling.	765	970	500	270	270	2,775
12	Highway Structures including Bridges	The strengthening or replacement of sub standard bridges, culverts and other highways structures following principal inspection reports.	1,564	1,100	900	750	750	5,064
13	Bus Corridor Improvements	Bus corridor improvements with a focus on securing match funding.	80	250	335	335	335	1,335
14	Road Safety Schemes	Local network improvements including junction and pedestrian safety improvements, with a focus on securing match funding.	335	335	335	335	335	1,675
15	Telematics / Butetown Tunnel	Transportation infrastructure improvements including CCTV systems.	135	135	135	330	330	1,065
16	Transport Grant Match Funding	Match funding for Council bids to Welsh Government for transport schemes.	575	375	375	375	375	2,075
17	Strategic Cycle Network Development	Implementation and match funding of the cycling strategy as prioritised in the integrated network map. Installation of cycle parking and network improvements to improve network permeability.	1,300	800	400	400	400	3,300
18	Materials Recycling Facility	To establish a planned regime for upgrades to minimise downtime at the Materials Recycling Facility.	45	45	45	45	45	225
19	Waste Recycling and Depot Site Infrastructure	Safety improvements at waste management facilities, skip renewal and retaining wall replacement.	445	300	100	0	0	845
20	Non Schools Property Asset Renewal	To address the condition of the non-schools property stock within the Council in accordance with Directorate Asset Management Plans and priority works.	3,030	2,355	1,855	1,355	1,355	9,950
21	Parks Infrastructure	To improve existing parks infrastructure e.g. allotments, hard surfaces, sports fields, parks utilities and outdoor leisure facilities.	200	140	140	140	140	760

Capital Investment Programme 2020/21 - 2024/25

			<u>2020/21</u> <u>Including</u> <u>Slippage</u> <u>£000</u>	<u>Indicative</u> <u>2021/22</u> <u>£000</u>	<u>Indicative</u> <u>2022/23</u> <u>£000</u>	<u>Indicative</u> <u>2023/24</u> <u>£000</u>	<u>Indicative</u> <u>2024/25</u> <u>£000</u>	<u>Total</u> <u>£000</u>
22	Play Equipment	Replacement of existing play equipment in parks.	458	190	90	90	90	918
23	ICT Refresh	To replace failing / non compliant hardware for corporate systems.	400	400	400	400	400	2,000
24	Contingency	To address unforeseen pressures in the Capital Programme that arise in year that cannot be managed within existing resources.	200	200	200	200	200	1,000
TOTAL ANNUAL SUMS			24,906	21,587	15,787	14,815	14,815	91,910

Ongoing Schemes / Amendments to Ongoing Schemes								
25	Travellers Site Expansion	Following land acquisition, to support the expansion of pitches at Shirenewton - Subject to successful grant award.	50	0	0	0	0	50
26	City Centre Youth Hub	Council contributions to improve existing facilities in the City Centre to create a multi agency youth hub as part of a wider regeneration programme for the area. Subject to grant funding.	50	750	0	0	0	800
27	Targeted Regeneration Investment Programme	Match funding towards a three year programme for the region - Subject to successful grant awards for individual projects such as Tudor Street Commercial Property Improvement scheme.	400	800	0	0	0	1,200
28	Intermediate Care Fund	Resources held by the Council on behalf of Welsh Government arising from 2018/19 grant. Priorities to be determined in conjunction with Health, subject to approval of projects.	660	0	0	0	0	660
29	Children's Services Accommodation Strategy	Balance of proceeds from disposal of 150 Thornhill Road ring-fenced for schemes which provide direct benefit to children.	226	0	0	0	0	226
30	Schools Additional Asset Renewal / H&S and ALN	Schools Property - Health & Safety, Additional Learning Needs (ALN).	0	5,000	5,000	5,000	5,000	20,000
31	Whitchurch High School DDA & Suitability Works	DDA adaptation works to the school to allow for progression of pupils and to determine longer term Council wide approach to ensuring a permanent solution to accessibility for disabled pupils and condition of facilities.	1,022	0	0	0	0	1,022
32	21st Century Schools Band B (Assumed from Asset Sales)	Part of the Council's match funding towards expenditure funded by Welsh Government Grant. £25m of this is assumed to be from the proceeds of asset sales, with the balance being additional borrowing paid for by revenue budgets identified in the Band B financial model.	5,000	10,000	10,000	0	0	25,000
33	Millennium Walkway	To replace the timber surface of the Millennium Walkway which provides a link between Wood Street and Cowbridge Road East and provides access and egress for the Principality Stadium.	325	1,500	400	0	0	2,225
34	City Centre Transport Schemes	Council resources to support the design and implementation of City Centre Transport Improvements along with any approved Welsh Government funding as well as providing opportunities to matchfund further grant funding bids for related projects.	0	300	1,259	0	0	1,559
35	Western Transport Bus Interchange	To create a public transport interchange in the west of the city as part of the redevelopment of the former household waste recycling centre.	250	1,150	0	0	0	1,400
36	Cycling Infrastructure (Priority Cycle Routes) - Active Travel	To provide connected routes creating a network for cyclists to safely use and facilitate a significant mode shift from private car to cycling resulting in improved road safety and reducing congestion.	1,500	1,500	2,500	0	0	5,500

Capital Investment Programme 2020/21 - 2024/25

			<u>2020/21</u> <u>Including</u> <u>Slippage</u> <u>£000</u>	<u>Indicative</u> <u>2021/22</u> <u>£000</u>	<u>Indicative</u> <u>2022/23</u> <u>£000</u>	<u>Indicative</u> <u>2023/24</u> <u>£000</u>	<u>Indicative</u> <u>2024/25</u> <u>£000</u>	<u>Total</u> <u>£000</u>
37	Transportation and environmental improvements, Bus Corridors and Electric Vehicle Charging Points	Various projects to be approved in line with an agreed governance process from Parking Enforcement income.	835	1,558	1,160	1,075	1,050	5,678
38	Coastal Erosion / Flood risk	A scheme to manage flood and erosion risk at the estuary of the river Rumney, including protection of landfill material, key road infrastructure and the Rover Way Travellers Site. This allocation is subject to design, business case approval and is the Council's required matchfunding. Welsh Government contribution is likely to be receivable in the form of Local Government Borrowing Initiative.	165	1,000	920	0	0	2,085
39	New Household Recycling and Service Centre	To explore options and any required land acquisition for a new Household Waste Recycling Centre in the North of the city and creation of reuse centre facilities in partnership with the third sector.	200	1,475	1,650	0	0	3,325
40	Waste Recycling and Collection Review	To support implementation of approved options arising from a review with Welsh Government, WRAP and Local Partnerships on the Recycling Service Strategy that meets current and future targets and aspirations.	0	815	0	0	0	815
41	Economic Development Initiatives	Enabling investment in respect of economic development initiatives.	2,166	0	0	0	0	2,166
42	Central Square Public Realm	Completion of Central Square public realm.	342	0	0	0	0	342
43	Indoor Arena	Subject to due diligence, business case, valuation and financial appraisal. Council contribution in the form of identified capital receipts towards costs of constructing indoor arena.	0	0	15,000	0	0	15,000
44	Chapter Arts Centre	Investment to support development of Chapter by creating an extension to rear of the existing Chapter Building. Capital Receipt from disposal of Medicentre in 2014 to be used to pay for expenditure.	280	1,000	0	0	0	1,280
45	Cardiff Indoor Market Restoration	Invest in the fabric of the building to improve appearance, tackle known structural issues and enhance its commercial attractiveness - Subject to successful lottery fund grant award.	20	20	658	0	0	698
46	Roath Park Dam	Implementation of works deemed required as part of the Reservoir Act 1975 following an inspection report and requirements of Natural Resources Wales. Cost is subject to option appraisal, detailed design of recommended option and impact on other features of this Grade 1 listed Historic Park.	150	1,300	1,500	0	0	2,950
47	Community Asset Transfer	To pump prime essential capital improvement works to buildings which local community groups are looking to take over from the Council. Maximum individual award of £25k.	123	0	0	0	0	123
48	Modernising ICT to Improve Business Processes	Investment in corporate technology projects allowing the Council to make business process improvements and so improve service delivery.	600	925	0	0	0	1,525
49	CCRCDD	Council commitment of £28.4m over a number of years towards the £120m Investment Fund - Profile based on March 2018 five year business plan and subject to progress on projects as well as options to maximise use of grant in short term.	3,672	1,887	1,887	3,084	3,084	13,614
TOTAL ONGOING SCHEMES			18,036	30,980	41,934	9,159	9,134	109,243

New Capital Schemes/Annual Sums (Excluding Invest to Save)

Capital Investment Programme 2020/21 - 2024/25

			<u>2020/21</u> <u>Including</u> <u>Slippage</u> <u>£000</u>	<u>Indicative</u> <u>2021/22</u> <u>£000</u>	<u>Indicative</u> <u>2022/23</u> <u>£000</u>	<u>Indicative</u> <u>2023/24</u> <u>£000</u>	<u>Indicative</u> <u>2024/25</u> <u>£000</u>	<u>Total</u> <u>£000</u>
50	Disabled Adaptations Grants	Additional investment to meet additional demand, waiting times and timescales for determining an application. Any additional income from fee recharges to be reinvested into grants.	750	750	750	750	750	3,750
51	Children Looked After	Aquisition and development of short stay assessment accomodation for Children looked after as part of the 'Right Home, Right Support' commissioning strategy.	500	0	0	0	0	500
52	Highway and Footway Resurfacing	Additional investment for highways and footways resurfacing including preventative treatments on some of Cardiff's busiest strategic and distributor roads to protect existing but aging high grade construction and extend their service lives in the most cost effective manner.	0	0	2,000	2,000	2,000	6,000
53	Intelligent Transport Systems	Address two asset replacement schemes due to safety and obsolescence. The overhead gantry mounted signs for the tidal flow on North Road including the controlled illuminated road studs (£300k) and Butetown Tunnel entrance signs (£160k).	460	0	0	0	0	460
54	City Centre Transport Impact - Enabling Works	Works and smart corridors to mitigate impact of City Centre transportation improvements, being undertaken as part of the Clean Air Direction, in adjacent wards and key routes.	0	1,500	1,500	1,000	0	4,000
55	Flooding and Drainage	Matchfunding for implementation of priority schemes to alleviate flooding, where there is an approved business case and WG grant funding is in place following an application process.	0	500	500	0	0	1,000
56	Bereavement Property Asset Renewal	To create a segregated Capital property asset renewal allocation for bereavement services from the rest of the property portfolio to allow more of the bereavement reserve to be support the revenue costs of the service and directorate.	275	230	95	100	105	805
57	International Sports Village	Development strategy for the Sports Village and infrastructure works which would be repaid through capital receipts or revenue from sites.	1,000	2,000	0	0	0	3,000
58	Llanrumney Development	A new bridge and road link between the Llanrumney estate and the A48 as part of the East Cardiff Industrial Strategy. Subject to options appraisal, viability and land receipts.	0	500	3,000	4,000	0	7,500
59	Cardiff City Transport Services Ltd - Cardiff Bus Support	Subject to a further report to and decision of full Council, due diligence and other matters; a package of support for Cardiff City Transport Services Limited.	7,000	6,600	0	0	0	13,600
60	ICT Refresh	Additional investment for critical ICT infrastructure to support business continuity and upgrade of core systems to required operating standards.	430	800	0	0	0	1,230
61	Web casting and infrastructure	Fixed and portable microphone/webcasting system acquisition and replacement due to condition and additional regulatory requirements for Council meetings.	220	0	0	0	0	220
TOTAL NEW SCHEMES / ADDITIONAL ANNUAL SUMS			10,635	12,880	7,845	7,850	2,855	42,065

Schemes funded by Grants and Contributions (Further grants subject to approval of bids)

62	Targeted Regeneration Investment Programme (WG)	Initial grant approved for Commercial property improvement scheme - Tudor Road. Further projects are subject to approval.	820	0	0	0	0	820
63	Enable Grant (WG)	Support for Independent Living and to be used with the Council's allocation for Disabled Facilities adaptations.	436	0	0	0	0	436
64	Intermediate Care Fund (ICF)	Rhydypennau, Whitchurch and Rhiwbina - Well-being Hubs.	1,030	0	0	0	0	1,030

Capital Investment Programme 2020/21 - 2024/25

			<u>2020/21</u> <u>Including</u> <u>Slippage</u> <u>£000</u>	<u>Indicative</u> <u>2021/22</u> <u>£000</u>	<u>Indicative</u> <u>2022/23</u> <u>£000</u>	<u>Indicative</u> <u>2023/24</u> <u>£000</u>	<u>Indicative</u> <u>2024/25</u> <u>£000</u>	<u>Total</u> <u>£000</u>
65	Intermediate Care Fund (ICF)	Charles Street Academy Hub as part of wider regeneration of the area and subject to other grant funding applications.	400	0	0	0	0	400
66	Intermediate Care Fund (ICF)	To improve and increase capacity of Trelai Youth Centre on the Ty Gwyn Special School campus, making it available to children and young adults with learning disabilities and complex needs in Cardiff for out of school activities.	150	0	0	0	0	150
67	21st Century Schools Band B (WG)	Strategic investment programme for priority schools including land acquisition, funded by Welsh Government grant and subject to approval of individual business cases.	18,863	74,141	73,713	5,094	0	171,811
68	Schools Capital Maintenance (WG)	School building improvement and property asset renewal (WG).	3,000	0	0	0	0	3,000
69	Childcare Capital Grant (WG)	To meet demand for childcare.	382	0	0	0	0	382
70	Reducing Infant Class Sizes (WG)	To create the necessary additional space required to deliver the foundation phase in reduced infant size classes.	2,150	0	0	0	0	2,150
71	Welsh Medium Education Capital Grant (WG)	To support capital investments that will facilitate growth in Welsh medium education and use of the Welsh language - Ysgol Y Wern.	570	80	0	0	0	650
72	Public Highways Refurbishment Grant (WG)	To support highway refurbishment programmes.	1,723	0	0	0	0	1,723
73	Local Transport Fund (WG) / City Deal - Metro +	City Centre - East	990	1,500	0	0	0	2,490
74	Air Quality Direction 2019 - Grant (WG)	For measures including Bus retrofit (£2.25m); Taxi vehicle emissions incentive (£1.86m); City Centre transport and active travel (£15.2m); completion of 20mph (£1.28m); Implementation management and monitoring (£0.65m)	10,000	11,240	0	0	0	21,240
75	Flood Risk Management Programme (WG)	Initial grant towards completion of design of works to manage flood and coastal erosion. Any implementation works are subject to confirmation of cost estimates, risks and understanding of financial support from Welsh Government.	233	0	0	0	0	233
76	Safe Routes in Communities (WG)	Welsh Government grant funding bid for accessibility and safety improvements to encourage walking and cycling in communities.	285	0	0	0	0	285
77	Road Safety Grant (WG)	Welsh Government grant funding bid towards measures that secure road safety casualty reduction.	700	0	0	0	0	700
78	Local Transport Fund / Network Fund / Resilient Roads and ULEV (WG)	Welsh Government grant funding bid to develop integrated, effective, accessible, affordable and sustainable transport systems.	9,000	0	0	0	0	9,000
79	Active Travel Fund (WG)	Welsh Government grant funding bid to increase levels of active travel, improve health and well-being, air quality, connect communities and improve active travel access to employment, education and key services, destinations and public transport.	3,000	0	0	0	0	3,000
80	National Heritage Lottery Fund - Parc Cefn Onn	Complete a range of improvements including toilets and community use facilities to be able to take advantage of this Grade 2 listed historic park.	100	0	0	0	0	100
81	Harbour Authority (WG)	Approved asset renewal programme including crane replacement and railings at Penarth marina.	262	0	0	0	0	262
82	Planning Gain (S106) and other contributions	.Various schemes such as improvements to open space, transportation, public realm and community facilities	3,974	5,603	2,278	2,611	0	14,466
TOTAL SCHEMES FUNDED BY GRANTS AND CONTRIBUTIONS (FURTHER GRANTS SUBJECT TO APPROVAL OF BIDS)			58,068	92,564	75,991	7,705	0	234,328

Capital Investment Programme 2020/21 - 2024/25

<u>2020/21</u> <u>Including</u> <u>Slippage</u> <u>£000</u>	<u>Indicative</u> <u>2021/22</u> <u>£000</u>	<u>Indicative</u> <u>2022/23</u> <u>£000</u>	<u>Indicative</u> <u>2023/24</u> <u>£000</u>	<u>Indicative</u> <u>2024/25</u> <u>£000</u>	<u>Total</u> <u>£000</u>
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Additional borrowing undertaken by the Council to be repaid from revenue savings/income (Invest to Save - Subject to Business Case)

Existing Schemes

83	21st Century Schools - Band B	Strategic investment programme for priority schools including land acquisition, funded by additional borrowing.	3,289	22,894	23,174	2,179	0	51,536
84	Residential Street lighting to LED	The roll out of LED street lighting in residential areas resulting in a reduction in costs, carbon emissions and improved lighting.	3,000	3,533	0	0	0	6,533
85	New Cemetery Cardiff North	Increase burial provision in the North of the City.	2,555	0	0	0	0	2,555
86	Energy - Salix	Installation of a range of energy efficiency measures (mainly LED lighting replacements) in a range of Council buildings.	500	500	0	0	0	1,000
87	Energy - REFIT Buildings	To develop options under the Refit framework with suppliers to recommend a range of energy efficiency measures on a whole building perspective. The contractor guarantees energy savings from the work that it is undertaking over a given period, allowing initial investment to be repaid.	750	500	0	0	0	1,250
88	Lamby Way Solar	Completion of solar farm including construction of Private Wire.	1,891	0	0	0	0	1,891
89	Cardiff Heat Network - Phase 1	To create infrastructure to support a district heat network supplied by Viridor Energy Recovery facility. The outline business case was approved by Cabinet in April 2018 with investment subject to a final business case and external funding approvals.	0	100	1,570	2,300	0	3,970
90	Town Centre Loan Schemes	Loan to allow completion of Coal Exchange. Other projects that meet the WG repayable funding criteria will be included in programme subject to relevant due diligence and approvals.	1,500	0	0	0	0	1,500
91	Leisure Centres - Alternative Service Delivery (ADM)	Balance of commitment to make prudential borrowing available to be repaid as part of the procurement exercise for leisure facilities.	500	0	0	0	0	500
92	Invest to Save - Annual Bid Allocation	Capital schemes developed during the year that can pay back the original investment of the scheme either through income generation or savings within a short period of time.	500	500	500	500	500	2,500
New Invest to Save Bids								
93	CPE - Moving Traffic Cameras & Attended parking enforcement cameras	MTO Traffic Cameras for new routes within the City Centre and changes as part of part of the City's Clean Air Strategy and changes are taking place to key routes within the Centre that will require enforcement for safety purposes. Attended parking enforcement cameras installed to tackle illegal parking for safety purposes covering locations around schools and other high problem areas.	475	0	0	0	0	475
94	Red Dragon Centre	Pre Commitment - Deferred consideration for acquisition of the site - Subject to registration of a planning application for an Arena.	5,664	0	0	0	0	5,664
95	Arena Contribution (Part)	Part of £30m potential contribution to support construction of the Arena. This £15m would be paid for from a recurring revenue budget held by major projects. The balance of £15m is included in the capital programme, expected to be paid for by earmarked receipts in hand and due from Central Square as well as the disposal of land at international sports village.	0	0	0	15,000	0	15,000

Capital Investment Programme 2020/21 - 2024/25

			<u>2020/21</u> <u>Including</u> <u>Slippage</u> <u>£000</u>	<u>Indicative</u> <u>2021/22</u> <u>£000</u>	<u>Indicative</u> <u>2022/23</u> <u>£000</u>	<u>Indicative</u> <u>2023/24</u> <u>£000</u>	<u>Indicative</u> <u>2024/25</u> <u>£000</u>	<u>Total</u> <u>£000</u>
96	Core Office Strategy - Digital Infrastructure	Smarter working, digital infrastructure and minor building adaptations to allow consolidation into alternative council buildings including County Hall. A further report to Cabinet on Core Office proposals is planned during 2020/21.	2,000	5,750	2,000	0	0	9,750
97	Vehicle Replacement - Lease or buy	Setting an overall limit to be able to undertake effective lease versus buy option appraisal as long as revenue budgets are in place for vehicles. Initial phase of vehicle replacement programme, pending overall review of recycling strategy and collection approach. Phase one is waste collection vehicles	3,260	4,240	0	0	0	7,500
TOTAL INVEST TO SAVE			25,884	38,017	27,244	19,979	500	111,624
TOTAL GENERAL FUND			137,529	196,028	168,801	59,508	27,304	589,170
Public Housing Capital Programme (HRA)								
98	Regeneration and Area Improvement	Environmental works including defensible space, demolition, conversion and road/footpath realignment; energy efficiency schemes; improvements to flats, garages, gullies and open spaces.	2,900	2,900	2,750	2,750	2,750	14,050
99	External and Internal Improvements	Improvements include central heating, fencing, roofing, high rise upgrades, door entry systems, window and door upgrades, kitchens and bathrooms, improvements to sheltered housing and energy efficiency measures.	11,150	17,100	16,250	9,500	9,350	63,350
100	New Build and Acquisitions	Subject to approval of viability assessments, to develop or acquire land and new housing via a range of measures in order to increase the level of affordable housing in the city.	39,375	64,215	64,980	40,205	46,780	255,555
101	Disabled Facilities Adaptations	To provide adaptations and internal modifications to allow the recipient to live independently within their own home.	3,350	3,350	3,350	3,350	3,350	16,750
TOTAL PUBLIC HOUSING			56,775	87,565	87,330	55,805	62,230	349,705
TOTAL CAPITAL PROGRAMME EXPENDITURE			194,304	283,593	256,131	115,313	89,534	938,875

Capital Funding 2020/21 - 2024/25

	<u>2020/21</u>	Indicative	Indicative	Indicative	Indicative	<u>Total</u>	%
	<u>£000</u>	<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>	<u>2024/25</u>	<u>£000</u>	
		<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>		
General Fund							
WG Unhypothecated Supported Borrowing	(8,704)	(8,704)	(8,704)	(8,704)	(8,704)	(43,520)	7.4
WG General Capital Grant	(8,727)	(8,412)	(5,712)	(5,212)	(5,212)	(33,275)	5.6
Additional Borrowing to balance existing capital programme	(16,324)	(27,563)	(21,727)	(773)	(1,273)	(67,660)	11.5
Additional Borrowing for new schemes approved in 2020/21	(9,635)	(10,380)	(4,845)	(3,850)	(2,855)	(31,565)	5.4
Additional Borrowing - Invest to save/earn schemes to be repaid from revenue savings/income or directorate budgets	(25,884)	(38,017)	(27,244)	(19,979)	(500)	(111,624)	18.9
Earmarked Capital Receipts	(2,122)	(3,600)	(18,000)	(4,000)	0	(27,722)	4.7
Non Earmarked Capital Receipts	(7,000)	(5,000)	(5,000)	(8,000)	(7,500)	(32,500)	5.5
Direct Revenue Financing	(210)	(210)	(210)	(210)	(210)	(1,050)	0.2
Parking and Enforcement - Earmarked Reserve	(835)	(1,558)	(1,160)	(1,075)	(1,050)	(5,678)	1.0
Other Earmarked Reserves	(20)	(20)	(208)	0	0	(248)	0.0
External funding estimates and contributions	(58,068)	(92,564)	(75,991)	(7,705)	0	(234,328)	39.8
Total General Fund	(137,529)	(196,028)	(168,801)	(59,508)	(27,304)	(589,170)	100.0
Public Housing (HRA)							
Major Repairs Allowance WG Grant	(9,500)	(9,500)	(9,500)	(9,500)	(9,500)	(47,500)	13.6
Additional Borrowing	(35,570)	(69,565)	(72,080)	(37,905)	(43,730)	(258,850)	74.0
Direct Revenue Financing	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(12,000)	3.4
External funding estimates and contributions	(7,705)	(5,300)	(2,000)	(3,700)	(3,900)	(22,605)	6.5
Capital Receipts	(1,600)	(800)	(1,350)	(2,300)	(2,700)	(8,750)	2.5
Total Public Housing	(56,775)	(87,565)	(87,330)	(55,805)	(62,230)	(349,705)	100.0
Total Capital Programme Resources Required	(194,304)	(283,593)	(256,131)	(115,313)	(89,534)	(938,875)	

Treasury Management Strategy 2020/21

Cardiff Council



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Treasury Management

1. The Council carries out its treasury management activities in accordance with a Treasury Management Code of Practice for public services, updated by CIPFA in 2017. This requires the Council to set out the policies and objectives of its treasury management activities and adopt four Clauses of Treasury Management. These were formally adopted by the Council in February 2010. The last section of this strategy includes a glossary of terms used in this document.

2. CIPFA has adopted the following as its definition of treasury management activities:

The management of the organisation's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.

3. The definition of 'Investments' above includes:

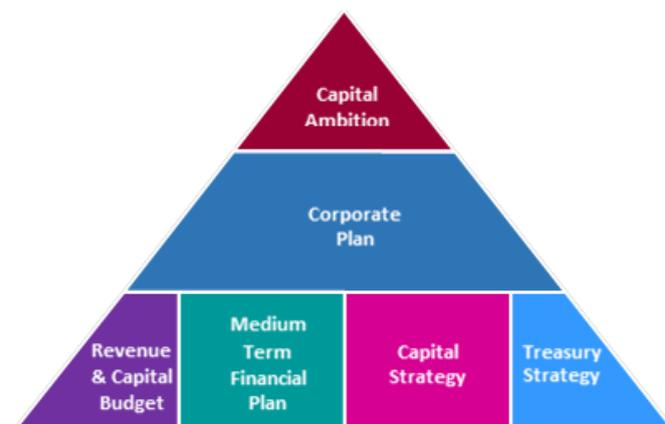
- treasury management investments (held for the prudent management of financial affairs), as well as
- non-treasury Investments, undertaken as part of a Capital Strategy either in the course of provision of services; or made for commercial reasons purely to make a financial gain. These are managed outside of normal treasury management activity.

Governance and Reporting

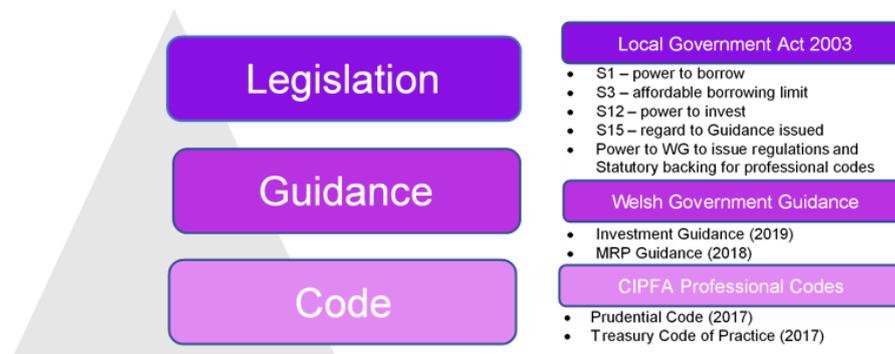
4. In compliance with Codes and Council policy, full Council receives a report on:

- the Treasury Management Strategy at the start of a forthcoming year
- a mid-year update and
- an outturn report.

5. The Treasury Management Strategy is an integral part of the Council's Strategic and Financial planning framework.



6. In 2004, local authorities were provided with flexibility in relation to the quantum and timing of borrowing decisions. Legislation, guidance and professional codes of practice were introduced to support decision making and ensure investment and borrowing is Prudent, Sustainable and Affordable.



7. The Council has delegated responsibility for treasury management to the Corporate Director of Resources and S151 Officer. The Council's Treasury Management Practices identifies specific responsibilities of officers as well as setting out schedules highlighting the way in which treasury activities are managed.
8. Responsibility for treasury decisions ultimately remains with the Council however, the Council recognises the value in the use of treasury advisors to support the management of risk and to access specialist skills and resources. Support provided by Link Asset Services, Treasury Solutions includes advice on timing of decision making, training, credit updates, economic forecasts, research, articles and advice on capital finance.
9. Audit Committee undertakes scrutiny of the accounting, audit and commercial issues in relation to the Council's Treasury Management Strategy and practices and various reports are produced highlighting treasury management activities in accordance with council policy.

Treasury Management Strategy

10. The strategy covers the following areas:
- Borrowing to finance the cash requirements arising from the Council's Capital Strategy and detailed capital investment programme. Costs of servicing that financing is included in Medium Term Financial Plans for the General Fund and Housing Revenue Account.
 - Treasury investments determining how short term cash flows will be safely managed to meet the Council's financial commitments and objectives.
 - Highlighting the approach to non-treasury Management Investments. Whilst these impact on the treasury function, they arise from capital expenditure plans which are reported separately from day to day treasury management activities. Accordingly this strategy focuses on Treasury investments.
11. The Council accepts that no treasury management activity is without risk. However the overriding objective is to minimise the risk of adverse consequences or loss, whilst at the same time not unduly constraining investment returns or unnecessarily incurring interest costs.

12. The identification, monitoring and control of risk are integral elements of treasury management activities with risks including credit and counterparty, liquidity, interest rate, refinancing, fraud and regulatory. The Council has Treasury Management Practices to address and mitigate these risks which were updated in March 2019 following a review by Internal Audit and Audit Committee.
13. The proposed strategy is an integrated strategy for the Council including the Housing Revenue Account (HRA). This integrated approach is proposed for review for future years, however the current strategy includes:
 - the current treasury position
 - economic background and prospects for interest rates
 - borrowing, including:
 - policy
 - council borrowing requirement based on its capital expenditure plans and choice between internal and external borrowing and
 - borrowing strategy
 - treasury management indicators and limits for 2020/21 to 2024/25
 - investment policy and strategy, including security and investments approved for use
 - non treasury investments and
 - training.

The Treasury Position

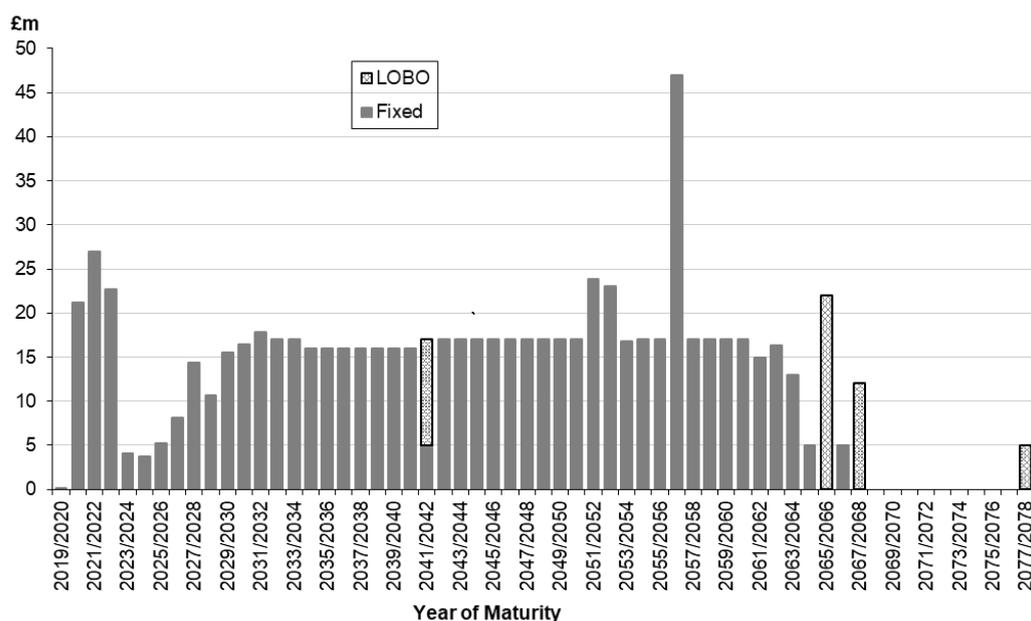
14. Borrowing and investments as at 10 January 2020 and at the same date in the prior year, are shown in the following table. Borrowing is predominantly made up of fixed interest rate loans payable on maturity. Investments fluctuate daily and are represented by fixed term deposits, notice deposit accounts and money market funds. These balances arise due to the timing of cash flows and working capital as well as the existence of reserves, provisions and balances required for future use.

	10 January 2019		10 January 2020	
	Principal	Average	Principal	Average
	£m	Rate %	£m	Rate %
External Borrowing				
Public Works Loan Board (PWLB)	(643.9)	4.7	(668.9)	4.6
Market (Lender Option Borrower Option)	(51.0)	4.0	(51.0)	4.0
Welsh Government	(4.5)	0	(6.1)	0
Local Authority	0	0	(58.3)	1.45
Other	(5.3)	0	(4.2)	0
Total Debt	(704.7)	4.58	(788.5)	4.27
Treasury Investments (Internally Managed)*				
Banks	34.0	0.96	89.0	0.91
Building Societies	10.0	0.84	10.0	0.75
Money Market Funds	43.9	0.75	40.3	0.71
Total Treasury Investments (Net)	87.9	0.84	139.3	0.84
Net Treasury Investments / (Borrowing)	(616.8)		(649.2)	

*Note all investments are currently managed internally and no external fund management arrangements are in place.

15. The Council's debt maturity profile at 10 January 2020 is shown in the following graph on the assumption that all loans run to their final maturity. This includes short term loans taken for the recent acquisition of the Red Dragon Centre site in Cardiff Bay.

The Treasury Position



16. LOBO products are loans to the Council where the lender can request a change in the rate of interest payable by the Council on pre-determined dates. The Council at this point has the option to repay the loan without penalty. The Council has six such loans totalling £51 million.
17. Apart from the option to increase rates these loans are comparable to PWLB loans and have no other complications such as variation in interest rates or complex terms. Interest rates on these loans range between 3.81% and 4.35% and are below the Council's average rate of interest payable. Details of the loans are shown in the next table.

Lender Option Borrower Option (LOBO) Loans			
Potential Next Repayment Date	Loan Value £m	Option Frequency Every	Full Term Maturity Date
01/03/2020	6	6 months	23/05/2067
21/05/2020	6	6 months	21/11/2041
21/05/2020	6	6 months	21/11/2041
21/05/2020	6	6 months	23/05/2067
21/11/2020	22	5 years	23/11/2065
15/01/2023	5	5 years	17/01/2078

18. It should be noted that £24 million of the LOBO loans are currently subject to the lender potentially requesting a change in the rate of interest payable every six months. A further £22 million and £5 million have call options in November 2020 and January 2023 respectively and every five years thereafter. The likelihood of a request for an increase in rate is negligible.

Economic Background and Prospects for Interest Rates

19. The following table gives the Council's treasury management advisor's latest forecast of interest rates taking into account the twenty basis point certainty rate reduction available for PWLB loans. It is a central forecast, acknowledging for example that there are upside and downside risks. The rates above are predicated on an assumption of a trade agreement being reached between the UK and the EU.

	Actual 31/12/2019	March 2020	March 2021	March 2022	March 2023
Bank Rate	0.75%	0.75%	1.00%	1.00%	1.25%
5yr PWLB rate	2.43%	2.40%	2.60%	2.90%	3.20%
10yr PWLB rate	2.67%	2.70%	2.90%	3.20%	3.50%
25yr PWLB rate	3.22%	3.30%	3.60%	3.90%	4.10%
50yr PWLB rate	3.05%	3.20%	3.50%	3.80%	4.00%

Forecast at December 2019

20. Economic and interest rate forecasting remains difficult with so many external influences on the UK economy. Growth and consumer confidence for the UK economy was dampened particularly as a result of brexit uncertainty during 2019. This uncertainty is likely to continue, limiting growth to around 1% until there is more certainty after the trade deadline is passed in December 2020.
21. As for inflation, the latest Monetary Policy Report issued by the Bank of England revised its inflation forecasts down to 1.5% in 2020, and 2.0% in 2021; hence, the Monetary Policy Committee views inflation as causing little concern in the near future. However it was noted that events triggering a weakening pound could change this as a result of the potential for increased import costs.
22. International factors also impact significantly on the UK economy. In the United States, the Federal Reserve started a series of rate reductions from its previous policy of unwinding from historic lows. Rates were set at 1.5% to 1.75% in October 2019. Trade tensions and implementation of tariffs, particularly between the United States and China, has also created uncertainty in financial markets in relation to impact on growth and risk of escalation. World central banks are, therefore, likely to come under more pressure to support growth by looser monetary policy measures and this will mitigate against central banks increasing interest rates. In addition they are working in very different economic conditions than before the 2008 financial crash as there has been a major increase in consumer and corporate debt due to the exceptionally low levels of borrowing rates that have prevailed since 2008. This remains a significant risk.
23. The above issues including growth in the UK, growth globally, price and wage inflation are key factors used by the Bank of England in determining when to change interest rates. The bank last increased the base rate by 0.25% to 0.75% on 2 August 2018. The forecasts in the table above assume a modest recovery in the rate and timing of stronger growth and in the corresponding response by the Bank in raising rates.
24. PWLB rates are based on Government borrowing rates (Gilts) and can be the subject of exceptional levels of volatility due to geo-political, sovereign debt crisis and emerging market developments over the forecast period. In addition we have seen from HM Treasury intervention in 2010 and more recently in 2019, a significant margin of 100 basis points each time being added in determining PWLB borrowing rates.

25. This makes a 'cost of carry', i.e. where borrowing rates are greater than investment rates even more likely to continue in the medium term. Accordingly, an approach of deferring external borrowing by using temporary cash balances will continue to result in short term savings, whilst cash balances allow. However, caution should be adopted to avoid incurring higher borrowing costs in the future when new borrowing is unavoidable.
26. Downside risks to PWLB rates are:
- Bank of England raises bank rate faster than anticipated causing UK economic growth and increases in inflation, to be weaker than anticipated.
 - An approach to Brexit which is deemed to have a major downturn on UK economic growth.
 - Geopolitical risks in Asia, Europe and the Middle East, which could lead to increasing safe haven flows to the UK.
 - Resurgence of the Eurozone sovereign debt crisis due to high level of government debt, low rate of economic growth and vulnerable banking and political systems of certain countries.
 - The level of debt accumulated by corporations during the decade of low interest rates.
27. The potential for upside risks especially for longer term PWLB rates include:
- The Bank of England is too slow in its pace and strength of increases in bank rate and, therefore, allows inflation pressures to build up too strongly within the UK economy.
 - Brexit – if agreement was reached all round that removed all threats of economic and political disruption between the EU and the UK.
 - UK inflation returning to sustained significantly higher levels.
 - Increases in the pace and strength of reversal of quantitative easing.

Borrowing Policy

28. Borrowing to pay for capital investment has long-term financial consequences and risks, with decisions taken many years ago impacting currently and in the future in the form of interest and provision for repayment of capital expenditure. Expenditure decisions are assumed in the Capital Strategy and detailed programme approved by Council with the recurring cost implications factored into Medium Term Financial Plans. All borrowing is undertaken in the name of the Council and secured on all revenues of the Council.
29. The Council can consider various sources and debt instruments to pay for capital expenditure as well as its short term working capital requirements including unexpected cash outflows. This includes the Public Works Loan Board, the financial markets, Municipal Bond Agency, Local Authorities and other public bodies, finance leases, public private partnership models and the issuing of bonds for significant levels of funding or smaller bond schemes linked to specific themes such as green growth. These are detailed in the Council's Treasury Management Practices and the advantages and disadvantages of such products would need to be considered including risks, track record and cost of issuance, supported by external advice in respect of different options.
30. Best treasury management practice is that loans are not taken on a project by project basis, however this may be a consideration for investment property purchases or similar, where there may be a need to meet specific cash flows or track performance in the short term.
31. The Council's currently maintains a single pool of all Council debt for all activities of the Council and the rationale for this approach was last reviewed in 2015/16. However given the changes in the last few years of the respective activities of the Housing Revenue Account and General Fund as well as some of the more complex expenditure commitments being undertaken and assumed to be paid for by borrowing, a further review will need to be undertaken. This is to ensure the current approach maintains a 'fair' interest cost for respective activities. The scope of this review will be scheduled in 2020/21, subject to the resourcing to ensure this can be undertaken effectively.
32. Whilst interest rates for borrowing are greater than interest rates the Council receives for investments (the cost of carry), it makes financial sense to use any internal cash balances held in the short-term to pay for capital expenditure and minimise costs (internal borrowing), rather than undertake external borrowing. However, there is a risk that the Council may have to borrow at higher rates when it does actually need to borrow in future and so this position is kept under continuous review.
33. The Council's Borrowing Strategy considers all options to meet the long-term aims of:

Borrowing

- Promoting revenue cost stability to aid financial planning and avoid a stop-start approach to service delivery, although it is recognised that this may have a financial impact.
 - Pooling borrowing and investments to ensure the whole Council shares the risks and rewards of treasury activities.
 - Ensuring borrowing plans are aligned to known capital expenditure spending plans and financial reserve levels.
 - Achieving a balanced maturity profile.
 - Having regard to the effects on current and future Council Tax and rent payers.
34. The Council does not intend to borrow in advance of need and will not do so just to gain financially. However, this option may be considered if it is felt that borrowing in advance allows opportunities to lock into favourable long-term rates. This will be limited to no more than the expected increase in the Council's borrowing requirement over a three year period.

Council's Borrowing Requirement

35. The following table shows the actual level of external borrowing currently held by the Council including planned external borrowing in 2019/20 and scheduled loan repayments in future years. It compares this to the projected CFR i.e the need to borrow based on estimates and timing of the Council's capital expenditure, proposed MRP policy and funding plans as set out in the budget report for 2020/21. The difference between the projected CFR in 2024/25 (£1,108 million) and the actual level of external borrowing after any planned repayments (£768 million) is £340 million, i.e. there is insufficient cash held by the Council to support this projected level of under borrowing and this means there is a requirement for the Council to undertake further external borrowing over the medium term.

Indicator							
Gross External Borrowing and the Capital Financing Requirement							
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	Actual	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
	£m	£m	£m	£m	£m	£m	£m
External borrowing at 1 April	693	722	788	787	780	776	772
Known / New borrowing	33	70	tbc	tbc	tbc	tbc	tbc
Scheduled repayments	(4)	(4)	(1)	(7)	(4)	(4)	(4)
External Borrowing at 31 March	722	788	787	780	776	772	768
Capital Financing Requirement	767	834	870	982	1,075	1,098	1,108
Shortfall / (Surplus) borrowing requirement	45	46	83	202	299	326	340
Requirement as % of CFR	5.9%	5.5%	9.5%	20.6%	27.8%	29.7%	30.7%

36. Within the new external borrowing figures above in 2019/20, short term borrowing of £58m relates to capital expenditure on the commercial investment in the Red Dragon Centre. This is just over 7% of the estimated level of actual external debt at 31 March 2020. This is made of a series of one, two and three year loans rather than long term borrowing as the acquisition is a first step in delivering arena. Accordingly the approach to future retention of the site as an investment in full or part is uncertain. Short term borrowing is cheaper but will also involve an element of refinancing risk when there is certainty of approach.
37. It should be noted that the borrowing requirement may increase further if the affordability envelope identified in the budget report for the indoor arena is triggered following consideration of affordability and approval of relevant business cases.
38. The CFR projections show a continuing increasing trend and are based on:
- Agreed expenditure pre commitments in the capital programme approved in 2019/20 and prior years.
 - An assumption that the council has the capacity and can implement the capital programme in accordance with the timescale in which funding is requested.
 - An assumption that the non earmarked capital receipt target of £40 million set in 2018/19 and other capital receipts assumed are achievable and receivable in a reasonable time frame.
39. Changes in the CFR projection compared to prior year include:
- Expansion in the HRA capital programme in respect of new build and other commitments such as cladding.
 - Acquisition of the Red Dragon Centre site.
 - A revision to the MRP policy for supporting borrowing from a reducing balance approach to a straight line approach.
 - Inclusion of new schemes approved in the 2020/21 budget.
40. The section below sets out the approach to meeting the known borrowing requirement including use of temporary cash balances, external borrowing, sources of borrowing and timing.

Borrowing Strategy

41. In the short term, continuing with an approach of internal borrowing, using temporary cash balances available will continue to be a cost effective way of meeting part of the borrowing requirement. A high level balance sheet review undertaken suggests that a maximum level of internal borrowing could be circa £80 million (c9% of the 2020/21 CFR).
42. Whilst having regard to the risks of comparison, data was compiled by the Council's treasury advisors, and included as part of a benchmarking report provided to Audit Committee in November 2019, from their Local Authority clients in 2018/19 showing internal borrowing as a percentage of their CFR. This showed that Welsh Councils averaged 11.9%; English Unitary 20.5% and 16.8% for all authority clients. The Council will continue to undertake various benchmarking activities to support the understanding of treasury performance, position and risk.

43. As mentioned previously, the Council will consider various sources and debt instruments to meet the borrowing requirement. Prior to the 100 basis points increase in rates in October 2019, most local authorities preferred source of long term borrowing was the PWLB, given the transparency and control that its facilities provide. The Council continues to qualify for borrowing at the 'Certainty Rate' (0.20% below the PWLB Standard Rate). It is unclear whether the recent move by HM Treasury is one that was a short term reaction which would be reviewed. However whilst this uncertainty remains, it is very likely that alternative providers of finance will step into the market for lending to local authorities. Options will be reviewed closely as the position develops, in conjunction with the Council's treasury management advisors early in the new year, particularly given the scale of the borrowing requirement.
44. Given the risks within the economic forecasts, setting a fixed target for the quantum and timing of borrowing is not deemed appropriate. A pragmatic approach will be adopted by Council's Section 151 Officer due to changing circumstances with the following strategy proposed to manage the Council's Capital Financing Requirement:
- Whilst investment rates remain lower than long term borrowing rates internal borrowing will be used to minimise short-term costs.
 - External borrowing (short, medium and long term) will be taken for the balance of the Council's borrowing requirement, with timing delegated to the Council's Section 151 Officer. This will aim to keep internal borrowing to approximately £80 million, subject to balance sheet capacity and future interest rate forecasts.
 - External borrowing is likely to be at fixed rates to meet the long term borrowing policy aims and current forecasts for rates.
45. If there was a significant risk of a sharp rise in long and medium-term rates than that currently forecast, then fixed rate external borrowing may be undertaken sooner to reduce the level of internal borrowing. If there was a significant risk of a sharp fall in rates, then long-medium term borrowing would be deferred, following consideration of internal borrowing capacity.
46. Current interest rates on the Council's existing debt portfolio compared to new borrowing rates and penalty rates charged for early debt repayment, results in limited options for restructuring of debt. Options have previously been considered for early repayment of LOBO loans, however the penalties outweighed the benefits. This position is expected to continue to be the case in the next few years.

47. The Council is required to set treasury management indicators as part of the CIPFA Treasury Management Code of Practice 2017 as well as Capital expenditure indicators in the overall budget report to consider affordability indicators.

Authorised Limit

48. The Council must set and keep under review how much it can afford to borrow from debt or other long-term liabilities for the forthcoming year and the following two financial years (the Affordable Borrowing Limit). It must have regard to the Prudential Code and locally determined indicators when setting this limit and be content that the impact upon future Council Tax payers and Council tenants is acceptable.
49. The Government retains an option to control either the total of all council's plans, or those of a specific council, although this power has not yet been exercised.
50. Based on the capital programme proposed, it is recommended that the Council approve the following authorised limits (Statutory limit under Section 3 (1) of the Local Government Act 2003) and operational boundaries (figures for 2019/20 are for comparison only). The undertaking of other long-term liabilities, within the overall limit, is delegated to the Section 151 Officer based on the outcome of financial option appraisals and best value considerations.

Indicator						
External Debt - Authorised limit						
	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
Limit for external borrowing and other long-term liabilities	990	1,126	1,126	1,126	1,126	1,126

51. This limit is consistent with proposals contained within the budget for capital expenditure with the addition of financing and accounting requirements in relation to landfill obligations. The overall limit for the Council has been set at a constant level of £1,126 million for 2020/21 to 2024/25.
52. Any increase or change in treasury indicators would be reported to Council as part of the regular reports to Council on treasury management activities.

Operational Boundary

53. The proposed operational boundary or projected level of external debt (excluding landfill) is set at the anticipated level of the CFR at the end of each year. This will be subject to the level and timing of borrowing decisions.

Indicator						
External Debt - Operational Boundary						
	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
Boundary for external borrowing and other long-term liabilities	788	870	982	1,075	1,098	1,108

Maturity Structure of Borrowing

54. Limits are set to guard against a large element of the Council's debt maturing and having to be refinanced in a very short space of time, when it may not be economically favourable to do so. The limits have been set to reflect the current debt portfolio, and to allow enough flexibility to enable new borrowing to be undertaken for the optimum period. The table assumes that loans run to their final maturity, however a separate column is also included to show the maturity profile should the Council repay its LOBO loans early.

Indicator				
Maturity structure of borrowing in 2020/21				
	Upper limit	Lower limit	Actual to Maturity	Actual if LOBOs Repaid Early
	%	%	%	%
Under 12 months	10	0	2.69	8.52
12 months and within 24 months	10	0	3.42	3.42
24 months and within 5 years	15	0	3.86	4.49
5 years and within 10 years	20	0	6.82	6.82
10 years and within 20 years	30	0	20.83	20.83
20 years and within 30 years	35	0	21.43	19.91
30 years and within 40 years	35	0	26.97	26.97
40 years and within 50 years	35	0	13.35	9.04
50 years and within 60 years	15	0	0.63	0.00
60 years and within 70 years	5	0	0.00	0.00

Treasury Investment Policy

55. The Council has regard to the CIPFA Treasury Management Code and also complies with Welsh Government guidance on investments. The Council's investments include those arising from its own temporary cash balances as well as balances held from the activities of Joint Committees for which it is the Accountable body.
56. The Council recognises that given the nature of investments, a trade-off between security, liquidity and yield cannot be avoided i.e. there is risk of default. The Council's risk appetite for treasury investments is low and its current business model for financial assets for treasury management investments is to collect contractual cash flows as part of the prudent management of its financial affairs. It aims to achieve the optimum return on investments commensurate with proper levels of security and liquidity. Risk will be contained by ensuring:
- All investments and repayments are in sterling.
 - Investment instruments identified for use in the financial year are listed under 'Specified' investments and 'Non-Specified' investment categories, dependant on their complexity and risk.
 - A list of highly credit worthy counterparties with whom to invest is created and monitored.
 - Diversification of approach, investment product and counterparties are sought where possible to avoid concentration of risk.
 - Any set limits are implemented with immediate effect following approval of this Treasury Management Strategy by the Council.
 - Continual monitoring of treasury activities with the categories of investments that may be used, the credit criteria and associated limits in determining with whom to invest and timing of decisions being delegated to the S151 Officer.
57. The Markets in Financial Instruments Directive (MiFID II) was implemented from 3 January 2018. Where requested by counterparties to do so, the Council has opted up to be classed as a 'professional' client following the submission of qualitative and quantitative information on its treasury activities.
58. Economic, Social and Governance issues are important to the Council and can play an important part in long term investments decision making. However the key aim for the treasury management of temporary cash balances is Security, Liquidity and then Yield for short term cash balances. Accordingly consideration of wider ethical issues such as climate change are not currently a key factor in the options for placing of short term cash balances.

Treasury Investment Strategy

59. The Council will retain access to a range of products and organisations available to manage short term investment balances and to achieve diversification. It uses WG guidance and judgements to define products available for use as specified or non specified and sets credit criteria to mitigate credit risk. These are defined in the sections below. Any funds held by the Council on behalf of joint committees will be managed in accordance with this strategy.

60. The ability to change credit criteria and the approach to investments is delegated to the S151 Officer. This allows a prompt response to uncertainties in financial markets, with the Council being kept informed of significant changes through the various reports it receives on treasury activities during the course of the year.
61. The Council aims to have sufficient liquid funds to ensure it does not become a forced borrower for a significant period of time at rates in excess of what may be earned on such investments. Short term cash flow forecasts and a longer term balance sheet review is undertaken as part of the calculation of Prudential Code indicators to determine maximum periods for investments.

Specified Investments

62. A specified investment is defined as one:
- which is in straightforward easily understood low risk products
 - not involving corporate share or loan capital
 - where the principal sum to be repaid at maturity is the same as the initial principal sum invested.
63. Specified investments may comprise up to 100% of the Council's total investments.

Instruments approved for use	Minimum Credit Criteria
Term deposits – UK government and other Local Authorities	Assumed Government Guarantee
Term deposits – banks and building societies up to one year	Long-term A- /Short-term F1 or Government Equity Support

Non-Specified Investments

64. These are all other investments not meeting the definition of a specified investment which could be used in order to achieve diversification and manage liquidity needs. A maximum upper level of £90 million is to be set for non-specified investments including investments for greater than one year (**Required Prudential Indicator**).

Treasury Management Investments

Instruments approved for use	Min Credit Criteria	Max % of total investments	Max. maturity period
Term deposits – banks and building societies (with maturities in excess of 1 year)	Long-term AA- /Short-term F1+ or part nationalised	30	2 Years
Term deposits with variable rate and variable maturities in excess of 1 year e.g. structured investment products	Long-term AA- /Short-term F1+	10	2 Years
Certificates of Deposit	Long-term AA- /Short-term F1+	10	Maximum 2 year duration
UK Government Gilts and Gilt funds	Assumed Government Guarantee	40	Maximum 3 year duration
Treasury Bills	Assumed Government Guarantee	40	6 months
Collective Investment Scheme structures – Constant as well as Low Volatility Money Market Funds	AAA – (Fitch, Moody's or S&P)	100	Liquid
Collective Investment Scheme Structures – Ultra Short Dated Bond Funds	AAA - (Fitch, Moody's or S&P)	20	Liquid
Collective Investment Scheme Structures - Government Bond Funds, Corporate Bond Funds, Gilt Funds and Floating Rate Notes	AA-	10	Weighted Average Maturity 3 years

65. The Council can utilise collective investment funds which pool together investments in a diversified portfolio of products and sectors. These may include short-term money market instruments such as bank deposits, certificates of deposit, government guaranteed bonds, corporate bonds and commercial papers, together with a weighted average maturity of up to 60 days. It should be noted that any such funds are triple A rated and allow instant access.

Security / Creditworthiness Policy

66. The Council uses Fitch credit ratings as a basis for assessment of credit worthiness of institutions it will invest with. Changes in the criteria and decisions with whom to invest are delegated to the S151 Officer. Commercial organisations (counterparties) on its approved list will have at least the short-term credit rating of F1 and be authorised institutions within the meaning of the Financial Services and Markets Act 2000. The rating F1 infers “Highest Credit Quality” - the strongest capacity for timely payment of financial commitments.
67. Whilst Fitch ratings form the basis of the Council's threshold criteria, the Council will also have regard to the following when determining with whom to invest:

Treasury Management Investments

- rating updates provided by treasury advisors in respect of all three credit rating agencies, as well as other market data
- media reports as well as sovereign credit ratings. No minimum sovereign rating is applied to the UK, however for non UK based institutions the minimum Fitch sovereign rating is AA-
- the informed judgement of treasury staff and treasury management advisors after consideration of wider economic factors
- financial sector and country exposure
- the extent to which organisations who do not meet the above criteria, are nationalised.

68. Local authorities usually do not have a credit rating, but are expected to assume the UK Sovereign rating. In accordance with the Local Government Act 2003, a person lending money to a local authority shall not be bound to enquire whether the authority has power to borrow the money and shall not be prejudiced by the absence of any such power. All loans are secured on future revenues of local authorities and this includes the ability to take legal action if any debts are not repaid. As demonstrated in benchmarking of treasury management investments, inter local authority lending is a significant option being used for short term investment balances, and is an option that continues to be available as part of the strategy proposed.

69. The Council's lending list for direct investment in an organisation is based on the following credit criteria, with the maximum limit for direct investment in any one group of related companies, whether ring fenced or otherwise, being £12 million:

Fitch Ratings (minimum)	Long term	Short term	Limit £m
Overnight to three months	A-	F1	5
Overnight to one year	A	F1	10
Overnight to two years	AA-	F1+	12
UK Part Nationalised Banks overnight to two years	n/a	n/a	12

70. Where link recommend a shorter duration than would be allowed in accordance with Fitch criteria above, then the shorter period is adhered to.

The Council's current list of approved counterparties is shown below:

	£m	Duration
Australia AAA		
Australia and New Zealand Banking Group	12	2 years
Commonwealth Bank of Australia	12	2 years
National Australia Bank	12	2 years
Canada AAA		
Canadian Imperial Bank of Commerce	12	2 years
National Bank of Canada	10	1 year
Toronto Dominion Bank	12	2 years

Treasury Management Investments

France AA		
Credit Industriel et Commercial	10	1 year
Societe Generale	10	1 year
Germany AAA		
DZ Bank (Deutsche Zentral-Genossenschaftsbank)	12	2 years
Netherlands AAA		
Cooperatieve Rabobank U.A.	12	2 years
Singapore AAA		
DBS Bank	12	2 years
Oversea Chinese Banking Corporation	12	2 years
United Overseas Bank	12	2 years
Sweden AAA		
Skandinaviska Enskilda Banken	12	2 years
Switzerland AAA		
UBS AG	12	2 years
U.K AA		
Barclays Bank (NRFB)	10	1 year
Close Brothers	10	1 year
Goldman Sachs International Bank	10	1 year
Handelsbanken	10	1 year
HSBC Bank plc (RFB)	12	2 years
Santander UK plc	10	1 year
Standard Chartered Bank	10	1 year
Bank of Scotland	10	1 year
Lloyds Bank (RFB)	10	1 year
National Westminster Bank (RFB)	12	1 year
Royal Bank of Scotland (RFB)	12	2 years
Coventry BS	10	1 year
Leeds BS	5	3 months
Nationwide BS	10	1 year
Skipton BS	5	3 months
Yorkshire BS	5	3 months
UK Local Authority (Per Authority)	12	2 years
Debt Management Agency Deposit Facility	n/a	6 months
Money Market Funds		
Aberdeen Liquidity Fund	12	Liquid
BlackRock ICS Sterling Fund	12	Liquid
Deutsche Managed Sterling Fund	12	Liquid
Fidelity GBP ICF	12	Liquid
Goldman Sachs Sterling Reserves Fund	12	Liquid
HSBC GBP Liquidity	12	Liquid
Insight Sterling Liquidity Fund	12	Liquid
JPMorgan GBP Liquidity LVNAV	12	Liquid
LGIM Sterling Liquidity Fund	12	Liquid

* In respect of the Council's day to day banking provider, there is a risk that the counterparty limit would be exceeded for a short period on receipt of unexpected funds.

71. The above list has been determined having regard to current participation in the financial markets and brokerages, sovereign countries whose banks we would be content to use and selecting some of their highest rated organisations.
72. Credit ratings are monitored regularly through use of the treasury management advisor's credit service. If a downgrade results in the counterparty or investment scheme no longer meeting the Council's criteria, its further use for new investment will be withdrawn immediately. Investments already held with that counterparty will be reviewed and options to call back funds before maturity would be investigated. It should be noted that any early repayment is only at the discretion of the borrower and often at a penalty.

73. In addition to treasury management investment activity, local authorities can utilise their powers to borrow in order to invest in other financial assets. Such activity includes loans supporting service outcomes, investment in or loans to subsidiaries, and investment property portfolios primarily for a financial return. Whilst these impact on treasury management activity, they are managed outside of this Treasury Management Strategy and approved separately as part of the Council's Capital expenditure plans arising from its Capital Strategy. Regulator concerns in relation to the extent of this activity have resulted in recent updates to CIPFA professional Codes of Practice including the Treasury Management Code. Whilst no national monetary, financial or other controls or limits are in place currently, regulations have been updated to ensure the risks and implications of such activities are clearly governed and understood over a long term period.
74. The most significant investments currently held by the Council and managed outside of normal treasury management activity are the Council's 100% shareholding in Cardiff Bus, the Council's investment properties, which include various historic freeholds within the City held for income generation or capital appreciation. The Council has also recently secured the Red Dragon Centre site with a view to providing options for an arena and or securing future rental income.
75. Investment for non-treasury management purposes requires careful investment management. Any previous and future proposals for such investments form part of the approved Capital Strategy and Capital Programme, setting out where relevant, the risk appetite and specific policies and arrangements for non-treasury investments. This will include an appropriate investment management and risk management framework, making it explicit in any decision making:
- The powers under which investment is made.
 - The governance process including arrangements in place to ensure appropriate due diligence to support decision making.
 - The extent to which capital invested is placed at risk.
 - proportionality of any income to resources available to the Council
 - The impact of potential losses on financial sustainability.
 - The methodology and criteria for assessing performance and changes to market and other conditions.
 - How knowledge and skills in managing such investments is arranged and that these are monitored, reported and highlighted explicitly in the decision making process and due diligence.
 - Creation of Treasury Management Practices which specifically deal with how non-treasury investments would be carried out and managed.
76. Where investment is undertaken in assets and property primarily for financial return, these investments should be proportional to the level of resources of the authority and consistent with CIPFA guidance. This guidance emphasises the importance of the Council's S151 (Responsible Finance) Officer role in reviewing and informing decisions being made in relation to non-treasury Investments.

77. Treasury staff directly and regularly involved in borrowing and lending activities are provided access to a wide range of training. This includes seminars and workshops organised by treasury advisors bringing together practitioners from different authorities; seminars organised by CIPFA and other national bodies; regular contact with a client relationship manager as well as their briefing notes and articles. Staff responsible for treasury activity on a day to day basis have a recognised accountancy qualification and are encouraged to undertake relevant treasury management training.
78. Audit Committee Members who are responsible for reviewing and seeking assurance on treasury management activities have also been provided with the opportunity for specific internal and external training. The development of further training will be informed by individual and collective Audit Committee self- assessments.

Bank Rate

The rate of interest set by the Bank of England as a benchmark rate for British banks.

Bonds

A long-term debt security issued by a company, a financial institution, a local authority, national government or its affiliated agencies. It represents an undertaking to repay the holder the fixed amount of the principal on the maturity date plus a specified rate of interest payable either on a regular basis during the bond's life (coupon) or at maturity.

Borrowing

Loans taken out by the authority to pay for capital expenditure or for the prudent management of the Council's financial affairs, which are repayable with interest.

Capital Expenditure

Capital expenditure pays for improvements to existing and new assets used in the delivery of Council services as well as other items determined by Regulation. Capital resources are scarce, costly and also have long term revenue implications over many years and even generations where capital expenditure is funded by borrowing. Hence the requirement of the Prudential Code to ensure what is charged as Capital Expenditure is Prudent, Sustainable and Affordable.

The statutory definition of capital expenditure is given in the Local Government Act 2003, the Local Authorities (Capital Finance) Regulations 2003 and 2004 as amended. Statute relies on the accounting measurement of cost in International Accounting Standard (IAS) 16 to determine whether expenditure is eligible to be capitalised or whether it should be treated as revenue expenditure. Key to what is eligible as capital spend are the following words in IAS 16 - 'Costs directly attributable to bringing the specific asset into working condition for its intended use'.

Capital Financing Requirement (CFR)

An authority's underlying need to borrow for a capital purpose. It measures capital expenditure incurred but not yet financed by the receipt of grants, contributions and charges to the revenue account.

Capital Market

A market for securities (debt or equity), where companies and governments can raise long-term funds (periods greater than one year). The raising of short-term funds takes place on other markets (e.g. the money market).

Capital Programme

The Capital Programme sets out the Council's capital expenditure plans for the forthcoming financial year as well as for the medium term. It is approved annually at Council and identifies the estimated cost of those schemes, their projected phasing over financial years as well as the method of funding such expenditure.

Certificates of Deposits (CDs)

A certificate issued for deposits made at a deposit-taking institution (generally a bank). The bank agrees to pay a fixed interest rate for the specified period of time, and repays the principal at maturity. CDs can be purchased directly from the banking institution or through a securities broker. An active interbank secondary market exists to buy and sell CDs.

Chartered Institute of Public Finance & Accountancy (CIPFA)

CIPFA is the professional body for accountants in public finance. As a specialised public services body, it provides information, guidance, and determines accounting standards and reporting standards to be followed by Local Government.

Collective Investment Scheme Structures

Schemes whereby monies from a number of investors are pooled and invested as one portfolio in accordance with pre-determined objectives.

Corporate Bonds

Bonds that are issued by a company or other non-government issuers. They represent a form of corporate debt finance and are an alternative means of raising new capital other than equity finance or bank lending.

Counterparty

One of the parties involved in a financial transaction with whom the Council may place investments.

Counterparty / Credit Risk

Risk that a counterparty fails to meet its contractual obligations to the Council to repay sums invested.

Credit Criteria

The parameters used as a starting point in considering with whom the Council may place investments, aimed at ensuring the security of the sums invested.

Credit Default Swaps

A financial transaction which the buyer transfers the credit risk related to a debt security to the seller, who receives a series of fees for assuming this risk. The levels of fees reflect the perceived level of risk.

Credit Rating

A credit rating assesses the credit worthiness of an individual, corporation, or even a country. Credit ratings are calculated from financial history and current assets and liabilities. Typically, a credit rating tells a lender or investor the probability of the subject being able to pay back a loan. Ratings usually consist of a long-term, short term, viability and support indicators. The Fitch credit rating of F1 used by the Council is designated as "Highest Credit Quality" and indicates the strongest capacity for timely payment of financial commitments.

Debt Management Account Deposit Facility (DMADF)

The Debt Management Office provides this service as part of its cash management operations and of a wider series of measures designed to improve local and central government's investment framework and cash management. The key objective of the DMADF is to provide users with a flexible and secure facility to supplement their existing range of investment options while saving interest costs for central government.

Debt Restructuring

Debt restructuring is a process that allows an organisation to reduce, renegotiate and undertake replacement debt.

Diversification of Investments

The process of creating a portfolio of different types of financial instruments with regard to type, price, risk issuer, location, maturity, etc. in order to reduce the overall risk of the portfolio as a whole.

Duration (Maturity)

The length of time between the issue of a security and the date on which it becomes payable.

External Borrowing

Money borrowed from outside of the Council.

Financial Instrument

Any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another. Typical financial liabilities are borrowing and financial guarantees. Typical financial assets include bank deposits, amounts owed by customers, loans receivable and investments.

Fitch Credit Ratings

A commercial organisation providing an opinion on the relative ability of an entity to meet financial commitments, such as interest, preferred dividends, repayment of principal, insurance claims or counterparty obligations. The opinion is usually provided in the form of a credit rating.

Fixed Rate

An interest rate that does not change over the life of a loan or other form of credit.

Floating Rate Notes

A money market security paying a floating or variable interest rate, which may incorporate a minimum or floor.

Four Clauses of Treasury Management

In compliance with the First Clause, this Council will create and maintain, as the cornerstones for effective treasury management:

- A treasury management policy statement, stating the policies, objectives and approach to risk management of its treasury management activities.
- Suitable Treasury Management Practices (TMPs), setting out the manner in which the organisation will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities.

In compliance with the Second Clause, this Council will receive reports on its treasury management policies, practices and activities, including, as a minimum, an annual strategy in advance of the year, a mid year review and an annual report after its close, in the form prescribed in its TMPs.

In compliance with the Third Clause, this Council delegates responsibility for the implementation and regular monitoring of its treasury management policies and practices to the Cabinet, and for the execution and administration of treasury management decisions to the Corporate Director Resources in accordance with existing delegations, who will act in accordance with the organisation's policy statement, TMPs and CIPFA's Standard of Professional Practice on Treasury Management.

Glossary of Terms

In compliance with the Fourth Clause, this Council requires the scrutiny of the accounting, audit and commercial issues of its Treasury Management Strategy and Practices to be undertaken by the Council's Audit Committee due to the technical nature of the documents.

Fraud / Error Risk

Risk of losses being incurred as a result of fraud, error or corruption in treasury management and failure to institute adequate systems, procedures and other arrangements to prevent irregularities.

Housing Revenue Account (HRA)

The HRA is an account of expenditure and income that every local authority housing department must keep in accordance with the Local Government & Housing Act 1989. The account is kept separate or ring fenced from other Council activities. Income is primarily generated by the rents and service charges paid by tenants, while expenditure is on the management and maintenance of the housing stock, and capital financing charges on the HRA's outstanding loan debt.

Interest Rate Risk

Risk that fluctuations in interest rates could impose extra costs against which the Council has failed to protect itself adequately.

Internal Borrowing

Money borrowed from within the Council, sourced from temporary internal cash balances.

Investments

The purchase of financial assets in order to receive income and/or make capital gain at a future time, however with the prime concern being security of the initial sum invested.

Lender Option Borrower Option Loans (LOBOs)

Loans to the Council where the lender can request a change in the rate of interest payable by the Council at pre-defined dates and intervals. The council at this point has the option to repay the loan.

Liquidity

The ability of the Council to meet its financial obligations as they fall due.

Market Loans

Borrowing that is sourced from the market i.e. organisations other than the Public Works Loan Board or a Public Body.

Medium Term Financial Plan

Plan outlining the financial strategies and actions that are envisaged by the Council in the medium term regarding the budget.

Markets in Financial Instruments Directive (MiFID)

EU legislation that regulates firms who provide financial instrument services. MiFID was applied in the UK from November 2007, but was revised with changes taking effect from **3 January 2018** (MiFID II).

Glossary of Terms

The aim is to ensure financial institutions undertake more extensive checks on their client's suitability for investment products. Organisations undertaking investments will be either classified as 'retail' or 'professional'.

MiFID II requires all Local Authorities to be initially treated as "retail clients" unless they "opt up" to a "professional client". The assumption being that retail clients require a greater level of due diligence and support for investment decision making. Financial institutions will owe a greater duty of care to retail clients, however, they will have no greater financial protection than professional clients.

Minimum Revenue Provision (MRP)

This is the amount which must be charged to the authority's revenue account each year and set aside as provision for repaying external loans and meeting other credit liabilities. The prudent amount is determined having regard to guidance issued by WG. This has the effect of reducing the Capital Financing Requirement (CFR).

Money Market

The market for short-term securities or investments, such as certificates of deposit, commercial paper or treasury bills, with maturities of up to one year.

Money Market Funds

An investment fund which pools the investments of numerous depositors, spreading those investments over a number of different financial instruments and counterparties. Funds with a Constant Net Asset Value (CNAV) are those where the sum invested is the same on maturity, Low Volatility Net Asset Value (LVNAV) are those where any sum invested is likely to be the same on maturity. Funds with a Variable Net Asset Value (VNAV) are those where the sum on maturity could be higher or lower due to movements in the value of the underlying investments.

Net Asset Value (NAV)

The market value of an investment fund's portfolio of securities as measured by the price at which an investor will sell a fund's shares or units.

Pooling

The process whereby investments or loans are held corporately rather than for specific projects or parts of the Council, with recharges to those areas for their share of the relevant income and expenditure using an agreed methodology, where such a recharge is required to be made.

Prudential Code for Capital Finance

The system introduced on 1 April 2004 by Part 1 of the Local Government Act 2003 which allows local authorities to borrow without Government consent, provided that they can afford to service the debt from their own resources and that any such borrowing is prudent and sustainable. This requires the preparation and approval of various indicators.

Public Works Loans Board (PWLB)

The Public Works Loans Board is a statutory body operating within the United Kingdom Debt Management Office, an Executive Agency of HM Treasury. PWLB's function is to lend money from the National Loans Fund to local authorities and other prescribed bodies, and to collect the repayments.

Refinancing Risk

Risk that maturing borrowing or other financing of capital projects cannot be renewed on terms that reflect existing assumptions and that the Council will suffer extra costs as a result.

Regulatory Risk

Risk that actions by the Council or by any person outside of it are in breach of legal powers or regulatory requirements resulting in losses to the Council, or the imposition of extra costs.

Ring Fencing

The largest UK banks, (those with more than £25bn of retail / Small and Medium-sized Enterprise (SME) deposits), are required, by UK law, to separate core retail banking services from their investment and international banking activities. Whilst smaller banks with less than £25bn in deposits are exempt, they can choose to opt up. Several banks are very close to the threshold already and so may come into scope in the future regardless.

Ring-fencing is a regulatory initiative created in response to the global financial crisis. It mandates the separation of retail and SME deposits from investment banking, in order to improve the resilience and resolvability of banks by changing their structure. In general, simpler, activities offered from within a ring-fenced bank, (RFB), will be focused on lower risk, day-to-day core transactions, whilst more complex and "riskier" activities are required to be housed in a separate entity, a non-ring-fenced bank, (NRFB). This is intended to ensure that an entity's core activities are not adversely affected by the acts or omissions of other members of its group.

Security

Protecting investments from the risk of significant loss, either from a fall in value or from default of a counterparty.

Sovereign Credit Ratings

The credit rating of a country. It indicates the risk level of the investing environment of a country, taking into account political risk and other factors.

Sterling

The monetary unit of the United Kingdom (the British pound).

Term Deposits

A term deposit is a money deposit at a banking institution that cannot be withdrawn for a certain "term" or period of time.

Treasury Management

The management of the organisation's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.

Treasury Bills

Debt securities issued by a government with a short-term maturity of up to 6 months.

Glossary of Terms

UK Government Gilts

Fixed-interest debt securities issued or secured by the British Government. Gilts are always denominated in sterling though the Government occasionally also issues instruments in other currencies in the Eurobond market or elsewhere.

Variable Rate

An interest rate that changes in line with market rates.

Yield

The annual rate of return paid out on an investment, expressed as a percentage of the current market price of the relevant investment.

Appendix 1
CARDIFF COUNCIL BUDGET 2020/21
Support for Strategic Priorities and Future Generations

CORPORATE PLAN	2020/21 BUDGET <i>(includes 5 year capital expenditure, and additional revenue investment for 2020/21 including one-off sums)</i>
CARDIFF IS A GREAT PLACE TO GROW UP	<ul style="list-style-type: none"> • £7.1m - net additional revenue support for Children’s Services (11.5%) • £10.4m - net additional revenue support for schools (4.3%) • £0.5m additional revenue support for the Cardiff Commitment & Child Friendly Cities • £0.2m additional revenue funding to provide mentor support and tuition to Looked After Children • £0.5m revenue funding for youth provision • £248.4m - 21st Century Schools Band B investment programme • £46.4m - investment in the existing schools estate • £0.5m - investment in a short stay accommodation centre for Looked After Children
CARDIFF IS A GREAT PLACE TO GROW OLDER	<ul style="list-style-type: none"> • £39.9m - Disabled adaptations to enable people to remain in their home (Adults and Children) • £4.2m - Net additional revenue support for Adult Services (+3.7%)
SUPPORTING PEOPLE OUT OF POVERTY	<ul style="list-style-type: none"> • £332.9m - investment in social housing, including new Council Homes • Revenue budget funding to continue to pay the Voluntary Living Wage to staff plus one off investment to promote the Living Wage in Cardiff • £0.1m additional revenue funding for homelessness
SAFE, CONFIDENT & EMPOWERED COMMUNITIES	<ul style="list-style-type: none"> • £0.5m to establish Estate Management Teams to plan and co-ordinate activities to bring citizens and services together to address issues • Revenue funding for a Community Safety Manager post • £2.2m - City Centre Youth and Wellbeing Hubs • £4.4m – Neighbourhood Regeneration • £6.8m investment in parks infrastructure and playground equipment
A CAPITAL CITY THAT WORKS FOR WALES	<ul style="list-style-type: none"> • £13.6m - Support for Cardiff Capital Region City Deal (CCRCd) Projects • £52.2m - Economic Development Initiatives • £36.7m - Investment in Highway Infrastructure Assets • £1.8m revenue support for highways and cleansing
POPULATION GROWTH IS MANAGED IN A RESILIENT WAY	<ul style="list-style-type: none"> • £14.6m - Energy sustainability and generation • £78.4m - To develop strategic cycle routes, improve transportation infrastructure and encourage active travel, subject to grant funding • £5.2m - Additional capital support for recycling activity including a new recycling facility for the north of the city plus £3.2m revenue funding to support recycling & neighbourhood services • £6.3m - To address flooding and coastal erosion • £3.4m - Development of Bereavement Services including new cemetery to increase burial space provision • £0.2m revenue support to develop an integrated water management strategy including flood risk assessment and sustainable drainage • £0.4m revenue support to update the Local Plan • £0.2m revenue support to improve cycle parking and to supplement the existing social subsidy to bus routes
MODERNISING & INTEGRATING	<ul style="list-style-type: none"> • £14.7m - Investment in modernising ICT, improving business processes and core office strategy

CARDIFF COUNCIL BUDGET 2020/21**Support for Strategic Priorities and Future Generations**

OUR PUBLIC SERVICES

- £10.3m - Investment in non-schools buildings

The Five Ways of Working at the Heart of the Future Generations Act	
LONG TERM	<ul style="list-style-type: none"> • Long-term affordability of the capital programme - prudential & local indicators • Modelling a future budget outlook to understand how today's decisions and assumptions will affect the future shape of the budget • Identifying current and future risks and their potential financial impact • Carefully evaluating the Council's financial resilience and ensuring mechanisms are in place to protect this position • Highlighting that budget opportunities forgone in one year will have a cumulative effect over time • Savings that involve removal of services seen as a last resort • Capital investment directed to areas that support the Council's priorities and emerging issues
PREVENTION	<ul style="list-style-type: none"> • Exploring opportunities for strength based practice and preventing escalation of need – reflected in savings • Increasing the independence of individuals to live in their own homes and signposting to third sector organisations rather than institutionalised care • Carefully evaluating the use of finite resources to try and avoid deterioration of our existing assets, seeking options to relinquish them where feasible to avoid future costs • Revenue support to tackle homelessness and long term investment in new affordable housing
COLLABORATION	<ul style="list-style-type: none"> • Savings predicated upon working with others to continue to deliver services • Work with private and public partners to develop services and investment for the future to support the delivery of Capital Ambition objectives including the Capital Strategy
INTEGRATION	<ul style="list-style-type: none"> • Budget proposals are not considered in isolation, with consideration given to the potential impact of any decision on other council services, external partners and service users • Areas of integrated working include Health and Social Services, Community Safety, Regulatory Services and Third Sector • Integration between the different key elements of the Financial Strategy (Budget, Capital Programme, Treasury Management Strategy, Capital Strategy, MTFP) as well as the Council's key priorities
INVOLVEMENT	<ul style="list-style-type: none"> • City wide consultation • Effort to engage with groups that have been traditionally less involved • Service user specific consultation on proposals where appropriate • Consideration of consultation feedback in drafting final budget proposal • Budget Scrutiny and engagement with key stakeholders – Schools Budget Forum, Trade Unions, staff

WELSH LOCAL GOVERNMENT SETTLEMENT 2020-21 (Estimated Grants)

	£'000s	
Portfolio and Grant Name	2019-20	2020-21
Education		
Regional Consortia School Improvement Grant ¹	140,623	154,399
Sixth Form funding	94,664	93,943
Pupil Development Grant	92,767	101,367
Professional Learning ²	15,000	0
Teachers Pay Grant 2019/20	12,018	RSG
Youth Support ³	10,056	10,056
Transition support for Minority Ethnic and Gypsy, Roma, Traveller learners ⁴	10,000	10,000
Costs associated with Teachers Pay ^{5,6}	7,500	0
PDG Access ⁴	5,154	8,354
Reducing Infant Class Sizes Grant - Revenue	5,000	6,000
Adult Community Learning	4,418	4,418
Additional Learning Needs Innovation Fund	3,331	3,268
Small and Rural Schools Grant	2,500	2,500
Whole School Approach	1,526	2,000
SEREN Foundation grant	655	655
School based supply cluster trial ⁵	350	0
SEREN Academy grant	329	329
School Business Managers ⁵	200	0
Foundation Phase Pilot (Flintshire only) ⁵	130	0
Additional Learning Needs ⁴	0	7,192
Elective Home Education ⁴	0	1,500
TOTAL	406,220	405,982
Housing and Local Government		
Children and Communities Grant(CCG) ⁷	136,442	135,442
Housing Support Grant	123,688	123,688
Teachers Pension Grant	39,112	RSG
Affordable Housing Grant (AHG) ⁵	18,762	0
Sustainable Waste Management Grant	18,200	16,400
Food and Residual Waste Treatment Gate Fee Support	10,017	13,300
Cardiff Capital Region City Deal	10,000	10,000
Cardiff Harbour Authority	5,223	5,223
Child Burials	600	600
Digital Transformation Fund	552	1,150
EU Support for Local Resilience Forums ⁵	500	0
Support for Public Service Boards	400	400
South Wales Regional Aggregate Working Party (RAWP)	50	50
Waste Planning Monitoring Report - North Wales and South East Wales	49	50
Rural Housing Enabler	47	47
North Wales Regional Aggregate Working Party (RAWP)	25	25
Mid and South Wales Regional Viability Model and Assessment	19	0
Waste Planning Monitoring Report - South West Wales	16	16
Armed Forces Day	15	20
Circular Economy Projects	0	1,000
TOTAL	363,716	307,411
Health and Social Services		
Childcare Offer- Childcare Costs	46,150	56,177
Social Care Workforce and Sustainability Pressures Grant	30,000	40,000
Substance Misuse Action Fund	25,063	25,063
A Healthier West Wales (supported programmes 1, 3, 7)	4,484	7,483
Community Services - North Wales	3,732	2,041
Integrated early intervention and intensive support for Children, Young People and Families-North Wales ⁵	2,407	0
Childcare Offer- Administration Grant	2,323	2,323
Adoption Services	2,300	2,300
Together for Mental Health - North Wales	2,072	238
Social Care Tasks Performed by a Registered Nurse in Nursing	1,900	RSG
Seamless Services For People with Learning Disabilities - North Wales ⁵	1,651	0
Childcare Offer- SEN Grant	1,500	1,500
National Approach to Statutory Advocacy for Children and Young People	550	550
Early Years Integration Transformation Programme	463	463
Deprivation of Liberty Safeguards (DoLS)	263	263
Complex Needs Funding - Substance Misuse and Mental Health	229	1,018
Maintaining the Delivery of the Wales Adoption Register	178	178
National Fostering Framework – Developing Foster Wales Brand and Marketing	100	100
Drug & Alcohol Initiatives Naloxone Programme	80	80
		£'000s
Portfolio and Grant Name	2019-20	2020-21
Support Revision and Development of Wales Safeguarding Procedures for Adults and Children at Risk	75	75

Supporting Safeguarding Boards to deliver training for the implementation of Welsh Government policy and legislation	60	60
Residential care homes for Children - task and finish group	50	50
Review of the Local Authority Performance Management Framework Grant	34	34
Contact Centres	18	21
TOTAL	125,682	140,017
<u>Economy and Transport</u>		
Free Concessionary Bus travel	60,133	60,133
Bus Services Support Grant	25,000	25,000
Bus Revenue Support - Traws Cymru	2,530	3,187
Road Safety Grant	2,000	2,000
Arfor innovation Fund	1,000	1,000
Anglesey Airport - Operation & Maintenance	800	800
Continued support for Regional Skills Partnerships	495	495
Swansea Tidal Lagoon Taskforce ⁵	220	0
Business Improvement District ⁵	78	0
Youth Discounted Travel Scheme (My Travel Pass)	60	60
TOTAL	92,316	92,675
<u>Environment, Energy and Rural Affairs</u>		
Land Drainage and Coastal Protection	2,400	1,469
Environment Act 1995 (Feasibility Study for Nitrogen Dioxide Compliance) Air Quality Direction ⁵	1,637	0
Local Authority Animal Health and Welfare Framework Funding	200	200
Coastal Risk Management Programme ⁸	151	1,600
Smart Living Initiative	135	185
Enforcement support to take forward legislation relating to bovine TB ⁵	63	0
Non-domestic (Business) Rates Support for Hydropower	8	9
TOTAL	4,594	3,463
<u>Deputy Minister and Chief Whip</u>		
Period Dignity in Schools	2,300	2,300
Violence against Women, Domestic Abuse & Sexual Violence Grant	1,938	1,938
Community Cohesion Grant	1,120	1,120
Period Dignity in Communities ⁹	220	220
TOTAL	5,578	5,578
<u>Culture, Sport and Tourism</u>		
Regional Tourism Engagement Fund (RTEF)	976	976
MALD strategic grants, including Fusion	331	331
Specialist Service Grants	25	25
TOTAL	1,331	1,331
<u>International Relations and Welsh Language</u>		
Promote and Facilitate the use of the Welsh Language (WLG)	314	314
Major Events Unit Grants Scheme	150	600
TOTAL	464	914
<u>Finance and Trefnydd</u>		
High Street and Retail Rates Relief	23,600	24,200
Cyber Resilience Revenue Grant	98	800
TOTAL	23,698	25,000
All Grants	1,023,599	982,370
All Grants excluding NA and RSG transfers (for like-for like comparison)	970,418	982,370

i The information shown above details the total amount of each grant. Some grants may be split between local authorities and other bodies.

ii It is important to note that amounts for future years are indicative at this stage and are liable to change.

iii Formal notification of grant allocations is a matter for the relevant policy area.

TBC= To be confirmed

RSG = funding transferring to Revenue Support Grant

¹ Includes programmes: EIG, Raising School Standards, Pioneer Schools, Assessment for Learning, Welsh Language Charter, Literacy and Numeracy, Modern Foreign Languages, Learning in a Digital Wales (LIDW), Digital competence framework, New & acting Heads and NPQH.

² In 2020-21 plan is for funding to be allocated to regions and it will form part of the RCSIG grant.

³ Includes Youth homelessness £3.7m funding transfer still to be agreed

⁴ Programmes are part of the Local Authority Education Grant

⁵ Grant ending 2019-20

⁶ £7.5m provided in 2018-19 and 2019-20 as a transitional time limited arrangement to support local authorities to meet cost pressures associated with implementation of 2018-19 teachers' pay award.

⁷ Includes programmes: Childcare & Play, Communities for Work Plus, Families First, Flying start, Legacy Fund, promoting Positive Engagement for Young People, St David's Fund.

⁸ £0.15m being transferred to RSG in 2020-21

⁹ Previously known as Period Poverty Grant

Capital Ambition - Policy Growth

Directorate	Outline	£000
Economic Development	Delivery of Music Strategy Funding for the creation of an Operational Manager (OM2) post to support the delivery of the recommendations in the Cardiff Music Strategy.	70
	Road Closures Budgetary provision to fund costs associated with road closures related to protest marches and Stadium events. Where possible income from events is used to cover these costs but this is not guaranteed.	30
Economic Development Total		100
Education	Children who are Looked After Additional funding to support and improve outcomes for children who are looked after in Key Stage 4, together with dedicated Educational Psychology and Emotional Health & Wellbeing support to help reduce exclusion and disengagement. The funding would cover: <ul style="list-style-type: none"> • A part time teacher resource to provide mentor support to pupils to ensure that each child has a specific and appropriate Personal Education Plan • A full time teacher resource to provide additional tuition to all year 10 and 11 pupils • Designated Educational Psychology time for children who are looked after to provide proactive work with our most vulnerable children and to help monitor provision out of county for the most complex cases • A specialist Emotional Health and Wellbeing Teaching Assistant to work with children who are looked after at risk of exclusion 	150
	Open Access Youth Support This funding, in addition to funding from youth grants, would enable an expansion of existing open access provision and the establishment of provision for parts of the city not currently covered. Up to 12 additional nights (3 per week in 4 areas) of provision would be possible, along with additional mentors working directly with young people on the edge of the education system, linking up key work with Youth Offending Services on young people risk management programmes and specific projects such as Side Step (Action for Children).	201
	Cardiff Commitment Curriculum and Skills Programme To progress a Cardiff Curriculum programme, the primary aims of which are to: <ul style="list-style-type: none"> • Create opportunities for real world acquisition and application of the knowledge, skills and experiences that matter in the new curriculum • Actively engage learners in an exciting, authentic curriculum that brings to life opportunities in higher education and the world of work • Develop innovative Professional Learning opportunities for teachers/non-teaching staff • To align teaching and learning with the skills that employers require and the new curriculum 	170
	Child Friendly Cities To ensure the sustainability of the Child Friendly City programme and to demonstrate a long term commitment to a Child Rights Approach in Cardiff, this would fund the creation of a Children's Rights Unit. Outcomes would include embedding the UNICEF children's rights into the culture of the County and City into the future, and delivering upon the goals as set out in the Child Friendly Strategy.	65
Education Total		586

Directorate	Outline	£000
Housing & Communities	<p>Estate Management Teams The proposal is to create a new Estate Management Service, focusing on the traditional council estates, bringing together existing services with additional investment to provide a complete estate management service for an area. In addition to existing services, a new team of four Estate Co-ordinators will identify issues, and plan and co-ordinate activities to bring citizens and services together to address issues. There will be one co-ordinator each for the combined areas of Ely & Caerau, Fairwater & Gabalfa, Butetown & Tremorfa, and Llanrumney & Trowbridge. Alongside the Estate Co-ordinators, Local Action Teams will be created to respond to issues and complaints, whilst a Local Action Garden Team will address issues with overgrown bushes and smaller trees. Consideration will be given in the future to extending the services to Llanedeyrn/Pentwyn and Llanishen.</p>	454
Housing & Communities Total		454
Performance & Partnerships	<p>Community Safety Manager Over the past 12 months the Council has worked with partners to significantly improve the governance and delivery arrangements in relation to Community Safety, including putting in place a Community Safety Leadership Board, supported by an Operational Board. The Leadership Board reports into the Cardiff Public Services Board, which acts as the statutory Community Safety Board for Cardiff. The Leadership Board has identified 4 priorities for action – aligned to Capital Ambition - including homelessness and street sleeping, PREVENT and tackling radicalisation, preventing violent crime (including tackling County Lines, knife crime and Serious Organised Crime) and adopting a locality approach to creating safer communities, focussed on the city's most deprived communities. The work of the Cohesion Unit also reports in to the Community Safety Partnership. These arrangements are currently supported by an Interim Community Safety Manager. This funding would support the employment of a permanent full time Community Safety Manager.</p>	65
Performance and Partnerships Total		65
Recycling & Neighbourhood Services	<p>Love Where You Live Continued funding to support the Love where you live campaign, which seeks to create meaningful engagement with the citizens of Cardiff , encouraging pride in their urban spaces and a sense of influence in the places we work, live and play.</p>	60
	<p>Central Area Cleaning To fund the continuation of the pilot of proactive cleansing in the afternoons in central wards and to extend it to include Cathays and Riverside.</p>	430
Recycling & Neighbourhood Services Total		490
Resources	<p>Maintaining and Developing Digital Services To fund increased capacity in the Web Team in order to continue to develop online services in a sustainable manner. This will allow the team to address changes in customer behaviour and move forward with ambitions outlined in the digital strategy, to ensure that the existing platforms are adequately supported and maintained, whilst developing new platforms and functions within Cardiff's "online" service portfolio. The funding will cover 2.2 additional FTE including one new Content Assistant (Grade 5) and one new Online Designer (Grade 6)</p>	80
Resources Total		80
TOTAL		1,775

Appendix 4 (a)

CARDIFF COUNCIL: FEES AND CHARGES 2020/21

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment	
Economic Development							
Charges in respect to filming in the City							
1	Charges in respect to filming in the City	£100.00 - £250.00	Nil	Nil	1 April 2020	No proposed increase	
Workshop Rents							
2	Workshop Rents	See Comment			1 April 2020	Subject to condition of lease. Rents reviewed on a commercial basis.	
Land and Building Rents							
3	Land and Building Rents	See Comment			1 April 2020	Subject to condition of lease.	
Business Development							
4	Loan Administration Fee - one off payment	£250.00	Nil	Nil	1 April 2020	No proposed increase. Currently no lending being undertaken. If this were to change, the fees would be subject to review	
5	Equity Administration - one off payment	£1,000.00					
Venues							
6	Commercial Catering	Various	See Comment	2%	1 April 2020	The proposed increase is 2% on catering charges	
St Davids Hall							
7	Auditorium Hire		Nil	Nil	1 April 2020	No proposed increase	
	• Standard Hire						
	- Morning or Afternoon	£2,515.00					
	- Evening	£5,593.00					
	- Full Day	£8,108.00					
	• Concessionary Hire						
	- Morning or Afternoon	£2,012.00					
	- Evening	£4,474.00					
	- Full Day	£6,486.00					
	8	Lefel 1 Studio - Per session - Standard & Concessionary					£264.00
	9	Level 2 Foyer - Per session					£184.00
	10	Level 3 - Per session - AM, PM or Evening					£416.00
	11	Daystage (Level 3) - Evening					£1,141.00
	12	Ivor Novello Room - AM, PM or Evening					£89.00
13	Viscount Tonypandy Room - AM, PM or Evening	£89.00					
14	Green Room - AM, PM or Evening	£205.00					
15	St Asaph Room - AM, PM or Evening	£205.00					
16	Ticket postage fee	£1.50					
17	Cloakroom charge	£1.50					
18	Resale of tickets	20% of ticket value					
19	Issuing ticket duplicates for lost tickets	£2.50					
20	Purchase of ticket from being on Waiting List	£2.50					
21	Exchange ticket to another performance	£2.00					
22	Ticket Protection	£1.85					
23	Friend of St David's Hall - With Digital brochure	£20.00					
24	Friend of St David's Hall - With Digital & printed brochure	£25.00					
25	Group discounts	Various - See Comment				Negotiated with promoters	
26	Programme price	Various - See Comment				Programme prices are set by promoters	
Norwegian Church							
27	Wedding Package based on 60 guests - 5pm till midnight	£4,500.00	Nil	Nil	1 April 2020	No proposed increase	
28	Grieg Room hire – day hire	£400.00					
29	Day Delegate Rate (minimum numbers 20)	£40.00					
30	Grieg Room – Evening Hire - 7pm until midnight	£600.00					

Appendix 4 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
31	Concert hire – 7.30-9.30pm	£360.00	Nil	Nil	1 April 2020	No proposed increase
Cardiff Castle						
32	Cardiff Castle Gift Shop	Various	Nil	Nil	1 April 2020	No proposed increase
33	Castle Key	£6.50	£0.25	3.85%		The proposed new charge is £6.75
34	Cardiff Castle Tours	£3.50	£0.25	7.14%		The proposed new charge is £3.75
35	Castle Banquet	£49.50	£0.45	0.91%		The proposed new charge is £49.95
36	Castle Room Hire	£650.00	Nil	Nil		No proposed increase
City Hall / Mansion House						
37	Assembly Room Hire • Mon to Fri (6 hours) • Weekends, Evenings & Bank Holidays (6 hours)	£1,850.00	£50.00	2.70%	1 April 2020	The proposed new charges are: • Mon to Fri (6 hours) £1,900.00 • Weekends, Evenings & Bank Holidays (6 hours) - No proposed increase
		£2,500.00	Nil	Nil		
38	Marble Hall Hire • Mon to Fri (6 hours) • Weekends, Evenings & Bank Holidays (6 hours)	£1,650.00	£50.00	3.03%		The proposed new charges are: • Mon to Fri (6 hours) £1,700.00 • Weekends, Evenings & Bank Holidays (6 hours) £1,700.00
		£1,650.00	£50.00	3.03%		
39	Lower Hall Hire • Mon to Fri (6 hours) • Weekends, Evenings & Bank Holidays (6 hours)	£1,100.00	£50.00	4.55%		The proposed new charges are: • Mon to Fri (6 hours) £1,150.00 • Weekends, Evenings & Bank Holidays (6 hours) £1,800.00
		£1,750.00	£50.00	2.86%		
40	Ferrier Hall Hire • Mon to Fri (4 hours) • Weekends, Evenings & Bank Holidays (4 hours)	£380.00	£10.00	2.63%		The proposed new charges are: • Mon to Fri (4 hours) £390.00 • Weekends, Evenings & Bank Holidays (4 hours) - No proposed increase
		£600.00	Nil	Nil		
41	Council Chamber Hire • Mon to Fri (4 hours) • Weekends, Evenings & Bank Holidays (4 hours)	£325.00	£5.00	1.54%		The proposed new charges are: • Mon to Fri (4 hours) £330.00 • Weekends, Evenings & Bank Holidays (4 hours) - No proposed increase
		£500.00	Nil	Nil		
42	Syndicate Rooms Hire • Mon - Fri (Full Day) • Weekends, Evenings & Bank Holidays (4 hours)	£420.00	£10.00	2.38%	The proposed new charges are: • Mon to Fri (Full Day) £430.00 • Weekends, Evenings & Bank Holidays (4 hours) - No proposed increase	
		£360.00	Nil	Nil		
43	All City Hall Room Hire - Discounted for Registered Charities	30%	See Comment		This is the discount available to registered charities	
44	Mansion House Hire • 4 hour session • Evening 6 hour session	£550.00	Nil	Nil	No proposed increase	
		£1,050.00				
45	Mansion House Hire Charges - discount for registered charities	20%	See Comment		This is the discount available to registered charities	
Cardiff Caravan & Camping Park Charges						
46	Pitches (Other than during events) per night • Maximum 2 Adults or Family (2 adults, 2 children) - With electric - Without electric • Single Occupancy - With electric - Without electric • Hiker	£32.00	Nil	Nil	1 April 2020	No proposed increase
		£28.00				
		£27.00				
		£24.00				
		£20.00				
47	Pitches (During events) per night • Maximum 2 Adults or Family (2 adults, 2 children) - With electric - Without electric	£40.00				
		£35.00				

Appendix 4 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
48	Additional Person charge per night • Child • Adult • Adult (Events)	£4.00 £10.00 £15.00				
49	Extra Vehicles	£10.00				
50	Calor Gas • Propane - 3.9kg bottle - 6.0kg bottle - 13.0kg bottle • Butane - 4.5kg bottle - 7.0 kg bottle - 15.0kg bottle	£17.30 £20.40 £26.00 £17.90 £22.85 £36.60	Nil	Nil	1 April 2020	No proposed increase
51	Tokens • Washer • Dryer	£3.00 £2.00				
Cardiff Story Museum						
52	Hire of Cardiff Story Museum galleries for events outside normal operating hours (4 hours) • Corporate Rate • Charity Rate	£900.00 plus staffing costs New Charge - See Comment	Nil New Charge - See Comment	Nil New Charge - See Comment	1 April 2020	The proposed new charges are: • Corporate Rate - No proposed increase • Charity Rate - New charge for 2020/21. The proposed new charge is £630.00 plus staffing costs.
53	Talks by Museum Professional Staff - per hour	Various - from £70	Nil	Nil		No proposed increase
54	Museum formal education / school visits	Range from £1.00 per pupil to £4.50 per pupil and / or £25.00 to £80.00 per led session.				No proposed increase. Formal education and school packages are tailored according to the teacher's requirements.
55	Children's birthday parties	Various - from £75.00	Nil	Nil		
56	Left Luggage facility • Small lockers • Medium lockers • Large lockers • Overnight 24 hours	£5.00 £8.00 £10.00 £20.00			1 April 2020	No proposed increase
57	Hire of Learning Suite • 10am - 4pm - Standard Rate - Charity Rate • Evening - Standard Rate - Charity Rate • Additional Hours (per hour)		New Charges - See Comment			New charges for 2020/21. The proposed new charges are: • 10am - 4pm - Standard Rate £120.00 - Charity Rate £85.00 • Evening - Standard Rate £285.00 plus staffing costs - Charity Rate £220.00 plus staffing costs • Additional Hours (per hour) £40.00
Events - Park & Ride/Parking						
58	Major Event Park & Ride • Pre Book • On Day	£8.00 £10.00	Nil	Nil	1 April 2020	No proposed increase

Appendix 4 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment	
59	City Centre Parking • Pre Book • On Day	£12.00 £15.00	Nil	Nil	1 April 2020	No proposed increase	
60	Mini buses & Coaches	£25.00					
61	Parking (small local events)	Various from £3.00					
62	City Centre Parking (small local events)	£10.00					
County Hall Venue Hire							
63	1 x committee room/council chamber • Weekday (4 hours) • Weekday (6 hours)	£206.00 £360.00	£14.00 Nil	6.70% Nil	1 April 2020	The proposed new charges are: • Weekday (4 hours) £220.00 • Weekday (6 hours) - no proposed increase	
64	1 x committee room including kitchen • Weekday (6 hours) • Weekend (6 hours)	£625.00 £845.00	£25.00 £35.00	4.00% 4.14%		The proposed new charges are: • Weekday (6 hours) £650.00 • Weekday (6 hours) £880.00	
65	2 x committee rooms including kitchen • Weekday (6 hours) • Weekend (6 hours)	£985.00 £1,400.00	£40.00 £55.00	4.06% 3.93%		The proposed new charges are: • Weekday (6 hours) £1,025.00 • Weekday (6 hours) £1,455.00	
66	3 x committee rooms including kitchen • Weekday (6 hours) • Weekend (6 hours) • Weekend (6 hours) including Staff Canteen	£1,345.00 £1,850.00 £2,375.00	£55.00 £70.00 £75.00	4.09% 3.78% 3.16%		The proposed new charges are: • Weekday (6 hours) £1,400.00 • Weekday (6 hours) £1,920.00 • Weekend (6 hours) including Staff Canteen £2,450.00	
67	Staff Canteen	£350.00	Nil	Nil		No proposed increase	
68	Bank holiday rate	Additional £500.00	£50.00	10.00%		The proposed new charge is £550.00	
69	Car Park Hire - Exclusive use x 586 spaces	£2,344.00	Nil	Nil		No proposed increase	
70	Car Park Hire - per Space	£4.00	£1.00	25.00%		The proposed new charge is £5.00	
71	Room Hire - Discounted for Registered Charities	10%	See Comment			This is the discount available to registered charities	
Parks Outdoor							
72	Roath Park • Duck or Fish food • Postcards	£0.60 (£1.00 both) £0.50 (£2.50 Pack of 6)	Nil	Nil		1 April 2020	No proposed increase
73	Roath Park Conservatory	£2.00 - £26.00 depending on type and size of group					
74	Roath Park Conservatory - School/Group Booking Fees	£4.00					
75	Bowls - buy back of maintenance of Greens - annual charge	£6,300.00					
76	Pavilions • Half Day • Full Day	£38.10 £57.00					
77	Football Pitch & Changing Facilities	£55.00	£5.50	10.00%	1 April 2020	The proposed new charge is £60.50	
78	Football Pitch only	£44.00	£4.50	10.23%		The proposed new charge is £48.50	
79	Rugby Pitch & Changing Facilities	£75.00	£7.50	10.00%		The proposed new charge is £82.50	
80	Rugby pitch only	£60.00	£6.00	10.00%		The proposed new charge is £66.00	
81	Cricket Pitch & Changing Facilities	£66.00	£6.50	9.85%		The proposed new charge is £72.50	
82	Cricket - Pitch only	£55.00	£5.50	10.00%		The proposed new charge is £60.50	
83	Baseball Pitch & Changing Facilities	£66.00	£6.60	10.00%		The proposed new charge is £72.60	
84	Baseball - Pitch only	£55.00	£5.50	10.00%		The proposed new charge is £60.50	
85	Training area & changing facilities	£30.00	Nil	Nil		No proposed increase	
86	3G Pitch - Gold/Silver Accredited - per hour	£66.00					
87	3G pitch - Bronze/Standard Accredited - per hour	£66.00					
88	3G pitch - Non Accredited - per hour	£66.00					
89	3G pitch - Off Peak - per hour	£40.00					

Appendix 4 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
Channel View						
90	All Weather pitch outside 3G Peak times	£66.00	Nil	Nil	1 April 2020	No proposed increase
91	All Weather pitch outside 3G Off Peak	£40.00				
92	3G Outside Off peak and weekends	£30.00				
93	3G Outside Peak	£35.00				
94	3G Inside Off peak and weekends	£41.00	£1.00	2.44%		The proposed new charge is £42.00
95	3G Inside Peak times	£46.00	£1.00	2.17%		The proposed new charge is £47.00
96	Upper Activity area (per hour)	£32.00	£1.00	3.13%		The proposed new charge is £33.00
97	Committee Room / Crèche (per hour) off peak	£16.00	£1.00	6.25%		The proposed new charge is £17.00
98	Committee Room / Crèche (per hour) Peak	£25.00	£0.50	2.00%		The proposed new charge is £25.50
99	Meeting Room 3 (Peak times per hour)	£13.00	£0.50	3.85%		The proposed new charge is £13.50
100	Children's party	£125.00	Nil	Nil	No proposed increase	
101	Adult Activities 1hr	£6.50	£0.10	1.54%	The proposed new charge is £6.60	
102	Spin / TRX / Kettlebells/Boxmaster	£6.50	£0.10	1.54%	The proposed new charge is £6.60	
103	School Holiday - Children's activities	£3.70	£0.10	2.70%	The proposed new charge is £3.80	
104	Junior Activities	£3.70	£0.10	2.70%	The proposed new charge is £3.80	
105	Soft Play	£3.70	Nil	Nil	No proposed increase	
106	50 + (access to gym, specific classes at off peak times)	£3.70				
Cardiff Riding School						
107	Spectator	£0.50	Nil	Nil	1 April 2020	No proposed increase
108	Competition Entry - Pony Club/Riding Club members discounted	£12.50				
109	Competition Entry - non members	£15.00				
110	Work Livery 6 hrs per week (Horse worked)	£110.00				
111	Work Livery 9 hrs per week (Horse worked)	£89.00				
112	Work Livery 12 hrs per week (Horse Worked)	£60.00				
113	1 night livery	£27.50				
114	Certificate	£3.50				
115	Child Disability 1hr pony lesson	£18.00				
116	Stable Management 1 hr Private	£40.00				
117	Stable Management 1 hr group	£11.00				
118	Stable Management 1 hr long term (yr fee)	£42.00				
119	Uni 1 hr group lesson	£22.50				
120	Course 1 hr group lesson	£22.50				
121	1/2 hr Private up to 2 persons	£30.00				
122	1/2 hr Private up to 3 persons	£22.00				
123	1 hour Private up to 2 persons	£42.00				
124	1 hour Private up to 3 persons	£40.00				
125	Hire of Hats	£2.50				
126	1/2 hr group weekday lesson	£14.00				
127	1/2 hr group weekend lesson	£15.50				
128	1 hr group weekday lesson	£22.50				
129	1 hr group weekend lesson	£23.50				
130	Pony Club Day (extended lesson)	£44.00				
131	Pony Club Stable Management (1hr)	£11.00				
132	Pony Club 1/2 hr group	£14.00				
133	Pony Club 1 hr group	£22.50				
134	Stable Management 1.5 hours	£16.50				
135	Riding Club 1.5 hours	£16.50				
136	Riding Club 1hr Ride+ 1 SM	£35.00				
137	Riding Club Day	£44.00				

Appendix 4 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
138	Assisted Livery	£80.00	Nil	Nil	1 April 2020	No proposed increase
139	Full Livery Care Only	£155.00				
140	Loan of Pony (2 x 1/2hr sessions plus SM per week)	£22.50				
141	Manure (per bag)	£1.00				
142	Christmas Show Entry	£7.50				
143	Adult Gloves	£7.00				
144	Child Gloves	£4.00				
145	Plain Whip	£8.00				
146	Schooling Whip	£13.00				
147	Holiday Club	£6.00				
148	Pony Ride (Sat/Sun)	£7.00				
149	Party	£230.00				
150	DIY Livery (per week)	£66.00				
151	Snr Pony Club	£31.00				
152	Pony Club 1hr Ride+ 1 Stable Management	£35.50				
Canton Community Hall						
153	Parents & Tots	£3.00	£0.10	3.90%	1 April 2020	The proposed new charge is £3.10
154	Parents & Tots (MaxActive)	£1.50	£0.05	3.33%		The proposed new charge is £1.55
155	Parents & Tots (Extra Child)	£2.00	£0.10	5.00%		The proposed new charge is £2.10
156	Little Tiddlers/Ti a Fi	£3.00	£0.10	3.33%		The proposed new charge is £3.10
157	Photocopying	£0.20	Nil	Nil		No proposed increase
158	Circuits	£5.40				
159	Boxacise	£5.40				
160	Pilates	£5.40				
161	Adult Archery	£5.60				
162	Adult Max Active Fitness	£2.70				
163	Junior Archery	£3.50				
164	Junior Football	£2.50				
165	Junior Streetgames	£1.50				
166	Junior Pool Club	£2.00				
167	Junior Holiday Activities	£2.70				
168	Friday Parties	£125.00	£5.00	4.00%	The proposed new charge is £130.00	
169	Weekend Parties	£150.00	£5.00	3.33%	The proposed new charge is £155.00	
170	Badminton Court Booking	£12.10	Nil	Nil	No proposed increase	
171	Table Tennis	£4.70				
172	Whole main Hall	£39.00				
173	Function Room	£13.50				
174	Committee Room	£13.00				
175	Multi Use Games Area (Off Peak)	£25.00	Nil	Nil	No proposed increase	
176	Multi Use Games Area (Peak)	£42.00				
177	Active Card Membership	£20.00				
Sailing Centre						
178	Windsurfing - 2 day - Adult	£190.00	£5.00	2.63%	1 April 2020	The proposed new charge is £195.00
179	Windsurfing - 2 day -Youth	£135.00	Nil	Nil		No proposed increase
180	Multi Activity - 2 day -Youth	£135.00				
181	Supervised Sailing & Windsurfing (3 hour session)	£24.00				
182	Supervised Sailing & Windsurfing - 5 x 3hr Sessions	£115.00	£10.00	4.65%		The proposed new charge is £225.00
183	Supervised Sailing & Windsurfing - 10 x 3hr Sessions	£215.00				

Appendix 4 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment				
184	Youth Sailing Courses				1 April 2020	The proposed new charges are: <ul style="list-style-type: none"> • 2 day - No proposed increase • 3 day £190.00 • 5 day £310.00 • 6 week £210.00 • 10 week £340.00 • After Schools club £140.00 				
	• 2 day	£135.00	Nil	Nil						
	• 3 day	£185.00	£5.00	2.70%						
	• 5 day	£300.00	£10.00	3.33%						
	• 6 week	£205.00	£5.00	2.44%						
	• 10 week	£330.00	£10.00	3.03%						
• After Schools club	£135.00	£5.00	3.70%							
185	Youth Sailing Taster 1/2 day	£33.00	£1.00	3.13%			The proposed new charge is £34.00			
186	Scout Sailing Taster 1/2 day	£18.50	£3.50	2.78%			The proposed new charge is £22.00			
187	Sailing Schools Group (per pupil)	£11.50	£0.50	4.55%			The proposed new charge is £12.00 per pupil			
188	Adult Level 1: 2 day	£190.00	£5.00	2.7%		The proposed new charge is £195.00				
189	Adult Level 1: 6 week	£285.00	£10.00	3.64%		The proposed new charge is £295.00				
190	Adult Sailing Taster 1/2 day	£48.00	£2.00	2.13%		The proposed new charge is £50.00				
191	Corporate Sailing Taster		Nil	Nil	1 April 2020	No proposed increase				
	• Half Day	£75.00								
• Full Day	£150.00									
192	Sailing/Windsurfing									
	• Half Day	£130.00								
• Full Day	£260.00									
Sailing Centre (Powerboat & Shore based)										
193	Powerboat Level 1	£130.00					Nil	Nil	1 April 2020	No proposed increase
194	Powerboat Level 2	£245.00								
195	Powerboat Safety Boat	£245.00								
196	Powerboat Intermediate	£275.00								
197	Powerboat Advanced	£295.00								
198	Private Tuition - Powerboat	£255.00								
199	Royal Yachting Association (RYA) First Aid	£95.00								
200	Royal Yachting Association (RYA) VHF/DSC	£95.00								
Activity Adventure Program Cardiff Bay Water Activity Centre										
201	Archery session (1.5 hours)	£25.00	Nil	Nil	1 April 2020	No proposed increase				
202	Archery course (4 x 1.5 hours)	£75.00								
Fishing										
203	Fishing Licences - Day		Nil	Nil	1 April 2020	No proposed increase				
	• Junior	£4.60								
	• Concession	£5.00								
• Adult	£8.80									
204	Fishing Licences - Annual									
	• Junior	£25.00								
	• Concession	£33.00								
• Adult	£50.00									
Slipway Fees and Charges										
205	Single occupancy launch	£5.00	Nil	Nil	1 April 2020	No proposed increase				
206	Multi occupancy launch	£14.00								
207	Sail boat launch	£14.00								
208	Motor boat launch	£14.00								
209	Boat Launch - Season Tickets per metre	£26.00								
Rowing										
210	Level 1 Blades Junior (4 x 2.5 hours)	£75.00								
211	Level 1 Blades Adult (3 x 2.5 hours)	£85.00								
212	Level 2 Blades Junior (4 x 1.5 hours)	£70.00								

Appendix 4 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
213	Level 2 Blades Adult (3 x 2 hours)	£80.00	Nil	Nil	1 April 2020	No proposed increase
214	Private Tuition (1.5 hours)	£35.00				
215	Recreational Rowing - per hour	£5.00				
216	Ergo Room Junior - per hour	£4.00				
217	Ergo Room Adult - per hour	£4.00				
Cardiff International White Water						
218	White Water Rafting Peak	£55.00	Nil	Nil	1 April 2020	No proposed increase
219	White Water Rafting Off Peak	£50.00				
220	Friday Evening White Water Rafting	£45.00				
221	Sat & Sunday WWC Park & Play	£12.50				
222	Retained Water Pool Park & Play	£6.00				
223	Stadium Raft Guide Award Training	£70.00				
224	Adult/Kids 6 week Retained Water Pool course	£90.00	Nil	Nil	1 April 2020	No proposed increase
225	Adult/Kids 6 week White Water Course course	£120.00				
226	1 Day Paddle course	£85.00				
227	Adult 1 year membership	£350.00				
228	Adult 6 month P&P membership	£190.00				
229	Multi Activity half day non school	£25.00				
230	Hydro speed Peak	£55.00				
231	Hydro speed off peak	£50.00				
232	Hot Dog peak	£55.00				
233	Hot Dog Off Peak	£50.00				
234	Paddle Party (Now a 90 minute session)	£12.50				
235	Youth Annual Membership	£170.00				
236	School 2 Hour Session (6 Week Block)	£6.00				
237	SUP Ladies Only	£80.00				
238	SUP Taster	£30.00				
239	Paddle School	£150.00				
240	Surf School	£120.00				
241	1-2-1 Coaching (White Water & Flat Water)	£35.00				
242	Multi Activity Week	£190.00				
243	Air Trail	£10.00				

Appendix 4 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
Harbour - Car Parking						
244	Car parking fees - Havannah Street • 1 hour • 2 hours • 3 hours • 4 hours • 5 hours • 6 hours • 7 hours • 8 hours • 9 hours • 10 hours • 11 hours • 24 hours	£2.10 £3.40 £4.10 £5.10 £6.10 £8.60 £9.40 £10.00 £10.80 £11.50 £14.40 £24.00	Nil	Nil	1 April 2020	No proposed increase
245	Barrage Car Park • 1 hour • 2 hours • 3 hours • 4 hours • 5 hours • 6 hours • 7 hours • 8 hours	£2.20 £3.30 £4.40 £5.50 £7.20 £9.60 £11.40 £13.20				
Harbour - Navigation & Mooring						
246	Navigation Fee - per metre	£25.18	£0.73	2.9%	1 April 2020	The proposed new charge is £25.91. Yacht clubs and marinas are entitled to 60% discount under the Barrage Act.
247	Permission to Moor - per metre	£17.15	£0.50	2.92%		The proposed new charge is £17.65. Yacht clubs and marinas are entitled to 60% discount under the Barrage Act.
248	Provision of Mooring	£95.05	£2.80	2.95%		The proposed new charge is £97.85
249	Commercial operator's licence	£181.00 plus £0.10 per passenger carried	£6.00	3.31%		The proposed new charge is £187.00 plus £0.10 per passenger carried
250	Use of Harbour Authority landing stages.	£410.00	£10.00	2.44%		The proposed new charge is £420.00
251	Short stay moorings - Inner Harbour- per hour	£1.00	Nil	Nil		No proposed increase
Education and Lifelong Learning						
Schools' Catering						
254	School Meals - per meal • Primary • Secondary • Adults	£2.50 £2.95 £3.00 (£3.60 inc VAT)	£0.10	4.00% 3.39% 3.33%	1 April 2020	The proposed new charges are: • Primary £2.60 • Secondary £3.05 • Adults - £3.10 (£3.72 inc VAT)
Music Service						
255	Music Service Charges per hour • Maintained Schools • Non Maintained Schools	£38.00 - £40.00 £41.00	£2.00 to £2.50 £2.50	5.26% - 6.25% 6.1%	1 April 2020	The proposed new charges are: • Maintained Schools £40.00 to £42.50 • Non Maintained Schools £43.50
256	Music Service Ensemble Fees	£51.00 - £62.00	£2.50 to £3.00	4% to 4.9%		The proposed new charges are £53.50 to £64.50
257	Music Service Choir Fees • Primary • Secondary	£39.00 £45.00	£2.50 £2.50	6.41% 5.56%		The proposed new charges are: • Primary £41.50 • Secondary £47.50

Appendix 4 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
258	Music Service Advanced Percussion Fees • Primary • Secondary	£45.00 £51.50	£2.50 £2.50	5.56% 4.85%	1 April 2020	The proposed new charges are: • Primary £47.50 • Secondary £54.00
Storey Arms						
259	Storey Arms • Cardiff LA schools • Other schools	£84.00 to £338.00 £152.00 to £358.00	£4.50 to £16.00 £8.00 to £18.00	4.73% to 5.36% 4.83% - 4.99%	1 September 2020	The proposed new charges range from: • Cardiff LA schools £88.50 to £354.00 • Other schools £160.00 to £376.00
260	UWIC Level 1 2 day Team Building (per head)	£160.00	£8.00	5.00%		The proposed new charge is £168.00
261	Mountain Leader Award Training (6 day) adult training	£460.00	£25.00	5.43%		The proposed new charge is £485.00
262	2 day non-residential National Governing Body (NGB) award – adult training	£170.00	£8.00	4.71%		The proposed new charge is £178.00
263	1 day National Governing Body (NGB) award assessment – adult training	£199.00	£10.00	5.03%		The proposed new charge is £209.00
Housing & Communities						
Gypsy & Traveller Sites						
264	Gypsy Sites - Rent - per pitch - per week • Rover Way • Shirenewton	£74.06 £82.20	£0.96 £1.07	1.30%	1 April 2020	The proposed new charges are: • Rover Way £75.02 • Shirenewton £83.27
265	Gypsy Sites - Estate Maintenance - per pitch - per week	£5.48	Nil	Nil		No proposed increase
Disabled Facilities Services						
266	6% admin costs on Home Improvement Loans	6%	Nil	Nil	1 April 2020	No proposed increase
267	Disabled Facility Grant Income	£900.00 or 15% whichever the greater				
Libraries/Hubs						
268	Late return penalty charge • Non-children's book per day (capped at £10.00) • Spoken word per day (capped at £10.00) • Music recording per week • DVD, video or CD ROM per week • Children's DVD or video per week	£0.25 £0.45 £0.65 £2.60 £1.50	Nil	Nil	1 April 2020	No proposed increase
269	Loan charge • Spoken word - 3 weeks • Music recording per week • DVD, video or CD ROM per week • Children's DVD or video per week	£1.70 £0.65 £2.60 £1.50				
270	PC printouts • A4 • A3	£0.25 £0.45				
271	Photocopies • B/W (A4/A3) • Colour - A4 - A3	£0.15 £1.10 £1.60				
272	Reservations for stock from outside Cardiff (interlibrary loans)	£10.20				
273	Replacement card • Adult • Child	£2.50 £0.60				
274	Gallery/Exhibitions - commission from exhibition sales	20% of all sales and orders				

Appendix 4 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment		
275	Hubs room hire • Private • Charity / Community Group	£20.00 £10.00	Nil	Nil	1 April 2020	No proposed increase		
Libraries/Hubs - Local Studies Dept								
276	Research fee - per hour	£16.00	Nil	Nil	1 April 2020	No proposed increase		
277	Scanned or digital images fee - per item	£3.10						
278	Photocopies by staff	£0.25						
	• B/W (A4/A3)	£2.10						
	• Colour - A4 - A3	£3.10						
279	Reproduction • Individual/not for profit • Commercial organisation	£11.00 £26.00						
280	Document filming	£20.30						
Libraries/Hubs - Central Library								
281	Meeting Room 4 Hire	£50.50	Nil	Nil	1 April 2020	No proposed increase		
	• Per Hour	£202.00						
	• Half Day	£404.00						
	• Full Day	£20.60						
• Per Hour for Charities/Community groups	£20.60							
282	Creative Suite Hire	£60.60						
	• Per Hour	£252.50						
	• Half Day	£505.00						
	• Full Day	£20.60						
• Per Hour for Charities/Community groups	£20.60							
283	ICT Suite Hire	£202.00						
	• Half Day	£404.00						
	• Full Day	£20.60						
	• Per Hour for Charities/Community groups	£20.60						
Adult Community Learning								
284	Category A (Full Fee) - hourly course fee	£5.55	£0.15	2.70%	1 April 2020	The proposed new charge is £5.70		
285	Category B (State Pension or FT Student)	£4.10	£0.15	3.66%		The proposed new charge is £4.25		
286	Disability Inclusion in Community Education (DICE) courses - (Learning for Life Programme) - hourly charge	£4.10	£0.15	3.66%		The proposed new charge is £4.25		
287	Severn Road Adult Centre (Room hire per hour)	£12.50	Nil	Nil		No proposed increase		
Adult Community Learning - Llanover Hall								
288	Theatre hire per hour	£21.00	Nil	Nil	1 April 2020	No proposed increase		
	• Commercial rate	£26.00						
	• Weekend rate	£17.00						
	• Charity/Community group rate	£15.50						
• Rehearsal / Research	£15.50							
289	Green Room hire per hour	£12.50				£0.50	4.00%	The proposed new charge is £13.00
290	Pottery Room hire per hour	£15.50				Nil	Nil	No proposed increase
	• Without materials/firing	£20.50						
291	Meeting Room hire per hour	£13.00						
292	Multi Arts Room hire per hour	£13.00	£2.00	15.38%	The proposed new charge is £15.00			
293	Life Drawing Room hire per hour	£15.50	Nil	Nil	No proposed increase			
294	Jewellery Room Hire per hour	New Charge - See Comment				New charge for 2020/21. The proposed charge is £10.50		

Appendix 4 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
295	Stained Glass Workshop		New Charge - See Comment		1 April 2020	New charge for 2020/21. The proposed charge is £20.00
296	Computer Room hire per hour	£10.50	Nil	Nil		No proposed increase
297	Fashion Room hire per hour	£10.50				
298	Arts/Craft classes - per term	£53.00				
299	Pottery classes (includes materials & firing) - per term	£74.00				
300	Youth Drama (3 hour class)	£74.00			£2.00	2.70%
Childcare Workforce Development						
301	Paediatric First Aid	£48.00	Nil	Nil	1 April 2020	No proposed increase
302	Food Hygiene	£32.00				
303	Fire Warden	£25.00				
304	Emergency First Aid At Work	£35.00				
305	Health And Safety	£32.00				
306	Basic Child Protection	£25.00				
307	Advanced Child Protection	£35.00				
308	Child Protection Level 3	£55.00				
309	Welsh in Childcare Setting	£20.00				
310	Agored Food and Nutrition	£20.00				
311	Agored Refresher	£5.00				
312	Food and Nutrition Best Practice Guidance	£5.00				
313	Behaviour Management (Intro)	£20.00				
314	Behaviour Management (Advanced)	£20.00				
315	Makaton Level 1/2	£30.00				
316	Makaton Level 3/4	£30.00				
317	Working with Parents of Children with ALN	£20.00				
318	Introduction to Social Communication and Autism	£20.00				
319	Inclusive Approach to Early Years	£20.00				
320	Overivew of the ALN Code	£20.00				
321	Supporting the Development of Play	£20.00				
322	Introduction to Child Development	£20.00				
323	Attachment Theory	£20.00				
324	Digital Literacy	£20.00				
325	Manual Handling Children with Additional Needs	£30.00				
326	Maths in Early Years Settings	£20.00				
327	Leadership and Management	£20.00				
328	Play & Creativity	£20.00				
329	Working with Babies	£30.00				
330	Induction & Supervision	£20.00				
331	Motivating Staff	£20.00				
332	Obs, Ass & Planning	£20.00				
333	Handling Conflict	£20.00				
334	Foundation Phase	£20.00				
335	Safe Recruitment	£20.00				
336	WRAP Training	£5.00				
337	Childminder Briefings	£5.00				
338	CYPOP 5 Childminding Course	£100.00				
339	CIW Compliance	£5.00				
340	UNCRC Training	£5.00				

Appendix 4 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
Early Help Room Hire - The Conference Centre						
341	Monmouth Suite • Internal rate half day • Internal rate full day • External rate half day • External rate full day	£50.00 £75.00 £100.00 £175.00	Nil	Nil	1 April 2020	No proposed increase
342	Lecture Theatre • Internal rate half day • Internal rate full day • External rate half day • External rate full day	£175.00 £250.00 £250.00 £300.00				
343	Brecon Suite • Internal rate half day • Internal rate full day • External rate half day • External rate full day	£50.00 £75.00 £100.00 £175.00				
344	Ogmore • Internal rate half day • Internal rate full day • External rate half day • External rate full day	£50.00 £75.00 £100.00 £175.00				
Planning, Transport & Environment						
Bereavement & Registration Services						
345	Cremation	£640.00	£60.00	14.29%	1 April 2020	The proposed new charge is £700.00
346	Burial	£760.00	£50.00	15.15%		The proposed new charge is £810.00
347	Grave purchase	£810.00	£90.00	12.5%		The proposed new charge is £900.00
348	Cremated Remains Burial	£280.00	£40.00	9.8%		The proposed new charge is £320.00
349	Cremated Remains Purchase	£330.00	£40.00	8.2%		The proposed new charge is £370.00
350	Memorial Income	Various	Nil	Nil		No proposed increase
351	Grave Reservation (Pre Purchase Graves)	New Charge - See Comment				New charge for 2020/21. The proposed charge is £450.00
352	Registration Ceremony - Small Marriage Room	£150.00	£10.00	11.11%		The proposed new charge is £160.00
353	Registration Ceremony - St Dwywen's Room - (Friday)	£175.00	£10.00	29.63%		The proposed new charge is £185.00
354	Registration Ceremony - St David's Room • Monday - Thursday • Friday • Weekends	£255.00 £295.00 £325.00	£20.00	7.84% 6.78% 6.15%		The proposed new charges are: • Monday - Thursday £275.00 • Friday £315.00 • Weekends £345.00
355	Registration Ceremony - Approved Premises • Monday - Thursday • Friday • Weekends • Bank Holidays	£410.00 £450.00 £510.00 £550.00	£25.00	6.10% 5.56% 4.90% 4.55%		The proposed new charges are: • Monday - Thursday £435.00 • Friday £475.00 • Weekends £535.00 • Bank Holidays £575.00
356	Webcast and DVD of Ceremony	£100.00	Nil	Nil		No proposed increase
357	Audio recording of ceremony	£55.00				
358	Registry Office Ceremony	£46.00				
359	Notice Fee	£35.00				
360	Notice Fee (Immigration/Referrals)	£47.00				
361	Citizenship ceremonies	£80.00				
362	Private Citizenship ceremonies	£150.00				
363	Photos for Citizenship Ceremonies	£10.00				
364	Certificate	£10.00	£1.00	10.00%	The proposed new charge is £11.00	

Appendix 4 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
365	Copy Certificates - Priority Service (same day)	£10.00	£25.00	250.00%	1 April 2020	The proposed new charge is £35.00
366	Registrars Certificate	£4.00	£7.00	175.00%		The proposed new charge is £11.00
367	Registrars Fees to Attend Church	£90.00	Nil	Nil		No proposed increase
Dogs Home						
368	Dogs Home - Puppies Rehoming	£170.00	Nil	Nil	1 April 2020	No proposed increase
369	Dogs Home - Other Dogs Rehoming	£150.00 - £350.00				
Planning						
370	Planning Fees (Statutory)	Various	Nil	Nil	1 April 2020	No proposed increase
371	Building Control Charges (Statutory)	Various				
372	Building Control Charges	Various based on size of scheme				
373	Tree Preservation Orders - search and copy of information • Extract • Full Copy	£15.00 £30.00				
Pre Application Advice						
374	Pre Application Advice - Statutory Charges • Householder • Minor Development - (1-9 dwellings; floor space including change of use less than 999m ²) • Major Development - (1—24 dwellings, floor space including change of use 1,000 to 1,999m ²) • Large Major Development (More than 24 dwellings, floor space including change of use more than 1,999m ²)	£25.00 £250.00 £600.00 £1000.00	Nil	Nil	1 April 2020	These are statutory charges
375	Pre Application Advice Category 'A' Strategic Development • 25 or more residential units (including conversion) • 2,000m ² or more of commercial floor space • change of use of buildings or land over 2000m ² • mixed use development of a site of 1ha and over • development requiring an Environmental Impact Assessment	£2,500 plus VAT with additional hourly rate of £100 plus VAT (Initial meeting - no charge)				
376	Pre Application Advice Category 'B' Major Development • 10-24 residential dwellings (including conversion) • 1000m ² – 1999m ² of commercial floor space • change of use of buildings or land between 1000m ² – 1999m ² • development of a site of 0.5ha – 0.99ha • mixed use developments with a combined floor space of 1000m ² – 1999m ²	£1,250 plus VAT with additional hourly rate of £100 plus VAT (Initial meeting - no charge)				No proposed increase
377	Pre application Advice CATEGORY 'C' – Minor Development • 1-9 residential dwellings (including conversion) • 100m ² – 999m ² of commercial floor space • change of use of buildings or land between 100m ² -999m ² • mixed use developments with a combined floor space of less than 0.5ha • telecommunications equipment and masts not being confirmation of permitted development • advertisement applications • agricultural developments Pre application advice - development	£250 plus VAT with additional hourly rate of £100 plus VAT				

Appendix 4 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
378	Pre Application Advice CATEGORY 'D' – Domestic / Miscellaneous Development and Exemptions	£50 plus VAT without additional hourly rate	Nil	Nil	1 April 2020	These are statutory charges
Transportation						
379	Section 38 (Creation of New Public Highways)	This charge is based on 2 elements, a fixed 7% fee applied to a rate of £850.00 per linear metre	See Comment			The proposed new charge is 7% fee applied to a rate of £1,200.00 per linear metre for standard residential roads and 7% applied to £1,900.00 per linear metre for new Spine Roads and Avenues.
380	Section 278 Agreement	7% engineering fee based on total cost of highway works connected with the development	Nil	Nil	1 April 2020	These are statutory charges
381	Road and Street Works Act (RASWA)	Various based on size of scheme				
382	SAB - Sustainable Drainage Approval Body - Ordinary Watercourse Consent	£50.00				
383	SAB - Sustainable Drainage Approval Body - Application • Per application Plus an additional amount up to a maximum of £7,500 calculated by reference to the size of the construction area as follows: • each 0.1 hectare or fraction of 0.1 hectare, for the first 0.5 hectare • each 0.1 hectare or fraction of 0.1 of a hectare, from 0.5 hectare up to and including 1.0 hectare • each 0.1 hectare or fraction of 0.1 of a hectare, from 1.0 hectare up to and including 5.0 hectares • each additional 0.1 hectare or fraction of 0.1 hectare in excess of 5.0 hectares	£350.00				
		£70.00				
		£50.00				
		£20.00				
		£10.00				
384	SAB - Sustainable Drainage Approval Body - Pre application advice package (includes Review of submitted information & creation of Report) • Minor Development (1-9 dwellings up to 999m ²) • Major Development (10-24 dwellings between 1,000- 1,999m ²) • Large Major Development (more than 24 dwelling over 1,999m ²)	£150.00				
		£400.00				
		£650.00				
385	SAB - Sustainable Drainage Approval Body - Pre application advice (includes Review of submitted information, 1hr meeting & creation of Report) • Minor Development (1-9 dwellings up to 999m ²) • Major Development (10-24 dwellings between 1,000- 1,999m ²) • Large Major Development (more than 24 dwelling over 1,999m ²)	£250.00				
		£500.00				
		£750.00				
386	SAB - Sustainable Drainage Approval Body - Other services • Site Visit (if required over & above the pre application package) • Technical Advice	£168.00 per visit £50.00 per hour				No proposed increase
387	3D Scanner (To provide 3D images of structures, highways, areas to monitor possible deterioration)	£800.00				

Appendix 4 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment	
388	Road Safety Audits (RSA) • Desktop check/Advice • Essential RSA • Minor RSA • County RSA • Full RSA	£175.00 £280.00 £525.00 £775.00 £1,150.00	£5.00 £5.00 £15.00 £20.00 £25.00	2.86% 1.79% 2.86% 2.58% 2.17%	1 April 2020	The proposed new charges are: • Desktop check/Advice £180.00 • Essential RSA £285.00 • Minor Works £540.00 • County Works £795.00 • Full £1,175.00	
389	Road Safety Learn to Ride Courses • Level 1 Holiday Course • Level 2 Holiday Course	New Charge - See Comment				New charges for 2020/21. The proposed new charges are: • Level 1 Holiday Course £20.00 • Level 2 Holiday Course £10.00	
390	Signage Application/Feasibility Study Design and Signals	£250.00	Nil	Nil		No proposed increase	
391	Equality Impact assessments & access audits	£500.00					
392	Sign Design and Signals	Various based on size of scheme					
393	Clamping & Removal of Untaxed Vehicles • Release from clamp or compound if within 24hrs of offence • Release from pound 24hrs or more after offence • Surety Fee (deposit in lieu of tax) - Motorcycles, light passenger vehicles and light goods vehicles - Buses, recovery vehicles, haulage vehicles and goods vehicles - Exceptional vehicles such as large lorries or coaches • Storage per complete day at pound (if instantly removed the first 24hrs is not charged)	£100.00 £200.00 £160.00 £330.00 £700.00 £21.00					
394	Clamping & Removal of Illegally Parked Vehicles • Clamp removal fee • Vehicle removal charge • Storage per day, or part of day during which the vehicle is impounded • Vehicle disposal charge	£40.00 £105.00 £12.00 £50.00	This is a statutory charge				
395	Abandoned Vehicle - Fixed Penalty Notice	£200.00	The proposed new charges are: • Up to 40 collisions - Partial £275.00 - Full £405.00 • Between 40-80 collisions - Partial £545.00 - Full £810.00 • >80 collisions - ad hoc				
396	Accident Information Partial = a plan of where the collisions occur Full = all background information on collisions in requested area • Up to 40 collisions - Partial - Full • Between 40-80 collisions - Partial - Full • >80 collisions	£267.00 £397.00 £533.00 £793.00 Ad hoc	£8.00 £8.00 £12.00 £17.00	3.00% 2.02% 2.25% 2.14%			No proposed increase
397	Temporary Traffic Regulation Orders (for both Emergency & Full TROs)	£1,450.00	Nil	Nil			The proposed new charges are: • Signal layout drawing inc MOC or SCOOT and/or fixed time plan timings £71.00 • Controller specification which would include the phase mins, intergreens, phase delay £122.00
398	Traffic Data - Per Junction • Signal layout drawing inc MOC or SCOOT and/or fixed time plan timings • Controller specification which would include the phase mins, intergreens, phase delay	£69.00 £119.00	£2.00 £3.00	2.90% 2.52%			No proposed increase
399	CCTV requests in connection with Data Protection Act (CD/DVD)	£10.00	Nil	Nil			

Appendix 4 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
400	Traffic Signal - Switch Offs	£360.00 per switch off/on plus a £60.00 admin charge per invoice	£10.00 per switch off/on	2.78%	1 April 2020	The proposed new charge is £370.00 per switch off/on plus a £60.00 admin charge per invoice
401	Land / Property Searches	£95.00	Nil	Nil		No proposed increase
402	Licence for Digital Advertising sites on the Highway per Advertising Panel	£1,200.00				
403	Fixed Penalty Notices for Highways/Environment Offences	£100.00				
404	Trade/Shop Front Displays on the Highway	£200.00				
405	H Bar Markings	£150.00	£5.00	3.33%		The proposed new charge is £155.00
406	Skip Licence - Standard Charge					The proposed new charges are:
	• 7 days	£35.00	£2.00	5.71%		• 7 days £37.00
	• 28 days	£70.00	£4.00			• 28 days £74.00
407	Section 171 Opening Up Notice	£250.00	£5.00	2.00%		The proposed new charge is £255.00
408	Section 50 - Installation of Equipment, In ,On or Above the Public Highway	£535.00	£15.00	2.80%		The proposed new charge is £550.00
409	Road Space Booking	£25.00	Nil	Nil		No proposed increase
410	Containers Sited on the Public Highway					
	• Initial 28 days: - Residential - Commercial • Renewals	£100.00 £250.00 £100.00				
411	Cherry Picker/Mobile Elevating Work Platform (MEWP)	£180.00				
412	Mobile Cranes	£400.00	£100.00	25.00%		The proposed new charge is £500.00
413	Tower Crane Oversail	£400.00	£100.00	25.00%		The proposed new charge is £500.00
414	Permits for Hoardings on the Public Highway					The proposed new charges are:
	• Initial 28 days: - Residential permit per street - Commercial permit per street	£100.00 £325.00	£5.00 Nil	5.00% Nil		• Initial 28 days: - Residential permit per street £105.00 - Commercial permit per street - no proposed increase
	• Renewal (28 days): - Residential - Commercial	£100.00 £275.00	Nil Nil	Nil Nil		• Renewal (28 days): - Residential - no proposed increase - Commercial - no proposed increase
415	Scaffold Licences - Residential				The proposed new charges are:	
	• Initial 28 days • Renewal	£100.00 £100.00	£5.00	5.00%	• Initial 28 days £105.00 • Renewal £105.00	
416	Scaffold Licences - Commercial				The proposed new charges are:	
	• Initial 28 days: - Small - Medium - Large	£150.00 £250.00 £550.00	Nil Nil Nil	Nil Nil Nil	• Initial 28 days: - Small - no proposed increase - Medium - no proposed increase - Large - no proposed increase	
	• Renewal per week: - Small - Medium - Large	£50.00 £90.00 £90.00	£50.00 £10.00 £10.00	100.00% 11.11% 11.11%	• Renewal per week: - Small £100.00 - Medium £100.00 - Large £100.00	
417	Vehicle Crossovers	£175.00	£5.00	2.86%	The proposed new charge is £180.00	
418	Section 50 Road Opening for Vehicle crossovers	New Charge - See Comment			New charge for 2020/21. The proposed charge is £125.00	
419	Advertising Frame Permits - New Applications	£185.00	£5.00	2.70%	The proposed new charge is £190.00	
420	Advertising Frame Permits - Renewals	£135.00	£5.00	3.70%	The proposed new charge is £140.00	

Appendix 4 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment	
421	Tables & Chairs on the Public Highway • Outer Areas: - Non-refundable application - Per chair • Inner Area (City Centre): - Non-refundable application - Per chair	£100.00 £25.00 £120.00 £40.00	Reverts to Previous Pricing Structure - See Comment		1 April 2020	The proposed structure and new charges are: • 1-2 Tables up to 8 chairs £220.00 • 3-4 Tables up to 16 chairs £550.00 • 5-10 Tables up 40 chairs £990.00 • 11+ Tables £990 plus £35.00 for every chair over 40	
422	Smoking Enclosures • Up to 12 square metres • Over 12 square metres	£225.00 £375.00	Nil	Nil		No proposed increase	
423	Charges for Temporary Signs	£70.00					
424	Additional Inspections	£60.00					
425	Road and Street Works Act (RASWA) Supervisory Charge	£47.50					
426	Road and Street Works Act (RASWA) - All Inspections	£47.50					
427	Fixed Penalty Notice for New Roads & Street Works Act	£80.00					
428	Section 74 Notice - Charges for Overstays	£100-£1000					
429	School Transport Bus Passes	£400.00					£25.00
430	Replacement of School Bus Passes	£10.00	Nil	Nil			No proposed increase
431	Replacement Bus Passes Concessionary Travel (per pass)	£5.00	£5.00	100.00%		The proposed new charge is £10.00	
432	Disclosure Barring Service (DBS) check for School Transport)	£44.00	New Admin Fee - See Comment			The proposed new charge is £44.00 plus £10.00 admin fee	
433	Shopper Park & Ride (Excluding Cardiff East) • One person in car • Two or more people in car	£4.40 £5.50	Nil	Nil	1 April 2020	No proposed increase	
434	Hiring Out Vehicles to School Transport	Based on cost of vehicle plus 10% - administration fees					
435	Bus Service Publicity & Infrastructure	Based on cost of work plus 10% - administration fees					
Parking							
436	Parking Penalty Charge Notices	£35.00	Nil	Nil	1 April 2020	Fees set by Welsh Government. This charge becomes £70.00 after 14 days.	
437	Moving Traffic Offences	£35.00					
438	Replacement Blue Badges	£10.00					
439	Application for Disabled Bays	New Charges - See Comments		New charge for 2020/21. The proposed charge is £24.00			
440	Parking Dispensations • Prohibited Parking Areas • Permitted Parking Areas			New charge for 2020/21. The proposed charges are: • Prohibited Parking areas £20 Application Fee plus £15 per day or part day • Permitted Parking Areas £20 Application Fee plus £10 per day or part day			
441	Parking Suspensions • City Priority Zones • All Other Areas			New charge for 2020/21. The proposed charges are: • City Priority Zones £50 Application fee plus £15 per 6m of vehicle or £15 per pay & display or limited waiting bay • All Other Areas £50 Application fee plus £10 per 6m of vehicle or £10 per pay & display or limited waiting bay			
442	On Street Parking	Various	Nil	Nil	No proposed increase		
443	Car Parks	Various					
444	Resident Parking Permits • 1st permit & visitor only • 2nd permit & visitor	£7.50 £30.00					

Appendix 4 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
Charges for Street Numbering of Properties						
445	All Street naming & Numbering	£120 per street plus £50 per unit (plot/flat)	£3 per street plus £2 per unit	2.50% / 4.00%	1 April 2020	The proposed new charge is £123.00 per street plus £52.00 per unit (plot/flat)
446	Searches/Address Confirmation	£50.00	Nil	Nil		No proposed increase
Waste - Enforcement						
447	Abandoned Trolley Recovery Fee	£75.00	Nil	Nil	1 April 2020	No proposed increase
448	Waste Fixed Penalty Notices					
	• Section 46 Notice	£100.00				
	• Section 47 Notice	£100.00				
	• Waste transfer note request	£300.00				
	• WTNR & WCR	£300.00				
449	Pay as You Throw	Various				
	• Domestic					
	• Commercial					
450	Fixed Penalty Notices					
	• Dog Fouling	£100.00				
	• Litter from a Vehicle	£100.00				
	• Litter General	£100.00				
	• Litter Smoking from a Car	£100.00				
451	• Litter smoking related	£100.00				
	Highways Fixed Penalty Notices					
	• Skips breach of Licence	£100.00				
	• Skips no Licence	£100.00				
	• A boards	£100.00				
	• Street Cafés	£100.00				
	• Fly Posting	£100.00				
• Free Distribution of Literature	£100.00					
452	• Scaffolding	£100.00				
	• Abandoned Vehicles	£200.00				
	Highways Fixed Penalty Notices					
	• Flytipping	£400.00				
	• Flytipping - Duty of Care	£300.00				
	• Flytipping - Litter	£100.00				
	• Waste Carrier Request	£300.00				
Waste - Commercial Recycling Centre						
453	General Waste (per tonne)	£135.00	£10.00	7.41%	1 April 2020	The proposed new charge is £145.00 per tonne
454	Mixed Recycling (per tonne)	£85.00	£25.00	29.41%		The proposed new charge is £110.00 per tonne
455	Hardcore and Rubble (per tonne)	£30.00	£10.00	33.33%		The proposed new charge is £40.00 per tonne
456	Wood (per tonne)	£85.00	Nil	Nil		No proposed increase
457	Garden Waste (per tonne)	£60.00				
458	Plasterboard (per tonne)	£90.00	£10.00	11.11%		The proposed new charge is £100.00 per tonne
459	Cardboard (per tonne)	Nil	Nil	Nil		No proposed increase
460	Tyres (per tonne)	£90.00	£15.00	16.67%		The proposed new charge is £105.00 per tonne
461	Oils (Mineral/Engine/Vegetable) (per tonne)	£400.00	Nil	Nil		No proposed increase
462	Commercial Fridge (per unit)	£80.00	£20.00	25.00%		The proposed new charge is £100.00 per unit
463	Residential Fridge (per unit)	£15.00	£30.00	200.00%	The proposed new charge is £45.00 per unit	
464	Scrap Metal/Car Batteries	Nil	Nil	Nil	No proposed increase	

Appendix 4 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
465	Public Weigh In	£20.00	Nil	Nil	1 April 2020	No proposed increase
Waste - Collections						
466	Non-Recyclable Bulky Item Collections	£12.50 for every 2 items	Nil	Nil	1 April 2020	No proposed increase
467	Green bags, food liners & kerbside caddies	Nil				
468	Replacement reusable garden sacks	£3.00				
469	Replacement kitchen food caddy	£2.00				
470	Replacement/new wheeled bin or equivalent striped bag provision	£25.00				
Governance & Legal Services						
Searches						
471	Search Fees	£116.40	Nil	Nil	1 April 2020	No proposed increase
Property Fees						
472	Sale of Land	1% of sale price - Minimum fee £585.00	£20.00	3.42%	1 April 2020	The proposed new minimum fee is £605.00
473	Purchase/Exchange of land	£585.00	See Comment			Charge will be based on time spent
474	Registration fee on notice of assignment / underletting / charge	£100.00	£5.00	5.00%		The proposed new charge is £105.00
475	Consent for Assignment/Underletting/Change of Use/Alterations	£460.00	£20.00	4.44%		The proposed new charge is £480.00
476	Grant of Shop Lease	£620.00	See Comment			Charge will be based on time spent
477	Workshops Lease	£275.00	£10.00	3.64%		The proposed new charge is £285.00
478	Grant of Industrial Lease	£1,025.00	See Comment			Charge will be based on time spent
479	Market Tenancies	£345.00	£10.00	2.90%		The proposed new charge is £355.00
480	Lease Renewals	£345.00	£15.00	4.35%		The proposed new charge is £360.00
481	Variations/Surrenders	£385.00	£15.00	3.90%		The proposed new charge is £400.00
482	Easements	£455.00	£15.00	3.30%		The proposed new charge is £470.00
483	Wayleaves/licences	£305.00	£15.00	4.92%		The proposed new charge is £320.00
484	Deed of Postponement	£105.00	£5.00	4.76%		The proposed new charge is £110.00
485	Release of Covenant	£360.00	£15.00	4.17%		The proposed new charge is £375.00
486	Transfers subject to mortgage	£260.00	£10.00	3.85%		The proposed new charge is £270.00
487	Vacating receipts	£75.00	£3.00	4.00%		The proposed new charge is £78.00
488	Sales of freehold /lease extensions	Minimum Fee £575.00	£25.00	4.35%		The proposed new minimum fee is £600.00
489	Deeds of variations (RTB leases)	£190.00	£10.00	5.3%		The proposed new charge is £200.00
490	Nursing home charge fees	£80.00	£2.00	2.50%		The proposed new charge is £82.00
491	Shared equity scheme resales redemptions	£400.00	£10.00	2.50%		The proposed new charge is £410.00
492	Miscellaneous bespoke agreements - minimum fee, charge actual time spent	£350.00	See Comment		Charge will be based on time spent	
493	Legal charges/debentures	£600.00	£20.00	3.33%	The proposed new charge is £620.00	
Planning Fees						
494	Standard S106 - minimum fee, charged at actual time spent	Minimum Fee - £1,525.00	£35.00	2.30%	1 April 2020	The proposed new minimum fee is £1,560.00
495	Complex S106 agreements - e.g. phased development etc. minimum fee charge based on actual time spent	Minimum Fee - £2,275.00	£45.00	1.98%		The proposed new minimum fee is £2,320.00
496	Unilateral obligations for S106	£960.00	£25.00	2.60%		The proposed new charge is £985.00
497	Unilateral obligations for S106 in relation to Appeals	£960.00	£20.00	2.08%		The proposed new charge is £980.00
498	Deed of variation for S106	£655.00	£25.00	3.82%		The proposed new charge is £680.00
499	Consent to disposals under S106 restriction	£80.00	£2.00	2.50%		The proposed new charge is £82.00
Highway Agreements						
500	Highway Licences (S177 115 & 142)- minimum fee charge on actual time spent	Minimum charge - £550.00	Nil	Nil	1 April 2020	No proposed increase
501	Section 38/278 Highway Agreements	1.5% of Bond Sum				

Appendix 4 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
502	Miscellaneous Deeds of Variation, Deed of Dedication or Highway documentation - minimum fee charge on actual time spent	Minimum charge £550.00	Nil	Nil	1 April 2020	No proposed increase
Resources						
Meals on Wheels						
503	Meals on Wheels - Hot meal only	£3.90	Nil	Nil	1 April 2020	No proposed increase
504	Meals on Wheels - Hot meal with dessert	£4.50				
Telecare (24/7 Services)						
505	Community Alarm Service - Contact Only - per week	£2.44	£0.05	2.05%	1 April 2020	The proposed new charge is £2.49
506	Community Alarm Service - Contact and Mobile Response - per week	£5.06	£0.10	1.98%		The proposed new charge is £5.16
507	Telecare Plus Packages - per week (Adult Services referrals)	£5.06	£0.10	1.98%		The proposed new charge is £5.16
508	Telecare SIM Units - monthly charge	£6.50	Nil	Nil		No proposed increase
509	Supply and installation of telecare monitoring unit	£125.00				
510	Installation of telecare monitoring unit	£35.00				
511	Installation of telecare monitoring unit AND pendant	£50.00				
512	Replacement Telecare pendant	£40.00				
513	Supply / installation of keysafe for mobile response customer	£50.00				
514	Supply / installation of keysafe for contact only customer	£65.00				
515	Supply / installation of keysafe for non-Telecare customer	£99.00				
Telecare (for Housing Associations)						
516	Community Alarm Service - Contact Only - per week • Housing Associations • Housing Associations Block Purchase	£1.55	£0.44	28.39%	1 April 2020	The proposed new charges are • Housing Associations £1.99 • Housing Associations Block Purchase £1.25
		£0.97	£0.28	28.87%		
517	Community Alarm Service - Contact and Mobile Response - per week • Housing Associations • Housing Associations Block Purchase	£3.65	£0.48	13.15%		The proposed new charges are • Housing Associations £4.13 • Housing Associations Block Purchase £2.58
		£2.28	£0.30	13.16%		
518	Building/Welfare Checks - Weekly Travel Charge (per site, covers multiple tenants) • Weekdays (5 days) • Weekends (2 days)	£27.23	£3.66	13.44%		The proposed new charges are • Weekdays (5 days) £30.89 • Weekends (2 days) £17.19
		£14.99	£2.20	14.68%		
519	Weekly Charge for Building Checks (per tenant/property) • Weekdays (5 days) • Weekends (2 days)	£0.68	£0.12	17.65%		The proposed new charges are • Weekdays (5 days) £0.80 • Weekends (2 days) £0.48
		£0.41	£0.07	17.07%		
520	Weekly Charge for Welfare Checks (per tenant/property) • Weekdays (5 days) • Weekends (2 days)	£0.51	£0.09	17.65%		The proposed new charges are • Weekdays (5 days) £0.60 • Weekends (2 days) £0.36
		£0.31	£0.05	16.13%		
521	Out of Hours Call Handling - Cost per Call	£3.50	Nil	Nil	No proposed increase	
Security (24/7 Services)						
522	Annual charge per site for holding keys	£250.00	Nil	Nil	1 April 2020	No proposed increase
523	Alarm Monitoring (Fire, Intruder, Environmental) - Annual charge per service	£250.00				
524	Lift Monitoring - Annual charge per lift	£300.00				
525	Call out charge for first hour on site • Weekday • Unsociable hours • Weekends • Public Holiday	£30.00				
		£35.00				
		£40.00				
		£45.00				

Appendix 4 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
526	Charge per hour after first hour				1 April 2020	No proposed increase
	• Weekday	£15.00	Nil	Nil		
	• Unsociable hours	£18.90				
	• Weekends	£21.32				
• Public Holiday	£35.00					
527	Lone Worker Monitoring Device	£113.00				
528	Cognitive Impairment Monitoring Device	£116.00				
529	Lone Worker / Cognitive Impairment - monthly monitoring cost	£9.99				
Social Services						
531	Maximum Charge for Non-Residential Care Services - per week	£90.00	£10.00	11.1%	1 April 2020	Proposed amendment to maximum charge set by the WG to £100.00 per week. Actual charge subject to means testing.
Externally Set						
532	Rent Smart Wales - licensing / registration charges	Various - See Comment			1 April 2020	These fees are set and approved by Welsh Government
533	Shared Regulatory Service	Various - See Comment			1 April 2020	These fees are set either by the Shared Regulatory Service Joint Committee or by statute/other regulation.
Cardiff Port Health Authority						
534	Port Health - Sanitation Inspection (Up to 1,000 tonnes)	£95.00	£5.00	5.26%	1 April 2020	Fee set by Association of Port Health Authorities (APHA). The new charge is £100.00
535	Port Health - Sanitation Inspection (1,001 - 3000 tonnes)	£130.00	£5.00	3.85%		Fee set by APHA. The new charge is £135.00
536	Port Health - Sanitation Inspection (3,001 - 10,000 tonnes)	£200.00	£5.00	2.50%		Fee set by APHA. The new charge is £205.00
537	Port Health - Sanitation Inspection (10,001 - 20,000 tonnes)	£255.00	£10.00	3.92%		Fee set by APHA. The new charge is £265.00
538	Port Health - Sanitation Inspection (20,001 - 30,000 tonnes)	£330.00	£10.00	3.03%		Fee set by APHA. The new charge is £340.00
539	Port Health - Sanitation Inspection (Over 30,000 tonnes)	£390.00	£10.00	2.56%		Fee set by APHA. The new charge is £400.00
540	Port Health - Vessels with 50 - 1000 persons	£390.00	£10.00	2.56%		Fee set by APHA. The new charge is £400.00
541	Port Health - Vessels with over 1000 persons	£665.00	£15.00	2.26%		Fee set by APHA. The new charge is £680.00
542	Port Health - Extensions	£65.00	£5.00	7.69%		Fee set by APHA. The new charge is £70.00

Appendix 4 (b)

CARDIFF COUNCIL: HRA FEES AND CHARGES 2020/21

No.	Income Source	Current Charge £	Proposed Price Change	% Change	Effective Date	Comment
1	Pre-assignment enquiries	£100.80	Nil	Nil	6 April 2020	No proposed increase
2	Landlord consents for leaseholders	£185.00				
3	Postponement of Right to Buy charge	£100.80				
4	Administration charge for major works	12% (capped at £250)				
5	Leaseholders Sub-Letting Charge	£30.00	-£20.00	-66.67%		The proposed new charge is £10.00
6	Leaseholder Management Fee	£163.08	Nil	Nil		No proposed increase
7	Council Dwellings Rent, including sheltered dwellings (per week)	Various	See Comment	2.70%		As per Welsh Government guidance
8	All Property Cleaning Charge (per week)	£0.39	£0.10	25.64%		The proposed new charge is £0.49
9	Retirement Complex - Telecare (per week)	£2.71	£0.05	1.85%		The proposed new charge is £2.76
10	Retirement Complex - Fire and safety building checks (per week)	£2.35	£0.05	2.13%		The proposed new charge is £2.40
11	Retirement Complex - Cleaning (per week)	£8.56	£0.86	10.05%		The proposed new charge is £9.42
12	Retirement Complex - Service Charges (per week)	Various	See Comment			In line with costs at each complex
13	Retirement Complex - Communal Maintenance (per week)	£5.88	£0.59	10.03%		The proposed new charge is £6.47
14	Retirement Complex - Scheme Management (per week)	£6.88	£0.69	10.03%		The proposed new charge is £7.57
15	Grounds & Pest Control (per week)	£0.99	£0.12	12.12%		The proposed new charge is £1.11
16	Flats Service Charge - Communal Maintenance (per week)	£1.11	£0.02	1.80%		The proposed new charge is £1.13
17	Flats Service Charge - Reduced Cleaning Charge (per week)	£2.35	£0.24	10.21%		The proposed new charge is £2.59
18	Discretionary Repairs (per week)	£1.56	£0.26	16.67%		The proposed new charge is £1.82
19	Sheltered Service Charges - Personal Heating (per week)	Various	See Comment	20.00%		In line with costs at each complex
20	Water Charges Sheltered Complex (per week)	Various		15.63%		
21	Adult Services Furniture Renewal (per week)	£71.63	£1.93	2.69%		The proposed new charge is £73.56
22	Carport (per week)	£4.33	£0.12	2.77%		The proposed new charge is £4.45
23	Garages - Attached (per week)	Various	See Comment			As per Welsh Government guidance
24	Garage rents - Tenants (per week)	£6.33	£0.17	2.69%		The proposed new charge is £6.50
25	Garage rents - Private Let (per week)	£10.55	£0.28	2.65%		The proposed new charge is £10.83
26	Garage rents with water - Tenants (per week)	£6.59	£0.18	2.73%		The proposed new charge is £6.77
27	Garage rents with water - Private Let (per week)	£10.81	£0.29	2.68%		The proposed new charge is £11.10
28	Garage Rent at sheltered complex (Electricity) (per week)	£8.92	£0.24	2.69%		The proposed new charge is £9.16
29	Hardstandings (per week)	£2.30	£0.06	2.61%		The proposed new charge is £2.36
30	Lock up Hardstanding (per week)	£3.16	£0.09	2.85%		The proposed new charge is £3.25
31	Concierge Service Butetown/Arc (per week)	£1.05	£0.02	1.90%		The proposed new charge is £1.07
32	Concierge Service Litchfield Court (per week)	£16.02	£0.27	1.69%		The proposed new charge is £16.29
33	Flats Service Charge - Cleaning Rota scheme (per week)	£4.23	£0.42	9.93%		The proposed new charge is £4.65
34	Flats Service Charge - Cleaning Cleaner on site (per week)	£4.75	£0.48	10.11%		The proposed new charge is £5.23
35	Flats Service Charge - Cleaning Reduced communal area (per wk)	£1.06	£0.11	10.38%		The proposed new charge is £1.17
36	Flats Service Charge - Lighting (per week)	£0.95	£0.05	5.26%		The proposed new charge is £1.00
37	Flats Service Charge - Door Entry (per week)	£0.48	£0.17	35.42%		The proposed new charge is £0.65
38	Hostel Service Charges (per week)	Various	See Comment	2.70%		As per Welsh Government guidance
39	TV Licence - Hostels (per week)	£0.44 / £0.53	See Comment			In line with costs
40	Drainage Service - Tai Penlan (per week)	£5.79				
41	Hostel Rent (per week)	Various	See Comment	2.70%		As per Welsh Government guidance
42	Tresillian Hostel Communal Heating & Lighting (per week)	£6.58	£0.28	4.26%		The proposed new charge is £6.86
43	Litchfield Court Temporary accommodation (per week)	Various	See Comment	2.70%		As per Welsh Government guidance
44	Additional refuse collection (weekly) at Courtenay Road flats	New charge - See Comment				New charge for 2020/21. The proposed charge is £1.17
45	Contracted out Grounds Maintenance Services					New charge for 2020/21. The proposed charges are various based on the costs of contracted out grounds maintenance and sustainable drainage systems at a small number of new build/acquired properties.

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By virtue of paragraph(s) 14, 21 of Part(s) 4 and 5 of Schedule 12A of the Local Government Act 1972.

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Financial Resilience Mechanism - one-off use for 2020/21		£000	Description
Visible Street Scene	Localised highway asset improvement works	782	Repairing defective carriage and footways to improve the condition of the network.
	Roadsigns and lines	150	Improvement works to address network safety issues and replacement / renewal of unsafe, defective or missing traffic signs and road markings.
	Flood & Drainage Works	225	To support the development and implementation of an Integrated Water Management Strategy for Cardiff, including flood risk assessment, sustainable drainage and increasing capacity with the system to remove surface water, where possible.
	Additional Deep Clean	156	To fund a cleansing team who will provide a reactive service in respect of leaf fall, deep clean of weeds and detritus, cleaning of road signs / small scale re-painting, cut back overgrowth, removal of small scale graffiti, etc.
	City Centre Cleaning	138	To provide further investment in the city centre cleansing team for two years in order to improve the city centre environment whilst piloting new ways of working.
	Total	1,451	
Transport Initiatives	Cycle Parking and City Centre Public Realm	125	To fund improvements in the city centre public realm and highways, providing improved and additional cycle parking around the city centre.
	Bus Routes - Subsidy	90	Additional resource provided to support the second year of a two-year approach to providing a social subsidy to bus routes where deemed necessary.
	Total	215	
Parks & Sport	Ash Die Back	350	To fund the development and implementation of an action plan to ensure an appropriate level of preparedness in respect of the spread of Ash Die Back disease. Of the funding provided, £250,000 would be in respect of the non-schools estate, with £100,000 provided in respect of schools.
	Community Sports Club and Volunteer Conference	10	To fund a Community Sports Club and Volunteer Conference in order to launch the Council's Playing Pitch Strategy.
	Statutory Compliance in Outdoor Sport Facilities	18	To fund a part-time Facility Officer to ensure statutory compliance in outdoor sport facilities.
	Parks and Playgrounds	100	To fund continued improvements to Cardiff's parks and playgrounds.
	Total	478	
Education	Cardiff Commitment & Experience of Work Programme	300	To provide a top-up to the Cardiff Commitment Reserve in order to sustain the Cardiff Commitment beyond 2020/21 and build upon the success of the programme to date in raising the aspirations of children and young people, enriching learning pathways and improving their access to ongoing education, training and employment post statutory education. This will include an experience of work programme for children and young people, aimed at raising awareness of the range of career opportunities in the city.
	Youth Activities	250	One off additional funding for youth services and young people. Following a mapping of youth activities in the city, this would allow for appropriate one-off funding for youth services and support for vulnerable young people in year.
	Total	550	

Appendix 5

Financial Resilience Mechanism - one-off use for 2020/21		£000	Description
Other	Market Supplement for Children's Social Workers	644	To fund a market supplement of £5,000 per annum in respect of Children's Social Worker posts in order to improve the recruitment and retention of staff, and reduce the reliance on agency workers.
	Local Development Plan	300	To fund the review of the Local Development Plan which is due to take place over three years from 2020/21.
	Food strategy	150	To provide three year funding for a Food Strategy Coordinator who would work specifically on coordination and delivery of the Council Food Strategy.
	Promotion of Cardiff as a Living Wage city	12	To support the promotion of Cardiff as a Living Wage city.
	Total	1,106	
Grand Total		3,800	



Changes for Cardiff

Consultation on Cardiff Council's 2020/21 Budget Proposals

Research Findings
February 2020



Gweithio dros Gaerdydd, gweithio gyda'n gilydd
Working for Cardiff, working together



#gweithiogydangilydd
#workingtogether Page 659





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1. Background

In its Capital Ambition vision, Cardiff Council set out how it wants to make Cardiff a greener, fairer city.

Delivering these ambitions will rely on great local public services. Everyone in Cardiff uses or benefits from a council service every day. Schools, roads, recycling, bin collections, social care, maintaining parks, libraries and street lighting are just some of the many services the Council provides to meet people's daily needs.

With a fast growing population and some of the highest levels of poverty in Wales, the pressure on these services is increasing each and every year. Over the past decade of austerity, which saw the council save over £220m as the pressure on services increases, the Council has done all it can to protect front line services while balancing the books.

2. Consultation methodology

Consultation on the Council's budget proposals for 2020/21 was undertaken by the Cardiff Research Centre. The consultation ran from 19 December 2019 to 31 January 2020, later than usual due to the date of the budget announcement from the Welsh Government (pushed back from November to mid-December), leading to a shorter window of engagement on the Council's proposals. Whilst the consultation went live online on the 19th December, the programme of engagement started on 6th January, to avoid a clash with the Christmas period.

The engagement programme used a variety of online and face to face engagement methods:

a) Email

The survey was promoted via email to:

- The Citizens' Panel (approximately 6,000 residents)
- Councillors, Senior Management Team and Cardiff Public Services Board members
- Community Councils
- Third sector organisations working with target groups including Minority Ethnic, younger people and those with a disability.

Teams across the Council were encouraged to promote the survey (where GDPR¹ rules allowed) by emailing customers through existing email lists, particularly where budget proposals may affect specific groups.

¹ GDPR: General Data Protection Regulations

Communications were sent to Council supported networks, including:

- Cardiff 50+ Forum
- Cardiff Access Forum
- Employee Black Minority Ethnic Network
- Cardiff Youth Council

A separate shorter survey was distributed to secondary school's Sixth Forms across Cardiff, offering entrance into a Prize Draw to win a £10 shopping voucher. This asked pupils to highlight the priorities for investment from a list of Council services.

Any enquiries from the public were directed to consultation@cardiff.gov.uk where they were picked up by Cardiff Research Centre staff, and directed to relevant officers across the Council.

b) Internet/Intranet

The consultation was given dedicated pages on the Council's website and promoted to Council employees via DigiGov, the Staff App and the Council's computer screen saver.

c) Social Media

The survey was promoted to almost 90,000 followers via Facebook and Twitter by the Corporate Communications Team throughout the consultation period. The Facebook campaign reached approximately 50,100 users, and on Twitter, 2,500,000 users.

Targeted promotion was facilitated via stakeholder's social media accounts and Facebook boosts aimed at those less frequently heard i.e. under 25's, Minority Ethnic groups and those living in the 'Southern Arc'² of the city. This reached around 24,000 users, with 639 clicks through to the survey itself.

b) Face to Face and Hard Copies

Posters and 2,500 hard copies of the consultation document (plus 500 Welsh) were distributed to libraries, Hubs and core council buildings. Drop boxes were provided in Hubs and libraries for the public to deposit their returns.

Council Officers were on hand at Hubs, Libraries including those in the 'Southern Arc' of the city to promote the survey to traditionally hard to reach communities.

A facilitated focus group session was held with Diverse Cymru at Chapter Arts Centre in Canton, Cardiff, on 30th January 2020.

A full list of venues, events and organisations involved in promoting the consultation is available in Appendix 5.

² See Appendix 4 for map of 'Southern Arc'

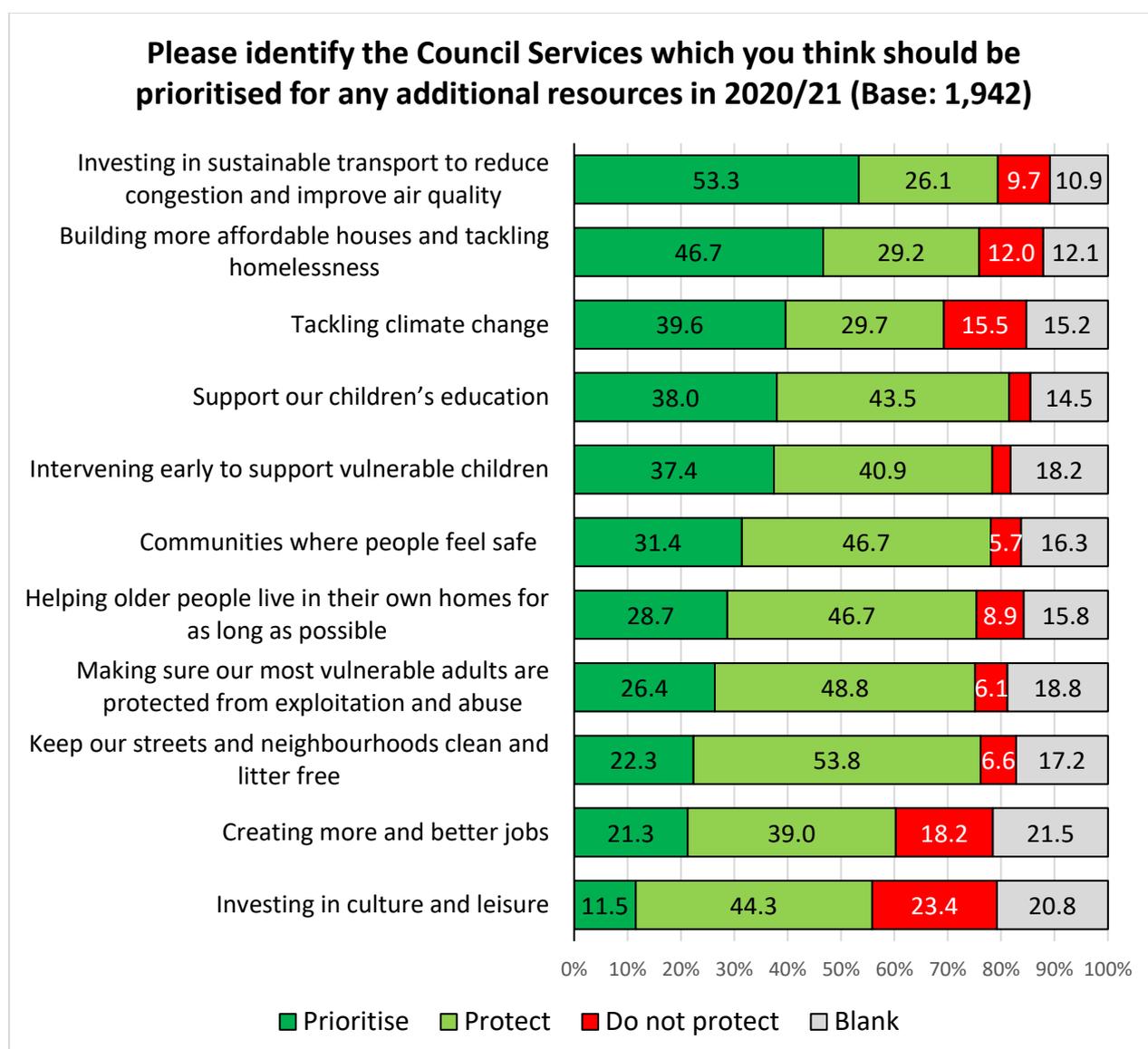
3. Results

Council Service Priorities

Q1. We have listed some of the services the Council provides. Please identify the Council Services which you think should be prioritised for any additional resources in 2020/21, or have their current funding protected.

1,942 respondents gave an answer to this question, giving a response rate of 94.7%

Respondents were given a list of 11 Council Services, and asked to identify which they would prioritise for additional investment, which should have their current level of funding protected, and which services should not be protected. A number of respondents chose to leave their preference for some services blank; this is shown in the chart below:



The top three areas identified for prioritising for investment were:

1. Investing in sustainable transport to reduce congestion and improve air quality (53.3%)
2. Building more and affordable houses and tackling homelessness (46.7%)
3. Tackling climate change (39.6%)

All demographic groups analysed ranked investing in sustainable transport as the top priority for investment. A full breakdown of priorities by demographic is provided in Appendix 2.

Areas to have their current levels of funding protected were:

1. Keep our street and neighbourhoods clean and litter free (53.8%)
2. Making sure our most vulnerable adults are protected from exploitation and abuse (48.8%)
- 3=. Helping older people live in their own homes for as long as possible (46.7%)
- 3=. Communities where people feel safe (46.7%)

Areas that had least support for prioritisation/protection for funding were:

1. Investing in culture and leisure (23.4% of respondents did not want to protect this area)
2. Creating more and better jobs (18.2%)
3. Tackling climate change (15.5%)

Services prioritising children – ‘Support our children’s education’, and ‘Intervening early to support vulnerable children’ – both received low scores in this category (4.0% and 3.5% respectively). While neither made the top three services for prioritising or protecting, overall, around 80% of respondents felt funding for these services should continue at its current level, if not higher.

Engagement Events

In addition to the main survey, a series of engagement events were run, where members of the public were invited to select their top three priorities for investment (these respondents were not asked to identify which services they would like to protect, or those they did not feel should be protected).



Demographic data was not captured for these individuals, due to reluctance to give this information, or time constraints, however, those attending events in Hubs and Libraries were a mix of ages, ethnicities and included respondents identifying as disabled; the Youth Group respondents were all aged under 25, with a range of ethnicities attending the Youth Cohesion event (no demographic other than age were recorded for the Sixth Form online survey).

Respondents were also asked to give reasons for their selections, shown below.

The 71 respondents taking part in the events at Hubs and Libraries (all of which were in the Southern Arc) prioritised

1. Building more affordable houses and tackling homelessness (49.3%)
 - *People can't get housed now. You know just a bunk up, it's not to mean they are going to stay there, just a bunk up until they get married or get a girlfriend or a boyfriend or something and then decide to go and buy. I think that needs to be tackled as there is a lot of sofa surfing and stuff like that for ordinary people.*
 - *A lot of the homeless, there is a lot of drink and drug problems around, so there I'm thinking a lot of them would not be capable of running their own flat. I think we should build like an office unit with somebody there to let them in because I don't think they should run free in their own flats because they will be living in squalor, that issue there is massive in my book, it's massive, but we do need more*
2. Communities where people feel safe (36.6%)
 - *Most important thing is protecting people, so everyone can live in a safe community.*
3. Helping older people live in their own homes for as long as possible (33.8%)
 - *There's not enough resources there so I'd like a bit more money spent on that.*

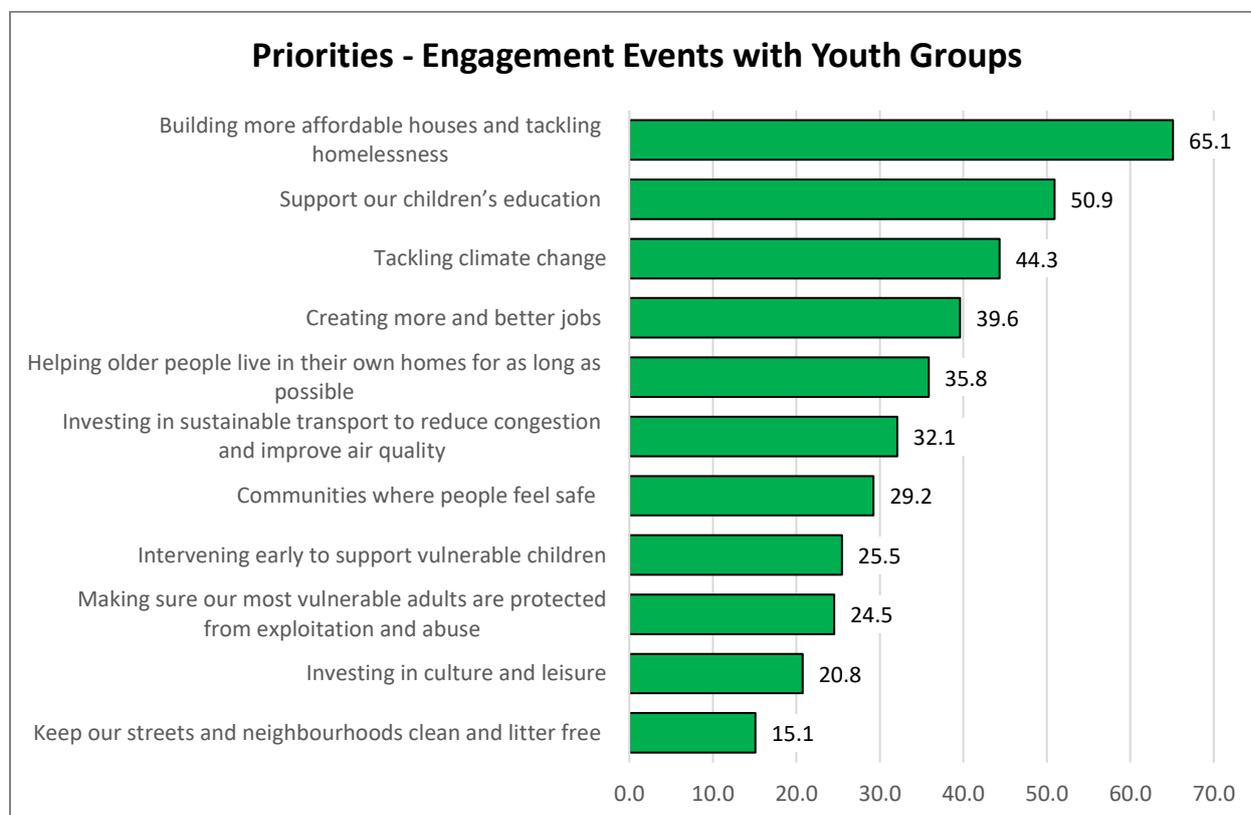
As with the main survey, 'Investing in culture and leisure' was seen as the lowest priority of the options presented, with 11.3% of the vote.



Amongst those attending the Youth Cohesion event, and Sixth Formers completing the tailored online survey (106 respondents in total), priorities for investment were:

1. Building more affordable houses and tackling homelessness (65.1%)
 - *“Affordable housing will encourage students and young adults to become independent and get on the property ladder”.*
 - *“Homelessness is a major issue in Cardiff at the moment. I think tackling homelessness should be prioritised.”*
2. Support our children’s education (50.9%)
 - *“I think focusing on educating the younger generation is essential as they are our future.”*
3. Tackling climate change (44.3%)
 - *“Climate change is the biggest issue right now and will have long lasting consequences that will overshadow other priorities. It’s important it’s addressed now.”*
 - *“Tackling climate change is important because it will enable us to actually have a future to improve.”*

For this group, the lowest priority, with 15.1% of the votes, was ‘Keep our streets and neighbourhoods clean and litter free’.



A separate survey, Child Friendly Cities, was run with primary and secondary schools across Cardiff between September and November 2019, with over 6,000 pupils taking part. While specifics of the Council's Budget consultation were not included in this, pupils were given the opportunity to highlight their priorities.

Respondents were asked to identify their most important issue for the UK as a whole, and for Wales in particular, to be promoted by the appropriate Youth Parliaments. These were:

1. Protecting the environment (42.1%)
2. Put an end to knife crime (39.2%)
3. Tackling hate crime (28.6%)

Concerns were raised around community safety, with fear of knife crime (40.5%), gangs (38.2%) and groups of people (37.7%) as issues which made them feel unsafe in their neighbourhood.

Overall, 90.9% of pupils were able to do their best to learn and progress in school. Amongst pupils aged over 15, 86.9% were studying the subjects of their choice, but just 54.9% thought that their course would help them with their future career.

The Council's Budget Strategy

The Council focuses on three key areas to maximise resources and deliver improved services.

Area 1: Efficiency Savings

Area 2: Income Generation

Area 3: Service change

Area 1 – Efficiency Savings

This means challenging our ongoing service delivery and driving out further efficiencies.

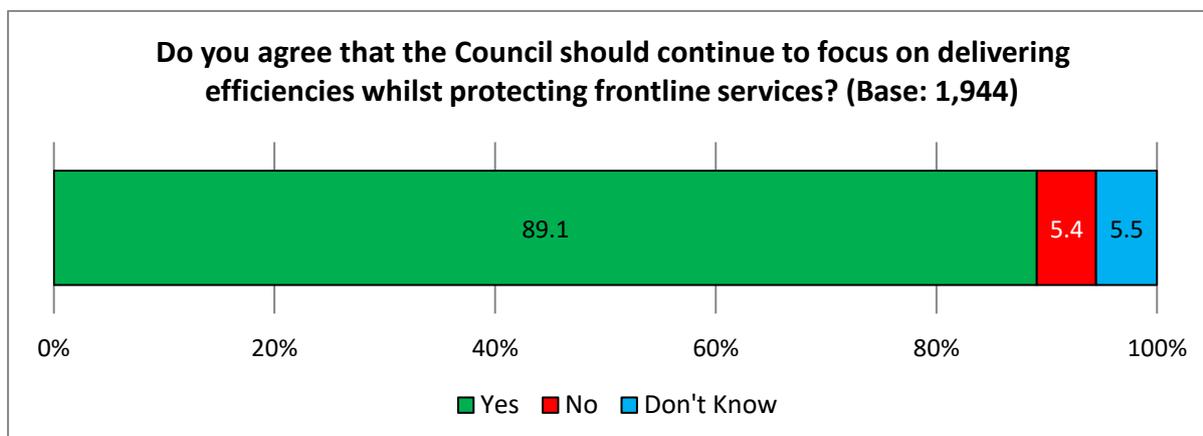
We're asking our managers to make our services more efficient, without impacting on the quality of our front line services. For example, Hubs in Cardiff provide a range of public services under one roof. This saves the council money by reducing running costs for multiple buildings, but does not reduce the level of service offered to the public. Similarly, through using digital technologies we can save money and improve our services without reducing the quality of the service.

This year the council intends to save £5.373 million through efficiencies.

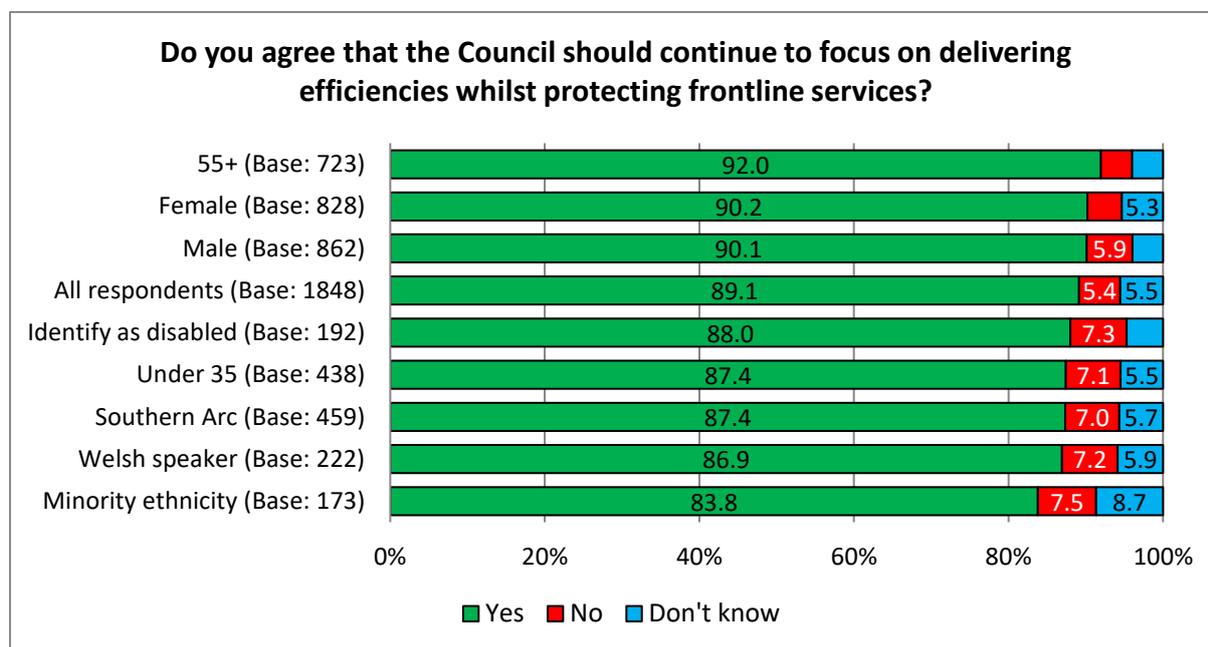
Q2. Do you agree that the council should continue to focus on delivering efficiencies whilst protecting frontline services?

1,944 respondents gave an answer to this question, giving a response rate of 94.8%

Almost nine out of ten respondents (89.1%) agreed that the Council should continue to focus on delivering efficiencies whilst protecting frontline services, compared to just 5.4% who disagreed, and a similar proportion (5.5%) who didn't know.



These findings were broadly consistent across all of the demographic groups analysed, with agreement ranging from 92.0% amongst respondents aged 55 or over to 83.8% amongst minority ethnicities.



If no, what are your concerns?

Respondents answering 'No' to the question above were asked to explain their concerns. For this question, 89 comments were received, which have been grouped into themes. The top three themes are shown below, with a full list available in Appendix 3

Theme	No.	%	Example Comments
Adversely affect frontline services	38	42.7	<ul style="list-style-type: none"> Some efficiencies have meant reductions in front line services in health and social care, exclusions of older or less able people from public services due to removal of human element and the centralisation of resources. My concern is that efficiency savings will affect frontline services. Hubs risk taking services away from some areas of the community and forcing people to travel further to access services. I'm concerned that the service levels offered by the council will be affected by this policy.
Too many cuts previously	16	18.0	<ul style="list-style-type: none"> After a decade of cuts I don't think there are any efficiency savings left to make. Too many services have been cut back resulting in dirty streets, poor bus services, long waits at Hubs. Too many cuts are being made to vital services.
Support efficiencies	8	9.0	<ul style="list-style-type: none"> I fully support efficient ways of working, and reliance on strong tech platforms but not at the expense of jobs. The focus should be fully on income generation to cover all costs. All services should be examined for cost savings and efficiencies.

Schools Budgets

Around £240million (just under 40% of the Council’s total budget) is allocated to schools to manage.

Despite extremely challenging circumstances, over recent years, the Council has consistently provided annual increases for Schools’ Budgets. This is in contrast with most other services, which have seen budget reductions.

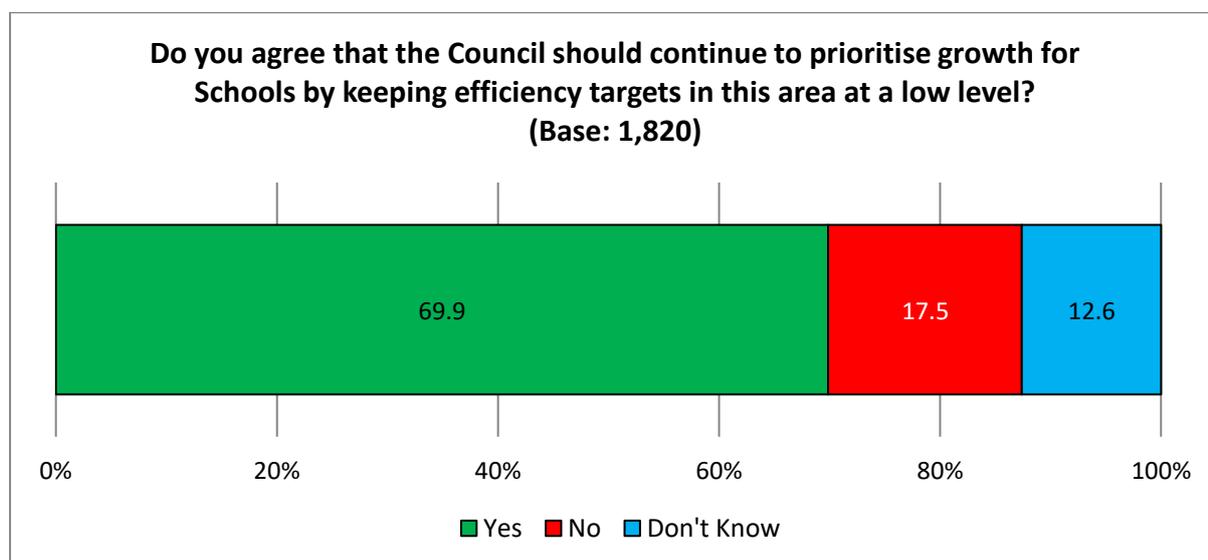
In 2020/21, we will be asking schools to contribute a 0.5% efficiency saving – this is lower than for other services.

Under draft budget plans, after contributing a 0.5% saving, Schools will still receive a budget increase of £10.4 million (+4.3%) next year.

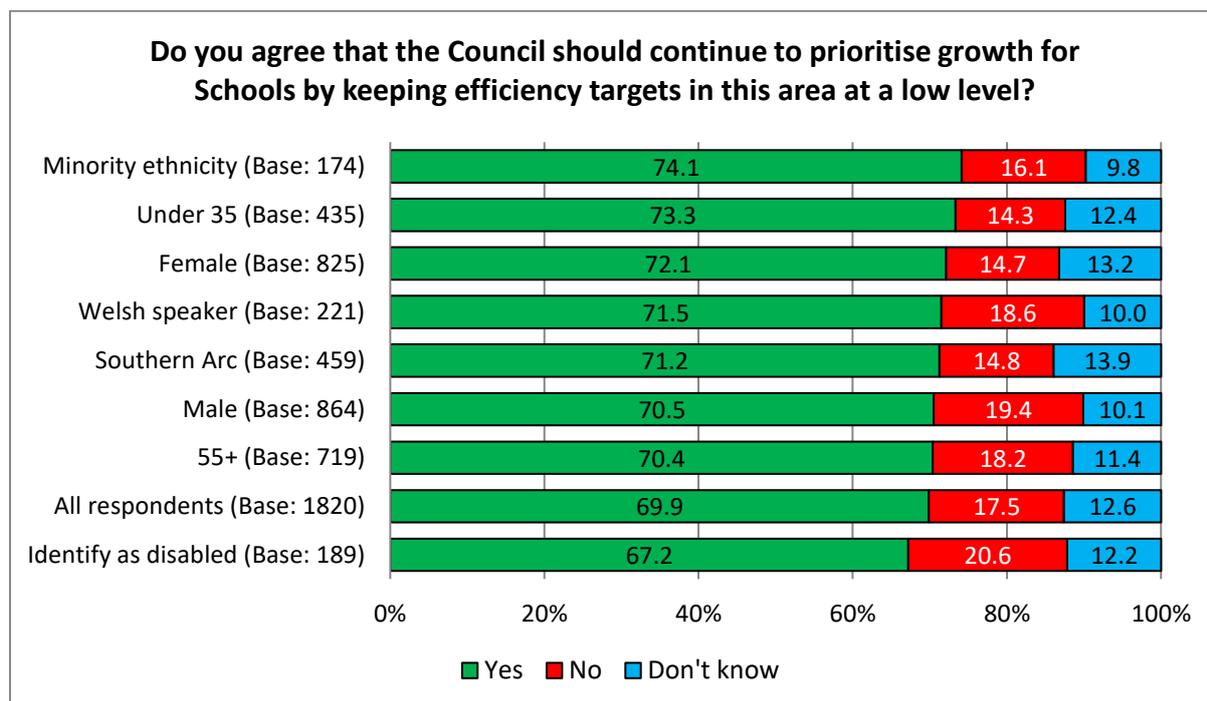
Q3. Do you agree that the Council should continue to prioritise growth for Schools by keeping efficiency targets in this area at a low level?

1,820 respondents gave an answer to this question, giving a response rate of 88.7%

Just over two-thirds of respondents (69.9%) agreed with the Council’s proposal to prioritise growth for Schools by keeping efficiency targets at a low level, with more than one in six (17.5%) disagreeing with this, whilst one in eight (12.6%) didn’t know.



Respondents from a minority ethnicity were most likely to agree with this proposal (74.1%), those identifying as disabled were least likely to agree (67.2%)



If no, what are your concerns?

Respondents answering 'No' to the question above were asked to explain their concerns. For this question, 257 comments were received, which have been grouped into themes. The top three themes are shown below, with a full list available in Appendix 3

Theme	No.	%	Example Comments
School should contribute	122	47.5	<ul style="list-style-type: none"> – I think efficiency targets could be higher. Other council services are being cut and stretched and schools have to also contribute to these savings too. – All council areas need to contribute. By over protecting schools other services will suffer disproportionately. – You've been ploughing money into inefficiently run schools for years to the detriment of all other services and not challenging schools to operate more effectively. – Why should educators have less ability to be efficient than others? – Schools should not be given preferential treatment above other services that benefits everyone and not just families with children.

Waste needs to be eliminated	81	31.5	<ul style="list-style-type: none"> – <i>Wastage in schools.</i> – <i>Inefficiencies and waste in schools. Exorbitant Head teacher salaries and highly paid, underperforming teaching staff. Productivity & raising standards needs to be measured more closely & allied to teaching pay before distributing additional council monies.</i> – <i>Whilst you ask schools to make efficiencies you increase reporting and school requirements, a good start would be to tighten your own school policy centrally to facilitate savings, for example teachers under disciplinary still being paid more than 12 months after they stopped working due to lax policy.</i> – <i>Schools waste money.</i>
Schools should be ring-fenced	24	9.3	<ul style="list-style-type: none"> – <i>Schools should not have to contribute towards the saving at all. Education is the most important public service.</i> – <i>You should not be cutting schools budget at all. They are chronically underfunded and have to rely on regular fundraising to survive.</i> – <i>Schools should not face any efficiency targets. Prioritising education needs full investment enabling schools to raise standards and prepare for curriculum changes.</i>

NB. Percentages don't total 100% as comments could fall into multiple themes

Area 2 – Income Opportunities

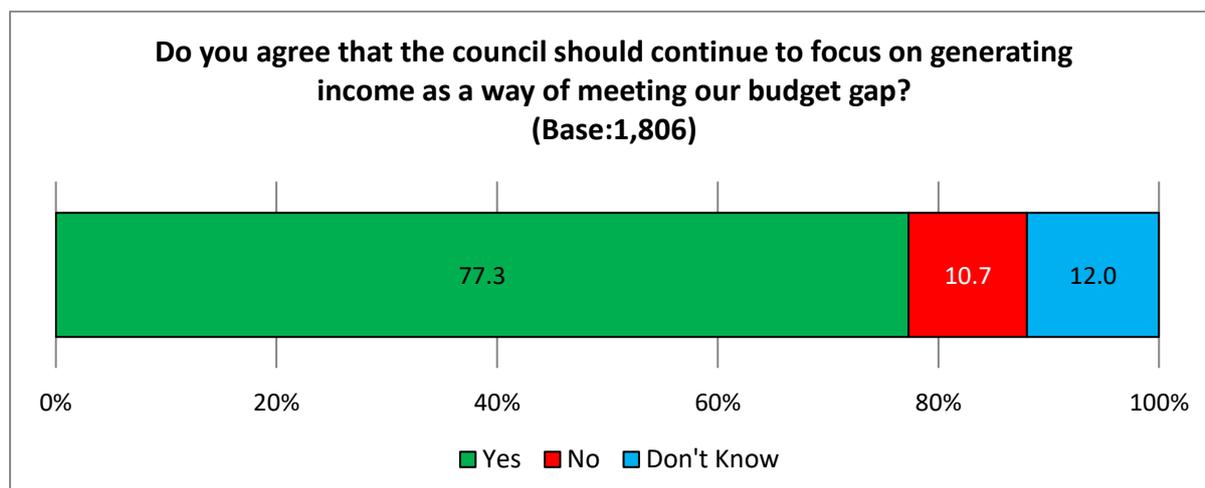
We can utilise our scale and expertise to deliver services for other organisations and customers and thereby generate income, whilst continuing to deliver our frontline services for residents. As part of our strategy, this also includes reviewing the level of charges for particular services, to ensure they reflect the actual cost of delivery.

In a recent survey, more than two thirds of respondents agreed with proposals for the council to undertake commercial activities and that we should carry out additional work for external clients to generate income.

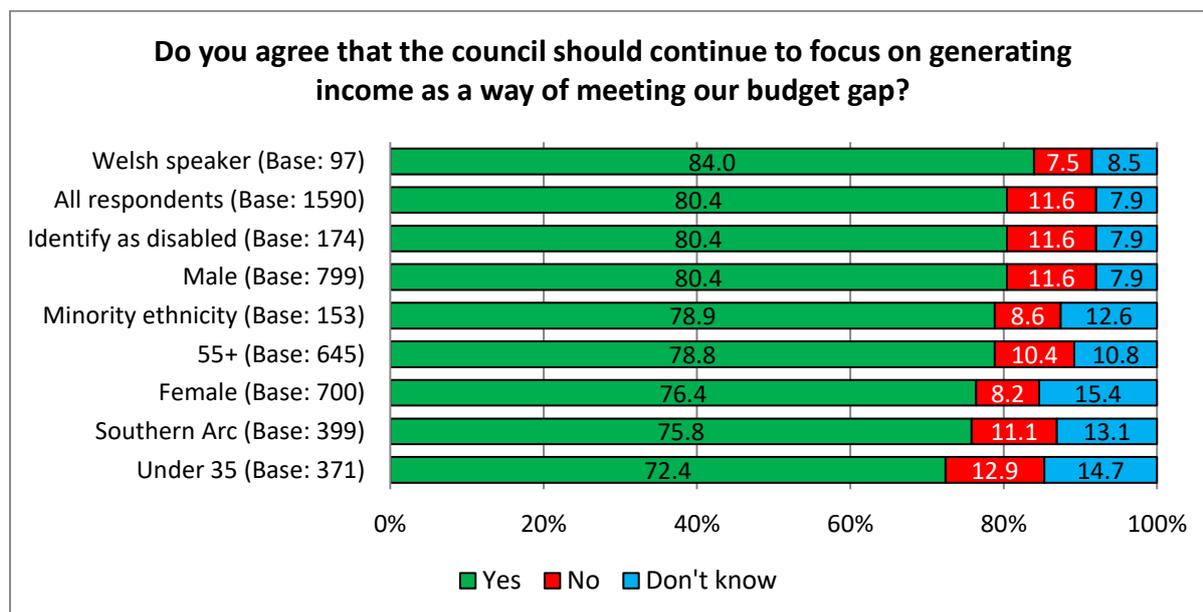
Q4. Do you agree that the Council should continue to focus on generating income as a way of meeting our budget gap?

1,806 respondents gave an answer to this question, giving a response rate of 88.1%

Just over three-quarters (77.3%) of respondents supported the focus on income generation to help meet the budget gap.



This finding was broadly consistent across the demographic groups analysed, with Welsh speakers most likely to support this (84.0%), and under 35s least likely (72.4%).



If no, what are your concerns?

Respondents answering 'No' to the question above were asked to explain their concerns. For this question, 174 comments were received, which have been grouped into themes. The top three themes are shown below, with a full list available in Appendix 3

Theme	No.	%	Example Comments
Council not a commercial entity / conflict of interest	62	35.6	<ul style="list-style-type: none"> – <i>The Council does not have a good track record of meeting income targets from "commercial" activities and does not have the commercial experience and ability to deliver at management level.</i> – <i>The Council is not a business, and we are not customers. This sort of corporate rubbish is part of the problem with the whole ethos of the Council.</i> – <i>In my opinion income generation is not something the Council should be doing - adequate funding should be in place from either government funding or council tax (increased if necessary).</i> – <i>If this reduces council tax, then great, but that never happens so leave it to the private sector please.</i>
Focus on core services	62	35.6	<ul style="list-style-type: none"> – <i>Not at the detriment of quality front line services.</i> – <i>Frontline services have already received cut backs by carrying out work for external clients. Residents will be further deprived of essential services.</i> – <i>The purpose of a council is to provide public services, not to make a profit.</i>

			<ul style="list-style-type: none">– <i>I do not think the council should be forced to do this at all. The function of the council is to provide services not to sell them to other people. It could lead to a lack of focus on core priorities.</i>
Costs will increase	26	14.9	<ul style="list-style-type: none">– <i>Charging for services has unintended consequences that cost more such as fly tipping.</i>– <i>Increase in charging for the services provided by council.</i>– <i>Making sports participation beyond the means of ordinary folk.</i>

Proposals: Increasing Our Income

Each year the council is faced with rising cost pressures and increased demand for services. Fees and Charges provide income which can help the Council to continue to provide these important services.

In light of this review, we are proposing an increase to the following fees and charges.

Increase in Registration Fees

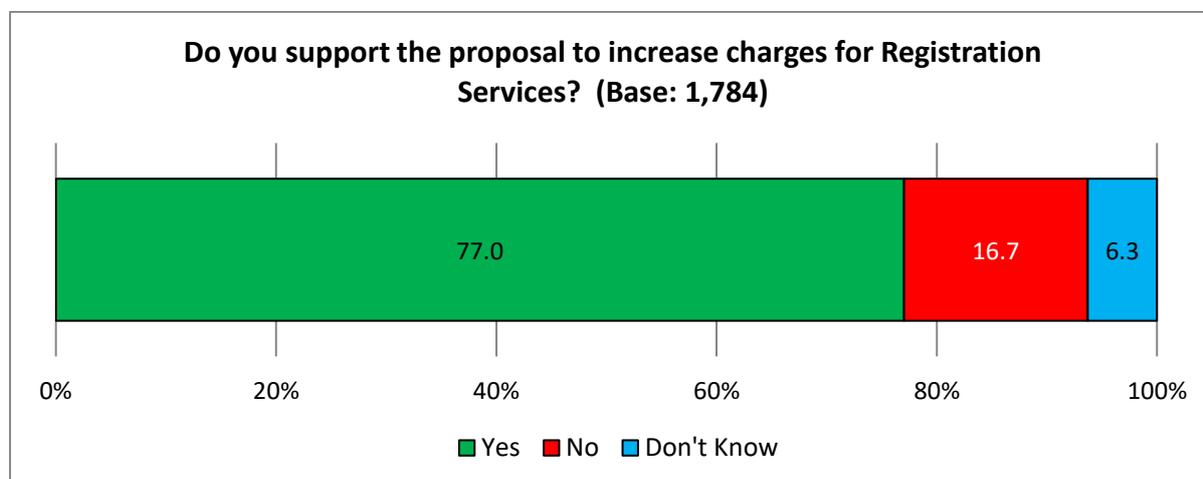
Cardiff's Register Office is responsible for registrations of births, marriages and deaths, as well as officiating weddings, naming and citizenship ceremonies.

We propose increasing the cost of a Registration Ceremony by up to £20 for ceremonies taking place in City Hall, and by £25 for ceremonies taking place in other approved premises. This would mean the cost of registration ceremonies ranging from £160 to £575, depending upon the day and venue chosen.

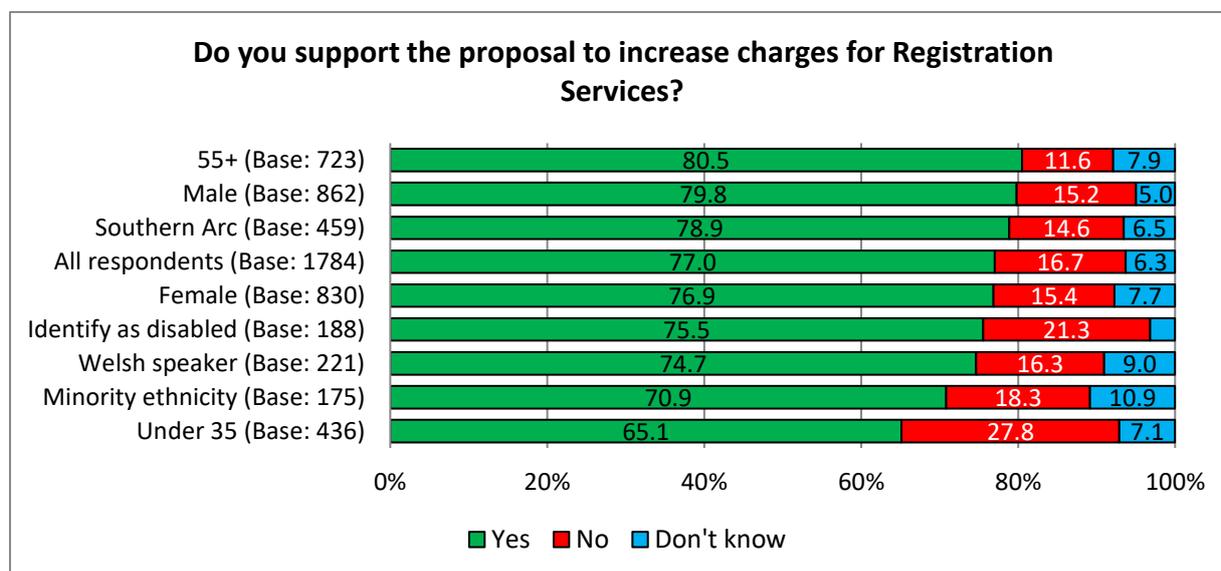
Q5. Do you support the proposal to increase charges for Registration Services?

1,784 respondents gave an answer to this question, giving a response rate of 87.0%

Reflecting the response to the previous question, 77.0% of all respondents supported the proposal to increase charges for Registration Services, contrasting with 16.7% who disagreed.



Respondents over the age of 55 were most likely to support this (80.5%), those under the age of 35 were least likely to support this (65.1%), with over a quarter of this group (27.8%) actively disagreeing with this proposal.



If no, what are your concerns?

Respondents answering 'No' to the question above were asked to explain their concerns. For this question, 210 comments were received, which have been grouped into themes. The top three themes are shown below, with a full list available in Appendix 3

Theme	No.	%	Example Comments
May become a barrier	93	44.1	<ul style="list-style-type: none"> – People on low incomes would struggle. – Pricing out lower-income members of society. – It could prevent some people from being able to register their marriage and put people off doing it. – This might put people off using these services. Some of them are already expensive enough as they are. I believe the price payed for this services should be symbolic, and not geared towards generating income.
Very Expensive	52	24.6	<ul style="list-style-type: none"> – Registration costs are high enough. – This is a stealth tax and making relationships, particular marriage unaffordable, a death is dear enough.
Save money elsewhere	23	10.9	<ul style="list-style-type: none"> – You need to cut costs elsewhere not charge more for services. – It seems unfair to charge more for things like this; do people really need to be charged more money to register the death of a loved one when they're dealing with grief? Instead you could generate more income by being stricter with things like littering/fly tipping/traffic fines. Many of these are reported but not enforced leaving hundreds if not thousands of missed opportunities to not only make money but to reinforce good practices.

Bereavement

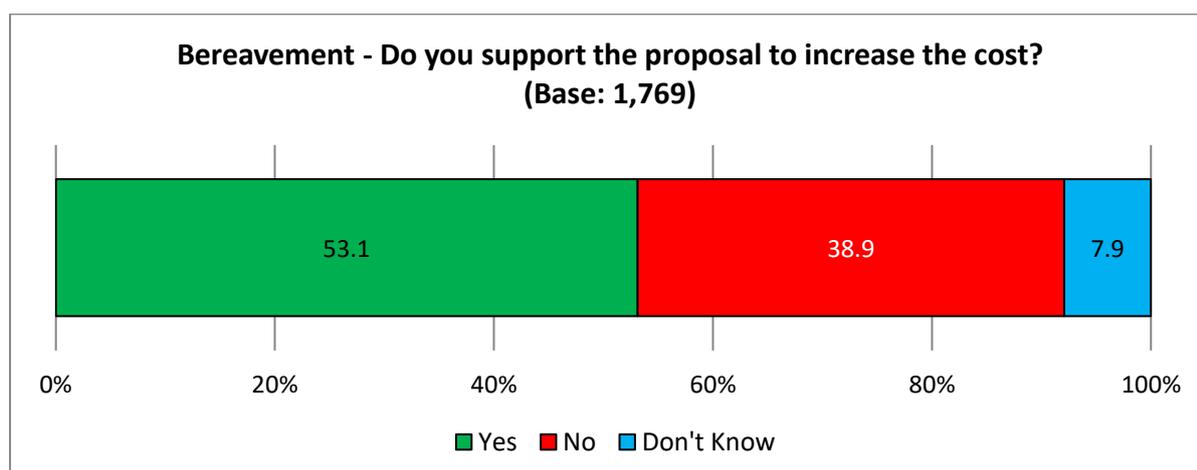
Cardiff Council is responsible for bereavement services including the administration of over 4,000 funerals a year, as well as the upkeep and maintenance of seven cemeteries. Fees for the burial or cremation of a child were removed in 2017.

Income from crematoria and burials has been consistently reinvested to maintain the quality of the service. It is proposed that the price of a cremation of an adult be increased from £640 to £700, and the price of a burial of an adult be increased from £760 to £810. In reviewing these charges we have ensured that we remain comparative to other local authority bereavement services.

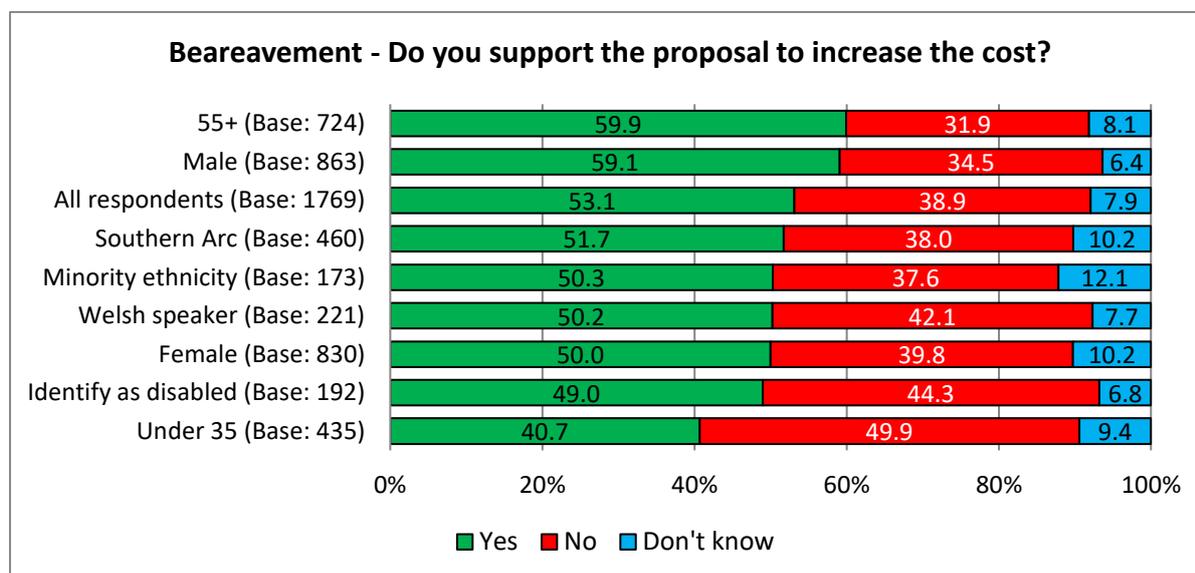
Q6. Do support the proposal to increase the cost?

1,769 respondents gave an answer to this question, giving a response rate of 86.3%

Just over half of all those responding to this question agreed with the proposal to increase the cost of bereavement services (53.1%); almost two-fifths (38.9%) disagreed.



Almost three in five respondents aged 55 or over (59.9%), and males (59.1%) agreed. Support was lowest amongst under 35's who were more likely to disagree than agree to this proposal (49.9% compared with 40.7% respectively).



If no, what are your concerns?

Respondents answering 'No' to the question above were asked to explain their concerns. For this question, 533 comments were received, which have been grouped into themes. The top three themes are shown below, with a full list available in Appendix 3

Theme	No.	%	Example Comments
Too Expensive / Too big an increase	243	45.6	<ul style="list-style-type: none"> - <i>Would agree to 59 pound increasethis feels too much.</i> - <i>The cost of an average funeral is now over £5000 so any increase in any charges will be unwelcome.</i> - <i>Too big an increase over something the bereaved have no control over.</i> - <i>These seem like very big jumps to costs, much higher than the increase of wedding costs.</i> - <i>A 9%+ increase in the cost of a cremation, which is obviously the more cost efficient service, is unacceptable for people going through the bereavement process. This is especially so compared to the 6.5% increase in the burial charges. I felt that these increases should be capped to 5%.</i>
Wrong to penalise in these circumstances	189	35.5	<ul style="list-style-type: none"> - <i>Funerals are difficult enough for bereaved families, without having to worry about how they pay for them.</i> - <i>Stop taking advantage of the grieving!</i> - <i>It's already a terrible burden at a very difficult time.</i> - <i>Tax the dead and the grieving, great idea... Not!</i> - <i>Families should not be exploited when they are grieving.</i>

May become a barrier/burden	183	34.3	<ul style="list-style-type: none">– <i>People are struggling to afford the current prices.</i>– <i>That people will be precluded from a dignified send off, with more financial burden placed on families. This will disproportionately affect the poorest. Having a baby or getting married is a choice, dying is not.</i>– <i>Many low income families would find the increase too difficult to pay.</i>– <i>It costs over £3000 to bury a relative not everyone can afford it most people are just above the welfare line so increasing it will still cause issues.</i>
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This topic was raised in the focus group run by Diverse Cymru:

- *I don't think [fees should be increased] for bereavement because people are spending enough money and they are distressed so I don't think that area you should really look to add more on. Because people are distressed. They've lost somebody, it's a big package and a lot of money..., I think that is very stressful for people.*

The idea of an insurance scheme, allowing residents to put in a weekly payment to spread the cost of the funeral, was put forward:

- *I think they should give ... every person an opportunity to take out an insurance with them, you know burial or whatever. That insurance, even if it's a £1 a week or something like that, that will help towards their funeral. The council would save that way because it is done by the council.*

Difficulties with such a scheme were noted:

- *What do you do about people moving though? I mean people move from Cardiff to Newport or Cardiff to London.*

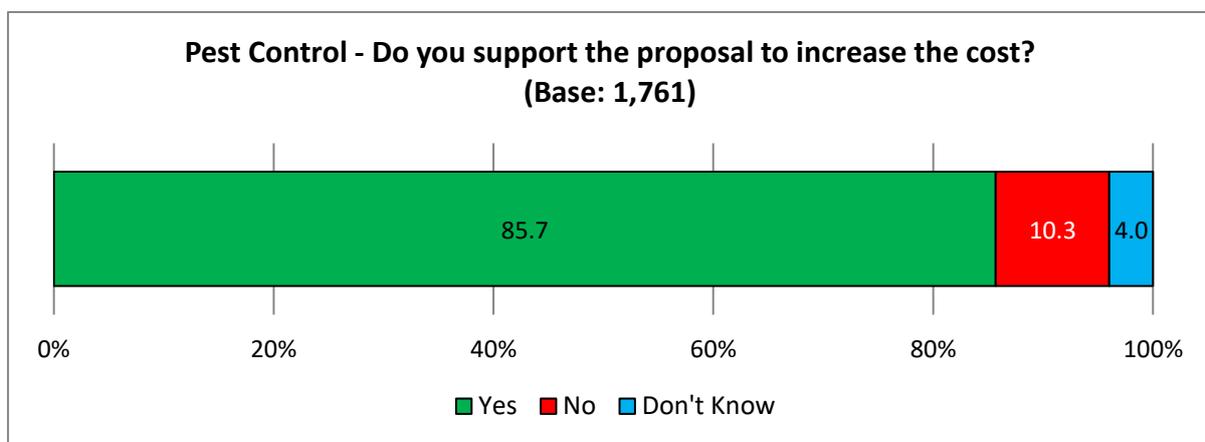
Pest Control

Cardiff Council provides a subsidised pest control service to domestic properties. We are proposing an increase of £5.00, bringing the total charge for this service to £55.00, including VAT. This includes resolving infestations, such as mice, rats and wasps, with up to four visits from a pest control officer, who will provide a professional and high-quality service to help resolve the issue.

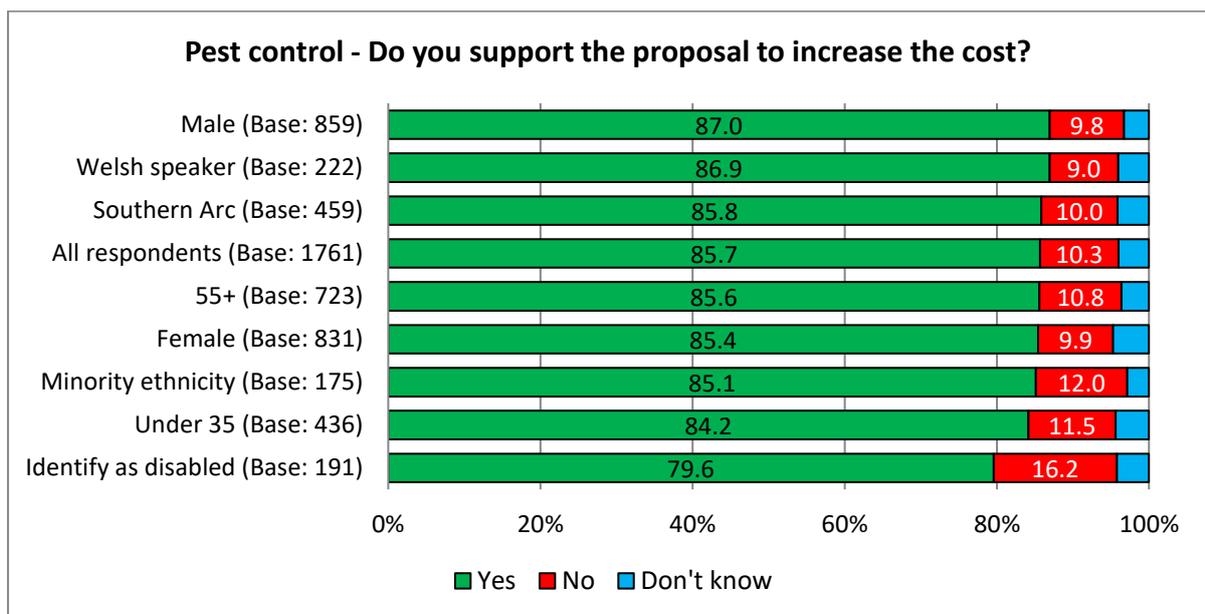
Q7. Do you support the proposal to increase the cost?

1,761 respondents gave an answer to this question, giving a response rate of 85.9%

Six out of seven respondents (85.7%) agreed with the proposal to increase the cost of Pest Control services



Findings were broadly consistent across the demographic groups analysed.



If no, what are your concerns?

Respondents answering 'No' to the question above were asked to explain their concerns. For this question, 132 comments were received, which have been grouped into themes. The top three themes are shown below, with a full list available in Appendix 3

Theme	No.	%	Example Comments
Affordability / May become a barrier	43	32.6	<ul style="list-style-type: none"> – <i>Many could not afford to pay which could lead to an increase in infestation of pests.</i> – <i>If this is unaffordable to some people, then this will permit the infestation to 'spill over' into adjoining properties. If we can nip the cause in the bud, then it will be cheaper in the long run.</i> – <i>This could people off using pest control and as a result create larger issue.</i> – <i>Taking care of pests is a basic necessity if required in a household and a hike in price for this basic feature might make people opt out of it.</i>
Very Expensive / Too big an increase	18	13.6	<ul style="list-style-type: none"> – <i>The cost is already too high and many people will find it even more difficult to meet the additional costs and that could create public health issues for themselves and their neighbours.</i> – <i>That increase is ridiculous! How can people be expected to afford this! It will adversely affect the poor more than the rich as poorer people usually have poorer conditions of living, which are more liable to pests and other issues.</i> – <i>Another 10% increase when pay and pensions are only increasing by 3%.</i>
Issue more prevalent to those on low incomes	14	10.6	<ul style="list-style-type: none"> – <i>I feel this would be an issue that would affect those in potentially unsuitable housing or those who are mostly in poverty, my concern would be the impact on the increase to them. But this is not based on much information on the subject.</i> – <i>Those that are less well-off are likely to be more effected by these issues!</i> – <i>This is 'pest poverty'! The most disadvantaged people in our city should not have to worry about the cost of infestation. This should be means tested or free.</i>

School Meal Provision

Cardiff Council's School Meals service provides meals to every primary school and the majority of secondary schools in Cardiff.

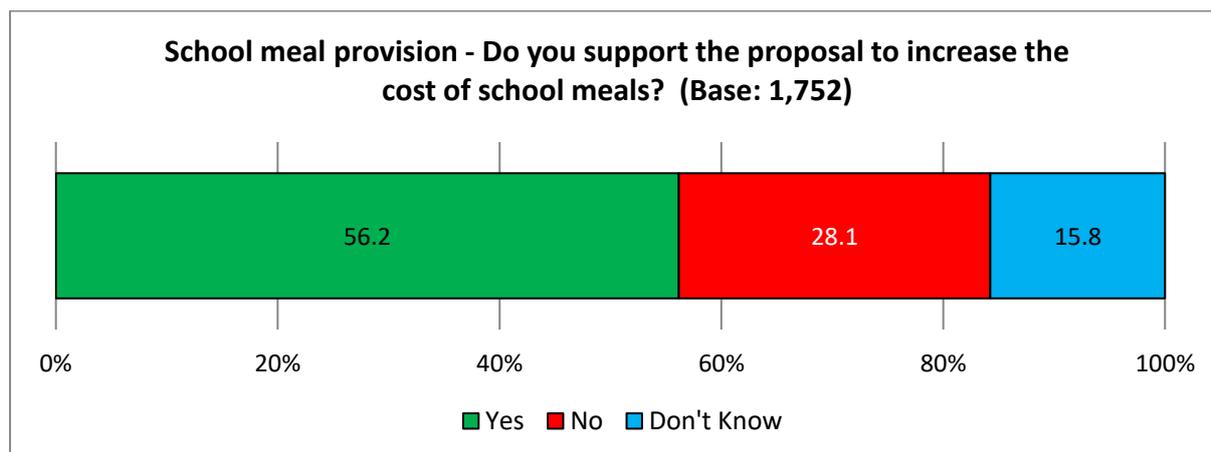
Cardiff Council froze the price of school dinners in the last financial year. Due to rising costs incurred by the service, we are proposing to increase the cost of school meals by 10p. The increase reflects the rising costs met by the council, we do not make a profit from this service. This increase is necessary in order for the provision of school meals to be cost neutral to the council, and therefore sustainable in the long term.

From 1st April 2020, we propose that the price of a primary school meal will be £2.60 and a set meal in a secondary school will be £3.05.

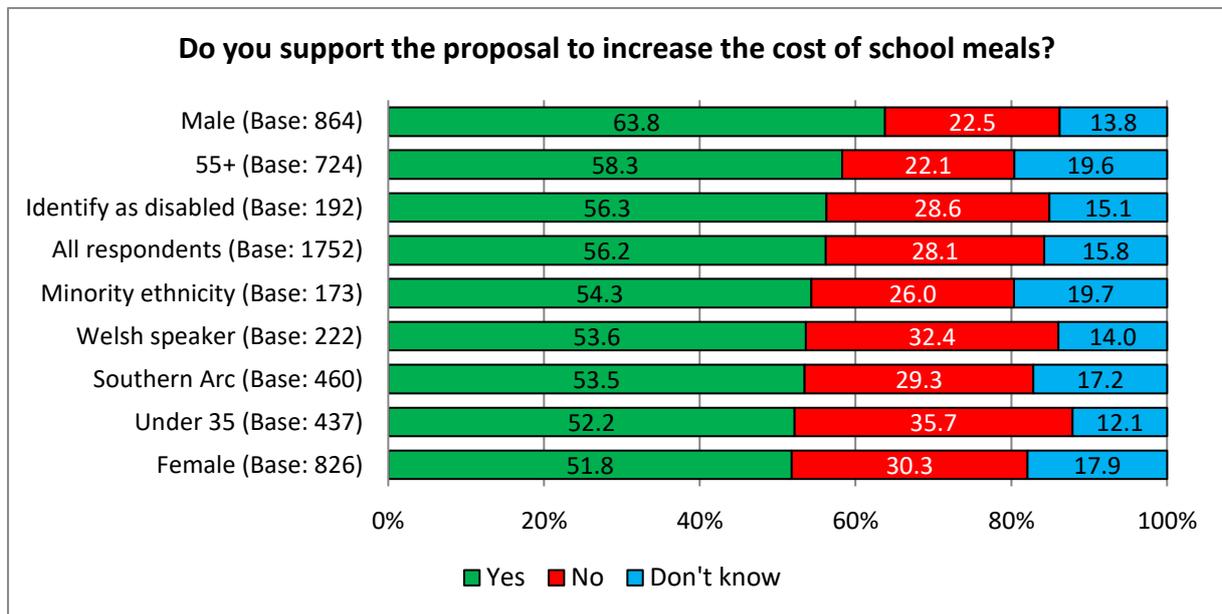
Q8. Do you support the proposal to increase the cost of school meals?

1,752 respondents gave an answer to this question, giving a response rate of 85.4%

Overall, just over half of those responding to this question (56.2%) supported this proposal, with 28.1% against.

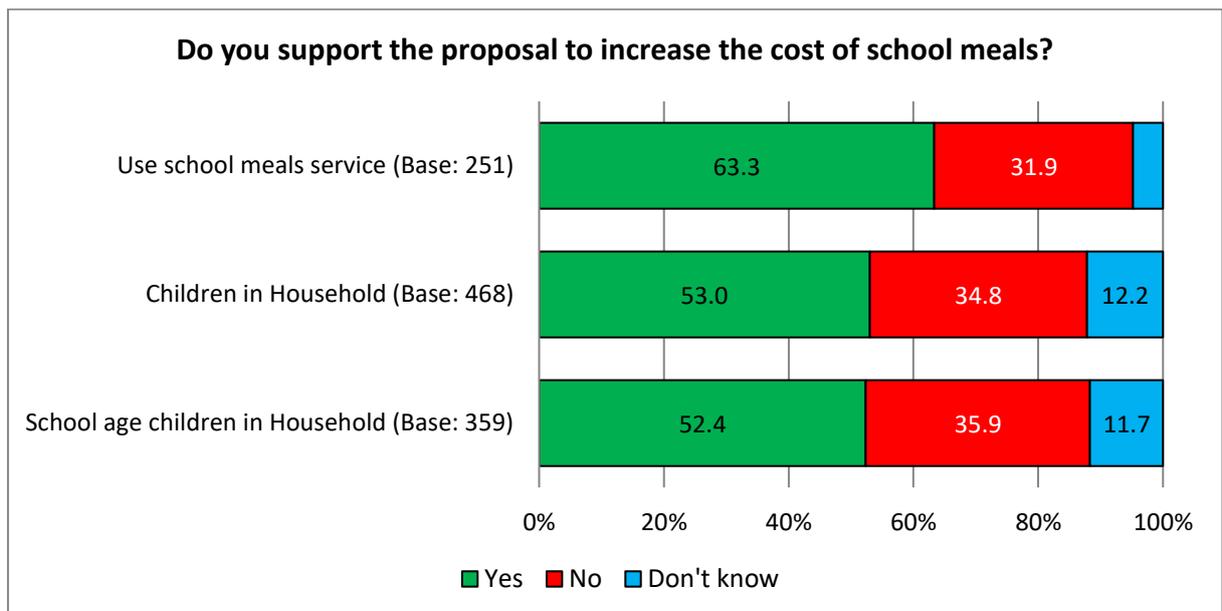


There were some differences of opinion across the demographic groups analysed, with men (63.8%) and older respondents (6.3%) most likely to support the proposal, contrasting with women (51.8%) and younger respondents (52.2%).



Additional analysis was undertaken, looking at respondents with children in their household, children of school age in their household, and users of the school meals service.

Respondents with children in their household were less likely than average to support this proposal, at around 53%. However, amongst current users of the service, support rose to 63.3%



If no, what are your concerns?

Respondents answering 'No' to the question above were asked to explain their concerns. For this question, 394 comments were received, which have been grouped into themes. The top three themes are shown below, with a full list available in Appendix 3

Theme	No.	%	Example Comments
Affordability	199	50.5	<ul style="list-style-type: none"> – Unaffordable for lower class families – I worry this will increase the number of hungry children as families can't afford an increase – Daylight robbery. Either every child should pay, or should be free to all children. Just because some families do not qualify for free meals does not mean that they can afford them either. – Children could go hungry due to unaffordability – Some families especially with multiple children will struggle to afford this.
Issue more prevalent to those on low incomes	90	22.8	<ul style="list-style-type: none"> – That the most poorest children will not get enough money to eat. – Again, it will only affect those on a lower income – That low income families will experience financial hardship – Will disproportionately disadvantage children already living in poverty in Cardiff – Because parents on lower incomes who do not qualify for free meals are the ones who are hit. Perhaps try reducing the number of non-payers. ParentPay isn't working for this.
Children could potentially go without a warm meal all day	52	13.2	<ul style="list-style-type: none"> – It may be the only good meal a child has that day and I wouldn't want a family priced out – That some children will go without a decent quality meal that they do not get at home. – It is important to make sure children have proper balanced meals which some household cannot support.

Area 3 – Service Change

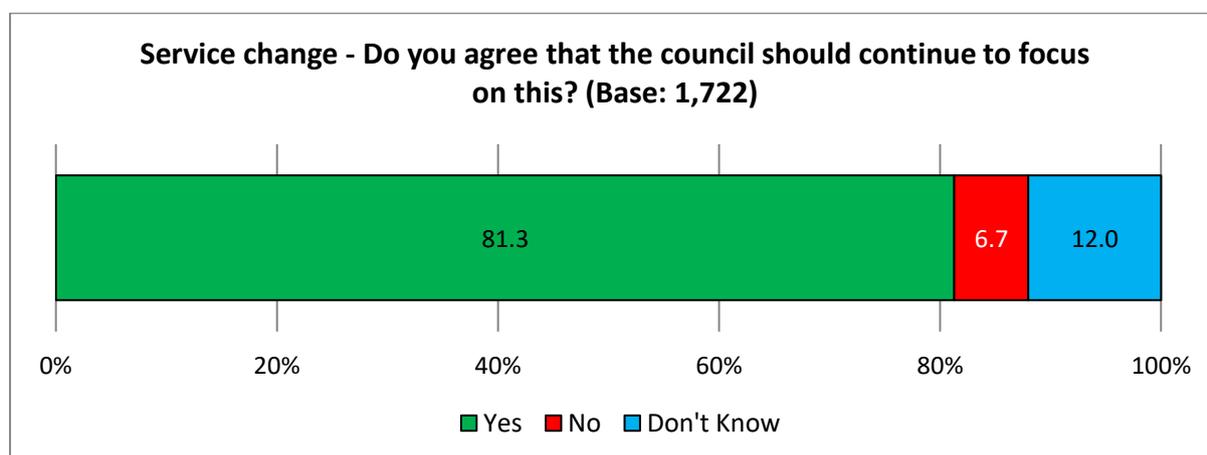
This includes measures such as investing in preventative services to catch problems early and stop them getting worse and costing more in the long term. For example, we are reshaping our services for vulnerable residents to ensure that we promote independence and deliver first class care services.

This also means using technology to deliver better services for residents, visitors and businesses. We are changing how we operate as an organisation to make the best use of technology and provide better value for money.

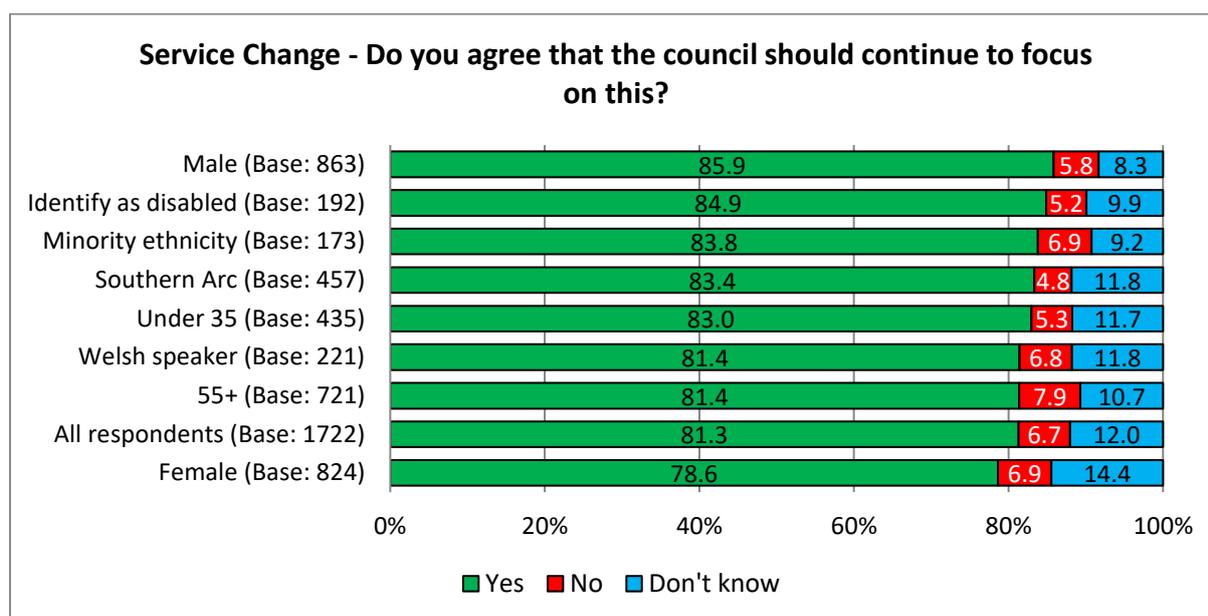
Q9. Do you agree the Council should continue to focus on this?

1,722 respondents gave an answer to this question, giving a response rate of 84.0%

Four fifths of respondents (81.3%) agreed the Council should focus on service change, including preventative services and making the best use of technology.



These findings were broadly consistent across the demographic groups analysed.



If no, what are your concerns?

Respondents answering 'No' to the question above were asked to explain their concerns. For this question, 106 comments were received, which have been grouped into themes. The top three themes are shown below, with a full list available in Appendix 3

Theme	No.	%	Example Comments
Not enough information provided	26	24.5	<ul style="list-style-type: none"> – Don't understand what you are proposing and would need more info on it, very vague. – IT is seen too often as some sort of panacea and implementing IT always ends up costing more. It is not clear what the council proposes and how technology will help - vague statements about better services do not indicate that the benefits have been identified.
Some people don't have access to technology	19	17.9	<ul style="list-style-type: none"> – The people who most need this do not have access to the required technology. – Technology is not always available to everyone.
Not everyone understands technology	18	17.0	<ul style="list-style-type: none"> – Elderly and vulnerable people of all ages don't necessary use or understand technology. – Old and vulnerable certainly do not respond well to technology.

Use of Technology in The Provision of Care And Support Packages

The council already uses technology in the provision of care through schemes such as Telecare.

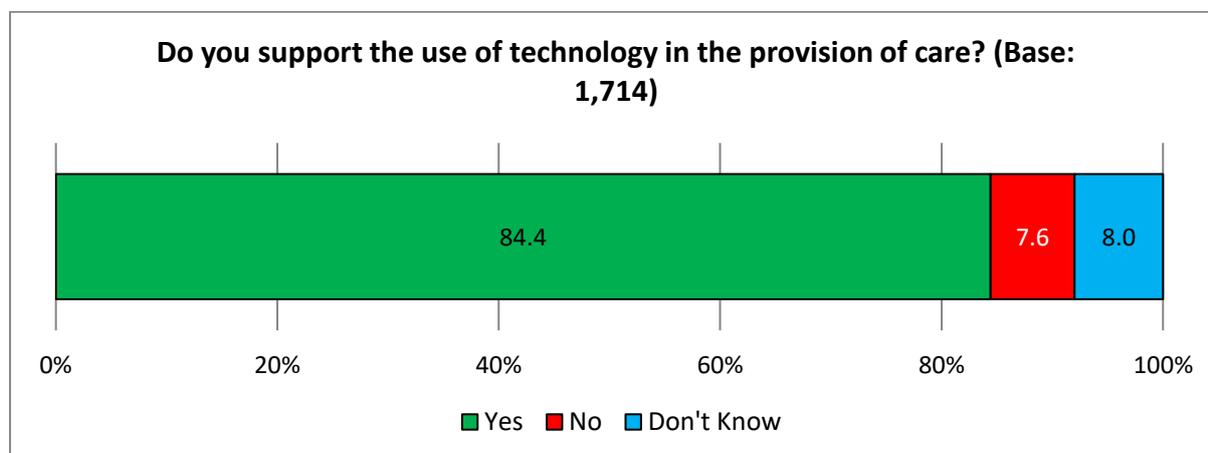
Telecare helps people to stay safe in their home. It is designed for people with any form of dementia, a mobility or sensory impairment, or mental health or learning disability. A Telecare system is made up of sensors around the home which send an alert to the emergency response service when a sensor is triggered, for example, if someone falls over or leaves the gas on.

More than two thirds of you have told us that you support investment in IT to increase opportunities for self-service. The council is now exploring further opportunities with a focus on preventative services that could reduce the reliance on commissioned care. The aim of this being to mainstream the use of technology in care provision to enable people to stay in their own homes, whilst saving the council £100,000 in the next financial year.

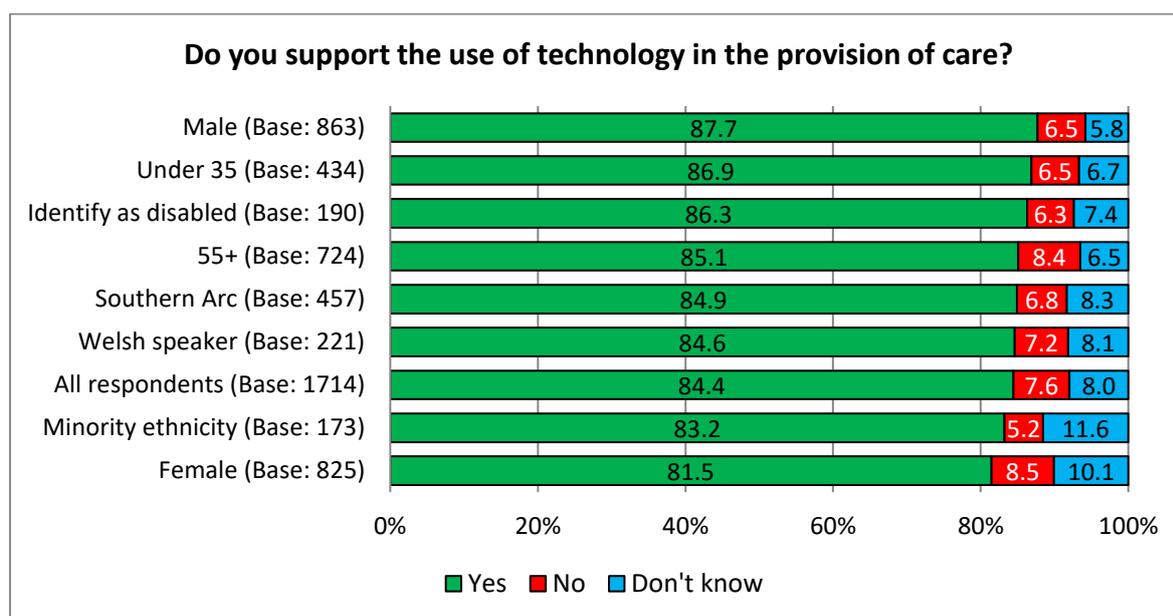
Q10. Do you support the use of technology in the provision of care?

1,714 respondents gave an answer to this question, giving a response rate of 83.6%

Around six out of seven respondents (84.4%) supported the use of technology in the provision of care.



This was consistent for all of the demographic groups analysed.



If no, what are your concerns?

Respondents answering 'No' to the question above were asked to explain their concerns. For this question, 79 comments were received, which have been grouped into themes. The top three themes are shown below, with a full list available in Appendix 3

Theme	No.	%	Example Comments
Social Isolation	49	62.0%	<ul style="list-style-type: none"> - A vulnerable lonely adult needs care contact and reducing this by tech will lead to a diminishing human contact - As much as that's a good idea I still think that having human contact would be better - Technology is not 100% reliable and lack of personal service may increase loneliness and isolation. - This may make some people socially isolated. A visit from a carer may be their only human contact
Digital Exclusion	17	21.5%	<ul style="list-style-type: none"> - Some elderly people are not comfortable with IT. - A lot of these vulnerable people can't use technology - Elderly people, especially those with dementia will not understand this technology - I experienced this with my mother and father who became isolated from support services when this barrier to human support was introduced.
Use only to aid care workers	12	15.2%	<ul style="list-style-type: none"> - Technology should be used as an aid to improve services, not as a substitute for human contact or people's jobs. - I agree with utilising technology. But not if this affects support workers visiting those with support needs. By all means add technology that makes life easier for those who are vulnerable in the care system but do not cut funding or care services

Mowing Regimes

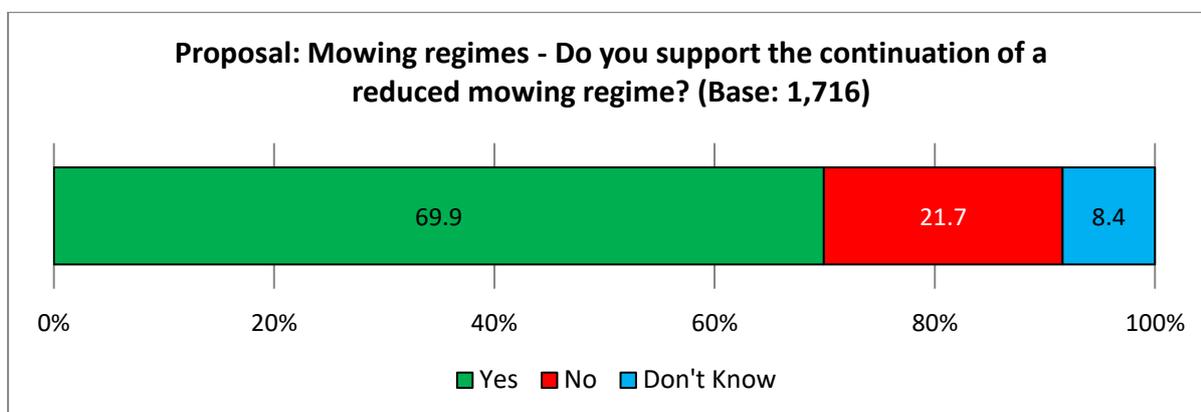
Cardiff has some outstanding parks and green spaces and it is crucial that their character and quality is maintained.

In previous years, decisions have been made to amend the maintenance regimes in some parts of the city to reduce the frequency of mowing in some areas of parks, excluding sport pitches. Different mowing regimes have been adopted while maintaining the required quality and safety levels for parks, playing fields, recreation grounds, open spaces and highway verges.

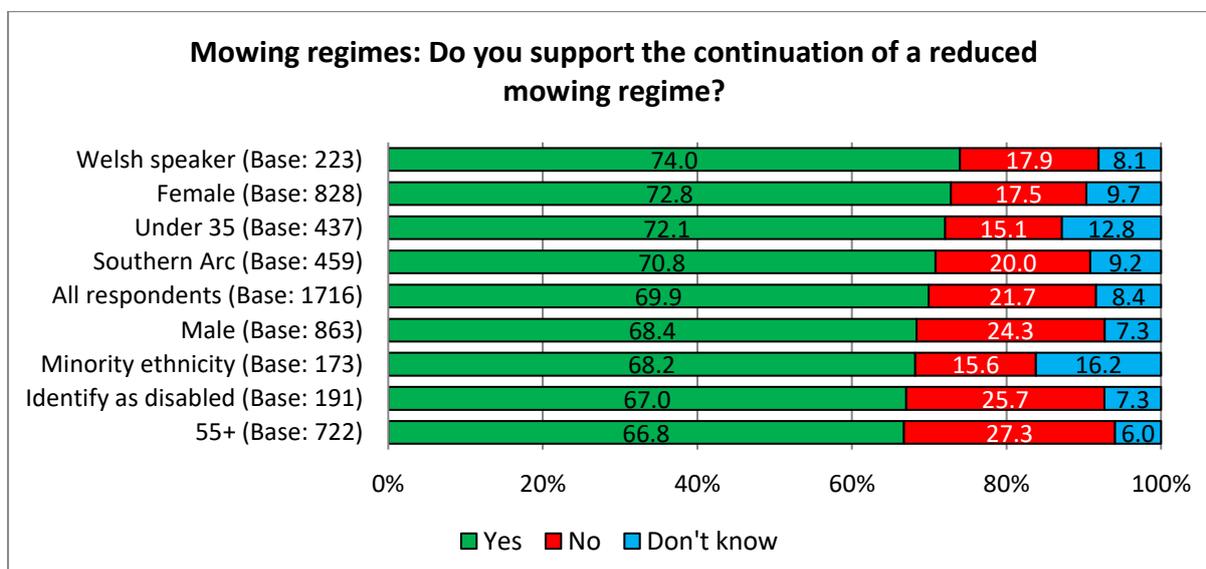
Q11. Do you support the continuation of a reduced mowing regime?

1,716 respondents gave an answer to this question, giving a response rate of 83.7%

More than two-thirds of respondents (69.9%) supported the continuation of a reduced mowing regime.



Support for this was highest amongst Welsh speakers (74.0%) and women (72.8%), and lowest amongst those aged 55 or over (66.8%) of respondents identifying as disabled (67.0%).



If no, what are your concerns?

Respondents answering 'No' to the question above were asked to explain their concerns. For this question, 310 comments were received, which have been grouped into themes. The top three themes are shown below, with a full list available in Appendix 3

Theme	No.	%	Example Comments
Areas will look untidy / uncared for	77	24.8	<ul style="list-style-type: none"> – <i>Some places are beginning to look uncared for, very scruffy.</i> – <i>Cardiff is starting to look tatty and worn out.</i> – <i>Some areas look unsightly.</i> – <i>It depends on how neglected the unmowed areas begin to look. If public spaces are maintained to a high standard, the knock on effect is that people respect them more.</i> – <i>Likely deterioration in the appearance of grassed areas.</i>
Current service is not adequate	75	24.2	<ul style="list-style-type: none"> – <i>Parks look untidy and the sports pitches are not looked after as it is.</i> – <i>Our city is already a filthy, unkempt embarrassment.</i> – <i>The parks already look a mess and this can only make it worse.</i> – <i>Some areas appear to be missed on the present plan.</i> – <i>The grass is not cut often in St Mellons and Trowbridge, posh areas are cut often.</i>
Health & Safety issues	66	21.3	<ul style="list-style-type: none"> – <i>Facilities need to be safe and well maintained in order to encourage a healthier lifestyle.</i> – <i>Parks and green spaces are a vital element in a good lifestyle.</i> – <i>Some areas where children play are overgrown, making it harder to identify where there may be hazards (i.e. dog waste/ broken bottles) & not all dog owners take care to look for waste in long grass.</i> – <i>The green spaces of Cardiff are an important part of Cardiff's identity and the health of the people</i> – <i>There are considerable safety issues regarding visibility (sight of oncoming traffic) on some major road grass verges typically A470 Whitchurch area. Decisions should be made on an educated case-by-case basis. 'Wild' areas in parks have been converted to dog toilets.</i>

Council Reserves

Unlike some other public services, councils have a legal duty to produce a balanced budget each year. In balancing the budget for 2020/21, draft budget plans include the use of £750,000 from reserves.

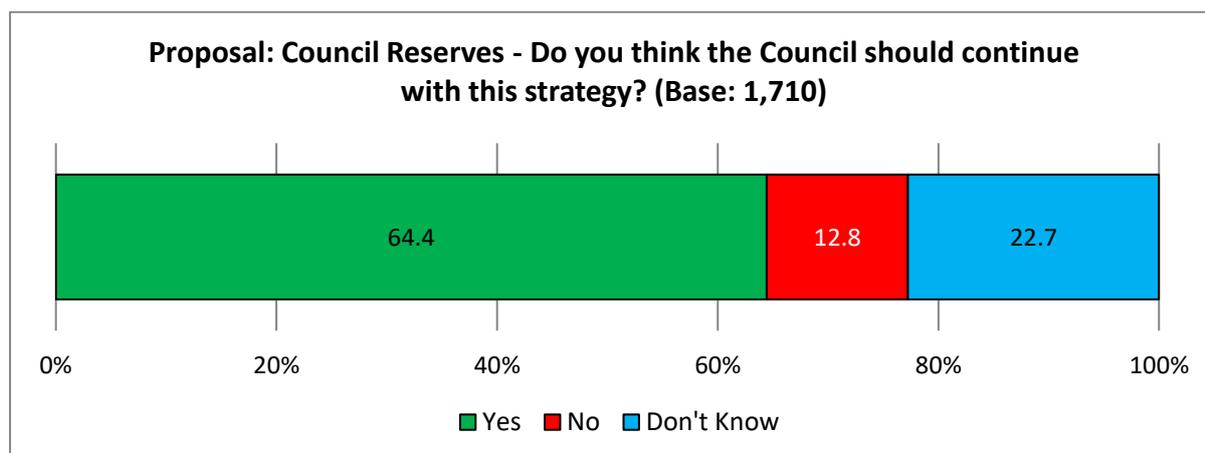
Over-reliance on reserves as a source of budget funding should be avoided as they are a finite resource.

The £750,000 use of reserves included in draft budget plans is considered to strike an appropriate balance between supporting services in 2020/21, and the Council's continued ability to set balanced budgets in the longer term.

Q12. Do you think the Council should continue with this strategy?

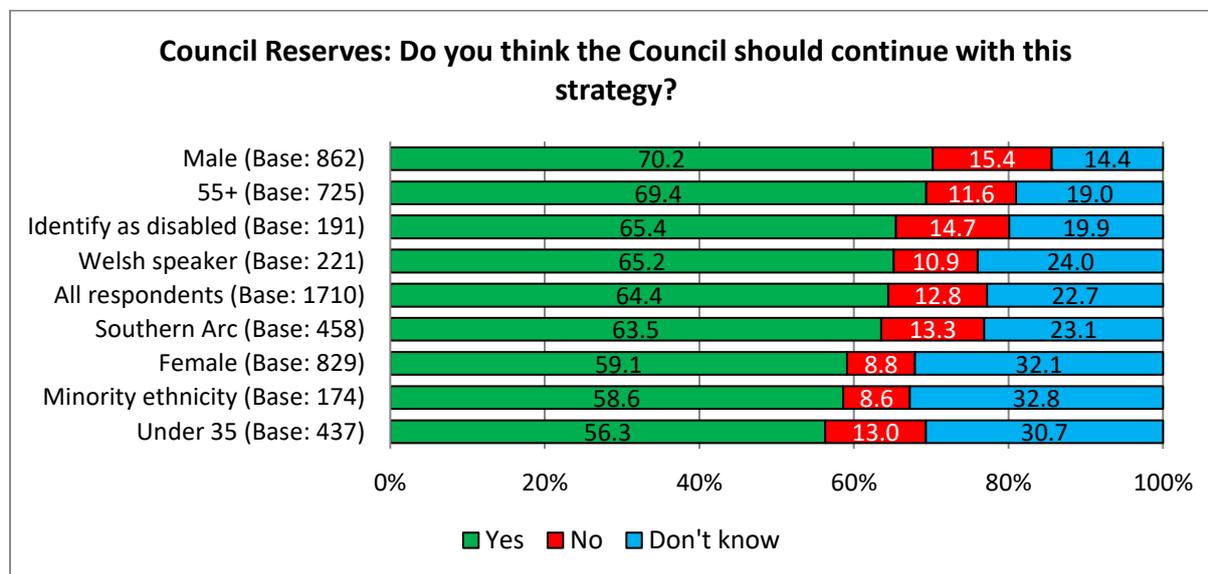
1,710 respondents gave an answer to this question, giving a response rate of 83.4%

Just under two-thirds of respondents (64.4%) agreed the Council should strike a balance between using reserves to support services in the 2020/21 financial year, and setting balanced budgets in the longer term. More than a fifth (22.7%) felt they did not know the answer to this question.



Men (70.2%) and older respondents (69.4%) were most likely to support this proposal, contrasting with respondents under the age of 35 (56.3%) and those of a minority ethnicity (58.6%).

The proportion of those answering 'Don't Know' ranged from 14.4% to 32.8%, suggesting a lack of awareness or understanding of the Council's reserves, and how they are used.



If no, what are your concerns?

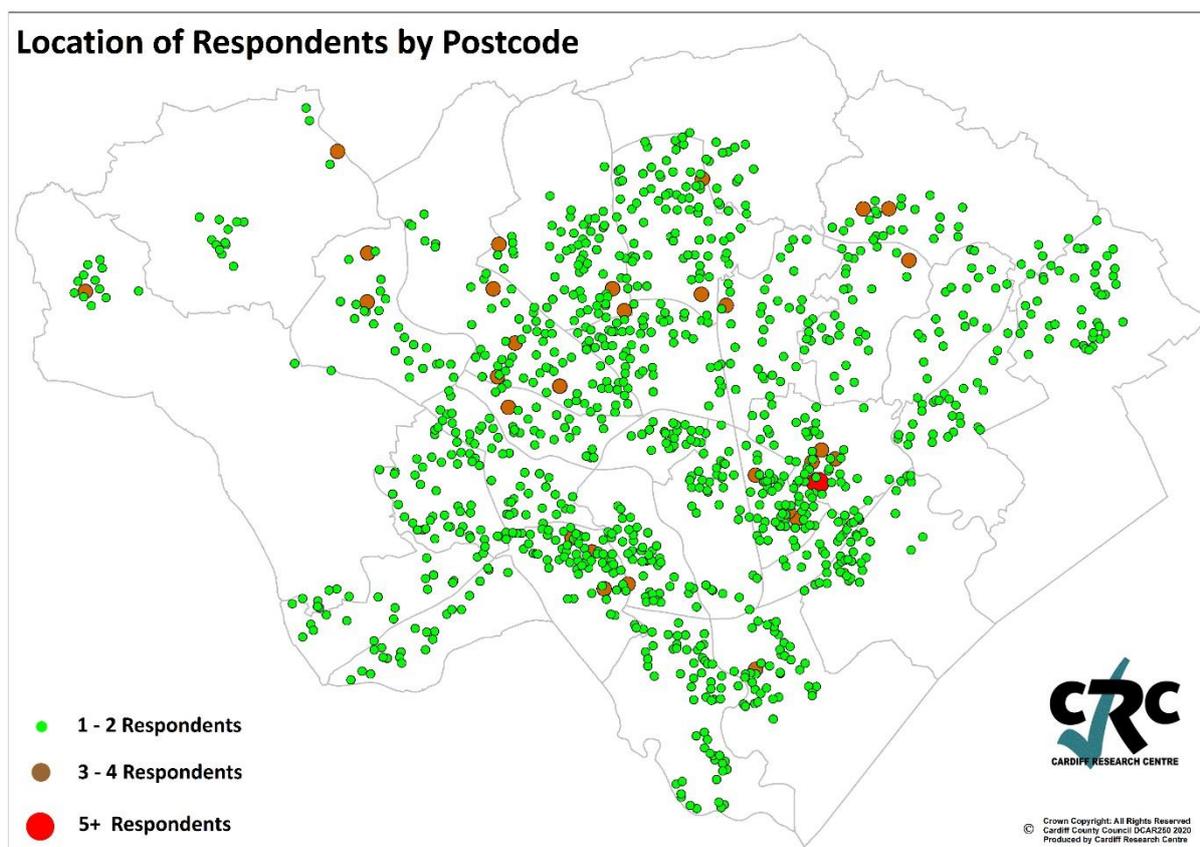
Respondents answering 'No' to the question above were asked to explain their concerns. For this question, 186 comments were received, which have been grouped into themes. The top three themes are shown below, with a full list available in Appendix 3

Theme	No.	%	Example Comments
Reserves are finite and should be preserved for contingencies	83	44.6	<ul style="list-style-type: none"> - <i>If this is a year where the budget settlement from the Welsh government is likely to be more generous, then reserves should be preserved for other years when additional resources are more limited.</i> - <i>Reserves are a finite resource and unlikely to be replaced. Consolidating the Council's premises - for example, selling off County Hall - would generate income.</i> - <i>Given the precarious state, our economic climate is going to be in after Brexit I would hold on to the reserves as much as you can.</i> - <i>Should not use reserves unless necessary.</i> - <i>This is the thin end of what could be a very broad wedge - annually reducing the reserve can lead to decades of 'catch up' - and potential huge increases in domestic and commercial rates.</i>
Balance your books / Bad planning	53	28.5	<ul style="list-style-type: none"> - <i>Operate within your means.</i> - <i>The council should balance its books. How often does tap it is reserves how much has gone from previous years.</i>

			<ul style="list-style-type: none"> – <i>Balance the books and invest the reserves in infrastructure to benefit the city longer term.</i> – <i>You are dodging issues and ultimately you need to balance the books. While excessive reserves are clearly not desirable, one should not simply raid reserves on a regular basis.</i> – <i>Don't feel reserves should be used for budget balancing.</i>
Need more information/ Transparency	35	18.8	<ul style="list-style-type: none"> – <i>Impossible to answer without knowing what reserves the council has but nobody should run at a deficit particularly the council.</i> – <i>You do not say how much you have in the reserve fund, so how can we judge whether £750k is the right sum. Reserves should be retained to cover emergencies during the year, not to spend on routine services.</i> – <i>I have no information on how much money is in the reserves so can't judge if this is a good strategy or not, how often has the reserves been used in previous years? Is there plans to produce a surplus in future to increase the reserves?</i>

4. Appendix 1 - About You

Please provide your postcode:



What was your age last birthday?

There was an under-representation of respondents under the age of 35 (28.9% compared with 41.1% for the population as a whole), whilst the 55 and over group was over-represented (41.8% compared with 29.8% for the overall population).

This table includes the 63 16-18 year olds who took part in the Sixth Former's survey (no other demographic data was collected for this group).

	No.	%
Under 16	1	0.1
16-24	145	7.9
25-34	357	19.4
35-44	292	15.8
45-54	280	15.2
55-64	338	18.3
65-74	302	16.4
75+	87	4.7
Prefer not to say	42	2.3
	1844	100.0

	No.	%	MYE 2018
16-34	502	28.9	41.1
35-54	572	32.9	29.2
55+	727	41.8	29.8
	1801	100.0	

Are you...?

	No.	%
Female	833	46.9
Male	867	48.8
Prefer not to say	73	4.1
Other	4	0.2
	1777	100.0

Do you identify as Trans?

	No.	%
Yes	9	0.5
No	1590	93.5
Prefer to self-describe	10	0.6
Prefer not to say	91	5.4
	1700	100.0

How many children live in your household?

	No.	%
Children in Household	469	27.5
No children in Household	1238	72.5
	1700	100.0

	No.	%
Aged under 4	174	10.2
Aged 4-18	360	21.1
	1700	100.0

Note: Households could have children in both categories, so the total exceeds the overall percentage of Households including children

	Under 4		4-18	
	No.	%	No.	%
0	1533	89.8	1347	78.9
1	138	8.1	193	11.3
2	35	2.1	130	7.6
3	1	0.1	31	1.8
4	0	0.0	3	0.2
5+	0	0.0	3	0.2
	1707	100.0	1707	100.0

Which of the following best describes what you are doing at present?

	No.	%
Working full time (30+ hours per week)	921	52.1
Working part time (less than 30 hours per week)	200	11.3
On a zero hour contract	19	1.1
Unemployed - Registered Job Seeker	9	0.5
Unemployed - Unregistered but seeking work	18	1.0
On a government training scheme	0	0.0
In full time education	37	2.1
Permanently sick or disabled person	53	3.0
Wholly retired from work	412	23.3
Looking after home	17	1.0
Caring for a child or adult	35	2.0
Other	48	2.7
	1769	100.0

Which best describes your housing tenure?

	No.	%
Owned outright	692	39.3
Owned with a mortgage	676	38.4
Rented from the Local Authority	36	2.0
Rented from a Housing Association	52	3.0
Private rented	260	14.8
Other	46	2.6
	1762	100.0

Do you identify as a disabled person?

	No.	%
Yes	193	11.0
No	1479	84.5
Prefer not to say	78	4.5
	1750	100.0

	No.	%
Deaf/ Deafened/ Hard of hearing	122	20.6
Mental health difficulties	136	23.0
Learning impairment/ difficulties	17	2.9
Visual impairment	40	6.8
Wheelchair user	13	2.2
Mobility impairment	118	20.0
Long-standing illness or health condition (e.g. cancer, HIV, diabetes, or asthma)	241	40.8
Prefer not to say	98	16.6
Other	29	4.9
	591	

Do you care, unpaid, for a friend or family member due to illness, disability, a mental health problem or an addiction, cannot cope without your support?

	No.	%
Yes	246	14.1
No	1504	85.9
	1750	100.0

Do you regard yourself as belonging to a particular religion?

	No.	%
Yes	658	37.5
No, no religion	1095	62.5
	1753	100.0

	No.	%
Buddhist	8	1.2
Christian (Including Church in Wales, Catholic, Protestant and all other Christian denominations)	565	87.1
Hindu	7	1.1
Jewish	4	0.6
Muslim	17	2.6
Sikh	1	0.2
Prefer not to answer	31	4.8
Other	16	2.5
	649	100.0

How would you describe your sexual orientation?

	No.	%
Bisexual	68	3.9
Gay Man	76	4.4
Gay Woman/ Lesbian	21	1.2
Heterosexual/ Straight	1350	77.9
Other	23	1.3
Prefer not to answer	195	11.3
	1733	100.0

Are you...?

	No.	%
Single	368	21.2
In a same-sex Civil Partnership	16	0.9
Married	873	50.3
Living together/Co-habiting	287	16.5
Separated/divorced or legally separated if formerly in a same-sex Civil Partnership	74	4.3
Widowed	66	3.8
Other	53	3.1
	1737	100.0

How would you describe your Welsh language skills?

Where analysed as a demographic group in this report, Welsh speakers are those with either fluent or moderate Welsh language skills (12.8% of those responding to this question).

	No.	%
Fluent	107	6.1
Moderate	116	6.6
Basic	339	19.4
Learner	277	15.8
None	909	52.0
	1748	100.0

What effect do you think these consultation proposals would have on the Welsh language?

Almost nine out of ten respondents (87.5%) felt that the proposals included in this consultation would have no effect on the Welsh language; 8.4% felt its effects would be positive, double the proportion who felt they would have a negative effect (4.1%).

	No.	%
Very positive effect	53	3.1
Fairly positive effect	91	5.3
No Effect or Not Applicable	1502	87.5
Fairly negative effect	37	2.2
Very negative effect	33	1.9
	1716	100.0

Do you consider yourself to be Welsh?

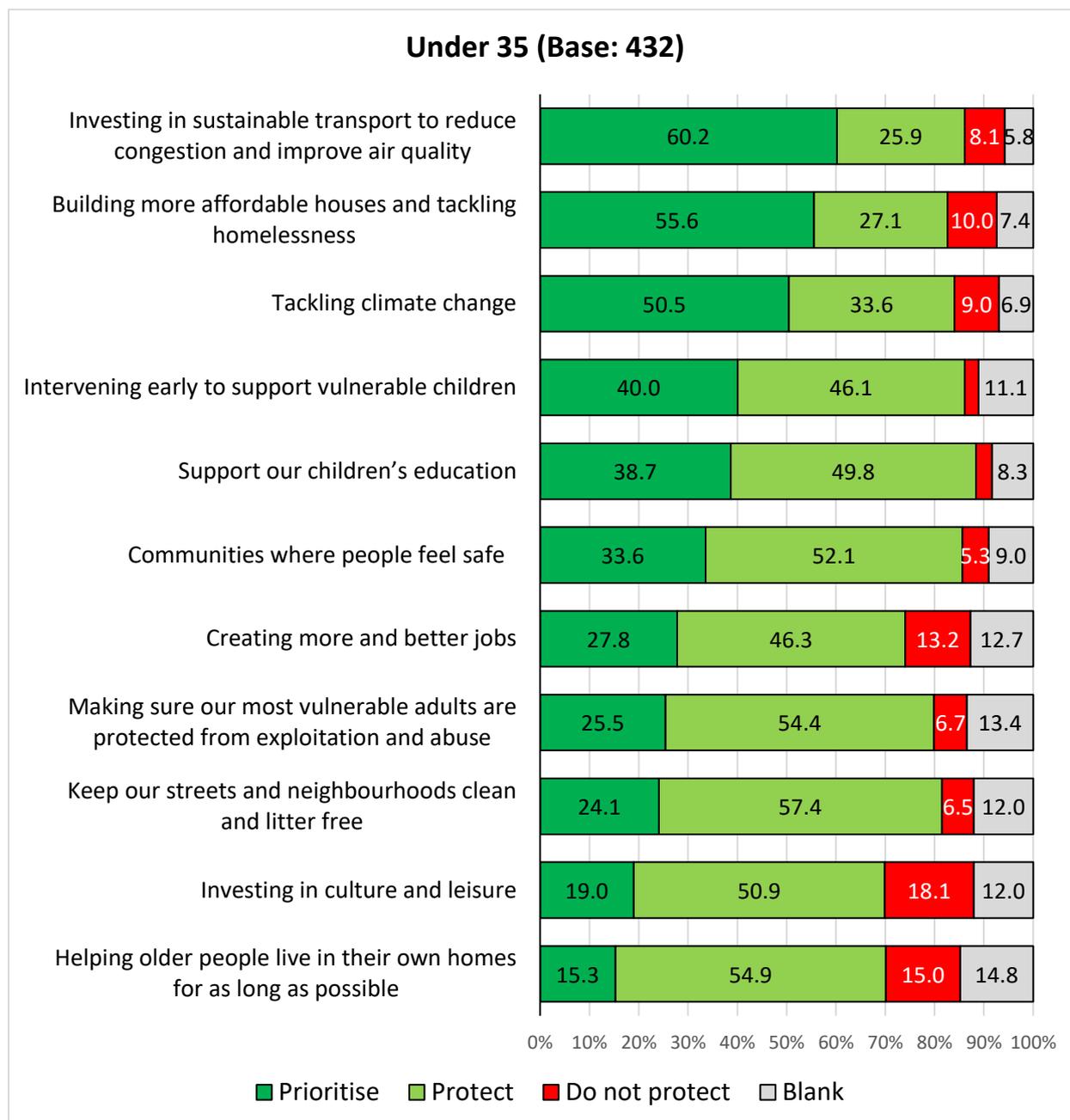
	No.	%
Yes	1127	65.7
No	588	34.3
	1715	100.0

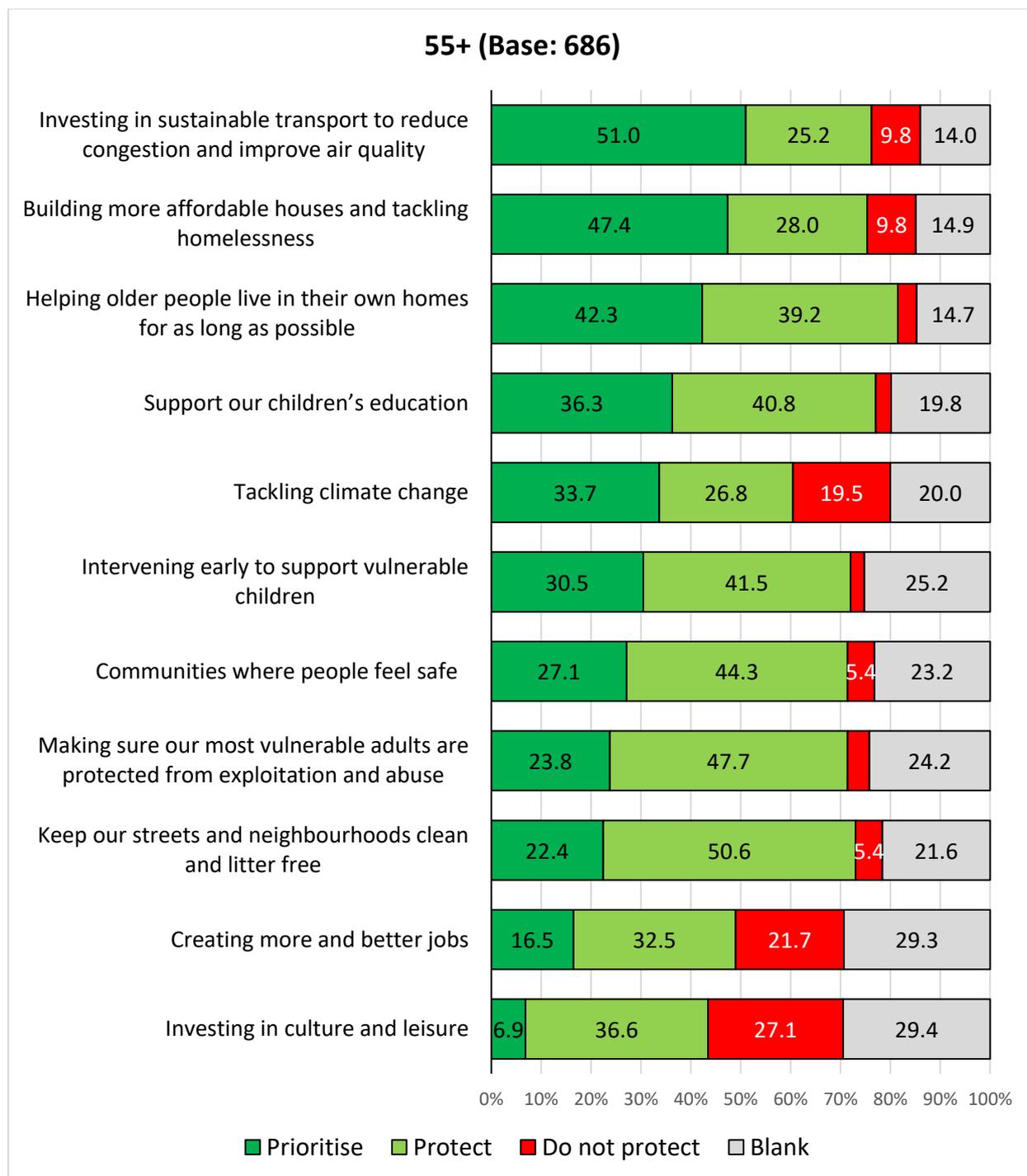
What is your ethnic group?

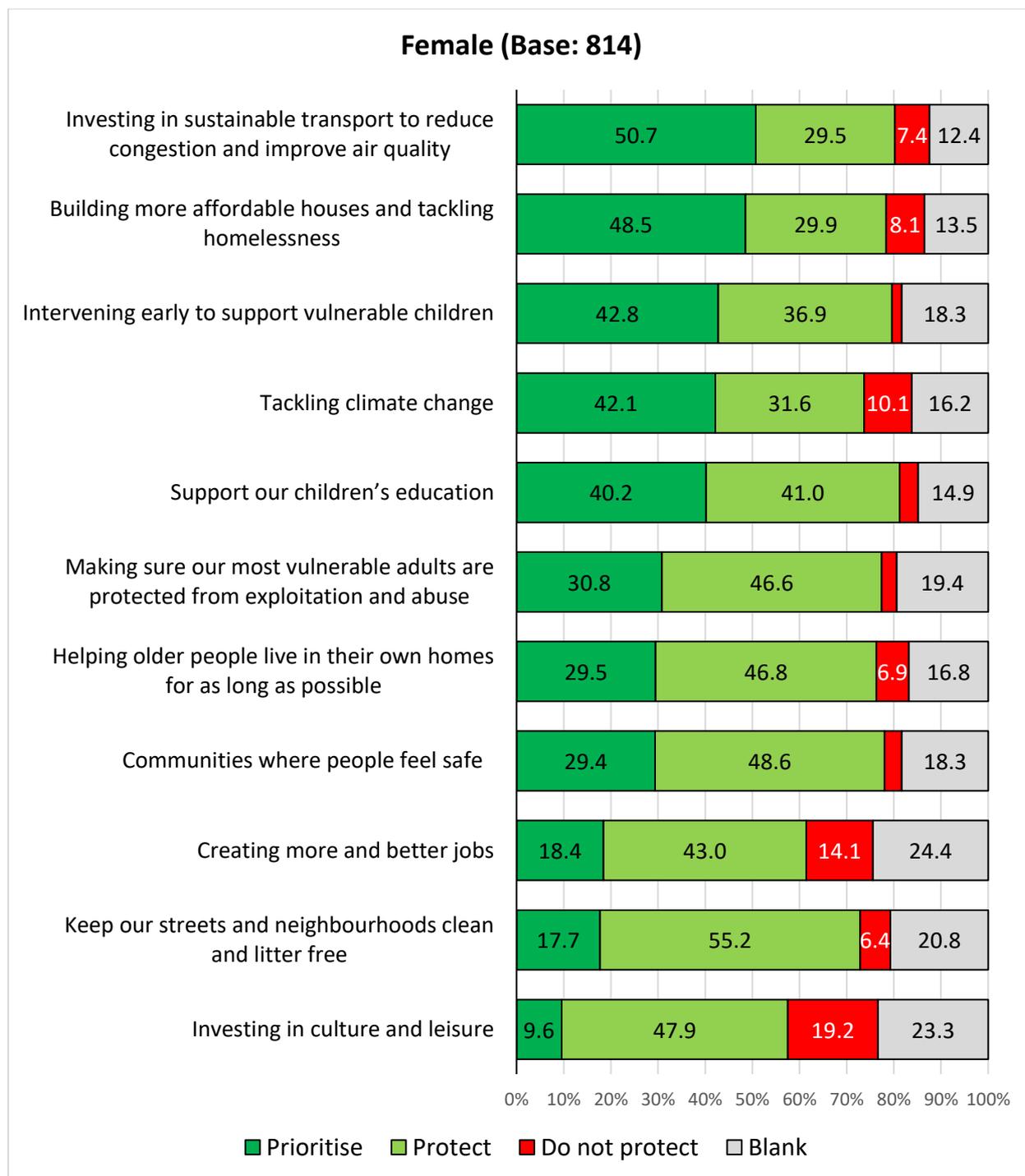
Overall, 91.0% of those giving their ethnicity were of a white background, higher than that of the population of Cardiff as a whole (84.7%), according to the 2011 Census.

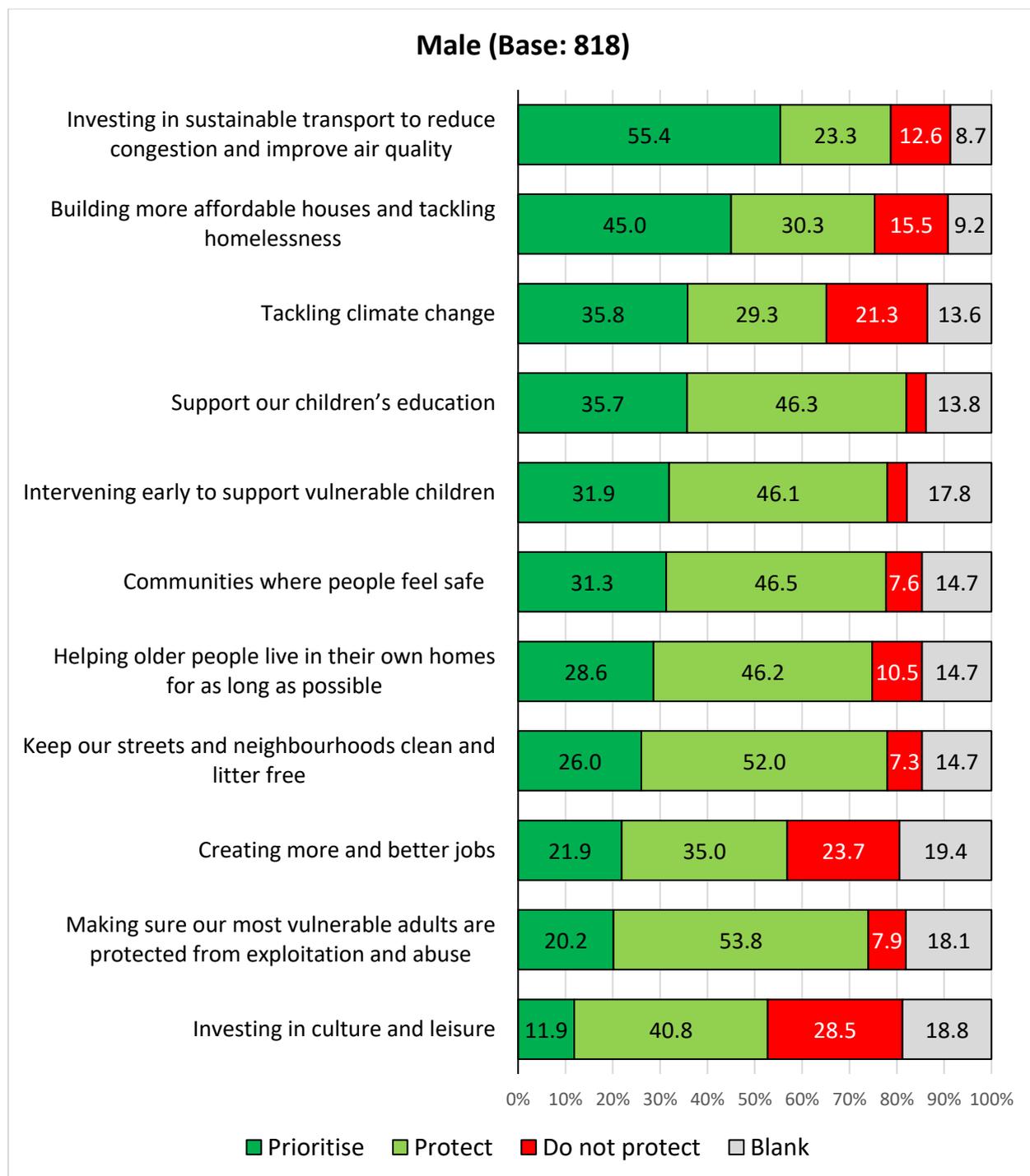
	No.	%
White - Welsh/English/Scottish/Northern Irish/British	1479	85.4
White – Irish	29	1.7
White - Any other white background	68	3.9
Mixed/Multiple Ethnic Groups - White and Black African	5	0.3
Mixed/Multiple Ethnic Groups - White and Black Caribbean	8	0.5
Mixed/Multiple Ethnic Groups - White & Asian	11	0.6
Mixed/Multiple Ethnic Groups - Any other	7	0.4
Asian/Asian British - Bangladeshi	3	0.2
Asian/Asian British – Chinese	3	0.2
Asian/Asian British – Indian	15	0.9
Asian/Asian British – Pakistani	3	0.2
Asian/Asian British - Any other	2	0.1
Black/African/Caribbean/Black British - African	2	0.1
Black/African/Caribbean/Black British – Caribbean	5	0.3
Arab	4	0.2
Any other ethnic group	10	0.6
Prefer not to say	78	4.5
	1732	100.0

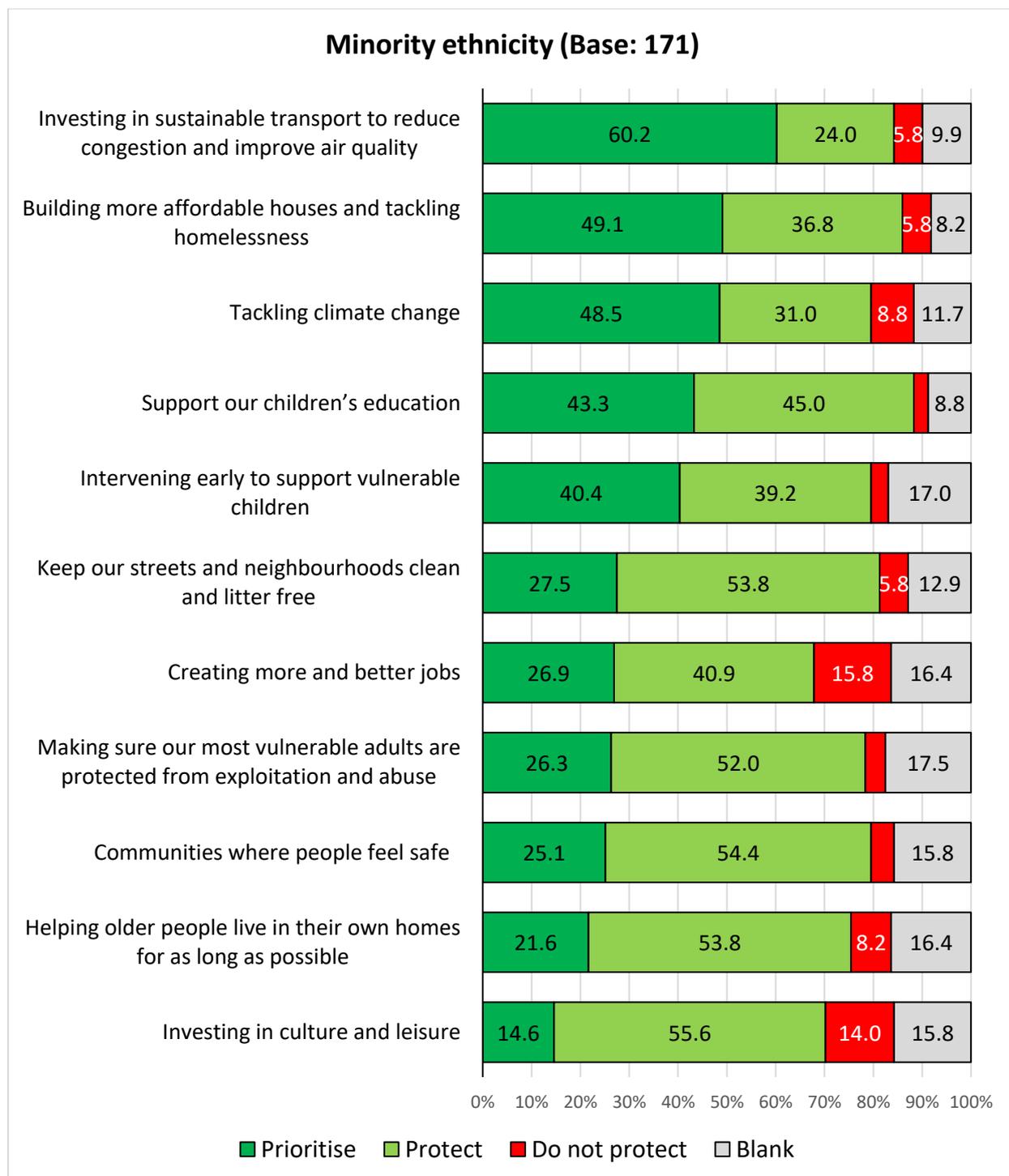
5. Appendix 2 – Priorities by Demographic

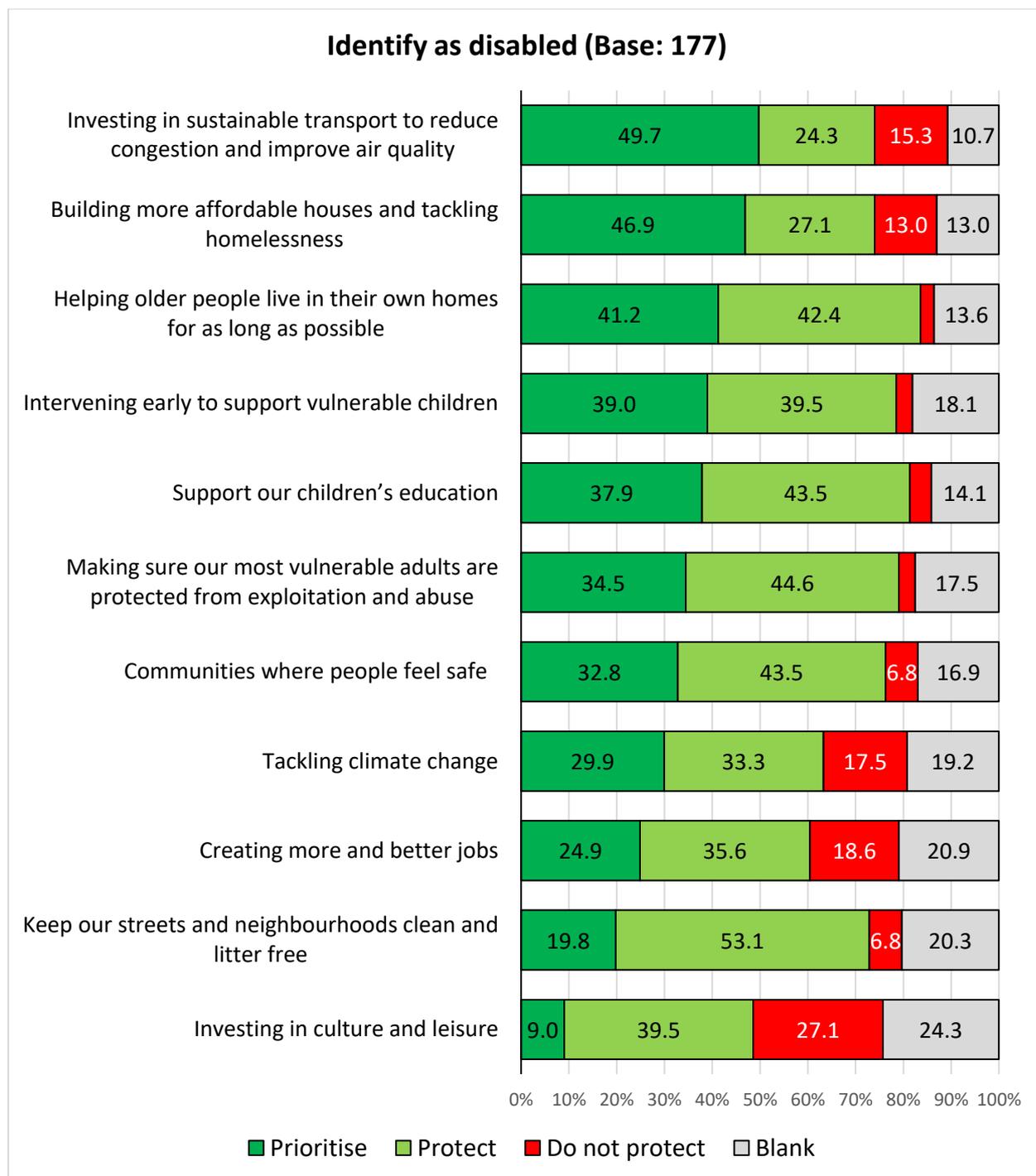


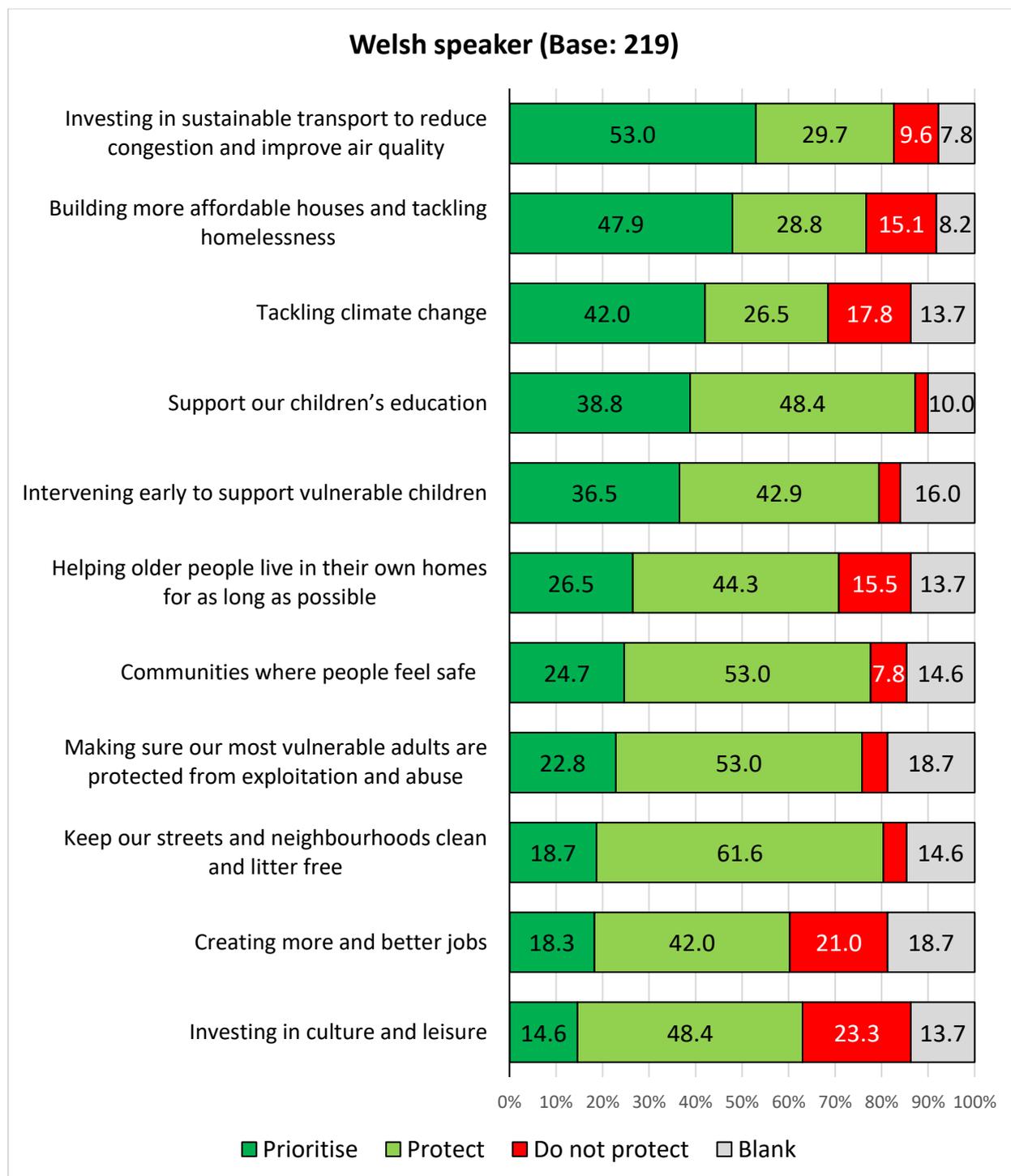


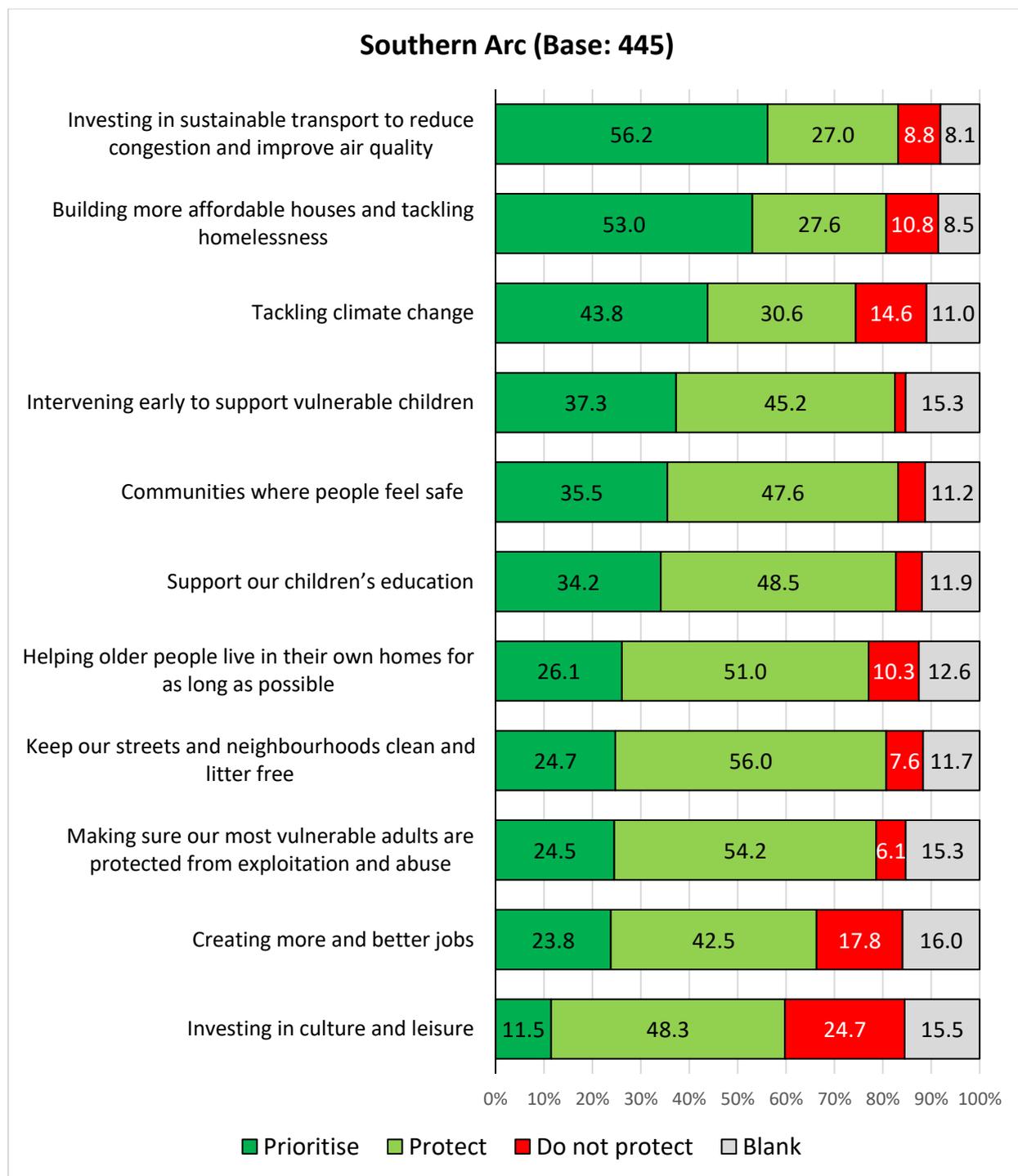












6. Appendix 3 - Full list of Concerns Raised for Each Proposal

Q2. Do you agree that the council should continue to focus on delivering efficiencies whilst protecting frontline services? (89 responses)

Theme	No.	%	Example Comments
Adversely affect frontline services	38	42.7	<ul style="list-style-type: none"> – Up to a point efficiencies can be realised, at some point though austerity will result in the withdrawal of front line services. – Some efficiencies have meant: reductions in front line services in health and social care, exclusions of older or less able people from public services due to removal of human element and the centralisation of resources. – My concern is that efficiency savings will affect frontline services. Hubs risk taking services away from some areas of the community and forcing people to travel further to access services. – I'm concerned that the service levels offered by the council will be affected by this policy.
Too many cuts previously	16	18.0	<ul style="list-style-type: none"> – After a decade of cuts I don't think there are any efficiency savings left to make. – Too many services have been cut back resulting in dirty streets, poor bus services, long waits at Hubs. – Too many cuts are being made to vital services.
Support efficiencies	8	9.0	<ul style="list-style-type: none"> – I fully support efficient ways of working, and reliance on strong tech platforms but not at the expense of jobs. The focus should be fully on income generation to cover all costs. – All services should be examined for cost savings and efficiencies.
Added pressure on staff	7	7.9	<ul style="list-style-type: none"> – The pressures on the "behind the scenes" staff. – Staff becoming overworked - this just leads to more sickness absence and high staff turnover.
Protect Jobs	6	6.7	<ul style="list-style-type: none"> – Efficiencies sounds like a posh word for job cuts and worse working conditions for those that are left. We need to protect both jobs and working conditions. – More money is needed in the hubs, to get rid of the majority of staff is absurd because they're Cardiff works.
Income Generation	4	4.5	<ul style="list-style-type: none"> – Charge higher business rates for rented accommodation in the city. This will get more income to cover the drop in central government support.
Challenge Central Government	2	2.2	<ul style="list-style-type: none"> – More should be done to challenge central government on continual reduction budgets.
Miscellaneous	32	36.0	<ul style="list-style-type: none"> – Efficiency savings means cuts - that means whilst saying money is going to services such as education you are then cutting their income. – The council, especially a Labour led Council, should be more creative and ambitious rather than accept austerity.

- Not everyone is computer savvy so people do need help across the table.
- Are the hubs really needed? To me they are not needed and have needless running costs I have never needed to visit a hub just pointless and a drain of council budgets.

Q3. Do you agree that the Council should continue to prioritise growth for Schools by keeping efficiency targets in this area at a low level? (257 responses)

Theme	No.	%	Example Comments
School should contribute	122	47.5	<ul style="list-style-type: none"> – I think efficiency targets could be higher. Other council services are being cut and stretched and schools have to also contribute to these savings too. – All council areas need to contribute. By over protecting schools other services will suffer disproportionately. – You've been ploughing money into inefficiently run schools for years to the detriment of all other services and not challenging schools to operate more effectively. – Why should educators have less ability to be efficient than others? – Schools should not be given preferential treatment above other services that benefits everyone and not just families with children.
Waste needs to be eliminated	81	31.5	<ul style="list-style-type: none"> – Wastage in schools. – Inefficiencies and waste in schools. Exorbitant Head teacher salaries and highly paid, underperforming teaching staff. Productivity & raising standards needs to be measured more closely & allied to teaching pay before distributing additional council monies. – Whilst you ask schools to make efficiencies you increase reporting and school requirements, a good start would be to tighten your own school policy centrally to facilitate savings, for example teachers under disciplinary still being paid more than 12 months after they stopped working due to lax policy. – Schools waste money.
Schools should be ring-fenced	24	9.3	<ul style="list-style-type: none"> – Schools should not have to contribute towards the saving at all. Education is the most important public service. – You should not be cutting schools budget at all. They are chronically underfunded and have to rely on regular fundraising to survive. – Schools should not face any efficiency targets. Prioritising education needs full investment enabling schools to raise standards and prepare for curriculum changes.
Schools needed auditing	23	8.9	<ul style="list-style-type: none"> – The schools need to be properly audited and waste eliminated. – Empty school places - we need to reorganise more schools and close non-viable ones. – Reorganise schools to get rid of empty places and don't give in to emotional blackmail.

Schools need more funding	23	8.9	<ul style="list-style-type: none"> – As a teacher I have seen the detrimental impact of reduced school funding- schools should be given more funding- not be challenged to reduce further. – They shouldn't be made to be more efficient. They need more investment. – I am a teacher and the school budgets are very very tight especially considering the pressures of the new curriculum. Cardiff Council needs to do more to increase school budgets substantially. As a school we have suffered greatly this year.
Income generation	5	1.9	<ul style="list-style-type: none"> – Schools should look to maximise the use of their facilities, renting space, fields to public groups - currently a wasted resource. – Schools must become just as efficient as other areas of the council. They need to look at income generation, possibly by renting out premises for non-school activities in the evenings and during holidays.
need more detail	2	0.8	<ul style="list-style-type: none"> – Need to balance supply & demand. What are projected numbers for future ... no detail.
Miscellaneous	58	22.6	<ul style="list-style-type: none"> – I'm bored of paying more for other people to irresponsibly have endless numbers of children. It's not my problem. – Parents also have a joint responsibility to help their child's school. – Most of the money is wasted on the Head teacher and staff and IT equipment and not on the students' education. – Reduce the number of schools if they do not have pupil numbers.

Q4. Do you agree that the council should continue to focus on generating income as a way of meeting our budget gap? (174 responses)

Theme	No.	%	Example Comments
Council not a commercial entity / conflict of interest	62	35.6	<ul style="list-style-type: none"> – The Council does not have a good track record of meeting income targets from "commercial" activities and does not have the commercial experience and ability to deliver at management level. – The Council is not a business, and we are not customers. This sort of corporate rubbish is part of the problem with the whole ethos of the Council. – In my opinion income generation is not something the Council should be doing - adequate funding should be in place from either government funding or council tax (increased if necessary). – If this reduces council tax, then great, but that never happens so leave it to the private sector please.
Focus on core services	62	35.6	<ul style="list-style-type: none"> – Not at the detriment of quality front line services. – Frontline services have already received cut backs by carrying out work for external clients. Residents will be further deprived of essential services.

			<ul style="list-style-type: none"> – The purpose of a council is to provide public services, not to make a profit. – I do not think the council should be forced to do this at all. The function of the council is to provide services not to sell them to other people. It could lead to a lack of focus on core priorities.
Costs will increase	26	14.9	<ul style="list-style-type: none"> – Charging for services has unintended consequences that cost more such as fly tipping. – Increase in charging for the services provided by council. – Making sports participation beyond the means of ordinary folk.
Would not work	17	9.8	<ul style="list-style-type: none"> – It rarely works. Targets are missed. – I don't see that the Council can do things as efficiently as private sector. – Money may be spent that doesn't get recouped.
Too much waste - cut pay / Staff	10	5.7	<ul style="list-style-type: none"> – The Council wastes so much money on unnecessary salaries and project that are not worthy. – Residents already pay far too much in council tax. All services should be free at point of delivery. Any cost savings must be found through reduction in council workforce, which always seems to be massively over staffed in many areas.
Agree in principle	10	5.7	<ul style="list-style-type: none"> – I agree with generating income but I don't know if I agree with raising level of charges as customers may not be able to afford them. – Actually I do believe that the Council should focus on maximising income opportunities but not to the exclusion of other ways of saving money. Generating income should be a separate objective and not seen as an alternative to saving money through efficiency improvements.
Miscellaneous	40	23.0	<ul style="list-style-type: none"> – People pay enough in taxes. – If commercial activities means adding more speed & traffic cameras and other means of taxing road users without fixing the roads then – no – Sounds like an odd step for a public body. Who would be being asked to pay? And for what services? Question lacks clarity. – Generating income basically means fining people more for less important infractions of stupid laws, or selling our data to advertisers.

Q5. Do you support the proposal to increase charges for Registration Services? (210 responses)

Theme	No.	%	Example Comments
May become a barrier	93	44.1	<ul style="list-style-type: none"> – It may act as a barrier to lower income groups. – People on low incomes would struggle. – Pricing out lower-income members of society. – It could prevent some people from being able to register their marriage and put people off doing it. – This might put people off using these services. Some of them are already expensive enough as they are. I believe the price paid

				<i>for this services should be symbolic, and not geared towards generating income.</i>
Very Expensive	52	24.6	–	<ul style="list-style-type: none"> <i>Registration costs are high enough.</i> <i>This is a stealth tax and making relationships, particular marriage unaffordable, a death is dear enough.</i> <i>Too expensive for low income families.</i>
Save money elsewhere	23	10.9	–	<ul style="list-style-type: none"> <i>You need to cut costs elsewhere not charge more for services.</i> <i>It seems unfair to charge more for things like this; do people really need to be charged more money to register the death of a loved one when they're dealing with grief? Instead you could generate more income by being stricter with things like littering/fly tipping/traffic fines. Many of these are reported but not enforced leaving hundreds if not thousands of missed opportunities to not only make money but to reinforce good practices.</i>
Too big an increase	22	10.4	–	<ul style="list-style-type: none"> <i>That is a large increase. It's too much.</i> <i>It's too high a % rise in tough times which will hit people disproportionately highly! Raise the charges but perhaps say 5-8%.</i>
Increase weddings only	12	5.7	–	<ul style="list-style-type: none"> <i>The question is misleading. Weddings should be increased as necessary, births and deaths should not be increased or charged for.</i> <i>You don't have a real choice on birth or death and the requirement to notify, marriage ceremonies are a lifestyle choice and the costs should increase.</i>
Not high enough	4	1.9	–	<ul style="list-style-type: none"> <i>You should increase the charges by more than you are proposing.</i>
Miscellaneous	46	21.8	–	<ul style="list-style-type: none"> <i>Has any analysis been undertaken to determine the actual unit cost (i.e. how much it actually costs the organisation to deliver this service, all overheads considered)? Or, as I suspect, is the value of this increase completely arbitrary? Charges should be based on the "true" delivery costs.</i> <i>Just have the council IT department make the provision available online. Once set up the cost of providing the "service" would be trivial so any "fee" charged would be nearly all profit to the taxpayers. Reducing the number of staff involved would produce further savings.</i> <i>Increase in cost doesn't reflect an increase in work. What extra is being provided for the additional cost?</i> <i>You can make it cheaper if you wish, there is choice in value.</i>

Q6. Bereavement Services - Do you support the proposal to increase the cost? (533 responses)

Theme	No.	%	Example Comments
Too Expensive / Too big an increase	243	45.6	<ul style="list-style-type: none"> – <i>Would agree to 59 pound increasethis feels too much.</i> – <i>The cost of an average funeral is now over £5000 so any increase in any charges will be unwelcome.</i> – <i>Too big an increase over something the bereaved have no control over.</i> – <i>These seem like very big jumps to costs, much higher than the increase of wedding costs.</i> – <i>A 9%+ increase in the cost of a cremation, which is obviously the more cost efficient service, is unacceptable for people going through the bereavement process. This is especially so compared to the 6.5% increase in the burial charges. I fell that these increases should be capped to 5%.</i>
Wrong to penalise in these circumstances	189	35.5	<ul style="list-style-type: none"> – <i>Funerals are difficult enough for bereaved families, without having to worry about how they pay for them.</i> – <i>Stop taking advantage of the grieving!</i> – <i>It's already a terrible burden at a very difficult time.</i> – <i>Tax the dead and the grieving, great idea... Not!</i> – <i>Families should not be exploited when they are grieving.</i>
May become a barrier/burden	183	34.3	<ul style="list-style-type: none"> – <i>People are struggling to afford the current prices.</i> – <i>That people will be precluded from a dignified send off, with more financial burden placed on families. This will disproportionately affect the poorest. Having a baby or getting married is a choice, dying is not.</i> – <i>Many low income families would find the increase too difficult to pay.</i> – <i>It costs over £3000 to bury a relative not everyone can afford it most people are just above the welfare line so increasing it will still cause issues.</i>
Save / Generate money elsewhere	25	4.7	<ul style="list-style-type: none"> – <i>Find monies from somewhere else. Bereavement and funerals shouldn't be a subject in the scope for such cost changes - unless it is to decrease them.</i> – <i>As most struggle to bury their loved ones... possible savings could be found elsewhere. By looking at the crematoriums themselves and how grounds are maintained. This should be done first.</i> – <i>This is not planning properly. Simply raising costs to astronomical heights is criminal. Today's costs of burial is already thousands of pounds. Introduce efficiency methods and proper cost cutting instead.</i>
There should be no increase	21	3.9	<ul style="list-style-type: none"> – <i>Necessary services should not increase.</i> – <i>Simply shouldn't be increasing cost of bereavements.</i> – <i>At a difficult time, it is adding further financial burdens and associate stress. Show some compassion at peoples most desperate times and reduce it. You would be unanimously applauded across the city for doing so.</i>

Increase Burial but reduce cremation costs	19	3.6	<ul style="list-style-type: none"> – I would have expected a greater difference in cost between cremation and burial. Prices should be a lot higher for burial, this could deter burials in favour of cremation. Though this may have a detrimental impact on some BME groups. – I believe that cremation and scattering of ashes should be minimal, but with burial costs increased due to land use.
Should be means tested	18	3.4	<ul style="list-style-type: none"> – Has any analysis been undertaken to determine the actual unit cost (i.e. how much it actually costs the organisation to deliver this service, all overheads considered)? Or, as I suspect, is the value of this increase completely arbitrary? Charges should be based on the "true" delivery costs. – Means tested. Low income families should pay less.
Year on year increases	9	1.7	<ul style="list-style-type: none"> – You have raised the prices consistently for a number of years haven't you? – With the cost of funerals increasing each year, it's wrong to charge more at a time that is already difficult.
Not enough Information Provided	6	1.1	<ul style="list-style-type: none"> – Why the rise? What has become so much more expensive for you to deliver per event? – A further breakdown of costs would be good to evaluate the cost and profit to check if there is room for efficient to prevent rising costs.
Miscellaneous	28	5.3	<ul style="list-style-type: none"> – Again it's the same service as before so what are we paying for. – There should be resident's discounts for burial/cremations. – We'll all be homeless under your proposal.

Q7. Pest Control Services - Do you support the proposal to increase the cost? (132 responses)

Theme	No.	%	Example Comments
Affordability / May become a barrier	43	32.6	<ul style="list-style-type: none"> – Many could not afford to pay which could lead to an increase in infestation of pests. – If this is unaffordable to some people, then this will permit the infestation to 'spill over' into adjoining properties. If we can nip the cause in the bud, then it will be cheaper in the long run. – This could people off using pest control and as a result create larger issue. – Taking care of pests is a basic necessity if required in a household and a hike in price for this basic feature might make people opt out of it.
Very Expensive / Too big an increase	18	13.6	<ul style="list-style-type: none"> – The cost is already too high and many people will find it even more difficult to meet the additional costs and that could create public health issues for themselves and their neighbours. – That increase is ridiculous! How can people be expected to afford this! It will adversely affect the poor more than the rich as poorer people usually have poorer conditions of living, which are more liable to pests and other issues.

			<ul style="list-style-type: none"> – Another 10% increase when pay and pensions are only increasing by 3%.
Issue more prevalent to those on low incomes	14	10.6	<ul style="list-style-type: none"> – I feel this would be an issue that would affect those in potentially unsuitable housing or those who are mostly in poverty, my concern would be the impact on the increase to them. But this is not based on much information on the subject. – Those that are less well-off are likely to be more effected by these issues! – This is ‘pest poverty’! The most disadvantaged people in our city should not have to worry about the cost of infestation. This should be means tested or free.
Council / Private landlords should pay the bill	13	9.8	<ul style="list-style-type: none"> – Pest control should be the services of the COUNCIL. – Yes increase but only for private housing, council and private landlords should cover their property themselves.
Subsidy needed	12	9.1	<ul style="list-style-type: none"> – Again, this needs to be subsidised where necessary. Allowing infestations to grow and spread is a false economy for the Council in the long run. – This is extremely expensive for people on very low incomes - often in poor housing. They should not have to put up with rats etc., which may sometimes be caused by the behaviour of neighbours (such as leaving food out). There should be a scale of charges.
Not high enough	11	8.3	<ul style="list-style-type: none"> – Proposed increases are too low; commercial organisations charge at least £60 for a call-out. Four visits could command over £100. – I do support the increase but not as little as £5 you could get at least £10-£15 increase on this service £55 is very reasonable personally for that service I would expect to pay around £65-£70.
Problem due to cuts in services	7	5.3	<ul style="list-style-type: none"> – Pest control of vermin such as rats and mice is increasing due to the lack of funding and reduction in of council refuse collection, and resources to deal with fly tipping. If more money was invested in these services, it may decrease the need for services to domestic properties, therefore reducing the amount the council need to subsidise.
Should be means tested	7	5.3	<ul style="list-style-type: none"> – Needs to be means tested. Some people are so poor cannot afford £55 spare income.
Current Service is poor	6	4.5	<ul style="list-style-type: none"> – The service offered is not good and does not warrant the price increase. We had to call another company to sort the problem as council didn’t.
Save / generate money elsewhere	5	3.8	<ul style="list-style-type: none"> – This is a service which the poorest may need to use and could lead to hygiene and health problems. Cost should not be a blocker to this. To offset, I'd propose charging the landlords of rented

				<i>properties a higher, unsubsidised, price where they fail to deal with pests.</i>
Miscellaneous	24	18.2	–	<ul style="list-style-type: none"> <i>I don't believe in killing things.</i> <i>I think this should not be subsidised unless there are children or elderly in the home/ vulnerable people.</i> <i>What if the problem with pests is not my fault, I have experience of this, if my neighbour doesn't control pests and the problem spills over to my residence.</i>

Q8. School Meal Provision - Do you support the proposal to increase the cost? (394 responses)

Theme	No.	%	Example Comments
Affordability	199	50.5	<ul style="list-style-type: none"> <i>Unaffordable for lower class families</i> <i>I worry this will increase the number of hungry children as families can't afford an increase</i> <i>Daylight robbery. Either every child should pay, or should be free to all children. Just because some families do not qualify for free meals does not mean that they can afford them either.</i> <i>Children could go hungry due to unaffordability</i> <i>Some families especially with multiple children will struggle to afford this.</i>
Issue more prevalent to those on low incomes	90	22.8	<ul style="list-style-type: none"> <i>That the most poorest children will not get enough money to eat.</i> <i>Again, it will only affect those on a lower income</i> <i>That low income families will experience financial hardship</i> <i>Will disproportionately disadvantage children already living in poverty in Cardiff</i> <i>Because parents on lower incomes who do not qualify for free meals are the ones who are hit. Perhaps try reducing the number of non-payers. ParentPay isn't working for this.</i>
Children could potentially go without a warm meal all day	52	13.2	<ul style="list-style-type: none"> <i>It may be the only good meal a child has that day and I wouldn't want a family priced out</i> <i>That some children will go without a decent quality meal that they do not get at home.</i> <i>It is important to make sure children have proper balanced meals which some household cannot support.</i>
Very Expensive	43	10.9	<ul style="list-style-type: none"> <i>Too much as it is.</i> <i>Over 3 pound for a school meal is disgusting.</i> <i>Daylight robbery.</i>
Current service isn't value for money	36	9.1	<ul style="list-style-type: none"> <i>You can get cheaper meal of the days from your local supermarket or Greggs, families already struggling will be impacted by this increase. I think it should be frozen.</i> <i>My wife works in schools and the meals are very poor for amount charged. Try out sourcing.</i> <i>The meals do not represent value for money as it is.</i>

Current offer not nutritional / could affect children's nutrition	33	8.4	<ul style="list-style-type: none"> – That children will seek cheaper alternatives elsewhere such as unhealthy fast food. – Quality of food is low, that's why we stopped using it. Not healthy, not balanced, not much meals, no taste, too much carbs. Providers make profit for low quality food. – Prisons can do a decent menu for £2.50 a day that is healthy and appetising, why can't councils.
Save money elsewhere / find further funding for school meals	29	7.4	<ul style="list-style-type: none"> – Further funding required. Cost increased need to be subsidised. Children will suffer for low income, funds should be found elsewhere i.e. charge increases for other services. – School meals should be subsidised, if not free to all pupils. Ensuring children get at least one balanced, healthy, meal a day is essential.
Too big an increase	23	5.8	<ul style="list-style-type: none"> – Increase is too great. – £3.05 for secondary meals is a higher price than a supermarket meal deal that contains more food. £3+ is ridiculous for a small school dinner. - coming from a secondary school teacher.
Health implications	15	3.8	<ul style="list-style-type: none"> – This will compromise not only the nutritional wellbeing of the child but also hinder their ability to concentrate if affordable and appropriate food is not readily available.
Should be means tested	10	2.5	<ul style="list-style-type: none"> – It should be properly means tested.
Miscellaneous	35	8.9	<ul style="list-style-type: none"> – The increase is far too small! Should be 3 pounds and 350. – The education budget is slashed to provide school buses and school meals. These are parental responsibilities and should not be paid for!

Q9. Service Change - Do you agree that the council should continue to focus on this?
(106 responses)

Theme	No.	%	Example Comments
Not enough information provided	26	24.5	<ul style="list-style-type: none"> – Don't understand what you are proposing and would need more info on it, very vague. – IT is seen too often as some sort of panacea and implementing IT always ends up costing more. It is not clear what the council proposes and how technology will help - vague statements about better services do not indicate that the benefits have been identified.
Some people don't have access to technology	19	17.9	<ul style="list-style-type: none"> – The people who most need this do not have access to the required technology. – Technology is not always available to everyone.
Not everyone understands technology	18	17.0	<ul style="list-style-type: none"> – Elderly and vulnerable people of all ages don't necessary use or understand technology. – Old and vulnerable certainly do not respond well to technology.

Some residents prefer the human touch	17	16.0	<ul style="list-style-type: none"> – Technology does not have the human touch, removes compassion and understanding and technology increases red tape and invariably are poorly planned and implemented by public bodies. – People are needed, not technology. Human contact is crucial.
Money should be spent elsewhere	6	5.7	<ul style="list-style-type: none"> – Huge amounts of money spent on IT systems, which could be better spent on front line services.
Technology can fail	5	4.7	<ul style="list-style-type: none"> – Technology cannot replace human contact for older, frail lonely residents. Technology can also fail.
Lack of faith in council delivery	3	2.8	<ul style="list-style-type: none"> – You couldn't deliver effective technological change in a million years. Your digital director doesn't even have a technical background. You'd be better off overpaying consultants to deliver it for you. You probably couldn't even define VFM properly never mind deliver it.
Service should be privatised	2	1.9	<ul style="list-style-type: none"> – This should be privatised. We do not need technology we need someone to talk to and listen and make a decision.
Miscellaneous	25	23.6	<ul style="list-style-type: none"> – I oppose any council tax rise. The survey does not ask me about this. – No one wants things like facial recognition tech implemented anywhere in this country.

Q10. Do you support the use of technology in the provision of care? (79 responses)

Theme	No.	%	Example Comments
Social Isolation	49	62.0%	<ul style="list-style-type: none"> – A vulnerable lonely adult needs care contact and reducing this by tech will lead to a diminishing human contact – As much as that's a good idea I still think that having human contact would be better – Technology is not 100% reliable and lack of personal service may increase loneliness and isolation. – This may make some people socially isolated. A visit from a carer may be their only human contact
Digital Exclusion	17	21.5%	<ul style="list-style-type: none"> – Some elderly people are not comfortable with IT. – A lot of these vulnerable people can't use technology – Elderly people, especially those with dementia will not understand this technology - I experienced this with my mother and father who became isolated from support services when this barrier to human support was introduced.
Use only to aid care workers	12	15.2%	<ul style="list-style-type: none"> – Technology should be used as an aid to improve services, not as a substitute for human contact or people's jobs. – I agree with utilising technology. But not if this affects support workers visiting those with support needs. By all means add technology that makes life easier for those who are vulnerable in the care system but do not cut funding or care services
Financial cost	8	10.1%	<ul style="list-style-type: none"> – How much are you going to charge the elderly for this service?

Technology should not replace jobs	7	8.9%	– A sensor to detect a fall or gas is not a care package - does it detect if someone has remembered to eat? Is ill? Requires medical attention?
Miscellaneous	7	8.9%	– Reliance on technology is dangerous practice and just provides for a tick box provision of service rather than a meaningful and wholly appropriate service

Q11. Do you support the continuation of a reduced mowing regime? (310 responses)

Theme	No.	%	Example Comments
Areas will look untidy / uncared for	77	24.8	<ul style="list-style-type: none"> – Some places are beginning to look uncared for, very scruffy. – Cardiff is starting to look tatty and worn out. – Some areas look unsightly. – It depends on how neglected the unmowed areas begin to look. If public spaces are maintained to a high standard, the knock on effect is that people respect them more. – Likely deterioration in the appearance of grassed areas.
Current service is not adequate	75	24.2	<ul style="list-style-type: none"> – Parks look untidy and the sports pitches are not looked after as it is. – Our city is already a filthy, unkempt embarrassment. – The parks already look a mess and this can only make it worse. – Some areas appear to be missed on the present plan. – The grass is not cut often in St Mellons and Trowbridge, posh areas are cut often.
Health & Safety issues	66	21.3	<ul style="list-style-type: none"> – Facilities need to be safe and well maintained in order to encourage a healthier lifestyle. – Parks and green spaces are a vital element in a good lifestyle. – Some areas where children play are overgrown, making it harder to identify where there may be hazards (i.e. dog waste/ broken bottles) & not all dog owners take care to look for waste in long grass. – The green spaces of Cardiff are an important part of Cardiff's identity and the health of the people – There are considerable safety issues regarding visibility (sight of oncoming traffic) on some major road grass verges typically A470 Whitchurch area. Decisions should be made on an educated case-by-case basis. 'Wild' areas in parks have been converted to dog toilets.
Will give a bad impression of the City	53	17.1	<ul style="list-style-type: none"> – Cardiff's parks are important in creating a good impression of the city for visitors etc. Untidy parks suggest a poorly run city in my mind. – Poor quality environment, creates a bad image for a Capital City – Absolutely not. Cardiff is a beautiful city. Does a visitor to our city want to see grass uncut or plant pots empty? – Cardiff is the Capital City, an important tourist attraction, keep the city looking fantastic!

			<ul style="list-style-type: none"> – Cardiff is a tourist location - do we really want to damage the impression people have of the city.
Will encourage fly tipping / ASB	33	10.6	<ul style="list-style-type: none"> – Areas which look scruffy attract litter and vandalism as they don't look "cared for" – If environment is not maintained then less socially aware may just increase litter nuisance and more deterioration would occur. – It is well known when areas become unkempt they become targets for vandalism and ASB. Broken window syndrome.
Find alternative resources via third sector / DWP / Probation	9	2.9	<ul style="list-style-type: none"> – There are opportunities here where the work could be undertaken by volunteers or prison inmates on a work scheme.
Deprived areas will be most effected	7	2.3	<ul style="list-style-type: none"> – I suspect that parks and green spaces in more affluent areas will be unaffected leaving poorer areas bearing the brunt of austerity.
Money should be spent elsewhere	2	0.6	<ul style="list-style-type: none"> – It appears to be a waste of money, which could be better spent on front line services.
More funding required	1	0.3	<ul style="list-style-type: none"> – The parks department needs more funding not less. They do a remarkable job but they need more funds. Mowing is pretty basic.
Miscellaneous	43	13.9	<ul style="list-style-type: none"> – I oppose any council tax rise. The survey does not ask me about this. – It causes more problems - why don't you use sheep or another grazing animal. I'm sure you could utilise animals providing there is proper supervision. – Pest control.

NB. Percentages don't total 100% as comments could fall into multiple themes

Q12. Council Reserves - Do you think the Council should continue with this strategy?
(186 responses)

Theme	No.	%	Example Comments
Reserves are finite and should be preserved for contingencies	83	44.6	<ul style="list-style-type: none"> – If this is a year where the budget settlement from the Welsh government is likely to be more generous, then reserves should be preserved for other years when additional resources are more limited. – Reserves are a finite resource and unlikely to be replaced. Consolidating the Council's premises - for example, selling off County Hall - would generate income. – Given the precarious state, our economic climate is going to be in after brexit I would hold on to the reserves as much as you can. – Should not use reserves unless necessary.

			<ul style="list-style-type: none"> - This is the thin end of what could be a very broad wedge - annually reducing the reserve can lead to decades of 'catch up' - and potential huge increases in domestic and commercial rates.
Balance your books / Bad planning	53	28.5	<ul style="list-style-type: none"> - Operate within your means. - The council should balance its books. How often does tap it is reserves how much has gone from previous years. - Balance the books and invest the reserves in infrastructure to benefit the city longer term. - You are dodging issues and ultimately you need to balance the books. While excessive reserves are clearly not desirable, one should not simply raid reserves on a regular basis. - Don't feel reserves should be used for budget balancing.
Need more information/ Transparency	35	18.8	<ul style="list-style-type: none"> - Impossible to answer without knowing what reserves the council has but nobody should run at a deficit particularly the council. - You do not say how much you have in the reserve fund, so how can we judge whether £750k is the right sum. Reserves should be retained to cover emergencies during the year, not to spend on routine services. - I have no information on how much money is in the reserves so can't judge if this is a good strategy or not, how often has the reserves been used in previous years? Is there plans to produce a surplus in future to increase the reserves?
Use more reserves / Don't sit on high reserves	31	16.7	<ul style="list-style-type: none"> - I don't understand why you need to sit on this amount of money when it could be used for improving services. Plus, if it is shown that you can provide a decent level of service without using this money, it will be taken off you & in reality, you do need to use this money. - Increase use of reserves!!!! - I can't believe you have reserves use them.
Save/ generate money elsewhere	23	12.4	<ul style="list-style-type: none"> - I think back room jobs - with unidentified job outcomes should be looked into and cut - before using reserves - need to keep for emergency. - These will run out too quickly if we keep using them. Cuts can be easily made in other areas to fund this type of money, or one camera on a yellow box junction will give you this money in less than a year and will help keep Cardiff moving, so therefore not needed.
Reserves can run out	1	0.5	<ul style="list-style-type: none"> - Reserves are finite, there needs to be a more appropriate measure to achieve fiscal goals.
Miscellaneous	19	10.2	<ul style="list-style-type: none"> - I oppose any council tax rise. The survey does not ask me about this. - Your state it is part of the council's duty to not go into reserves so you have already provided the answer to this.

7. Appendix 4 – Southern Arc Map

Southern Arc of Cardiff



8. Appendix 5 – Promotion of the Consultation

Hubs & Libraries

Butetown Hub
Central Library Hub
Ely and Caerau Library and Community Hub
Fairwater Library and Hub
Grangetown Library and Hub
STAR Library and Hub
Llandaff North and Gabalfa Hub
Llanishen Library Hub
Llanrumney Library and Hub
Rumney Library and Partnership Hub
Llanedeyrn Library and Hub
St. Mellons Library and Hub
Canton Library
Cathays Branch and Heritage Library
Penylan Library
Radyr Library
Rhiwbina Library
Mobile Library

Council Core Buildings

City Hall
Coleridge Road
County Hall
Lamby Way
Willcox House

Community Centres

Butetown Community Centre
Canton Community Centre
Cathays Community Centre
Dusty Forge
Pentrebane Community Centre
Pontprennau Community Church Centre
Thornhill Church Community Centre
Tremorfa Community Centre
Whitchurch Community Centre

Community Councils

Lisvane
Old St. Mellons
Pentyrch
Radyr & Morganstown
St Fagans
Tongwynlais

C3SC Cardiff Third Sector Councils

Cardiff City & South
Cardiff East
Cardiff North
Cardiff South East
Cardiff South West
Cardiff West

Events

Attended all Hubs / Libraries for drop in sessions to discuss the survey with the public
'Priority' engagement activity undertaken in Grangetown, Ely, Llandaff North and St Mellons
Hubs, and Central Library
Tenants Coffee Morning engagement activity and audio recordings
Focus group run by Diverse Cymru ("Your Money, Your Council")

Additional Promotion - Digital

Youth survey sent to all 6th form schools
Council Screen savers
Advert displayed on big screen – central library
Emailed to members of the 50+ forum
Emailed to the Citizens Panel
Members of the Cardiff Public Services Board
All Allotments and Plot holders received an email of the poster and link to the survey

Additional Promotion – Social Media

Cardiff Council corporate accounts
Cardiff Research Centre / Cardiff Debate accounts

Additional Promotion – Non-Digital

Flyers / Posters were displayed in the indoor market
Flyer / Posters displayed in GP surgeries across the City
Youth Council
Flying Start

Directorate Revenue Budgets									
	2019/20 Adjusted Base	FRM 2019/20	FRM 2020/21	Adjusted Base after FRM Adjustments	Inflation, Commitments & Realignments	Financial Pressures	Policy Growth	Savings	Total 2020/21
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Corporate Management	25,934	0	0	25,934	571	0	0	(90)	26,415
Economic Development	4,005	(54)	378	4,329	705	445	100	(1,478)	4,101
Education ¹	272,179	(250)	650	272,579	14,940	0	586	(2,158)	285,947
People and Communities:									
- Housing & Communities	45,267	(300)	0	44,967	118	0	454	(609)	44,930
- Performance & Partnerships	3,032	0	8	3,040	(2)	0	65	(99)	3,004
- Recycling & Neighbourhood Services	26,626	(900)	294	26,020	3,011	290	490	(78)	29,733
- Social Services	172,413	(106)	644	172,951	10,630	662	0	(2,630)	181,613
Planning, Transport & Environment	11,139	(1,350)	1,732	11,521	541	100	0	(1,490)	10,672
Resources:									
- Central Transport Services	(464)	(60)	0	(524)	599	0	0	0	75
- Governance & Legal Services	5,504	0	0	5,504	201	0	0	0	5,705
- Resources	16,216	(30)	4	16,190	605	100	80	(1,132)	15,843
Capital Financing	30,936	0	0	30,936	1,465	0	0	0	32,401
Summary Revenue Account ²	10,802	(750)	90	10,142	5,105	500	0	0	15,747
Total Budget	623,589	(3,800)	3,800	623,589	38,489	2,097	1,775	(9,764)	656,186

¹ Education including Delegated Schools

² Service specific contingencies included in SRA figure

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Cabinet Member Portfolio Revenue Budgets

	2019/20 Adjusted Base	FRM 2019/20	FRM 2020/21	Adjusted Base after FRM Adjustments	Inflation, Commitments & Realignments	Financial Pressures	Policy Growth	Savings	Total 2020/21
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Children & Families	61,087	(20)	644	61,711	4,831	400	0	(1,020)	65,922
Clean Streets, Recycling & Environment	29,711	(960)	444	29,195	4,267	290	490	(467)	33,775
Culture & Leisure	7,678	(54)	378	8,002	53	335	100	(783)	7,707
Education, Employment & Skills	272,372	(250)	650	272,772	14,939	0	586	(2,143)	286,154
Finance, Modernisation & Performance	17,435	(30)	4	17,409	605	100	145	(1,329)	16,930
Housing & Communities	42,040	(300)	0	41,740	(332)	0	454	(316)	41,546
Investment & Development	(3,661)	0	0	(3,661)	652	110	0	(710)	(3,609)
Leader's Portfolio	33,543	0	8	33,551	771	0	0	(142)	34,180
Social Care, Health & Wellbeing	114,056	(86)	0	113,970	5,795	262	0	(1,753)	118,274
Strategic Planning & Transport	7,590	(1,350)	1,582	7,822	338	100	0	(1,101)	7,159
Capital Financing	30,936	0	0	30,936	1,465	0	0	0	32,401
Summary Revenue Account ¹	10,802	(750)	90	10,142	5,105	500	0	0	15,747
Total Budget	623,589	(3,800)	3,800	623,589	38,489	2,097	1,775	(9,764)	656,186

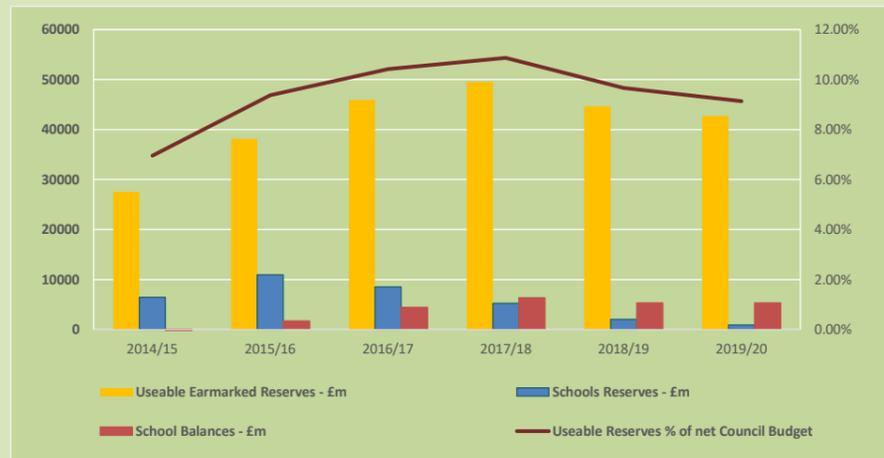
¹ Service specific contingencies included in SRA figure

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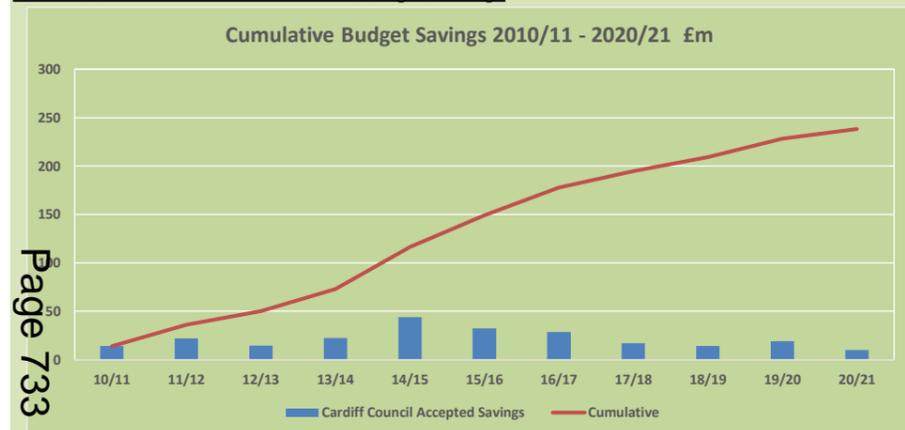
FINANCIAL SNAPSHOT REPORT - BUDGET REPORT VERSION

The following tables, charts and figures give an indication of the financial resilience of the Council as per the Statement of Accounts and information in the Budget Report.

Level of Useable Earmarked Reserves and Useable Reserves as a % of net Council Budget



Cardiff Council Historic Cumulative Budget Savings



Actual Revenue Funding Split



Other Financial Indicators - Cardiff Council Single Entity Accounts

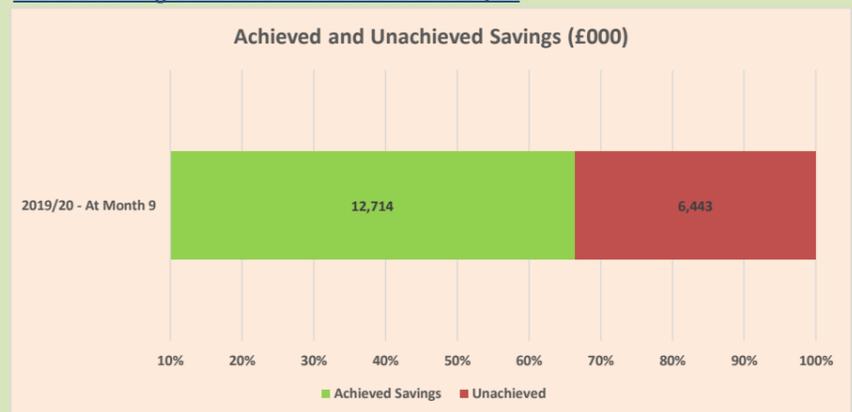
Indicator	2015/16	2016/17	2017/18	2018/19
Working Capital as a percentage of Gross Revenue Expenditure (%)	6.02%	6.99%	8.69%	7.15%
General Reserves to Gross Revenue Expenditure (days)	7	6	6	6
Long-term Borrowing to Long-term Assets (ratio)	35.38%	35.13%	36.36%	36.91%
Long-term Borrowing to Taxation & Aggregate External Finance	105.33%	103.10%	103.10%	104.00%

The tables below show the Projected Outturn position for the 2019/20 financial year for both revenue and capital.

Revenue Month 9 Projected Position

Directorate	Net Expenditure Budget £000	Projected Outturn £000	Variance £000	Variance %
Corporate Management	25,984	25,914	(70)	(0.3%)
Economic Development	3,940	4,453	513	13.0%
Education & Lifelong Learning	269,259	269,752	493	0.2%
People & Communities				
- Communities & Housing	45,145	44,676	(469)	-1.0%
- Performance & Partnerships	2,765	2,765	0	0.0%
- Social Services	172,410	177,394	4,984	2.9%
Planning, Transport & Environment	37,409	39,844	2,435	6.5%
Resources				
- Governance & Legal Services	5,504	5,777	273	5.0%
- Resources	16,477	16,458	(19)	-0.1%
Total Directorates	578,893	587,033	8,140	1.41%
Capital Financing	35,236	34,767	(469)	(1.3%)
Discretionary Rate Relief	400	400	0	0.0%
General Contingency	3,000	0	(3,000)	(100.0%)
Summary Revenue Account etc.	6,060	1,510	(4,550)	(75.1%)
Council Tax		(121)	(121)	0.0%
Total	623,589	623,589	0	0%

Revenue Savings Achieved and Unachieved 2019/20



Directorate	2019/20 Savings Projections		
	Achieved £000	Unachieved £000	Total £000
Corporate Management	166	0	166
Economic Development	3,135	18	3,153
Education & Lifelong Learning	1,523	369	1,892
People & Communities	3,024	4,350	7,374
Planning, Transport & Environment	2,170	1,649	3,819
Resources	2,696	57	2,753
Total	12,714	6,443	19,157

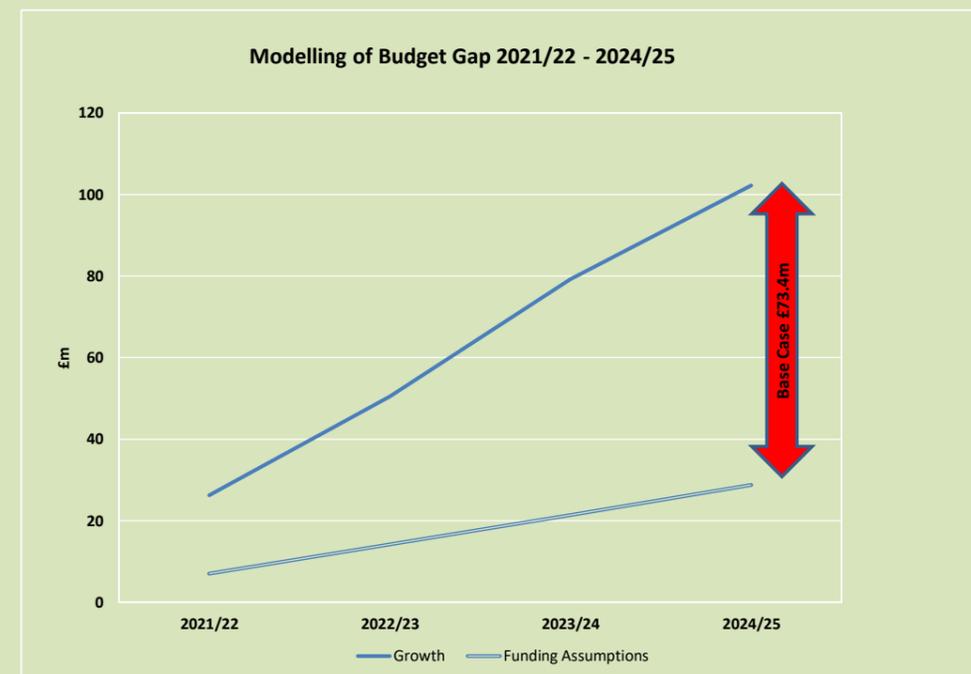
Capital Month 9 Projected Position

Directorate	Budget £000	Projected Outturn £000	Variance £000	Variance %	(Under)/Overspend £000	Slippage £000
Economic Development	70,626	67,253	(3,373)	(4.8%)	0	(3,373)
Education & Lifelong Learning	38,995	13,123	(25,872)	(66.3%)	3,172	(29,044)
People & Communities	12,539	9,970	(2,569)	(20.5%)	0	(2,569)
Planning, Transport & Environment	39,849	25,970	(13,879)	(34.8%)	(50)	(13,829)
Resources	4,005	1,531	(2,474)	(61.8%)	0	(2,474)
Total	166,014	117,847	(48,167)	(29.01%)	3,122	(51,289)

The tables below show the Medium Term Financial Plan (MTFP), the risks and affordability indicators facing the Council.

MTFP Scenario

	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	TOTAL £000
Total Pressures	26,244	24,241	28,680	23,046	102,211
Funding Assumptions	(7,036)	(7,141)	(7,248)	(7,357)	(28,782)
Budget Requirement Reduction	19,208	17,100	21,432	15,689	73,429
Council Tax Assumptions - at 4%	6,090	6,334	6,587	6,880	25,891
Total Savings	13,118	10,766	14,845	8,809	47,538
Budget Requirement Strategy	19,208	17,100	21,432	15,689	73,429



Capital Expenditure & Capital Financing Requirement (CFR)

	31 Mar 20 £000	31 Mar 21 £000	31 Mar 22 £000	31 Mar 23 £000	31 Mar 24 £000	31 Mar 25 £000
Capital Expenditure	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Council Fund (General Fund)	117,847	137,529	196,028	168,801	59,508	27,304
Housing Revenue Account	44,307	56,775	87,565	87,330	55,805	62,230
Total Capital Expenditure	162,154	194,304	283,593	256,131	115,313	89,534
Capital Financing Requirement excl. Landfill						
Council Fund CFR	530,630	544,328	600,666	633,580	634,247	614,697
Housing Revenue Account CFR	303,624	325,689	381,433	441,044	464,434	493,030
Total CFR	834,253	870,017	982,098	1,074,624	1,098,682	1,107,727

Affordability Indicator - Capital Financing Costs as a % of Controllable Budget

	2011/12	2019/20	2020/21	2021/22	2022/23	2023/24	2023/24	Difference 11/12-24/25
Actual	13.47%	11.84%	11.21%	11.35%	11.21%	12.88%	12.49%	(7.28)
Gross	15.17%	17.04%	16.02%	16.41%	17.05%	19.35%	18.82%	24.06

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Financial Challenges and Mitigations

The effective monitoring, management and mitigation of challenges is a key part of the managing the Council's financial resilience. Financial challenges are set out below with key mitigations

	Description	Capital Strategy	Council MTFP	HRA MTFP	Mitigations
Funding /Financial Resilience	The uncertain financial position in respect of Welsh Government (WG) resources in the medium term in the context of ongoing demand led pressures.				<ul style="list-style-type: none"> • Strategic discussions with WG in respect of longer term funding certainty, flexibility and adequacy. • Robust financial planning over the medium term. • The existence of the FRM to manage variations in anticipated funding without impact on day to day service delivery.
	The level and certainty of capital funding from Welsh Government towards meeting strategic ambitions				<ul style="list-style-type: none"> • Strategic discussions with WG and other funding partners in respect of longer term funding certainty and funding flexibility.
	The ongoing review of the Major Repair Allowance (MRA) grant for Public Housing as part of the outcomes of the Affordable Housing Supply review by Welsh Government.				<ul style="list-style-type: none"> • Review of and reprioritisation of the Capital programme allowing for committed spend but realigning future spend plans. Ongoing discussions with Welsh Local Government Association (WLGA) and Welsh Government.
	The level of additional borrowing and its impact on capital financing in future years.				<ul style="list-style-type: none"> • Continue to monitor local affordability indicators. Regular review of the Capital Strategy, Housing Revenue Account Business Plan and the Council's MTFP.
	Securing proposed capital receipts to fund expenditure commitments.				<ul style="list-style-type: none"> • Annual monitoring as part of corporate land and property Asset Management Plan. • Cease or defer schemes in the capital programme.
	National controls over borrowing and expenditure for which borrowing could be used.				<ul style="list-style-type: none"> • Consider review of Capital Strategy and non-committed expenditure .
	Managing the condition of assets at acceptable levels in light of reducing revenue resources and scarce capital resources.				<ul style="list-style-type: none"> • Asset Management Plans informed by condition surveys. • Disposal Strategy to divest of surplus assets. • Agreed approaches to managing risk of declining condition of assets.
	Capital schemes undertaken by additional borrowing on the basis of future income or savings.				<ul style="list-style-type: none"> • Consideration of robust business cases and seeking external advice to challenge and review where appropriate. • Continued post-project appraisal. • Setting and compliance with a viability threshold for new build
	New WG Social Housing Rent Policy allowing for CPI +1% maximum uplift for next 5 financial years. However, uncertainty re CPI and policy beyond that period remains a risk to long term investment currently being undertaken.				<ul style="list-style-type: none"> • Monitoring and review of planned capital and revenue expenditure in line with available resources. • Implement operational savings and efficiencies and revise and/or reduce new build programme if required to correspond with affordability.
	The potential impact on funding if there are any negative redistributive impacts of specific grants transferred into the Revenue Support Grant (RSG).				<ul style="list-style-type: none"> • Early involvement in discussions with Distribution Sub-Group, including WLGA.

	Description	Capital Strategy	Council MTFP	HRA MTFP	Mitigations
	Financial impact of unforeseen liabilities such as purportedly under declared landfill tax.				<ul style="list-style-type: none"> Proactive engagement with HMRC and PWC environmental tax experts. Payment on account made in 2018/19 (recoverable in the event of no liability.) Provide updates in future finance reports. Maintain a prudent level of general and earmarked reserves
	The impact of increasing volatility and uncertainty in respect of hypothecated grants and their use in relation to integral functions of the authority.				<ul style="list-style-type: none"> Continued representations to WG with WLGA for funding flexibility, i.e. transferring grants to RSG where possible.
Capital Project Risk	Supplier availability and capacity resulting in slippage / cost increases to the capital programme				<ul style="list-style-type: none"> Pool of suppliers to undertake works. Encouraging training and development.
	Supplier financial stability				<ul style="list-style-type: none"> Use of approved procurement frameworks and financial standing assurance
	Abortive costs of capital projects which would be required to be charged to a revenue budget				<ul style="list-style-type: none"> Due diligence at the outset of projects. Clear identification of scope and undertake feasibility studies where required. Ensure capitalisation principles followed. Financial and external audit review. Treasury Management Reserve is an additional tool to help manage risk in this area
	Costs, capacity and skills to deliver capital projects				<ul style="list-style-type: none"> Workforce planning, securing external advice and services where required
	Approach to ensuring effective business cases to ensure members can make informed decisions				<ul style="list-style-type: none"> Use of HMT five case or other proportionate assessment tool. Review the linkages and role of Boards in the approval of effective business cases.
	Risk that initial estimated project costs are inaccurate and the actual costs of projects are higher than anticipated				<ul style="list-style-type: none"> Robust business case and due diligence via officer boards. Clear project scope from the outset.
	The proximity in recent years of the Council's partial exemption calculation (VAT) to the 5% threshold.				<ul style="list-style-type: none"> Early consideration of VAT issues, particularly in respect to land acquisition and when working with other public and charitable organisations.
Economic	Treasury Management risks such as interest rate risk, credit risk, fraud risk.				<ul style="list-style-type: none"> Treasury Management Practices, Treasury Strategy and use of Treasury Management Advisors. Borrowing at fixed rates. Review options to strengthen Treasury Management function. Review of approach to pooling of debt
	Economic / Commercial risks – e.g. property values, willingness of private sector to invest.				<ul style="list-style-type: none"> Demonstrating the long term benefits of investment in the city.
	Inflation and construction price risk impact on cost of projects.				<ul style="list-style-type: none"> Minimise time frame of projects. Contingencies as part of contracts. Fixed price contracts.

	Description	Capital Strategy	Council MTFP	HRA MTFP	Mitigations
External / Economic	Inflation increases over the MTFP period with potential impact on pricing. Salary increases in respect of both the Council's workforce and externally commissioned services.				<ul style="list-style-type: none"> • Close monitoring of OBR forecasts and relevant indices.
	Changes in law and policies impacting on service delivery and construction costs e.g. decarbonisation				<ul style="list-style-type: none"> • Awareness of pipeline of legislative change. • Contingencies. • Piloting renewable technology in new housing
	Investments and liabilities fail to perform as expected				<ul style="list-style-type: none"> • Post project appraisal. • Periodic monitoring including annual review as part of Statement of Accounts. • New accounting requirements for reporting valuations of investments
	The impact of the UK leaving the European Union				<ul style="list-style-type: none"> • Impact, particularly in respect of construction costs and property values will continue to be monitored on an ongoing basis. • Monitoring of risks in line with the Council's corporate risk register.
Demand / Service delivery	The impact of Universal Credit on the ability of individuals to contribute to the cost of services and to meet rent liabilities, resulting in increased bad debt and cost of recovery.				<ul style="list-style-type: none"> • Early intervention and information and advice to support residents. • Review of debt recovery policies and bad debt provision. • Maximisation of funding for promotion of specific support e.g. the Hardship Fund and Discretionary Housing Payments.
	Continuing demographic demand for social care services – reflecting both volume and complexity of need				<ul style="list-style-type: none"> • Early intervention, prevention and reablement measures. • A budgeted contingency for Looked After Children
	Pressures on supported additional learning needs due to both continuing pupil number growth and complexity of need				<ul style="list-style-type: none"> • Pupil number modelling on an ongoing basis, with particular reference being paid to the impact of the LDP. • Also, implementation of proposals contained in the ALN Strategy and consideration of the upcoming change in ALN legislation.
	Additional pressures on the homelessness service.				<ul style="list-style-type: none"> • Continued review of available resources, including maximisation of available grant schemes. • Opportunities taken to replenish reserve
	The risk of WG levying fines if the Council fails to meet recycling or landfill diversion rates				<ul style="list-style-type: none"> • Education of residents and continued investment in recycling initiatives.
	Demand for affordable housing and the different types of housing suitable to meet the needs of older people and young families				<ul style="list-style-type: none"> • Older persons housing strategy, new council house build and acquisition programme and partnerships with Registered Social Landlords.
	Reducing demand for services where the Council has historically charged for the activity, creating an income shortfall				<ul style="list-style-type: none"> • Encouraging directorates to take a strategic view of income generation and to consider the impact of fee-setting on demand for services.

	Description	Capital Strategy	Council MTFP	HRA MTFP	Mitigations
Savings	The ongoing need to deliver significant levels of savings following a prolonged period of financial austerity, particularly given the impact delays to delivery of the proposal have on the budget monitoring position.				<ul style="list-style-type: none"> • Existence of a general contingency which can be reviewed over time in line with an established record for savings delivery. • Embed a proactive and ongoing approach to identifying and implementing savings, which moves beyond an annual process and takes opportunities as they arise • Continue to accelerate detailed planning and preparatory work to improve the deliverability of savings. • Seek opportunities for external benchmarking and self-assessment within the HRA
Organisational Change	<p>The on-going service impact of the past reduction in headcount that has taken place over an extended period and the potential for a negative impact on the financial control environment.</p> <p>The impact for functions delivered as part of a collaborative arrangement if the planned benefits are not realised.</p> <p>The capacity to deliver organisational change in conjunction with increasing demands on business as usual activities.</p>				<ul style="list-style-type: none"> • Workforce planning. Training and development. Internal Audit of processes. • Robust governance and contract management arrangements. • Workforce planning. Training and development. Working with partners.

EARMARKED RESERVES GENERAL FUND

	Reserve	Estimated balance at 31.03.20 £000	Estimated Movements		Estimated balance at 31.03.21 £000	Purpose
			To finance budget £000	Other Commitments £000		
1	Apprenticeships & Training	560	0	0	560	To support the Council's commitment to young people through funding for apprenticeships and to provide funding towards activity aimed at reducing the number of young people not in education, employment or training.
2	Bereavement Services	212	0	(178)	34	To fund a planned programme of refurbishment and improvement.
3	Building Control Fee Earning	152	0	(113)	39	Represents historic surpluses relating to the ringfenced building control account which will be used to smooth the effects of any future deficits.
4	Bute Park Match Funding	62	0	(25)	37	To provide match funding for grant funded initiatives in relation to Bute Park, as per a Heritage Lottery Fund agreement.
5	Capital Ambition Delivery	237	0	(148)	89	To fund additional advice/support for the delivery of Capital Ambition projects.
6	Cardiff Academy Training	78	0	(78)	0	To support initiatives undertaken in connection with the Academy.
7	Cardiff Capital Region City Deal	216	0	(2)	214	To provide funding towards the Council's contribution to the Joint Cabinet for the Cardiff Capital Region.
8	Cardiff Dogs Home Legacy	298	0	(37)	261	Donations left to Cardiff Dogs Home to be used in connection with service improvements.
9	Cardiff Enterprise Zone	3,153	0	(1,710)	1,443	To fund expenditure on the Cardiff Enterprise Zone in future years.
10	Central Market Works	264	0	(17)	247	To fund works at Cardiff Central Market and as potential match funding for external grant bids.
11	City Wide Management & Initiatives	501	0	95	596	To fund city-wide management and initiatives including support for marketing and infrastructure.
12	Community Based Services Transition	175	0	(52)	123	To fund activity to enable the better integration of community facilities across the public sector
13	Community Initiatives	267	0	(75)	192	To fund initiatives arising from the legacy of the Communities First Programme.
14	Corporate Events & Cultural Services	742	0	(250)	492	To support feasibility studies and costs of major events, including the potential Signature Music Event, and to offset future pressures arising from fluctuations in income within Venues and Cultural Services.
15	Corporate Landlord Function	44	0	(44)	0	To support the corporate landlord functions across the Council in order to provide a cohesive and commercial operating model.
16	Emergency Management, Safeguarding and Prevent	139	0	0	139	To fund preventative measures in relation to safeguarding, the Prevent agenda and emergency management.
17	Employee Changes	6,046	0	(623)	5,423	In accordance with the projected model, this is required to meet the costs associated with voluntary redundancy and other employee costs in future years.

Appendix 10

	Reserve	Estimated balance at 31.03.20 £000	Estimated Movements		Estimated balance at 31.03.21 £000	Purpose
			To finance budget £000	Other Commitments £000		
18	Energy Market Volatility	586	0	0	586	To provide funding for unexpected fluctuations in the cost of energy.
19	Flatholm	27	0	(27)	0	To provide funding towards the Flatholm Island Heritage Lottery Fund Scheme - A Walk Through Time.
20	Fraud Detection	48	0	(48)	0	To supplement staffing and other costs associated with fraud detection.
21	Governance & Legal Services	183	0	0	183	To fund future Governance & Legal Services initiatives, including projects in connection with ICT upgrades.
22	Harbour Authority Project and Contingency Fund	42	0	0	42	To fund expenditure for the improvement and enhancement of infrastructure, assets, activities or services in or around Cardiff Bay.
23	Highways Section 278	409	0	(99)	310	To support highway investment
24	Homelessness	1,468	0	(968)	500	To be used to meet increases in homelessness pressures.
25	Housing Support	759	0	(226)	533	To improve sustainability by maintaining the independence of people in their own homes.
26	ICT Holding Account	745	0	(94)	651	To fund future business process improvement initiatives and other future ICT initiatives.
27	Inspectorate Support	208	0	0	208	To procure necessary consultancy for inspections and the regulatory environment.
28	Insurance	6,175	0	0	6,175	To protect the Council from future potential insurance claims.
29	Invest to Save	261	0	(261)	0	To be used in connection with revenue invest to save schemes.
30	Joint Equipment Store - Pooled Budget	221	0	0	221	To be utilised to offset deficits or one off expenditure items in the pooled budget, in future years.
31	Local Plan	48	0	0	48	To support the cost of the Local Development Plan and any potential appeals or judicial reviews.
32	Major Projects	425	0	(75)	350	To contribute towards the cost of Major Projects.
33	Members Development	61	0	0	61	To support any additional Members' ICT software.
34	Municipal Election	522	0	76	598	To support the cost of local elections.
35	Municipal Mutual Insurance	774	0	0	774	To reflect the fact that the Council are liable to pay a percentage of claims previously settled by Municipal Mutual Insurance (MMI) and contribute to the cost of future settled claims.
36	Non-Domestic Rates Due Diligence	160	0	0	160	To fund the costs of NDR due diligence.
37	Out of School Childcare	102	0	0	102	Surplus balances from each school operating an out of school childcare scheme. These can be drawn upon by each school to balance their in-year financial position.
38	Parking & Enforcement	2,132	0	(426)	1,706	This represents surpluses on parking & enforcement schemes which, under the Road Traffic Act 1984, have to be reinvested in Road Traffic Schemes.

Appendix 10

	Reserve	Estimated balance at 31.03.20 £000	Estimated Movements		Estimated balance at 31.03.21 £000	Purpose
			To finance budget £000	Other Commitments £000		
39	Property Asset Management	33	0	(33)	0	To be used by Strategic Estates as a tool for managing timing and fluctuations of income from fees relating to the disposal of properties.
40	Rentsmart Wales	520	0	0	520	To reinvest in training and service delivery in respect of Rentsmart Wales.
41	Resources	258	0	(156)	102	To provide funding to a number of areas within the Resources directorate, particularly where transition to new methods of operation are required.
42	Schools Formula Funding	577	0	(228)	349	A contingency fund set aside to meet unplanned and unforeseen expenditure incurred by or on behalf of the delegated schools budgets.
43	Schools Organisation Plan	280	0	623	903	To be used to manage the cash flow implications of the School Organisational Plan financial model.
44	Scrutiny Development & Training	118	0	0	118	To fund Scrutiny member development and training.
45	Social Care Technology	609	0	(300)	309	To provide funding towards social care ICT developments.
46	South East Wales Construction Framework	540	0	0	540	Ringfenced revenue to fund future costs of the project. Remaining funding to be distributed amongst the participating authorities.
47	Strategic Budget	5,626	(750)	0	4,876	To support financial resilience and the future budget requirements of the Council over the period within the Medium Term Financial Plan.
48	Treasury Management	4,725	0	4,300	9,025	To assist with the management of risk in relation to major projects and to offer some protection and flexibility to the wider capital programme.
49	Wales Interpretation and Translation Service	278	0	0	278	To manage in-year fluctuations in funding and financial performance of the service.
50	Welfare Reform	1,413	0	(1,004)	409	To mitigate pressures and reduced funding within the Housing Benefit Service following the transfer of services to DWP, as part of the rollout of the Universal Credit Scheme.
51	Youth Service	177	0	0	177	To fund costs connected with the refurbishment of youth centres.
	TOTAL	43,656	(750)	(2,203)	40,703	

	Reserve	Estimated balance at 31.03.20 £000	Estimated Movements		Estimated balance at 31.03.21 £000	Purpose
			To finance budget £000	Other Commitments £000		
1	Council General Reserve	14,255	0	0	14,255	To help cushion the impact of unexpected events or emergencies.

Appendix 10

	Reserve	Estimated balance at 31.03.20 £000	Estimated Movements		Estimated balance at 31.03.21 £000	Purpose
			To finance budget £000	Other Commitments £000		

EARMARKED RESERVES HOUSING REVENUE ACCOUNT

	Reserve	Estimated balance at 31.03.20 £000	Estimated Movements		Estimated balance at 31.03.21 £000	Purpose
			To finance budget £000	Other Commitments £000		
1	Housing Repairs and Building Maintenance	0	0	1,000	1,000	To fund costs of housing repairs and to mitigate against risk within the Construction Industry

	Reserve	Estimated balance at 31.03.20 £000	Estimated Movements		Estimated balance at 31.03.21 £000	Purpose
			To finance budget £000	Other Commitments £000		
1	HRA General Reserve	8,473	0	0	8,473	To help cushion the impact of unexpected events or emergencies within the HRA.

Civil Parking Enforcement and Parking Reserve

1. The Traffic Management Act was introduced in 2004 to tackle congestion and disruption on the road network. The Act places a duty on local traffic authorities to ensure the expeditious movement of traffic on their road network and the networks of surrounding authorities. It gives authorities additional tools to better manage parking policies, moving traffic enforcement and the coordination of street works. Welsh Ministers granted Civil Parking Enforcement (CPE) powers to Cardiff Council in July 2010. This extended to the enforcement of Bus Lanes and Moving Traffic Offences (MTOs) in November 2014.
2. The payments generated from car parking fees, resident's permits, penalty charge notices and Moving Traffic Offences are allocated to a CPE enforcement account and operational costs, including the cost of the enforcement service are deducted. Any surplus from parking and enforcement is ring-fenced for traffic, highways and environmental improvements.
3. The table below illustrates the financial forecast for Civil Parking Enforcement:

Civil Parking Enforcement	2020/21	2021/22	2022/23	2023/24	2024/25
	£000	£000	£000	£000	£000
Income					
On street car parking fees	5,634	6,522	6,746	6,927	6,927
Off street car parking fees	1,420	1,565	1,565	1,686	1,686
Residents parking permits	405	455	455	455	455
Penalty Charge Notices	2,507	2,528	2,528	2,528	2,528
Moving Traffic Offences	4,746	4,503	4,462	4,250	4,059
Miscellaneous income	0	14	14	14	14
Total income	14,712	15,587	15,770	15,860	15,669
Expenditure					
Operational costs parking	774	771	772	769	771
Enforcement service	5,916	6,102	6,368	6,432	6,522
Total expenditure	6,690	6,873	7,140	7,201	7,293
Surplus / (Deficit)	8,022	8,714	8,630	8,659	8,376

4. For 2020/21, income from car parking fees, residents' permits, penalty charge notices and MTO's is forecast to be £14.712 million. Expenditure includes the operating costs of the off-street car parks and maintenance of the on-street parking bays plus the cost of the enforcement service. Overall, expenditure is estimated to be £6.690 million, leaving a net surplus of £8.022 million.
5. The level of the annual surplus on the account is forecast to remain consistent in future years. This provides significant scope for future planning and investment. This is illustrated in the table below, which sets out the planned movement in the CPE reserve.

Parking Reserve	2020/21	2021/22	2022/23	2023/24	2024/25
	£000	£000	£000	£000	£000
Estimated Opening Balance	2,132	1,706	1,148	897	754
CPE net surplus (deficit)	8,022	8,714	8,630	8,659	8,376
Funding Availability	10,154	10,420	9,778	9,556	9,130
Budgeted contribution	5,935	6,135	6,135	6,135	6,135
Active Travel	911	811	817	822	634
Highway Improvements	110	110	110	110	110
Environmental Improvements	457	458	459	460	461
Capital Projects	835	1,558	1,160	1,075	1,050
Project/Scheme Contingency	200	200	200	200	200
Use of Reserve	8,448	9,272	8,881	8,802	8,590
Balance Carried Forward	1,706	1,148	897	754	540

6. The use of reserve includes a budgeted contribution, which supports a range of highway, transport and environmental improvements. It includes regular funding for the promotion of Active Travel initiatives including 20 mph zone expansion, assessing the transportation impact on the Local Development Plan and supporting increased cycling in the city. It will also fund Highway Improvements such as residential parking and delivering sustainable access to schools. Further funding will support a range of Environmental Improvements to include drainage and fly-tipping as well as funding staff resources to address public spaces protection orders and developing the conversion to electric vehicles. A provision to assist in delivering key capital transport and environmental improvements to support the city centre enabling schemes, healthy streets and the proposed Canal quarter is also built-in. It also includes a provision for bus corridor improvements and the installation and expansion of electric vehicle charging points.
7. The reserve balance is expected to decrease gradually, but is still forecast to have an appropriate balance by the 31st March 2025, which will provide a degree of resilience against the CPE forecast. The CPE financial position and use of the reserve for investment in projects and initiatives is reported as part of the Council's regular monitoring arrangements including consultation with the relevant Cabinet Member.

Activities inherited from Cardiff Bay Development Corporation including Harbour Authority

The functions and responsibilities of the Harbour Authority are detailed in the Agreement made between the Council and CBDC (now the Welsh Government) under Section 165 of the Local Government Planning and Land Act 1980. The funding required to discharge these obligations and any additional duties relating to the Cardiff Bay Barrage Act 1993 is provided by a specific grant received from the Welsh Government. This funding and any income generated are ring fenced.

The existing agreement expired on 31st March 2017. The Council has been working with the WG to review current arrangements with a view to jointly agreeing a new funding agreement. For the financial years 2017/18 to 2019/20, single year budgets have been agreed with WG whilst the review has been ongoing. In 2019/20, the Council have worked with the WG and independent public sector advisors Local Partnerships in developing an appropriate settlement within the context of a wide-ranging review of CHA activities and statutory functions.

For 2020/21, the Council has worked with WG to identify achievable efficiencies, service reductions and savings against the approved Fixed Costs budget and to agree on an appropriate budget arrangement for Asset Renewal. The WG have agreed total Fixed Costs funding of £4.961 million, representing a reduction of £117,000 or 2.3% on the 2019/20 budget. This allocation provides for a 2% staff pay award and employee incremental pay progression as well as other full year impacts of the costed establishment.

Within this Fixed Costs budget, service reductions include reduced groundwater monitoring demands and the fish licence which is no longer required following the expiry of the agreement with Natural Resources Wales under the Cardiff Bay Barrage Fisheries Mitigation Programme. Other changes include support cost efficiencies and inflationary uplifts for service level agreements and other costs as appropriate.

In relation to the Asset Renewal budget, funding is likely to be a significant issue in the future. Renewals and replacements have been relatively small in value in previous years and ongoing funding requirements are being considered as part of the overall review. It is anticipated that a way forward can be agreed with WG on the basis of a medium to long term asset management plan.

In the meantime, for 2020/21, an Asset Renewal budget of £262,000 has been agreed relating to the identified costs of purchasing a crawler crane and phase one of the proposed railing refurbishment scheme at Penarth Marina has been agreed.

CHA Funding	2019-20	2020-21
	£000	£000
Fixed Cost Budget	5,078	4,961
Asset Renewal	145	262
Total Budget	5,223	5,223

This gives an overall unchanged total budget allocation of £5.223 million.

Any unforeseen costs arising will still be recoverable from the WG through the additional claims process, but only where those costs are legitimately agreed as part of an updated Deed of Variation to the S165 Agreement.

The CHA will continue to maintain a Contingency and Project Fund (the Fund) which will be used to support projects and provides a contingency if the approved budget is exceeded. The Fund receives contributions from a combination of receipts from the sale and disposal of land and a share of past year underspends on the Fixed Cost budget. The current balance of £42,000 is the minimum sum required to be maintained within the Fund at any point in time and is significantly lower than balances maintained in previous years.

The Council is required to draw down from the Fund up to this level before making any additional claims to the Welsh Ministers in relation to unforeseen costs.

Prudential Indicators

The CIPFA Prudential and Treasury Management Codes of Practice

The two integrated Codes of practice have been developed as frameworks to support the decisions local authorities make for capital investment and borrowing decisions. Originally introduced in 2004, its latest update was in 2017. Compliance with the Code is a statutory requirement when carrying out their duties under Part I of the Local Government Act 2003 and the Local Authorities (Capital Finance and Accounting) (Wales) Regulations.

Objectives of the Code

The key objectives of the Codes are:

- To ensure that capital expenditure plans are affordable, prudent and sustainable
- That Treasury Management decisions are taken in accordance with good professional practice
- That local strategic planning, asset management planning and proper option appraisal are supported
- To provide a clear and transparent framework to ensure accountability.

CIPFA required Prudential Indicators to be produced

The indicators required are shown below, with further explanation as to their meaning:

1(a). External Debt - Operational Boundary (See Treasury Strategy)

The most likely, prudent view of the level of gross external indebtedness. External debt includes both borrowing and long term liabilities (e.g. finance leases). It encompasses all borrowing, whether for capital or revenue purposes.

1(b). External Debt - The Authorised Limit (See Treasury Strategy)

The upper limit on the level of gross external indebtedness, which must not be breached without Council approval. It is the worst-case scenario. It reflects the level of borrowing which, while not desired, could be afforded but may not be sustainable. Any breach must be reported to the executive decision making body, indicating the reason for the breach and the corrective action undertaken or required to be taken. This limit is a statutory limit required to be set by the Council under Section 3(1) of the Local Government Act 2003.

1(c). External Debt - Actual External Debt (See Treasury Strategy)

The indicator for actual external debt will not be directly comparable to the operational boundary and authorised limit, since the actual external debt will reflect the actual position at one point in time.

2. Capital Financing Requirement (CFR) (See Capital Strategy)

The Capital Financing Requirement (CFR) replaced the 'Credit Ceiling' measure of the Local Government and Housing Act 1989. It measures an authority's underlying need to borrow or use other long-term liabilities, to pay for capital expenditure.

3. Capital Expenditure (See Capital Strategy)

The level of capital expenditure incurred and likely to be incurred in future years. This is to be based on an accruals basis and on the definition of capital expenditure.

4. Gross External Borrowing and the Capital Financing Requirement (See Treasury Strategy)

The level of external borrowing is required to be compared to the Capital Financing Requirement which represents the underlying need to borrow. Requires that borrowing in the medium term can only be for capital purposes.

5. Maturity Structure of Borrowing (See Treasury Strategy)

Local Authority debt portfolios consist of a number of loans with differing maturities. Setting limits assists in ensuring any new borrowing in particular when combined with existing borrowing does not result in large concentrations of borrowing maturing in a short period of time.

6. Principal sums invested for greater than one year (See Treasury Strategy)

This indicator measures the exposure of a local authority to investing for periods of greater than one year.

7. Ratio of Financing Costs to Net Revenue Budget Stream (See Capital Strategy)

This indicator is a measure of affordability of historic and future capital investment plans. It identifies the trend in the cost of capital financing which include:

- interest payable on borrowing and receivable on investments
- penalties or any benefits receivable on early repayment of debt
- prudent revenue budget provision for repayment of capital expenditure paid for by borrowing
- reimbursement of borrowing costs from directorates in respect of Invest to Save/Earn schemes.

For the General Fund, the net revenue stream is the amount to be met from non-specific WG grants and Council Tax, whilst for the HRA it is the amount to be met from rent payers. An increasing ratio indicates that a greater proportion of the Council's budget is required for capital financing costs over the planned Capital Programme period.

It should be noted that these figures include a number of assumptions such as:

- no new approvals of additional borrowing apart from that currently proposed over the period of the programme
- estimated interest rates
- the level of internal borrowing and timing of external borrowing decisions and capital expenditure
- the total level of the WG revenue support etc. which can fluctuate due to transfers in or out of the settlement.

Locally determined Prudential Indicator

8. Capital financing costs expressed as a ratio of Controllable Budget (See Capital Strategy)

Whilst the indicator above is required by the Prudential Code, it has a number of limitations:

- it does not take into account the fact that some of the Council's revenue budget cannot be directly influenced such as schools delegated budgets, Fire Levy and CTRS payments
- it is impacted by transfers in and out of the Settlement
- it includes investment income which is highly unpredictable, particularly in future years.

Although there may be short term implications, Invest to Save/Earn schemes are intended to be net neutral on the capital financing budget. However, there are risks that the level of income, savings or capital receipts anticipated from such schemes will be delayed or not materialise and would have a detrimental long term consequence on the revenue budget. This requires careful monitoring when considering future levels of additional borrowing. Accordingly an additional local indicator is calculated for the General Fund to support decision making showing the ratio of capital financing costs of the Council expressed as a percentage of its controllable budget, excluding treasury investment income.

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**CARDIFF COUNCIL
CYNGOR CAERDYDD****CABINET MEETING: 20 FEBRUARY 2020**

HUB & LIBRARY STRATEGY (2019 – 2023)**CABINET PORTFOLIO: HOUSING & COMMUNITIES
(COUNCILLOR LYNDA THORNE)****AGENDA ITEM: 8**

Reason for this Report

1. To approve the Hub and Library Strategy 2019 – 2023
2. To approve the approach to the development of the Library Collections Policy

Background

3. In 2011 Cabinet set out its commitment to the development of Hubs. Since that date 12 hubs have been delivered, Central Library Hub and 11 community hubs. The programme has been very successful, bringing together council and partners to provide a wider range of services, in modern and vibrant buildings based in the heart of the community. The Hub programme has increased both the range of services available and the take up of those services.
4. In 2018 Cabinet agreed to extend the Hub programme across the remainder of the city, using existing library buildings to provide additional services with a focus on wellbeing and supporting independent living. Work has commenced on this extended programme, Hub staff are in place in all the buildings and have been trained to provide a range of advice. Further partner services and community groups and events are also now in place. Plans have been produced for the refurbishment and extension of Rhydypennau and Whitchurch, consultation has taken place on these proposals and funding secured for the works which will commence shortly.
5. Work is also underway to develop the first specialist Youth Hub at Butetown Pavilion, this refurbished building will provide joined up advice and support for young people alongside traditional youth services in a relaxed setting. It is anticipated that work will be completed by spring 2020.
6. Cardiff's Library Service is embedded in the Hubs. The Service performs well against the Welsh Public Library Standards. In 2018/19 Cardiff met 11 of the 12 Core Entitlements under the standards, the approval of the

attached Strategy will allow the service to be compliant with all the core entitlements by meeting the requirement that: *“Libraries in Wales will provide access to the library service’s strategy, policies, objectives and vision”*.

7. There are also 16 quality indicators under the Library Standards. Cardiff is the best in Wales in 4 of indicators in 2018/19:
 - Visits per capita (2,600,848);
 - Virtual visits per capita (799,897)
 - Active Borrowers (91,000)
 - Volunteers (214).
8. Cardiff ranks second and third in Wales in a further 8 indicators and Cardiff’s Library Service is also one of only two services in Wales to deliver a full Health and Well-being service.
9. There are only two quality indicators that are an issue. While Cardiff is now the only Council in Wales meeting the target for overall number of staff, the target for qualified staff is not met. While several staff are undertaking NVQ level 3, this will not help achieve the requirements, as only degree level qualifications are accepted for the standard. Cardiff does however have a strong Library Strategy team with qualified staff. This team leads, develops and promotes the services across the city.
10. Cardiff also does not meet the target for spend on books, however because of good value achieved through procurement the service does meet the needs of citizens. £539,000 was spent on books and other resources in 2019/20 and 70,294 items were purchased. To achieve the standard in full, additional funding in excess of £200k would be required.
11. The Council has a proactive approach to providing books and other resources both in hard copy and digitally. A wide range of books for all age groups are purchased including a copy of every book published in Welsh and also a selection of books and other resources in community languages. There is also a local studies collection based at Cathays Heritage Library and a legacy collection of historical books and manuscripts. Currently there is no clear policy in place for retaining, sharing and disposing of the library stock, as a result a very large number of books are stored and best use is not made of the historical collection. A clear policy is required to inform the future of the library collections and proposals for this are set out later in this report.

Issues

Hub and Library Strategy

12. The draft Hub and Library strategy 2019 – 2023 sets out a single vision for the services supported by key aims and more detailed “we will” commitments.

Vision

13. Delivering high quality services and support in the heart of the community

Key Aims

14. The key aims of the strategy are to:
 - Continue to develop our network of hubs to provide services across the city based on local need:
 - Providing a wide range of literature and other resources to meet the needs and aspirations of our citizens.
 - Encouraging reading through a wide range of events and activities.
 - Supporting our children and young people.
 - Providing high quality information and advice and promoting digital inclusion.
 - Tackling poverty by helping people into work and encouraging learning.
 - Promoting health and wellbeing and bringing communities together.
 - Celebrating our heritage and culture.
15. Public consultation took place around these key aims and the response to this consultation has helped to inform the detailed commitments set out in the Strategy.

“We Will” Commitments

16. A wide range of commitments for taking the service forward are set out in the Strategy. Many of these commitments build on the work already underway in the Hub and Library services. Some of the main proposals for change and cross cutting themes are summarised below:

The continued development of the hubs

17. As noted above the development of hubs is continuing with the delivery of community hubs across the north of the city using the existing library buildings. Plans are in place for the refurbishment and extension of Whitchurch and Rhydypennau and funding will continue to be sought for investment in the remaining buildings.
18. A commitment has also been made to develop specialist youth Hubs. Work is underway to transform Butetown Pavilion into a Youth Hub and funding is being sought for the development of a City Centre Youth Hub, this will be a joined up service across a range of council and partner services, dedicated to providing advice to young people in a relaxed setting.
19. Work is also underway to support Health partners to deliver a number of Health and Wellbeing Hubs, the first of these will connect with the Powerhouse Hub at the Maelfa, Llanedeyrn to create an extensive local centre for health, council and partner services.

20. It is recognised that some areas, such as Riverside, have considerable levels of deprivation but do not have a community hub. It is therefore proposed to review service provision in the most deprived wards without hub provision, to ensure local needs are met through the most effective alignment of services.

Volunteering

21. The Hub and Library services already offer a wide range of volunteering opportunities. Volunteering can both help prevent social isolation and can be a pathway into work. The Strategy sets out a number of commitments to increase volunteering across the services, these proposals include working with partners and local community groups to offer events and activities outside core opening hours. Also providing a range of meaningful volunteering placements, and where appropriate assigning a work place mentor, to assist clients to become more job ready. Volunteering will be used to expand and enhance the offer in the Hubs and Libraries and will not be used to replace Council service provision.

Supporting our children and young people.

22. The Strategy sets out clearly how the Hub and Library service will contribute to the Child Friendly City, setting out a wide range of commitments to improve support to our children and young people.
23. This is a challenging time for many young people and providing the right advice, positive activities and role models is important if the threat of knife crime, radicalisation and exploitation is to be reduced. The ambition to develop specialist youth hubs is set out above, and there is an opportunity to significantly improve the services available to young people.
24. Cardiff Youth Services are already co-located within Hubs in Llanedeyrn, St Mellons and Butetown Pavilion. The Hub and Community Inclusion Officers have worked with the Youth Service and other partners to ensure that more activities are available to young people in the Hubs. Experience in Butetown in particular has shown that by working more closely with partners and volunteers, a far wider range of youth activities can be provided and parents can also be encouraged to be positively involved. The refurbishment of the Butetown Pavilion to develop the first Youth Hub will allow even greater partnership working and volunteering to improve the activities and services available for young people.
25. While good progress has been made in improving the help available for young people, including through the Cardiff Commitment, it is recognised that there is a need for more targeted advice and support services, particularly for the most vulnerable young people. The development of the proposed City Centre Youth Hub will provide a wide range of advice and support in a relaxed setting, with a focus on into work activity and business start-up.

26. Further join up between services for young people, using the Hub principles, together with extended use of volunteers is proposed in the Strategy, this could achieve a far greater range of services, activities and events and a more joined up and consistent approach. These services could be provided over the full week including weekends and school holidays.
27. Young people have been fully involved in the design of the new hubs. In developing the Butetown Youth Hub for example, young people's views were first sought on the types of activities and advice that they would like to see in the hub, then further consultation sessions took place on the proposed decoration and layout. Amended designs were produced as a result and displayed in the building with questionnaires for young people to provide further feedback. The final design fully took into account the views of the young people.

Digital Services and Training

28. Improving the digital offer in Hubs and Libraries is key theme running throughout the strategy. Supporting digital inclusion has long been an aim of the hubs and it is more important than ever as the move towards digital only services continues. However the Strategy takes this further to offer help, support and training for all levels of ability, including supporting the aspirations of our young people seeking a career in digital technology by improved training and facilities.

Advice Services

29. Advice services are at the heart of the Hub services. It is vital that the advice provided is of a high standard. The Councils Money Advice Service will therefore be a pilot for the new Welsh Government's new Information and Advice Quality Framework standard (IAQF). There are also proposals to make housing advice more available in the Hubs, raising awareness at an early stage to prevent loss of accommodation, helping people to find a home through Home Finder Workshops and providing much needed homelessness support in the local community.

Tackling Poverty

30. Ensuring everyone can share in the city's prosperity has always been integral to the hubs and a wide range of into work support is provided. The Strategy sets out plans to building on our current offer to employers, providing a valuable recruitment service, by undertaking CV and pre-assessment screening, providing interview technique sessions but also designing more sector specific courses to support clients wishing to start a career. This has already been successfully piloted for the care sector and this will be rolled out further.

Health and Wellbeing

31. Developing a strong health and wellbeing offer is key aim of the Strategy and there are plans to work more closely with health partners both in

providing more public health information and also in the creation of new Health and Wellbeing facilities. The Strategy also sets out proposals to work with partners to deliver more self-help groups such as Mental Health and Carers support groups. There are also proposals to deliver ageing well activities and independent living advice across the city and an increased programme of events to support the health and wellbeing of older people. The Strategy has clear proposals to support the Dementia friendly and Age Friendly City agenda.

Bringing Communities Together

32. The new Community Inclusion Officers in the Hubs are working well, developing a wide range of activities to tackle social isolation for all ages, from coffee mornings to film clubs and Knit and Natter sessions. They are also encouraging people to become Active Citizens, making best use of the skills of those wanting to volunteer by creating new activities in the Hubs and encouraging groups to support each other. Building on this approach is a key aim of the Strategy and more work is planned to develop other community activity such as community recycling to include drop off points for school uniform recycling.

Library Collections Policy

33. The draft Library Collections Policy at appendix 2 sets out the commitment to provide a comprehensive and up to date collection of books and other resources including:
- A wide range of fiction, including literary classics and first time authors.
 - Non-fiction, covering all areas, up to undergraduate level.
 - A comprehensive Children's collection for all ages.
 - A copy of every new title published in the Welsh Language.
 - An extensive selection of works in other languages including books, magazines and newspapers.
 - Up to date reference materials both in hard copy and on line.
34. The collection will include comprehensive E resources and targeted special collections such as health related books. Where books are not available they can be reserved either from local stock or via regional inter- library lending service. The draft policy sets out the intention to increasingly provide reference material in on line form, to ensure that it information is up to date.
35. The draft policy sets out the aim to continually assess the usage of these to ensure that they meet the needs of customers.
36. The collection includes a comprehensive local studies/ history collection at Cathays Heritage Library, plans are in place to promote these resources to schools and across the hubs to ensure that they are more accessible.

37. Cardiff holds a legacy collection of historical manuscripts and books. While the Library Service has some specialist storage at Central Library Hub this is very limited and much of the collection is stored in less than ideal conditions in the library stacks building at Dominions Way. Without improved storage and specialist preservation work the condition of the collection will deteriorate.
38. The cost of correctly storing, preserving and digitising the historical collection is prohibitive, and there are more appropriate organisations than the Council with the skill and knowledge to undertake this work such as the National Library of Wales and Cardiff University.
39. The draft policy sets out proposals to retain within the city the parts of the collection that have particular significance for Cardiff, whilst sharing other parts of the collection with specialist organisations who are better placed to restore and digitise these. Principles for sharing the historical collection are set out in the draft policy, and these will ensure that legal ownership of the collection will remain with Cardiff Council and that access for Cardiff citizens will be ensured.
40. Principles for stock disposal have been set out in the policy to be sure that the Library Collection remains relevant and in good condition. It is anticipated that with better stock management it may be possible to reduce the size of the current library stacks building at Dominions Way and move to a more appropriate building. This could reduce leasing costs.
41. The Library Collection Policy together with detailed proposals for sharing the historical collection will be the subject of a consultation with key stakeholders. It is proposed that taking this forward should be delegated to the Assistant Director for Housing and Communities in consultation with the Cabinet Member for Housing and Communities. Should there be any significant changes proposed to the draft policy as a result of the consultation, this will be returned to Cabinet for further consideration.

Consultation and Equality Impact Assessment

42. Public consultation took place between August and September 2019 and a total of 2,364 responses were received. A separate survey was developed for children and young people to ensure their views were captured. The findings of the survey have been reflected throughout the Strategy.
43. Further consultation will take place with stakeholders about the Library Collection Policy and the intention to share the historical collections with specialist institutions and partners.
44. An Equality Impact Assessment has been carried out on the Strategy, no significant issues were identified and many positive impacts on those with protected characteristics were recorded. A copy of the Equality Impact Assessment can be found at Appendix 3.

Reason for Recommendations

45. To agree the way forward for Hub and Library Services for the next 5 years.
46. To agree in principle the draft Library Collection Policy, to inform the purchase, maintenance, sharing and disposal of library books and other resources.

Financial Implications

47. The report and appended strategy identifies a number of objectives for the period outlined. Such objectives will need to be met from existing revenue and capital budgets approved as part of the budget framework. Where external funding is secured or to be bid for, any projects or services delivered from this needs to be in accordance with the terms and conditions of such funding and also consider any ongoing revenue budget implications of changes to service delivery. Any approved changes in collections, property and accessibility to such will need to consider the costs of holding collections including any associated insurance implications.

Legal Implications

48. Section 7 of The Public Libraries and Museums Act 1964 places a duty on the Council as Library Authority *“to provide a comprehensive and efficient library service for all persons desiring to make use thereof”*. The Council must do so in a way which meets the needs of local library users taking into account the resources available.
49. The report recommends Cabinet to approve the draft Hub and Library Strategy 2019-2023 which is annexed at Appendix 1. As and when individual proposals within the draft Hub and Library Strategy are developed legal advice should be obtained, legal implications may arise if and when the matters referred to in the draft papers are implemented, with or without any modifications. It is noted that public consultation was completed. This gives rise to the legitimate expectation that the outcome of the consultation will be duly considered when subsequent decisions are made. Accordingly, in considering this matter due regard should be had to the consultation feedback received.
50. The report also recommends Cabinet to agree in principle the draft Cardiff Library Collections Policy (annexed at Appendix 2) and to delegate authority to the Assistant Director (Housing and Communities) in consultation the Cabinet Member for Housing and Communities to further the Cardiff Library Collections Policy. It is mentioned that consultation will take place with stakeholders regarding the Cardiff Library Collections Policy. Any such consultation must be adequate and fair. The completion of such consultation gives rise to a legitimate expectation that the outcome of the consultation should be considered as part of the decision making process.

Equalities Impact Assessment/public duties

51. The Council has to satisfy its public sector duties under the Equalities Act 2010 (including specific Welsh public sector duties) – the Public Sector Equality Duties (PSED). These duties require the Council to 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.
52. The decision maker should consider the EQIA set out in Appendix 3
53. Where a decision is likely to result in a detrimental impact on any group sharing a Protected Characteristic, consideration must be given to possible ways to mitigate the harm. If the harm cannot be avoided, the decision maker must balance the detrimental impact against the strength of the legitimate public need to pursue the recommended approach. The decision maker must be satisfied that having regard to all the relevant circumstances and the PSED, the proposals can be justified, and that all reasonable efforts have been made to mitigate the harm.
54. 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.
55. 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. 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.
56. The well being duty also requires the Council to act in accordance with a ‘sustainable development principle’. This principle requires the Council to act in a way which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. Put simply, this means that Council decision makers must take account of the impact of their decisions on people living their lives in Wales in the future. In doing so, the Council must:
 - Look to the long term
 - Focus on prevention by understanding the root causes of problems
 - Deliver an integrated approach to achieving the 7 national well-being goals

- Work in collaboration with others to find shared sustainable solutions
- Involve people from all sections of the community in the decisions which affect them

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

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

57. The decision maker must 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 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.

HR Implications

58. There are no HR implications arising from this report.

Property Implications

59. Relating to para 33, the lease at Dominion Way expires on 8/11/2021. It is an expensive property and from a strategic perspective we would seek to relinquish at the end of the lease and to down size into a more appropriate, modern facility suitable to meet the needs of a reduced store requirement for the service. Engagement with Strategic Estates at the earliest opportunity is recommended to achieve this. Obviously approval to reduce the stock / book stores through this report is key.

As a general comment within the property section:

- The body of the report outlines all key property implications and has been compiled in collaboration with Strategic Estates.
- The recommendations of the Hub and Library Strategy align with the Corporate Property Strategy 2015/20 and specifically the objectives relating to collaboration and modernisation.
- The Hub and Library Strategy will facilitate opportunities for partnership working, shared use of assets, potential running and maintenance cost

savings. Furthermore, the strategy provides scope for modernisation opportunities within existing Council assets to ensure they are better suited to deliver services in the future.

- Any future requirement to use existing Council land or property or undertake acquisitions or disposals to deliver the objectives of the Hub and Library Strategy, should be done so in accordance with the Council's Asset Management process and in consultation with Strategic Estates and relevant service areas.

RECOMMENDATIONS

Cabinet is recommend to

1. Agree the Hub and Library Strategy 2019 – 2023 (attached at appendix 1)
2. Agree in principle the draft Library Collection Policy (attached at appendix 2) and authorise consultation with key stakeholders
3. Delegate authority to the Assistant Director (Housing and Communities) in consultation with the Cabinet Member for Housing and Communities to approve the final Library collection Policy. Should any significant change to the draft policy be proposed as a result of the stakeholder consultation, the policy will be returned to Cabinet for further consideration and approval.

SENIOR RESPONSIBLE OFFICER	SARAH MCGILL Corporate Director People & Communities
	14 February 2020

The following appendices are attached:

Appendix 1 - Draft Hub and Library Strategy 2019-23

Appendix 2 - Draft Library Collections Policy

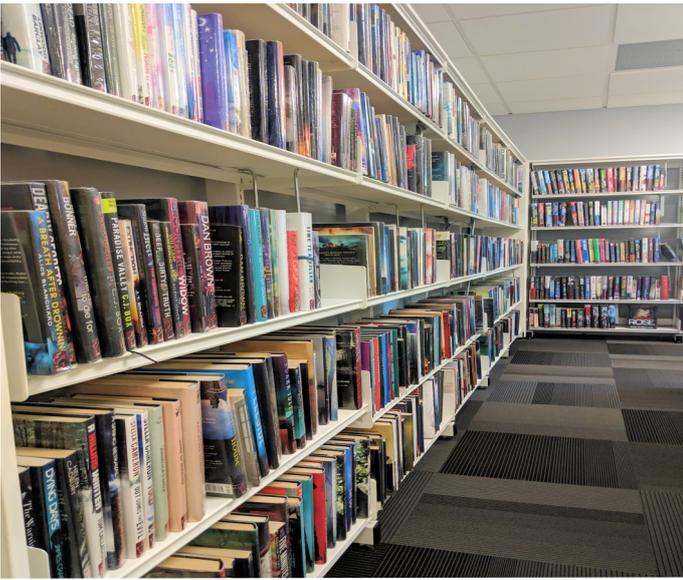
Appendix 3 - Equality Impact Assessment

The following background papers have been taken into account

Hub and Library Consultation Report

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Cardiff Hub and Library Strategy 2019-2023 **DRAFT**



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Foreword



Councillor Lynda Thorne
Cabinet Member for Housing and Communities.

I am pleased to share with you Cardiff's Hub and Library Strategy at an exciting time for our services across the city.

I am truly proud of our Hub and library services. The development of our new and vibrant Hubs across the city has improved and expanded our local services when many councils are reducing their offer. Our library services are the best in Wales across a range of indicators including both physical and virtual visits, active borrowers and volunteers.

While our city's economy is thriving, not all are sharing in this prosperity. Our Hubs have been key in helping to address the negative impacts of austerity, supporting those affected by providing high quality advice and into work support and helping to ensure that the city's growth is as inclusive as possible.

As we all know, supporting the older members of our community is vital as the population of over 50s is due to increase significantly in the coming years. A key focus of our services is ensuring that older people and those living with a disability have access to the right advice at the right time to help them stay independent and that opportunities to remain active in the community are available, regardless of age.

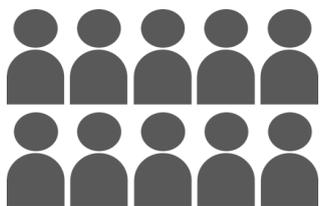
We are extending our Hub programme across the north of the city and increasing the focus of all our Community Hubs on supporting older people and promoting health and wellbeing.

Our children and young people are the future of the city, supporting their potential is a key aim of our services. ***We have set out plans to develop specialist Youth Hubs providing a wide range of advice, including into work and career support. These services will operate alongside positive activities and events in a relaxed, youth friendly environment.***

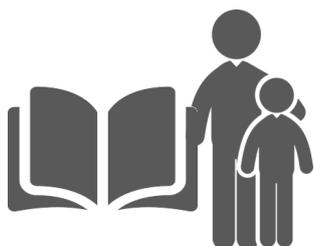
I am very proud of the innovative approach to service delivery that we have adopted within Cardiff and look forward to continuing to expand upon this successful model as we deliver our ambitious future development programme.

Councillor Lynda Thorne

Headline Performance Figures 2018/19



2,600,848 people visited our Hubs and Libraries.



799,897 citizens visited our digital offer.

18,718 new customers took up library membership.



181,127 children and adults attended events delivered in our Hubs and Libraries.

66,242 people attended training sessions.



417 computers were made available to our customers.

965,231 hours of free computer use were made available to the public.



139,782 E-Book and E-Audio books were issued.



70,294 new books were purchased.

525,810 children's books and 823,168 adult books were issued.



45,497 people were helped by the Into Work team.

Hub and Library User Survey

To help develop this strategy, Hub and library users of all ages were asked for their views on improvements to the Hubs and Library Service in Cardiff via a survey. Those over the age of 16 were asked to complete the main survey whilst those aged between 8 and 15 were asked to complete the Children and Young Persons' survey.

The survey included questions on improvements that could be made in our Hubs and libraries in a variety of areas including books and resources, reading, digital inclusion, information and advice, health and wellbeing, activities, events and getting involved.

Paper copies of both surveys were made available at all Hubs and libraries across Cardiff and online versions of the surveys were also made available.

Promotion was undertaken via the Council's website and social media channels. The survey was live between August and September 2019. Overall, 2,364 respondents took part in the survey, of whom 2,058 completed the Adults' Survey, and 306 completed the Children and Young Persons' Survey.

The findings have been included throughout the strategy and have informed our key aims.



Crime and Thriller books were most popular with adults

47%

of adults wanted to see Literary Classics available in Hubs and libraries

16-34
YR OLDS

had greater interest in attending Digital Courses at the Hubs and libraries such as 'ICT Skills for Work' and 'Web Design'



58%

of adults wanted to see Audio books

39%

of adults wanted to see E-books

64%

of adults wanted to access library services through a Mobile App



Summary of Key Actions

Cardiff's Hub and Library Strategy sets out how the Council and its partners will deliver services across the city. Our vision is underpinned by 9 key aims which will be realized by delivering the 'We wills' that are fed throughout the strategy.

OUR VISION

'Delivering high quality services and support in the heart of the community'

Continue to develop our network of Hubs to provide services across the city based on local need by:

- Delivering Community Hubs across the north of the city.
- Developing specialist Youth Hubs.
- Working with Health partners on the delivery of Health and Wellbeing Hubs.

Providing a wide range of literature and other resources to meet the needs and aspirations of our citizens.

We will:

- Develop and promote our 24-hour digital provision and support our customers to access the available resources.
- Work with specialist organisations to facilitate the restoration and preservation of our historical collections, whilst improving access to these materials.
- Continually assess the popularity of books and resources and refresh our collections to ensure they meet customer needs.

Encouraging reading through a wide range of events and activities.

We will:

- Support more reading groups within Hubs, libraries and the wider community, including teenage and family book clubs.
- Continue providing free, regular literary events that inspire and encourage reading, such as creative writing workshops and meet the author events.
- Work with community groups to develop further event programmes within the Hubs and libraries, outside of our core opening hours, ensuring access to all.

Supporting our children and young people.

We will:

- Improve literacy through engaging as many children as possible in the Summer Reading Challenge, working closely with parents and schools to promote reading for pleasure.
- Provide consistent quality sessions for pre-school children across all our locations whether through rhyme or story times.
- Engage with parents, particularly from disadvantaged backgrounds, to give children the best start in life.
- Offer events for children that are accessible for all and ensure that our programme includes activities for children with additional challenges.
- Offer a range of themed nights for both children and young adults e.g. Harry Potter, Roald Dahl events.
- Expand homework clubs across Hubs to support children and young people.
- Provide sustainable services for young people, using the Hub principles to join up current provision and volunteers to extend opening hours.
- Enhance our teenage section in Central Library Hub in consultation with young people, to ensure their digital aspirations and needs are met.

Providing high quality information and advice and promoting digital inclusion.

We will:

- Ensure a high quality of advice by becoming Information and Advice Quality Framework compliant.
- Continue to support those affected by Welfare Reform, advocating for customers and training staff on the changes from paper-based to digital-based applications.
- Continue to improve and extend the housing and homelessness advice available in the Hubs.
- Work in partnership with Digital Communities Wales and other Digital Inclusion initiatives to support people to get online.
- Provide more modern digital courses across the city to reflect the rapidly changing digital landscape, such as apps, phones, tablets, virtual reality, and staying safe online training.
- Promote digital inclusion by setting up a tablet loan scheme for those who have no access to the internet, to include the mobile and housebound services.
- Increase digital services available in the Hubs to include a book renewal app, scan stations and cloud printing direct from smartphones.
- Carry out a publicity campaign across Cardiff, advertising the help and support available to people to access technology.

Tackling poverty by helping people into work and encouraging learning.

We will:

- Promote volunteering opportunities through the Volunteer Cardiff Portal, provide each volunteer with a meaningful volunteering placement and assign each person a work place mentor, improving their skills to make them more job ready.
- Increase the number of local jobs fairs held in local Hubs and continue to organise targeted recruitment events, by collaborating with local employers, training providers, learning establishments and key partner organisations.
- Extend the recruitment service offered to employers, by undertaking CV and pre-assessment screening, providing interview technique sessions to potential employees, and advertising opportunities through social media.
- Actively seek alternative and additional funding to support our Into Work services.
- Work in partnership to provide independent careers advice for all ages in Hubs.
- Work with partners to offer a wider programme of basic skills courses from Hubs, to include those learning English or Welsh.
- Undertake a full review of the Adult Learning Service to mitigate the impact of funding cuts.

Promoting health and wellbeing.

We will:

- Continue to work collaboratively with Public Health Wales to provide health information within our Hubs and libraries that meets the needs of the local community.
- Continue to develop further book collections and resources that support the health and wellbeing of targeted groups in our communities.
- Support our customers to better understand and manage their health conditions including providing health and wellbeing events and resources.
- Work with partners to deliver support groups, e.g. for the e.g. for those with Mental Health issues and Carers.
- Enhance the Independent Living advice available through the Hubs.
- Train all Hub staff to become Dementia Friends, develop all Hubs into Dementia Friendly Spaces, provide Dementia information and support sessions along with Dementia cafes.
- Support the work of the Age Friendly City by delivering Ageing Well activities and an increased programme of events that support the health and wellbeing of older people.

- Provide with partners holistic courses such as gardening, cookery, photography, jewellery and D.I.Y.
- Provide more courses after school and in the school holidays to encourage children and young adults to become involved in the arts.

Bringing communities together.

We will:

- Use partners and volunteers to deliver further groups with common interests, to alleviate feelings of isolation, including hosting Talking Point tables, being a buddy and developing support networks.
- Encourage people to become Active Citizens by promoting volunteering opportunities and supporting one another throughout our Hubs and libraries.
- Continue to host coffee mornings and lunch clubs, whilst increasing social activities such as film clubs in Hubs.
- Continue to expand our engagement with local communities, building networks, and linking with other community-based services.
- Support community recycling to include drop off points for school uniform recycling for local schools.
- Provide local community information and events, using social media as one channel to publicise what is on.
- Develop innovative ways to improve volunteering making best use of the skills of those wanting to volunteer by creating new activities.

Celebrating our heritage and culture.

We will:

- Inspire, inform and bring people together by providing historical related resources and events across the city.
- Work alongside our partners and local communities to expand the number of cultural events and to encourage a wide range of attendees.

Our Hubs

A new approach to providing community services

A new approach to building resilient communities within Cardiff was launched in 2011 when the Council set out its commitment to the development of Hubs. Hubs bring together a wide range of council and partner services into a single building, providing comprehensive services based on the needs of the local community. These can include library services, housing and benefits advice, money advice, into work services, learning opportunities, community events and activities, youth services and, where space allows, a café.

Community Hubs

12 Hubs have been established, 11 Community Hubs and Central Library Hub based in the city centre in Cardiff's iconic library building. Attractive and vibrant spaces have been created which have attracted a large number of clients of all ages. Co-location has resulted in increased take up of services.

In 2018/19, the combined footfall for all our Hubs was 1,837,199, an increase of 8% on the previous year.

Bringing services together has also reduced costs, increasing the sustainability of Cardiff's community buildings and encouraging capital investment. At a time when many other Councils are closing local services, Cardiff has built on and improved its local provision.

Community Hub projects delivered to date:

- Ely & Caerau Hub (opened June 2014)
- Llanrumney Hub Improvements (completed July 2016)
- Grangetown Hub (opened January 2016)
- Rumney Partnership Hub (opened February 2016)
- Fairwater Hub (opened May 2016)
- STAR Hub (opened September 2016)
- Llandaff North & Gabalfa Hub (opened January 2017)
- Llanedeyrn Hub @ The Powerhouse (opened July 2017)
- Llanishen Hub (opened December 2017)
- St Mellons Hub (opened August 2018)



Recently Developed Community Hubs

Llanedeyrn Hub @ The Powerhouse



The Powerhouse opened in July 2017.

Cardiff Council's £2m investment has brought the delivery of a range of services closer to those in Llanedeyrn who need and use them. It also enabled South Wales Police to provide new accommodation for their officers stationed in Llanedeyrn.

Footfall at Llanedeyrn Hub increased by 88% between August 2017 and March 2019.

Services available include:

- Housing, benefits and advice services
- A full library service, including children's area and public access PC's
- Into work advice and training courses
- An IT training suite
- Partner organisations providing specialist help and advice
- A community café
- Rooms for community meetings and events
- Youth den



Llandaff North and Gabalfa Hub



Llandaff North and Gabalfa Hub opened in January 2017.

A complete refurbishment of the previous Llandaff North Library and Day Centre was undertaken to create this Hub. Customers can access a wide range of advice, information and community services more quickly and conveniently than ever before. Events and activities are held in the Hub and with its specialist disabled facilities, all members of the community can be involved.

- **Footfall at Llandaff North & Gabalfa Hub increased by over 200% between January 2017 and March 2019.**
- **New library members increased by 82% between 2016/17 and 2018/19.**

Facilities include:

- Outdoor courtyard bringing in natural light
- Library and café area
- Large community facility with its own entrance and kitchenette
- Solar panels installed on the south facing roof
- Upgraded landscaping, parking and cycle stands
- State of the art 'Changing Places' toilet



Llanishen Hub



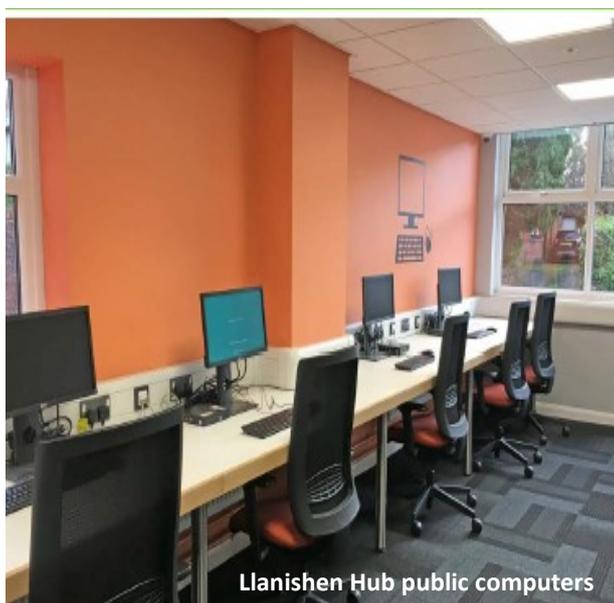
Main entrance of Llanishen Hub

Llanishen Community Hub opened its doors to the public in December 2017.

Located on the ground floor of Llanishen Police Station, the refurbished building is the latest example of partnership working between Cardiff Council and South Wales Police, bringing together a wide range of Council advice, information and services to the local community.

The Hub provides a new home for Llanishen library service with a bright and welcoming children's area, as well as our usual Hub services, including a spacious ICT suite, community and interview rooms, fully accessible public toilets and baby changing facilities.

- **Footfall at Llanishen Hub increased by 40% between Dec 2017 and March 2019.**
- **New library members increased by 137% between 2017/18 and 2018/19.**



Llanishen Hub public computers



Llanishen Hub reading area

St Mellons Hub



Main entrance of St Mellons Hub

St Mellons Hub opened its doors in August 2018.

Construction of a major new extension and refurbishment of the existing building has transformed the Hub into a modern community facility.

- **Footfall at St Mellons Hub increased by 77% between August 2018 and March 2019.**
- **New library members increased by 33% between 2017/18 and 2018/19.**

The new Hub offers a range of services and facilities including:

- Housing, benefit and advice services
- Library service including children's corner and public PC's, free internet and Wi-Fi access
- Into Work advice and training courses
- Community café & training kitchen
- Youth den and music recording studio
- Multi-purpose community hall and rooms for community meetings and events
- Outdoor multi-use games area
- Flying-Start crèche
- Community police office



Café at St Mellons Hub



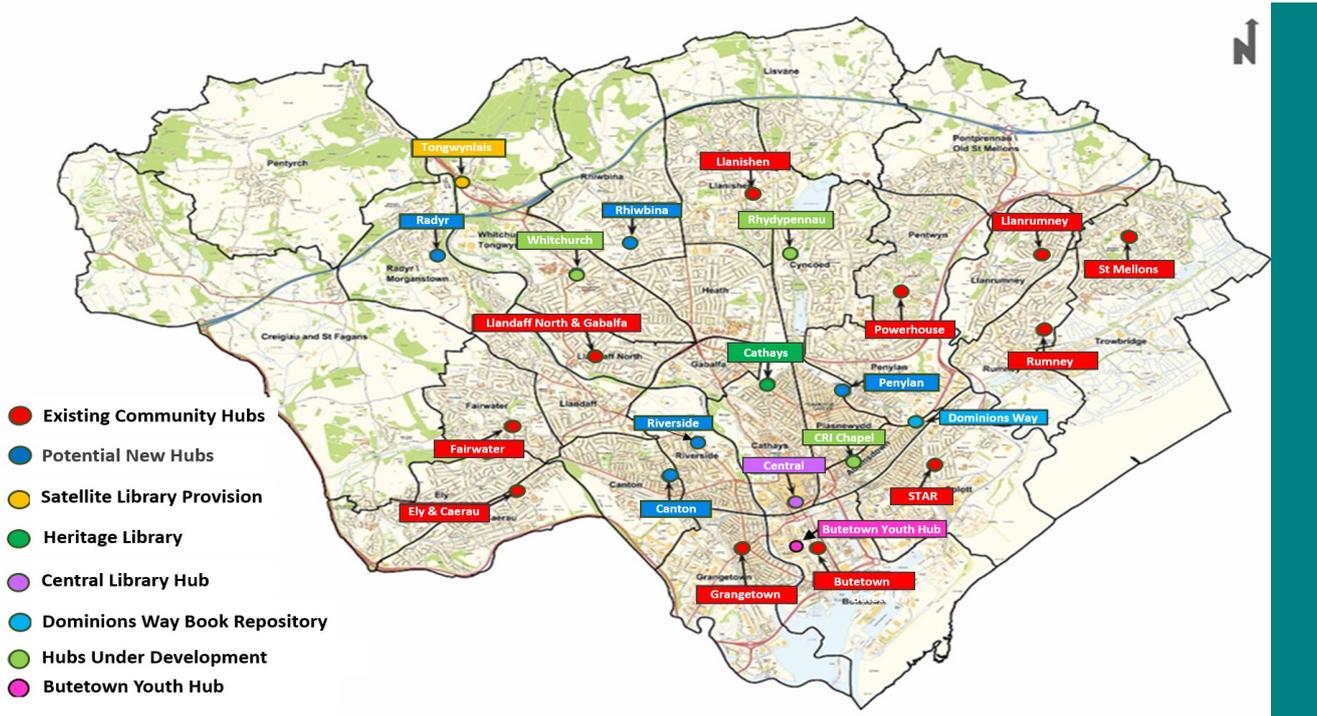
Library at St Mellons Hub

Future Hub Proposals

Community Hubs focused on wellbeing

The development of the Community Hubs was focused initially on the Southern Arc of the city, where the challenge of austerity and the need for advice is greatest. However in 2018 Cardiff's Cabinet agreed to extend the Hub project across the remainder of the city.

It is proposed to use the Hub principles and best practice in libraries to develop existing community branch libraries into Hubs, focused on providing a health and wellbeing service.



Hub services have already been introduced to these buildings, with trained staff offering a range of advice and support and increased activities. Whitchurch and Rhydypennau will be the first community branch libraries to be fully transformed into Hubs and are expected to be refurbished and fully operational in 2020 dependent on funding.

In February 2019, public consultations were undertaken on proposals to extend services at Whitchurch and Rhydypennau Libraries and create Community Hubs with a focus on wellbeing. The consultation showed a high level of support for the proposals. A number of suggestions were made for improving the draft plans and these were taken on board where possible.



Artist impression of Whitchurch and Rhydypennau Libraries following transformation

Health and Wellbeing Hubs

The Council is working in partnership with Cardiff and Vale University Health Board to develop a new generation of Health and Wellbeing Hubs that deliver a wide range of services all under one roof.

The Wellbeing Hub @Park View will be integrated with Ely and Caerau Hub, replacing the old Health Centre building adjacent to the existing Hub. NHS services will be available such as GP and specialist clinics as well as services already provided by Cardiff Council.

A similar site is also being developed in Llanedeyrn. The existing Powerhouse Community Hub will be extended and linked to a new Wellbeing Hub @Maelfa.

It is expected that all schemes will be delivered before the end of 2021.

Reviewing service provision to meet local needs

It is recognised that some areas of Cardiff, such as Riverside, have considerable levels of deprivation but do not have a Community Hub. It is therefore proposed to review service provision in the most deprived wards without Hub provision, to ensure local needs are met through the most effective alignment of services.

Youth Hubs

Co-location of Youth and Hub Services

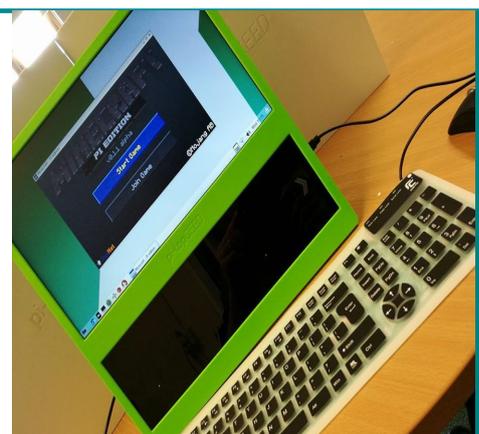
Co-located Youth provision commenced in the Powerhouse Hub and has now expanded to include the St Mellons Hub, enabling a wider range of joined up services and activities to be provided for young people alongside traditional youth services.

The development of specialist Youth Hubs will take this a step further, with extended services and activities provided by the Council and partners in a joined up way, in line with the Hub model.

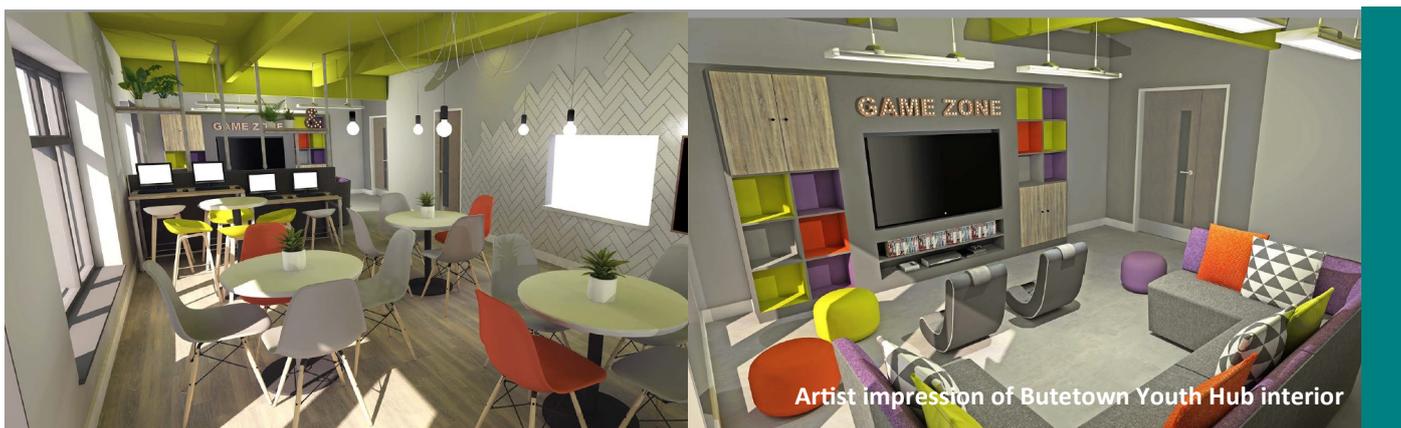
St Mellons Hub

Youth Services and the St Mellons Hub team work closely to offer a varied selection of activities including code clubs; junior book reading and creative writing groups; pool tournaments and talent competitions. In response to demand, additional sessions have been run during school holidays. PC access is readily available along with space to study.

Partnership working with Innovate Trust has allowed use of the café kitchen during youth club nights for cookery classes, whilst local company Sound Progression run the music room, offering recording and production skills.



Butetown Pavilion Youth Hub



Butetown Youth Pavilion situated on Dumballs Road is being transformed into a Youth Hub.

In September 2018 Butetown Youth Pavilion came within the Hub programme and has already been able to increase its day time and evening opening hours. Co-location of services and increased partnership working has allowed for an extended and sustainable timetable.

Classes on offer include gymnastics; cooking; girls' basketball and make up and mentoring sessions. Events held include careers fayres, fun days and interactive workshops with No Fit State Circus. Into Work services are on site every weekday to offer youth mentor support and job advice.

City Centre Youth Hub

Subject to funding, our future plans also include a City Centre Youth Hub to provide a wide range of advice and services for young people in a relaxed setting. This development is a partnership between the Council's Children's Services, Housing, Youth Services and Health. These services will be co-located, providing a single 'front door' for young people seeking information, advice and assistance. The Hub will have a focus on into work activity and encourage business start-ups.



WE WILL:

- Continue to develop our network of Hubs to provide services across the city based on local need by:
 - Delivering Community Hubs across the north of the city.
 - Developing specialist Youth Hubs.
 - Working with Health partners on the delivery of Health and Wellbeing Hubs.

Our Library Service

Universal Offers

The Society of Chief Librarians has worked with partners to identify key areas of service regarded by customers as integral to public libraries. They have developed a Universal Offer for each of these areas, providing a positive vision for the future of public libraries.

The offers have recently been reviewed and a new framework will be issued in April 2020 which will focus on Reading; Information and Digital; Culture and Creativity; and Health and Wellbeing – priority services for libraries.

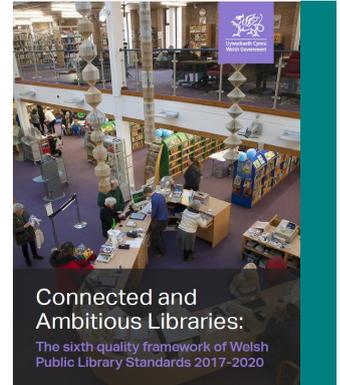


The Universal Offers are a promise to customers and a commitment to quality with the aim of delivering key outcomes to meet the needs of local communities. Cardiff Council is focused on the proactive delivery of the Universal Offers to our customers and these are embedded in this strategy.

Connected and Ambitious Libraries 2017 – 2020

Connected and Ambitious Libraries is the framework set out by the Welsh Government to measure the performance of public library services in Wales.

The framework measures 12 Core Entitlements and 16 Quality Indicators. Ten of the Quality Indicators have specific targets. Monitoring and benchmarking against other authorities is used as a means of measuring performance for the remaining six indicators.



Best in Wales

In 2018/19, when compared with the rest of Wales, our performance was very good. We achieved the best performance in Wales in the following categories:



Performance against the Core Entitlements

In 2018/19 we met 11 of the 12 Core Entitlements. We did not meet the requirement to ‘provide access to the library service’s strategy, policies, objectives and vision’. This strategy will ensure achievement of this Core Entitlement in 2019/20.

Support for health and well-being was noted as being strong. We are one of the few areas offering a full range of health and wellbeing services. This includes the Reading Well, Books on Prescription scheme, Better with Books scheme, a designated health and wellbeing collection, information about healthy lifestyles and behaviours and signposting to other health and wellbeing services.

Performance against the Quality Indicators

In 2018/19, of the ten Quality Indicators with targets, eight were fully met, improving on our performance for 2017/18. Those met were:

- Support for individual development
- Support for health and wellbeing
- Events and activities for users with special requirements
- Location of service points
- Welsh language resources
- Online access
- Supply of requests
- Opening hours per capita

One target was partially met and one was not met.

Staffing Levels and Qualifications

Cardiff is committed to operating our libraries with employed staff with support from volunteers and friends groups. In 2018/19 our overall staffing levels were the highest in Wales. Cardiff is the only Council to meet the Welsh Public Library Standards target.

Our qualified staff per capita however is currently below target. We are encouraging all our staff to undertake NVQ level 3 qualifications, unfortunately current definitions in the standards only include recognised degree qualifications in librarianship, information science or information management.

Up to Date and Appropriate Reading Material

We are committed to meeting the reading needs of our citizens. We aim to get best value for money by good practice in procurement and participating in national consortiums which achieve healthy discounts.

We do not meet the target for spend on books, however because of the good value we achieve we can supply the needs of our citizens.

In 2018/19 Cardiff spent £539,000 purchasing 70,294 books, including 23,622 children's books.

Welsh Government also noted that:

“Numbers of active borrowers and library members have risen, indicating that library services are continuing to extend their reach.

Children's borrowing remains strong (reflecting prioritised spending in this area), with the service now recording the highest number of children's loans per capita in Wales.”

Providing Literature and Other Resources



Central Library Hub

We provide a comprehensive and up to date collection of books at our Central Library Hub, including a wide range of fiction, non-fiction up to undergraduate level, a comprehensive children's collection and works in other languages. Other resources available include many magazines and newspapers (including in other languages) and reference materials in hard copy and online.

We will continually assess the usage of the books and resources available at the Central Library Hub to ensure that these collections meet the needs of our customers.

Collections in Local Hubs and Libraries

A selection of books and other resources for all ages are available at our local Hubs and libraries across the city, tailored to meet local need. While fiction, including popular classics, is the main focus of our local provision, smaller collections of popular non-fiction titles are also provided. We will engage with local communities to help us to develop our collections to ensure that they meet local requirements.

Local Studies

A comprehensive local studies collection is housed at our Heritage Library in Cathays. This includes a large collection of current and historical materials relating to Cardiff. The aim of this collection is to preserve and celebrate Cardiff's unique historical and cultural heritage. We will promote this collection in partnership with schools and by displays and activities in Hubs and libraries across the city.

E-books and Resources

Comprehensive E-Resources are available 24 hours a day through our library catalogue and this includes books, audio books, magazines and comics. We will ensure that we continually refresh the titles available and support our customers to access them.

WE WILL:

- Develop and promote our 24-hour digital provision and support our customers to access the available resources.

Reference Material

We are committed to providing reference resources that support learning and research. While a small selection of reference material is currently available in hard copy, this will increasingly be provided on-line, ensuring that customers have access to the most up to date information available.

Targeted special collections

Titles which support special events and promotions will be maintained including health related books and other resources.



Historical Collections

We are proud of Cardiff's legacy collection of manuscripts and books collected during the early 20th century and will ensure that ownership remains with the city. We will work in partnership with the National Library of Wales based in Aberystwyth, Cardiff University and other specialist institutions to restore and preserve this collection and where possible make them more readily available through digitisation.

Books and other resources with particular cultural or historical significance for Cardiff will be retained in the city and these will be made accessible through special displays and exhibitions. Other items from the collection will be loaned to more appropriate institutions.

Where the decision is made to loan material to another institution we will ensure that our citizens have rights of access to these materials and that they are fully informed of how to access them. We will also support Cardiff's researchers to undertake any research related to these collections. The continued ownership of and access to these materials will be confirmed in formal loan agreements with the institutions concerned.

WE WILL:

- Work with specialist organisations to facilitate the restoration and preservation of our historical collections, whilst improving access to these materials.

Equal Access

Representative collections of large print and talking books are made available across our locations.

Welsh collections are provided at all libraries and Hubs in line with our commitment to equal treatment of the Welsh language. Books in other languages will be provided across the city to meet local need.

Reserving Books

Our Book Stack contains a wide range of books and other resources. Customers have access to all items through our catalogue and reservations can be made at no cost for local collection. Books not available in Cardiff can also be reserved and these will either be borrowed from the regional inter-lending service or via British Library Loans. A charge may be made for reservations from outside of Wales. We aim to fulfil requests for books in between 7 to 15 days subject to availability.

Refreshing our Collections

New purchases

Purchase of new stock is overseen by our Library Strategy Team and is focused on providing a range of materials that meet the needs of our citizens.

The aim is to provide a comprehensive range of materials chosen for their literary, cultural, recreational, or educational value. Cost effectiveness in purchasing new stock is achieved by working with library consortiums within Wales for adults' and children's books as well as E-resources. This enables us to achieve maximum discounts and helps us to purchase greater quantities of books.

Consultation

We will continue to consult our customers to ensure that the books and other resources that we provide meet their needs.

Stock disposal

Stock is considered for disposal where it out of date, not being used, duplicate copies exist or if the book is in poor condition. Popularity of stock is assessed using the Library Management System and regular "weeding" of stock takes place to ensure that library space is used to best effect.

Works that are rare or collectable, are of particular welsh or local interest, or which do not exist elsewhere will be retained in our book storage facility or loaned to partner organisations (see historical collections above). All other stock deemed surplus to requirement will be sold where possible, offered to other organisations or individuals or recycled.

WE WILL:
<ul style="list-style-type: none">Continually assess the popularity of books and resources and refresh our collections to ensure they meet customer needs.

Encouraging Reading

Regular reading helps develop important skills, which result in greater opportunities in life. Research shows that reading for pleasure can result in increased empathy, improved relationships with others, reductions in the symptoms of depression and dementia, improved wellbeing and can also help develop a sense of connection to the wider community.

We provide our customers with books and resources to help them enjoy reading and in formats that meet their needs. We work with specialist suppliers to ensure that our stock is diverse and provides our customers with a wide range of reading choices. We listen to our customer's feedback to ensure our purchases are fit for purpose.

Ensuring that everyone can enjoy reading

A range of formats are available to our customers with specific reading requirements. This includes Large Print, E-Audio, Audio CD, Talking Books, Braille and dual language books which offer text in two different languages and are beneficial to language learners and bilingual readers. We also provide books in a range of languages.

We will continue to work with service user groups such as Cardiff Institute for the Blind, to ensure our collections are relevant and meet the needs of our customers.

Work is currently underway in collaboration with the British Dyslexia Association to make Cardiff's Hub and Library Service fully accessible to those affected by Dyslexia. This will include both adults and children. Resources will be provided including E-books, reading pens, page overlays, and reading rulers. Informed, trained and knowledgeable staff will support customers to access Dyslexia support book collections in all Hubs and libraries.

Mobile Library

The mobile library takes a full service out into the Cardiff community by visiting areas without easy access to a local library and with a concentration of elderly or infirm people, who might otherwise struggle to reach their nearest branch. If we have not got what a customer wants, we will make every effort to secure the item by the next visit.



Housebound Services

We also run a free service that brings the library directly to the doorsteps of those who are incapacitated through illness, infirmity or disability and can no longer travel to their local library.

We call every three weeks, delivering and collecting ordinary/large print books and/or books-on-tape.

Activities and Events that Encourage Reading

Activities to support both children and adults to enjoy reading are provided through the Hubs and libraries, including reading groups, school visit programmes, story time / rhyme times and children’s activities. We also deliver cultural and heritage activities, including a literary festival, within the Hubs. The activities and events that are specifically aimed at children are explored in more detail in a further chapter of this strategy.

Reading Groups

Reading groups offer an opportunity for people to come together, read aloud and enjoy a shared reading experience. We help customers find reading groups that meet their needs, and can advertise the groups to new members. We can further assist by recommending books to read and by providing up to 15 copies of the same book, which can be kept by the group for up to 6 weeks.



49% of the people who completed our survey said they were interested in attending Reading Groups and Book Clubs

WE WILL:

- Support more reading groups within Hubs, libraries and the wider community, including teenage and family book clubs.

Literary Events

Literary events provide the opportunity to meet authors which helps readers to develop an understanding of creative processes, deepening appreciation for literature and inspiring readers to seek out new books.

Building on the success of the delivery of crime reading groups, an annual Crime and Coffee Festival has been developed which brings authors and audiences together in Hubs and libraries across the city, promoting welsh crime writing to new and established readers.



Over half of the people who completed our survey said they were interested in Meet the Author events

WE WILL:

- Continue providing free, regular literary events that inspire and encourage reading, such as creative writing workshops and meet the author events.
- Work with community groups to develop further event programmes within the Hubs and libraries outside of our core opening hours, ensuring access to all.

Supporting Our Children and Young People

Strategically located within Cardiff's communities, the Hubs and libraries are well placed to support our children and young people. The Hub and Library Service aims to contribute to educational, cultural and leisure opportunities by giving children and families positive experiences through providing children's activities, events and access to books.

The Hub and Library Service's contribution to a Child Friendly Cardiff

The following commitments from the Child Friendly Cardiff Strategy are delivered through our Hub and library service:

- Access to information, advice and support - children and young people will have the right to free and open access to information and materials and programs which will be available for all.
- Supporting families' wellbeing – family learning will be supported, helping reduce social isolation and improve wellbeing.
- Providing opportunities to develop skills for life, ready for independence and future employment – children's literacy will be promoted and young people supported into work, training or further education.



Supporting and Encouraging Literacy

Reading and literacy are fundamental life skills, and our Hubs and libraries have an important role to play in providing children and young people with access to books and encouraging a love of reading.



National Initiatives

Throughout the year the Hubs and libraries hold a programme of events that supports and encourages children's literacy. The Library service actively promotes the all-Wales initiative '**Every Child a Library Member**' through school visits, library inductions and providing every child in year 4 of primary school with a library card.

The **Summer Reading Challenge** is promoted in all junior schools prior to the summer break, with themed events and activities to support school age children in maintaining their literacy skills during the school holidays. During 2018/19 7,409 children participated and 4,818 completed the challenge.

WE WILL:

- Improve literacy through engaging as many children as possible in the Summer Reading Challenge, working closely with parents and schools to promote reading for pleasure.

Bookstart

Bookstart in Wales is a Welsh Government-funded, nationwide book gifting scheme, delivered by library authorities in partnership with local Health Visitors. Through Bookstart, we aim to encourage and engage pre-school children to read and love books from their very earliest months.

Every child receives 2 book packs from their Health Visitor at their 6 and 27 months health checks. The packs contain a fun English and Welsh language book, rhyme sheet and booklets with ideas to share about reading and rhymes. Families are therefore encouraged to visit their library, perhaps for the first time and begin to regularly borrow books for their young children.



Storytime and Rhymetimes

Storytime and Rhymetimes are free sessions held in our Hubs and libraries that provide the opportunity for parents and carers to enjoy songs, stories and rhymes with their pre-school children in a relaxed, welcoming environment.

The Bookcrawl initiative for under 4s is also delivered in all Hubs, providing a fun incentive to encourage regular library visits.

Bespoke staff training will support these sessions to ensure a consistent quality in all Hubs and libraries.

WE WILL:

- Provide consistent quality sessions for pre-school children across all our locations whether through rhyme or story times.

Other events include World Book Day; National Bookstart Week; Roald Dahl Day; and Harry Potter Night. These are delivered alongside regular activities based on community needs, including children's reading groups; homework clubs; Lego clubs; games clubs; sports clubs; code clubs and crafts.



The children's user survey showed that young people wanted see an increase in activities such as quizzes and film screenings in their Hubs and libraries.

Participating in Sport

Hubs and libraries also work in partnership with Sports Cardiff, delivering free activities for school age children to promote physical literacy. These sessions are run in Ely, Grangetown, Llanrumney, Rumney and St Mellon's Hubs.



Supporting our Schools

We will continue to work with Cardiff's schools to support the reading for pleasure aspect of the curriculum and to develop the knowledge and skills of their pupils through supporting class visits to the Hubs, delivering library skill programmes, providing access to authors and supporting classroom topics with relevant stock.

Homework Clubs

To further assist with learning opportunities a range of after school sessions and homework clubs are held within the libraries and Hubs.

Several of the clubs are run with partners such as charity ACE (All Communities Engaged), Cardiff City Football Club and Fitzalan High School and deliver specific sessions based on local needs, with the Hubs and libraries providing the facilities and resources required. There are plans to establish homework clubs at the libraries in the north of the city, in conjunction with student volunteer service SV Cardiff.

Supporting our Families

Parent engagement sessions already take place to support family learning, including supporting parents with English as a second language and those newly arrived within the city. This will be developed further in partnership with others including Trinity, Displaced People in Action and the Welsh Refugee Council to provide targeted sessions within the Hubs, supporting the Council's "Think Family" approach. As well as fostering a love of books in young children, children's events provide an opportunity for parents to meet up and share experiences, reducing social isolation,



breaking down barriers to reading and opening up access to the other vital services provided at the Hubs. Special Bookstart Story and Rhymetimes are also delivered throughout Cardiff in a variety of settings such as Flying Start areas and for vulnerable families in hostels, asylum seeker centres and Cardiff Prison.

An Inclusive Service

The service for children will be inclusive for all, including those affected by Autism and visual impairment. By using our resources and working in partnership we offer sensory and audio-described story times. Work is already underway with the British Dyslexia Association to make Cardiff's Hubs and Libraries service fully accessible to adults and children impacted by Dyslexia.

WE WILL:

- Engage with parents, particularly from disadvantaged backgrounds, to give children the best start in life.
- Offer events for children that are accessible for all and ensure that our programme includes activities for children with additional challenges.
- Offer a range of themed nights for both children and young adults e.g. Harry Potter, Roald Dahl events.
- Expand homework clubs across Hubs to support children and young people.

Supporting Young People

A variety of other services and activities within our Hubs and libraries are specifically aimed at supporting young people. Youth services are co-located in the Powerhouse, Llanedeyrn and St Mellons and our first Youth Hub is under development at Butetown Pavilion.

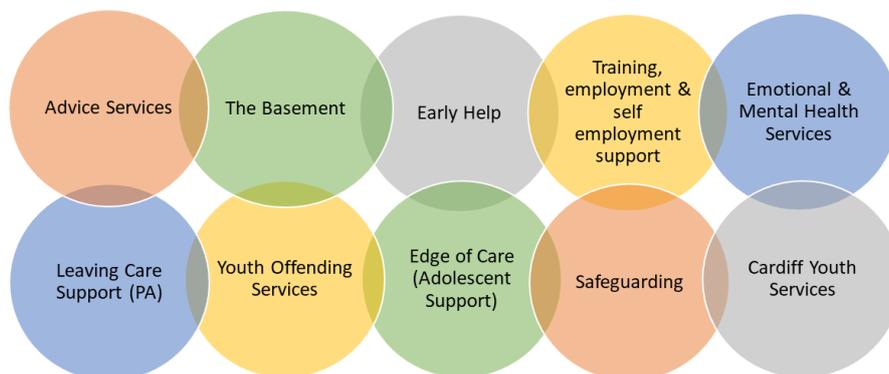
Butetown Youth Hub



Butetown Pavilion was transferred to the Council's Hub programme to address the needs of the young people of Butetown for positive activities in the local area. There is currently a varied timetable across five evenings a week including Jukebox Dance and Music Session, Podcast Groups, Turn'd Up Dance Fitness and ladies' boxing and circuit training. By working with partners additional services are offered including job clubs, ICT and language classes, sports sessions, and cooking sessions. In July 2018 a review and consultation took place to redesign the layout of the building for a more relaxed, multi-use and one-stop approach that has been successful in other Community Hubs. The aim is to continue and extend core services whilst working in partnership with a wide range of organisations and volunteer groups to provide a wider range of activities and services for young people, using their views to inform provision.

City Centre Youth Hub

The proposed city centre Youth Hub will bring a wide range of local authority and partner services together to form into an Integrated Prevention Hub for young people:



Services will work together to provide person-centred support to young people and their families in areas such as family relationships; housing; employment training and business start-up; independent living and life skills; mental health and leaving care.

WE WILL:

- Provide sustainable services for young people, using the Hub principles to join up current provision and use of volunteers to extend opening hours.

Inspire 2 Work

Located within the Into Work Advice Service, the Inspire 2 Work project is a voluntary programme which helps young people who need extra support to find work, progress into training or further education.

Each young person is assigned a youth mentor, who can help with CV writing, interview techniques, confidence building and motivation, job applications and looking for work.

The project is also able to pay for training, help with childcare costs, travel expenses, interview clothing, driving lessons, and helps to remove final barriers to employment.

Butetown Careers Fair

The Butetown Careers Fair held in February 2019 was designed to familiarise students with possible routes for post-16 education, training and employment and to show them where they could obtain information, advice and guidance about future career ideas.

The fair provided an opportunity for job seekers to gain a deeper insight into the wide number of careers available in the labour market. Job seekers were able to gain valuable insight into recruitment cycles for different industries, qualifications required for positions commonly hired for, and speak with experts to discover how to road map to achieve these career goals.

**Central Library Hub**

We plan to create a new area in Central Library Hub especially for young people, that will meet their needs and aspirations.

Young people were consulted on what they would like to see in this area via our client survey. Two thirds of respondents said they would like an area to do homework, while over half wanted comfortable seating. There was also keen interest in digital technologies such as a gaming area and screens to be used for graphic design.

We have taken these views on board and the new area will now have a quiet space to study, comfortable seating and a range of new technologies.

WE WILL:

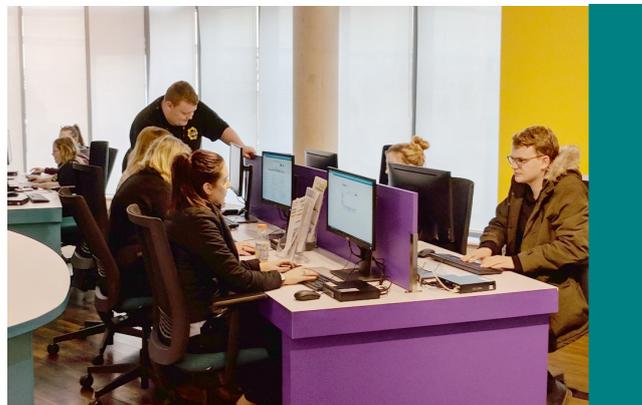
- Enhance our teenage section in Central Library Hub in consultation with young people, to ensure their digital aspirations and needs are met.

Providing Information and Advice

The Hubs are one-stop shops for all information and advice services, bringing together Council and partner services within one building to provide a joined up, person-centred service.

General Information and Advice

Hubs provide a wide range of advice which varies depending on local need. Standard information and advice on Council services is available in all Hubs including school admissions, bulky waste, bus passes and Council Tax. Where appropriate to the area, Hub officers also offer advice about housing, benefits, claiming grants and discounts, and officers can signpost to a wide range of other Council and partner services.



In recent years an increasing number of services can only be accessed online. The Hubs offer assisted self-service, encouraging those who can use online provision to do so, while providing face to face assistance for those who need extra help.

We are working towards Information and Advice Quality Framework (IAQF) accreditation to ensure the advice we provide is of the highest standard.

Specialist Advice and Support

Where appropriate more specialist advice and support is also provided in the Hubs, this includes:

Money Advice

Cardiff Council's Money Advice Team provides advice and assistance to customers who may be falling behind with payments of rent, council tax or utility bills. The team help customers to budget and also to maximise their income by checking benefit entitlement and helping them to make claims, and appeal against benefit decisions. They also provide help to access grants, discounts and fuel poverty schemes, help open bank accounts and offer foodbank vouchers.

The team are based at Central Library Hub but also operate an outreach team that provides support to people at various other Hubs, supported accommodation and foodbanks throughout the city. Between April 2018 and March 2019:

17,547 customers visited the Money Advice Team.

Savings totalling £725,466 have been made.



More than £16 million claimed in benefits.



Advice Line

The telephone Advice Line is based in Central Library Hub. Staff are multi-skilled and can provide information and guidance on money and debt issues, into work support and available training courses.

Between April 2018 and March 2019, 5,597 calls were received.

Cardiff Advice Service

The Cardiff Advice Service is a partnership between Citizens Advice and Speakeasy Advice. The service is funded by the Council and the Welsh Government to provide independent, confidential and impartial advice on many issues including welfare benefits; debt; housing; family relationship; employment law; immigration; discrimination and consumer issues. The service is provided in Central Library Hub and 8 other Hubs across the city. Between April 2018 and March 2019:

17,804 customers were helped by Cardiff Advice Service.



Over 25,909 hours of advice were provided.



Help for Veterans

A small specialist team, funded by the Community Covenant, helps to support veterans. This support can range from housing and debt advice to into work support. The team is based at Central Library Hub but provide outreach support on a timetabled basis. The team work in very close partnership with other organisations including the British Legion and ChangeStep. Between April 2018 and March 2019:

422 customers were assisted.



£427,359 of benefits were claimed.



£21,848 was paid in one-off payments.



Events such as the 'Thank You Armed Forces' event held in November 2018 at Central Library Hub aim to bring together charities and Council departments in raising awareness for the help available to veterans.

WE WILL:

- Ensure a high quality of advice by becoming Information and Advice Quality Framework compliant.
- Continue to support those affected by Welfare Reform, advocating for customers and training staff on the changes from paper-based to digital-based applications.

Housing and Homelessness Advice

The Housing Solutions Team provide services in all Community Hubs and Central Library Hub giving detailed advice to applicants wishing to join the Cardiff Housing Waiting List and advising on other housing options. The team also assist clients with their homeless action plans, following a homeless assessment.

Home Finder Workshops are held to help and assist those in housing need to look for accommodation in the private rented sector in Cardiff and its surrounding areas.

The team also provide advice to council tenants when they sign for a property, ensuring they have all the information and support they need to maintain their tenancy.

Pilots are underway to make homelessness services more readily available in Hubs so that action can be taken as soon as possible to prevent households from losing their homes. Between April 2018 and March 2019:

3,500 Housing Solutions interviews were completed.



954 clients attended the Home Finder Workshops



Home Finder Workshop Case Study

Mrs J attended the Home Finder Workshop to search for privately rented accommodation. She found several properties and was assisted to contact letting agents to make viewings, however as she was a part time worker claiming benefits the letting agents were reluctant to accept her. The Housing Solutions Officer suggested that Mrs J should go in person to the letting agents to introduce herself and explain her situation in more detail. Mrs J accepted this advice and following her visit she was able to book a viewing and was subsequently accepted for the property.

Mrs J was very pleased with the assistance and advice provided by the Housing Solutions Officer. She was about to give up on her search for private rented accommodation but is now living in a property in which she is very happy.

WE WILL:

- Continue to improve and extend the housing and homelessness advice available in the Hubs.

Promoting Digital Inclusion and Digital Skill Development

It is essential that citizens are digitally enabled as so many services are now provided only online.

Digital Communities Wales have given training to all Hub and library staff to ensure they are confident supporting customers with online enquires.

Digital Inclusion Officers also work in the Hubs and other locations across the city to help with any online support needed.



Digital Volunteers

Over 80 digital volunteers support Council officers in the Hubs. They provide one to one help, assisting customers to become more digitally enabled.

The Adult Learning Team also provide training sessions to teach computer skills to Cardiff residents. These courses include Digital Employability Skills, ICT Skills for Work and ICT for Life Digital Skills.

As well as more traditional courses, services are currently being developed that reflect the changing digital landscape. These will include HTML/CSS coding courses, Microbit robotics programming, website design, graphic design and stop motion animation.

Enhancing our digital service provision

Central Library Hub will be introducing scan stations in 2019 on which documents needed for benefit claims can be scanned by customers themselves, with staff available to support them if needed. This will reduce waiting and if it proves successful, will be rolled out to other Hubs.



A significant number of people who completed our survey said they were interested in accessing library services through a mobile app and cloud printing directly from a digital device.

WE WILL:

- Work in partnership with Digital Communities Wales and other Digital Inclusion initiatives to support people to get online.
- Provide more modern digital courses across the city to reflect the rapidly changing digital landscape, such as apps, phones tablets, virtual reality and staying safe online training.
- Promote digital inclusion by setting up a tablet loan scheme for those who have no access to the internet, to include the mobile and housebound services.
- Increase digital services available in the Hubs to include a book renewal app, scan stations and cloud printing direct from smartphones.
- Carry out a publicity campaign across Cardiff, advertising the help and support available to people to access technology.

Helping People Into Work and Encouraging Learning

Cardiff is a vibrant and thriving city and the current unemployment rate is low at 6.1%, however the number of those who are unemployed varies significantly across the city. Being unemployed for a long period can have a significant effect on well-being. In March 2018, 1,210 people in Cardiff had been claiming Job Seekers Allowance (JSA) for over twelve months, almost a third of all JSA claimants in Cardiff.

A Joined-Up Approach

All of our Hub staff whatever their role are fully aware of the Into Work help and learning opportunities available and are able to make appropriate referrals. The co-location of services within the Hubs improves both accessibility for customers and increases awareness of services.

Into Work Advice Service

The Council's Into Work Service is a key element of our Hub provision. The team provides employment support to individuals actively seeking work or looking to upskill, in a flexible way tailored to the individual. The service can help job seekers to plan a route to employment or access training courses that develop their skills.

Job clubs, delivered across the city assist those who need help with creating or updating their CV or with job searching. Support is also given to those who need to claim or maintain their Universal Credit online.



The Into Work Advice Service also has specialist adult and youth mentors who support some of the most vulnerable people back to work. Some of those using the service have never worked, or have not worked for a very long time. There are also specialist mentors to support some of our most vulnerable citizens, including looked after children, refugees and people living in hostels and other temporary accommodation. Between April 2018 and March 2019:

45,497 customers received into work advice



2,987 customers were supported with their claim for Universal Credit.

787 customers were verified as being supported into work.



Volunteers

Volunteering is key to the service, both to help us deliver to a larger number of clients and also as a pathway into work. There are currently 122 volunteers working in the Hubs and libraries. 70% of these are aiming to return to work. 61% of our volunteers leave volunteering to return to work and 34 ex-volunteers now work for Cardiff Council.

By providing our volunteers with skills and references we can help them to be successful in finding employment. The Volunteering Cardiff website promotes local volunteering opportunities across Cardiff and is updated regularly with new and exciting opportunities in the city.

WE WILL:

- Promote volunteering opportunities through the Volunteer Cardiff Portal, provide each volunteer with a meaningful volunteering placement and assign each person a work place mentor, improving their skills to make them more job ready.

Refugee Employment Support Project Case Study

The Refugee Employment Support Programme is designed to support Syrian Resettlement Families and other refugees. Mr and Mrs S were referred to the service by the Home Office, via the Syrian Resettlement Programme. Before fleeing the conflict in Syria Mr S was working as a mechanical engineer and Mrs S was employed as a primary school teacher.

Mr S received ESOL classes as a means of improving his English but also found it a way to meet other people. He was supported with his CV and job search to give him hope for employment and to build his confidence.

Following continuous engagement and mentoring sessions conveniently located for Mr and Mrs S at Central Library Hub, Mr S showed a significant improvement. His confidence had grown to a level where English had replaced Arabic as his means of engagement and he felt ready to begin searching for work. Mrs S was supported in finding a volunteering opportunity as a teaching assistant and now volunteers 3 days a week, gaining experience towards finding a paid role.

Local Job Fairs and Employment Events

Local job fairs and employment events are held in the Hubs and have been very successful, with employers and training agencies from a wide range of sectors attending and leading to many employment and training outcomes for the local community.

Cardiff Job Fair 2019

The annual Cardiff Job Fair took place in September at St. David's Hall in partnership with Into Work Advice Service and Job Centre. Hundreds of vacancies were on offer on the day from over 40 employers spanning a wide variety of sectors. Over 20 advice and training providers were present to offer employment support and information. The event attracted over 700 job seekers and was widely praised in post-event feedback.



Employer Engagement Officers are located with the Council’s Economic Development team and work to engage with local employers, particularly those new to the city. This includes offering businesses a free pre-employment package; providing suitable, pre-assessed, job ready candidates. They also provide employers with interview facilities and assessment centre venues in Hubs across the city.

WE WILL:
<ul style="list-style-type: none">• Increase the number of local jobs fairs held in local Hubs and continue to organise targeted recruitment events, by collaborating with local employers, training providers, learning establishments and key partner organisations.
<ul style="list-style-type: none">• Extend the recruitment service offered to employers, by undertaking CV and pre-assessment screening, providing interview technique sessions to potential employees, and advertising opportunities through social media.

Funding

The Into Work Service is funded through a large number of grants that have been brought together to offer a seamless service to our customers. Many of these services rely on European funding which is due to end in 2023. The service is actively looking for alternative and additional funding and is exploring innovative approaches to sustain these important services.

WE WILL:
<ul style="list-style-type: none">• Actively seek alternative and additional funding to support our Into Work Services.
<ul style="list-style-type: none">• Work in partnership to provide independent careers advice for all ages in Hubs.

Work Skills Training Courses

Work Skills training courses are run in the Hubs and include accredited qualifications such as Food Hygiene, Manual Handling and First Aid, all of which can help people obtain the job they want. They also provide soft skills courses such as Improving Conversational English, Interview skills techniques and confidence building.

Access to Learning

The Welsh Government Adult Learning in Wales Policy 2017 sets out the priorities for adult learning that Cardiff Council should focus on. The vision set out is:

“A Wales where learning is at the core of all we do; where participation in learning is encouraged and rewarded; and where people have equal opportunities to gain the skills for life and work that they need to prosper.” Cardiff Council is fully committed to this vision and offers a range of learning opportunities in Hubs, libraries and other outreach settings.

Learning for Work

Learning for Work courses offer a range of flexible learning opportunities that are designed to support individuals to take their first steps back into learning and to assist them to progress to further learning, training or employment.

Courses are focused on those who are not currently in education, training or employment and are in receipt of state benefits, or those who are aged 50 plus who are not in full-time employment.

Close partnership working with Into Work Services, the Job Centre, Flying Start and homeless hostels help promote the service and assist in developing bespoke training.

Pre-employment courses are developed collaborating with employers, for example in the care sector, and securing guaranteed interviews for clients. **50%** of learners gained permanent employment on the first Prepare to Care course that took place in December 2018.

This partnership with employers has contributed to a 37% increase in learners enrolling on Learning for work courses in 2018/19 compared to the previous year.

Delivering Courses to those most in need

Of all learners who completed courses between April 2018 and March 2019, **48%** were from the most deprived areas in Cardiff. The team also link in with Youth Services and other partners to ensure that some of the most vulnerable people are being supported, these include those young people Educated Other Than at School (EOTA's) and refugees. Courses are also run in homeless hostels.



**6,430 learners
enrolled 2018/19**

94%

**Pass rate for accredited
courses**

50%

**Gained permanent
employment following
Prepare to Care course**

48%

**Of Learners were from
the most deprived
areas of Cardiff**

Case Study

Mrs A has three children and until very recently was a stay at home mother. She was interested in looking for part time retail work and was supported to complete courses including Customer Care, Interview Techniques and First Aid Training.

Mrs A was assigned a mentor who identified that she needed to improve her literacy and ICT skills and was supported into securing a place on a 10 week Level 2 Literacy/ICT course which she attended at a venue conveniently located close to her home.

Mrs A took a particular interest in a Level 2 Classroom Assistant Course with Adult Community Learning and was able to secure a part-time placement in a school.

Mrs A states that ***“the placement has really helped to build my confidence and self-worth. I am able to put all the things I have learnt into practice. I didn’t realise how much I would love working with children in a classroom environment”***. Mrs A successfully completed her Classroom Assistant course and is now working part-time in primary schools across Cardiff.



When asked in our survey about events and activities in our Hubs and libraries, 40% of respondents said they would like to see more Basic Skills support available.

WE WILL:

- Work with partners to offer a wider programme of basic skill courses from Hubs, to include those learning English or Welsh.

Volunteers

Volunteers are vital to supporting the Adult Learning Service, and the Volunteer Portal is used to recruit volunteers. There are currently **17** volunteers supporting learners in **27** classes.

Funding

The Welsh Government has proposed cuts in funding for Adult Learning in 2020 which will create challenges for the service. A full service review will be carried out in 2019 to mitigate some of the impact of this and to further develop Adult Learning as a clear pathway into work.

WE WILL:

- Undertake a full review of the Adult Learning Service to mitigate the impact of funding cuts.

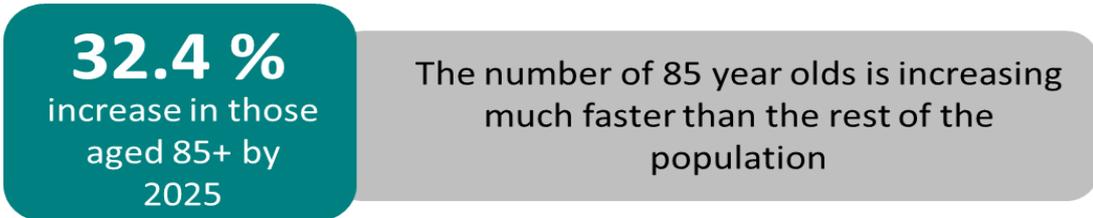
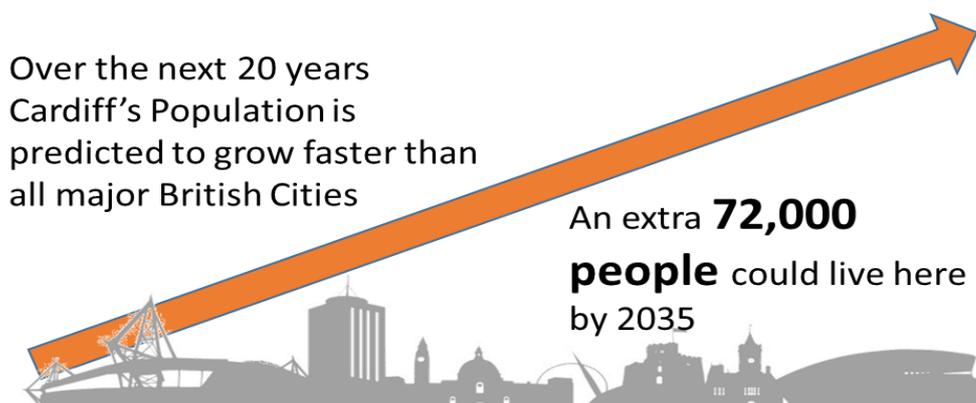
Promoting Health and Wellbeing

The Wellbeing of Future Generations Act (Wales) 2015 places a duty on public services including Cardiff Council to promote the wellbeing of its citizens and develop services that safeguard this for the future. Studies have shown that having a positive sense of wellbeing can bring benefits such as increased life expectancy and improved recovery from illness.

Located at the heart of our communities and bringing together a range of services based on local needs, the Community Hubs and Libraries are well-placed to assist in tackling many of the issues that affect health and wellbeing.

Wellbeing Assessment of the City

A comprehensive study of the quality of life in Cardiff was undertaken in 2017, which looked at Cardiff today and the Cardiff of tomorrow, in order to identify the key challenges and opportunities facing the city. Some of the issues identified included:



Over half of the population in Cardiff are overweight

1 in 4 five year olds are an unhealthy weight



Health and Wellbeing Service

A new Health and Wellbeing service is now provided within our Hubs.



Our survey showed that interest in Health and Wellbeing advice was high, with 57% of respondents saying they would like to see more of it in our Hubs and libraries.

Providing Health Information

We work collaboratively with Public Health Wales and the local health board to provide a wide range of information within our Hubs that aims to prevent poor health.

Health books and resources are provided to help individuals understand and manage their health and improve their wellbeing by self-help reading. We are developing further collections to support targeted groups including carers, those living with dementia and dyslexia.

WE WILL:
<ul style="list-style-type: none">Continue to work collaboratively with Public Health Wales to provide health information within our Hubs and libraries that meets the needs of the local community.
<ul style="list-style-type: none">Continue to develop further book collections and resources that support the health and wellbeing of targeted groups in our communities.

Social Prescribing

The Hubs are working with the local health board to support social prescribing. Health professionals are able to refer their patients into a range of services, social opportunities and health information targeted at alleviating social isolation.



Wellbeing 4U is a social prescribing service in Cardiff and the Vale, delivered by

United Welsh's Thrive team on behalf of Cardiff and Vale University Health

Board. The team help customers achieve health changes and access the services

needed to do so. They provide help with a range of health issues along with social issues such as housing, debit and benefits. The service is delivered in a number of our Hubs.

When asked about the type of health and wellbeing information they would like to see in the Hubs and libraries, the most popular topics given by survey respondents were:



Information and advice about health services available in their community 56%

Information to support older people 54%

Information on how to support healthy lifestyles 53%

Dementia information 52%

Carer advice and information 50%

Health and Wellbeing Events

Health and Wellbeing events are provided in the Hubs to raise awareness of key national Health and Wellbeing campaigns. We link in with partners within the community to ensure that activities and events that take place within the Hubs and libraries are fully promoted. Events include:

- Smoking cessation sessions in partnership with the NHS at Llanishen Hub.
- Drop-in Sessions at Ely and Caerau and STAR Hubs by the Adult Services Carers' Team.
- A Community Resource Team drop-in session at Llandaff North and Gabalfa Hub to provide information about mobility-related assistance such as fall management clinics.
- A Stroke Association Coffee Morning at Llanishen Hub to raise awareness and highlight the support available.

Fitness Activities

The Hubs support the Healthy Living agenda by providing venues to partners to deliver a wide range of sports activities within a relaxed community setting. One such event is the 'Walking Netball' fitness class at the St Mellons Hub, aimed at people over 50.



Staff within our Hubs are also trained to host Low Impact Functional Training (LIFT) sessions. LIFT are a series of fun activities and games designed for people who are over 50 to improve their health and wellbeing in a safe and sociable manner. We will provide further sessions in the future with a particular emphasis on taster sessions that encourage participation, particularly for older people.

Fitbit Project

The Fitbit project is a multi-agency digital health and wellbeing programme working with Digital Communities Wales and United Welsh. Aimed at vulnerable adults, the initiative of the project is to get Cardiff up and moving. The project highlights numerous exercises, resources and wellbeing applications that clients can use to manage their own health.

Participants of the project embark on a 5 week programme where they will take part in group activities such as; walking tours, scavenger hunts and American football sessions as well as classic playground games all whilst wearing Fitbits. Following a pilot phase two participants went on to buy their own Fitbits and one is now accessing local mental health groups and services in Central Cardiff. With a waiting list filling up, we are now offering additional courses.

WE WILL:
<ul style="list-style-type: none">• Support our customers to better understand and manage their health conditions including health and wellbeing events and resources.

Mental Health

Supporting good mental health is a key element of wellbeing. Reading Well for Mental Health Books on Prescription are now available in our all our Hubs and libraries, providing helpful information and support for managing common mental health conditions.

Community Wellbeing Service

The open-access Community Wellbeing Service delivered by United Welsh provides opportunities for people with low level mental health needs to overcome issues affecting their wellbeing. The service is designed to help people manage anxiety and build confidence whilst making local connections, socialising and sharing experiences.



1-2-1 support and signposting is offered by Community Wellbeing Facilitators. Alongside this structured support, the service also offers access to a range of volunteering opportunities, therapeutic or social activities and wellbeing courses held in our Hubs and community venues.



Respondents to our survey showed a particular interest in attending events and activities surrounding alternative therapies and mindfulness. We will explore the possibility of hosting such events in the future.

Carer Networks

The Hubs also facilitate the development of carer networks, which provide peer support to those who are caring. Carers are provided with bespoke advice and can attend social activities with those that they care for in a safe and friendly environment.



Respondents to our survey said that they would like to see more carer support groups in our Hubs.

WE WILL:

- Work with partners to deliver support groups, i.e. for those with mental health issues and Carers.

Improving Services for Older People

The Hubs support older people with their specific needs by providing bespoke advice and support.

Independent Living Service

Through the Hubs, the Council's Independent Living Service (ILS) provides a range of help to support older people to live independently in their own homes. This includes:

- Information about aids and adaptation
- Falls prevention advice
- Social prescribing base for GP practices
- Access to early support to prevent escalation of needs
- Referrals to more intensive / specialist support
- Place based services and information tailored to the area.

WE WILL:
<ul style="list-style-type: none">• Enhance the Independent Living advice available through the Hubs.

Nail Cutting

Age Connects Cardiff & Vale provide a nail cutting service at Llandaff North & Gabalfa Hub, Llanishen Hub and Llanrumney Hub. This service is aimed at people who can no longer cut their own nails or struggle to reach their feet and is carried out by nail cutting assistants, who are trained by the Cardiff & Vale University Health Board.

Dementia Friendly Hubs

The overall number of people in Cardiff aged 65+ with dementia is projected to increase by 67% over the period 2015 to 2035. The Health and Wellbeing service supports the aims of the Dementia Friendly city approach by creating dementia friendly Hubs.

Creating Dementia Friendly Hubs:

- Dementia Information points to be created in all Hubs in collaboration with Alzheimer's Society which will include targeted resources aimed at supporting people with a diagnosis of dementia.
- Implementation of Dementia Support sessions within Community Hubs, in collaboration with Health partners, to provide informal opportunities to those affected by dementia and their carers to receive help and information in order to enable individuals to "live well with dementia".
- Supportive dementia friendly environments will be established in all of our Hubs. We are committed to ensuring that 100% of Hub staff will receive Dementia Friends Awareness training and this will be included in staff inductions and service training plans on an annual basis.
- Dementia Cafés will be delivered within all our Hubs, providing a safe and supportive space to those affected by dementia and their carers, to meet and learn from other people in similar situations, access health information, keep active and make new friends.



Reading Well for dementia books are free to borrow from all Hubs and libraries. They include information and advice for people living with dementia and their carers, or anyone worried about their memory.

Age-friendly Cities

'Age-friendly cities' are a concept developed by the World Health Organisation (WHO), focused on creating environments which foster healthy and active ageing, making it possible for people to continue to stay in their homes, participate in the activities they value, and contribute to their communities, for as long as possible.

The WHO Global Network of Age-friendly Cities and Communities promotes the exchange of experience and mutual learning worldwide, to better meet the needs of older residents. This strategy fully supports Cardiff's aspiration to become an age-friendly city.

WE WILL:

- Train all Hub staff to become Dementia Friends, develop all Hubs into Dementia Friendly Spaces, provide Dementia information and support sessions along with Dementia cafes.
- Support the work of the Age Friendly City by delivering Aging Well activities and an increased programme of events that support the health and wellbeing of older people.

Learning for Life

Lifelong learning can provide better opportunities, improve quality of life and is associated with higher levels of social connection and community engagement.

Between April 2018 and March 2019, **3,679** learners enrolled on our Learning for Life courses.



Of those respondents to our survey who were interested in Learning for Life, half were interested in cookery courses, with a keen interest also shown in photography, jewellery making and complementary therapy courses. The findings from the survey will inform our future programme.

We will continue to update courses keeping up with any new trends and we will bid for additional funding to encourage new people to attend sessions and support community groups.

More courses will be run after school and in the school holidays to encourage children and young adults to become involved in the arts.



DICE (Disability Inclusion in Community Education)

DICE offers a range of accessible courses for learners with mental health issues, learning difficulties, physical impairment and acquired brain injuries.

This includes a range of DICE Learning for Life recreational courses. The benefits of attending recreational courses, such as Art/Craft, Pottery, Dance and African Hand Drumming are:

- Improved health and wellbeing
- The opportunity to participate in an enjoyable activity and meet new people
- An increase in social ability, physical activity and the learning of new skills.

	WE WILL:
	<ul style="list-style-type: none">• Provide with partners holistic courses such as gardening, cookery, photography, jewellery and D.I.Y.
	<ul style="list-style-type: none">• Provide more courses after school and in the school holidays to encourage children and young adults to become involved in the arts.

Bringing Communities Together

Tackling Social Isolation

Research has highlighted that social isolation is comparable to health risks such as smoking and alcohol consumption in reducing life expectancy.

Activities to bring networks of people together are being developed and delivered within the Hubs and libraries. These include Friends and Neighbours groups, singing groups, Knit and Natter, reminiscence sessions, cafés, art classes, coffee mornings and wellbeing days.



Respondents to our survey were asked what types of activities they would like to see in their Hubs and libraries. The most popular answers were:

Coffee morning - 76%

Film Screenings - 66%

Social / Conversations Clubs - 54%

Topical & Social Quizzes – 49%

Lunch Club – 46%

Knit & Natter

“I am a founding member of the knitting group, that meets at Canton Library every Friday. This is a thriving, friendly group of all ages and is the highlight of my week. Out of the pleasure of knitting and crochet we have raised money for various charities and a local police appeal to buy a defibrillator which has been located at Canton Library.

I cannot properly put into words how much Canton Library has made a difference to my health and mental wellbeing. I will always be thankful to the Council and the dedicated Library staff for all that Canton Library has to offer. Without it I would feel isolated and would not be enjoying the sense of community, friendship and wellbeing it gives to me.

The group consists of around twenty regulars from different backgrounds and with various health and social issues who live locally to Canton Library. Following an instance where one of the members fell ill and did not turn up to the Knit & Natter Group for several months, the group decided to swap contact details. If someone from the group doesn't turn up to a session, the group get in touch with the absentee to make sure everything is alright and to see if there is anything they can do to help. This peer support is incredibly reassuring for the members and has a real impact in terms of their social isolation and well-being.”



Goldies Cymru hold singing and activity sessions that are open to everyone. It brings older people together to have fun and socialise.

Singing sessions have been launched in several Hubs across the city including Ely and Caerau, Penylan and Central Library Hub, as well as Rhydypennau and Canton Libraries.

Wellbeing Wednesday

A number of Hubs host a Wellbeing Wednesday every week, with activities that are specifically aimed at the over 50's. This includes a gardening and lunch club, a craft club, a book club, an over 50's weights class and a stroke clinic. There are plans to expand the number of activities offered in the future and extend to other Hubs in the city including Central Library Hub.



WE WILL:

- Continue to host coffee mornings and lunch clubs, whilst increasing social activities such as film clubs in Hubs.

Community Inclusion Officers

Community Inclusion Officers are based within the Hubs and work with local people to involve them in their community and to ensure that they have a voice on what is happening in their area.

These officers build local networks, reaching out to schools, sheltered housing schemes and other community venues to link people with activities in the Hubs. They encourage social interaction through activities such as community litter picks ups and the development of community gardens.

Community Inclusion Officers provide hands on support for local groups to help them get started, apply for funding and find a venue, providing opportunities for people to be active and contribute to their communities. Examples of groups that have been supported include the Bridge Club at Llanishen Hub and Forks and Trowels gardening club at Llandaff North and Gabalfa Hub.

Litter Picking

The Community Inclusion Officer for North Cardiff recognised that setting up a litter pick event provided an opportunity for people to exercise, meet new people and help the local area. She approached Keep Wales Tidy for support and establishing the group based from Radyr Library and worked to advertise this within the local community, businesses and in schools.



The group used the library as a base to meet and take refreshment breaks. Afterwards attendees had a chance to socialise and learn about the other events, groups and volunteering opportunities in the local area. The event was a great success, bringing together 45 people from across the community. It is planned for this is to continue on a regular basis and to be rolled out in other areas of Cardiff.

WE WILL:

- Continue to expand our engagement with local communities, building networks and linking with other community based-services.

School Uniform Recycling

We are currently working in partnership with Uniform'd, a school uniform recycling service, to host an event, helping parents access affordable uniforms for their children.

WE WILL:

- Support community recycling to include drop off points for school uniform recycling for local schools.
- Provide local community information and events, using social media as one channel to publicise what is on.

Volunteering

The Hub and Library services already offer a wide range of volunteering opportunities. Volunteering can help people to make a difference and feel part of their community. It can also prevent social isolation and enhance skills, becoming a pathway to work. Volunteering will be used to expand and enhance the offer in the Hubs and Libraries and will not be used to replace Council service provision.



Our survey showed that many people were interested in volunteering in their local community.

Most Popular Types of Volunteering - All Ages

46%

Helping in my local
hub/library

36%

Litter Picks

34%

Being a 'buddy' to
socially isolated
people

Most Popular Types of Volunteering - 16-34 Year Olds

53%

Being a 'buddy' to
socially isolated
people

44%

Being an events
volunteer

40%

Being a young
person 'befriender'

WE WILL:

- Encourage people to become Active Citizens by promoting volunteering opportunities and supporting one another throughout our Hubs and libraries.
- Develop innovative ways to improve volunteering making best use of the skills of those wanting to volunteer by creating new activities.
- Use partners and volunteers to deliver further support groups with common interests to alleviate feelings of isolation including hosting Talking Point tables, being a buddy and support networks.

Celebrating our Heritage and Culture

Cardiff has a rich cultural tradition and history. Researching the history of the city and sharing cultural experiences can help people to develop a sense of belonging and also a greater understanding of the communities in which they live. Events which aim to inspire, inform and help develop a sense of pride in the diverse heritage and culture of the communities in Cardiff are delivered across the city in all Hubs and libraries.

The city is becoming increasingly ethnically diverse. 20% of the population in Cardiff come from an ethnic minority and over 100 languages are spoken in the city. Events that offer a cultural insight into specific communities are also delivered in our Hubs and libraries.

In celebrating Cardiff's past and present we bring citizens from all backgrounds and ages together, working with partners to support the delivery of intergenerational events that celebrate local communities and support the learning and wellbeing of participants.

Cathays Branch & Heritage Library and Historical Collection

Cathays Branch & Heritage Library is the focal point of our historical collection. Books and resources are provided that help develop an understanding of the city's history. Support is also available to assist local genealogy researchers in accessing materials and information required.



Cardiff has a legacy collection of historical manuscripts and books that were collected during the early 20th Century, before the National Library of Wales in Aberystwyth was established. We are proud of these collections and will ensure that ownership remains in the city and where possible make them more readily available through digitalisation so that the collection can inspire future generations.

Themed Heritage events and History sessions are delivered to children and families focusing on key periods in history, creating a fun, and interactive way for children to experience and value history whilst encouraging all to find out more by accessing resources available. We stock and actively purchase a comprehensive collection of current and historical materials related to Cardiff and the surrounding area.

Antique, Rare and Collectable Collections

The Antique, Rare and Collectable (ARC) Collections include items of literary, artistic or historical significance, published after 1820, and also works produced by specialist publishers, in limited editions, sets of complete works, signed copies. As well as being of cultural value some also have a significant financial value due to the quality of their production or rarity.

WE WILL:

- Inspire, inform and bring people together by providing historical related resources and events across the city.

Case Study

The team at the Heritage Library have worked closely with the local community on a project teaching young people about World War One. A group of children from St Monica's Primary school were selected to participate in this project. The aim has been to engage the pupils with history in their locality, bringing the past to life through real stories and experiences.

Brenda, who has just turned 95, loved talking to the children, sharing her stories, and listening to their questions.

The children have learnt about local history by listening to the seniors' stories and by studying the primary resources, such as maps and other original documents. They have been encouraged to get hands on and ask questions, and are developing research skills that will help them through later life.

St Monica's school have reported that they have seen the children get thoroughly engaged with their learning. This project has made a big impact to the children and the health and wellbeing of the older citizens engaged in it.

Welsh Language

Cardiff has the fourth highest number of Welsh speakers of the local authorities in Wales, with numbers more than doubling over the last 25 years. We provide a fully bilingual service by providing a wide range of both adult and children's materials in the medium of Welsh. We also aim to purchase copies of all titles published in Welsh. A wide range of Welsh language activities take place within our Hubs and libraries. This includes Amser Stori, Stori a chan, Ti a Fi, Welsh reading groups and Welsh learner events.



Rumney Hub recently held an intergenerational St David's Day celebration. The children along with their parents made Welsh flags and decorated pictures of the Welsh dragon using a variety of craft materials. Alongside this was a Welsh cake and coffee morning, attended by adults of varying ages, offering the chance to get together and have a relaxed chat.

These 2 events were situated in the same part of the building encouraging the adults and children to enjoy the festivities together, helping out with crafts and mingling. In total 27 people attended, 12 children and 15 adults.

Celebrating the city's diverse cultural heritage

Our Hubs and libraries stock books in a wide range of languages. We will continue to work with local community groups and organisations to ensure that individual Hubs and libraries provide books relevant to their communities.

We aim to celebrate the traditions of different cultures and work with partners and local communities to offer diverse cultural activities and events in our Hubs and libraries that inspire all citizens.

Canton Library kicked off the Year of the Pig with a packed Chinese New Year event. The library was buzzing with anticipation as the ‘Lion Dance’ started, with the dancers snaking their way around the building accompanied by a loud percussive accompaniment, playfully interacting with some of the scores of adults and children crowding around with cameras at the ready.

Stalls all around the children’s section and in the meeting room gave opportunities to try calligraphy and dress up in traditional Chinese costume. Performances included music, singing and dance, plus tai chi and karate demonstrations, the latter bringing out some brilliant moves from young enthusiasts and brave attempts from children invited to come up and have a try.

There were many lovely comments from visitors and this was thanks to work by library staff, who worked together with the Confucius Institute and members of the Chinese community to put on this very successful event.



‘Open Space’ welcomes *Where I’m Coming From* to Central Library Hub.



Since 2016, the *Open Space* series of literary events has been a platform for bringing authors and audiences together, and *Where I’m Coming From* is a local spoken word open mic that features predominantly but not exclusively BAME writers of poetry and prose.

The *Open Space* literary event team were delighted to book *Where I’m Coming From* for a special event in March 2019 which saw their biggest audience to date pack out the events space at Central Library Hub. Feature acts Sadia Hameed and Radha Patel were followed by a number of open mic readers bringing their own poems, story excerpts and more to an appreciative crowd.

WE WILL:

- Work alongside our partners and local communities to expand the number of cultural events and to encourage a wide range of attendees.

Access for all

We aim to provide a Hub and Library service that is welcoming, inclusive and accessible to all.

The development of the Community Hubs initially focused on the Southern Arc of the city, where the challenge of austerity and the need for advice is greatest, however the Hub project has now been extended to include Hubs across the north of the city focused on independent living and wellbeing. Specialist Youth Hubs are also under development to meet the needs of the younger members of our community.

Age

We provide services for all ages.

Children and Young People

The Hubs and Library service aims to provide a range of activity and resources to support children and young people including activities, events and access to books for all ages. A separate user survey was developed aimed at those aged 8 to 15 years, so that their specific views on the Hubs and library service were captured. A programme to develop specialist Youth Hubs has commenced with the refurbished Butetown Youth Hub due to open its doors shortly.

Older People

Many of the users of community facilities are older people, as reflected in our user survey to which 35% of respondents were over the age of 55. The Hubs and Library service supports older people with their specific needs by providing bespoke advice and support. The service also supports the Hubs to positively impact on the Aging Well agenda and support the aims of the Dementia Friendly city approach.

Bespoke advice and support services for older people currently delivered at Hubs and libraries include:

- Health information and independent living advice
- Community groups, such as knit and natter and lunch clubs
- Intergenerational activities
- Support for carers to maintain their own wellbeing through events and activities.

Working Age

The challenges for working age people are growing, with the issues presented by austerity and the increasing housing shortage. Our Hubs provide a range of services to help working age people including:

- Housing and benefits advice
- Into work advice
- Training and learning opportunities for adults.

Disability

Of those clients who completed our user survey, 12% identified themselves as disabled. When asked about their specific condition, 91% reported having a long-standing illness or health condition.

We aim to provide an environment that allows those who are disabled to access all our services and fully participate in activities in the Hubs and libraries. We do this by removing physical access barriers and providing a range



of resources that aid and support those with disabilities such as our state of the art changing places toilet in Llandaff North and Gabalfa Hub.

All of our main Hub accommodation is located on one floor with no internal steps and ramps and level thresholds to all doors. There is also accessible parking available, whilst all signage complies with the sign design guide, dementia friendly principles and is in braille. Colour schemes within our Hubs have been carefully considered to ensure adequate contrast for those with visual impairment.

We provide a range of resources for those with hearing or visual impairments including Audio books, talking books and books in large print and work closely with Cardiff Institute for the Blind to support those with visual impairments.

We are currently working to make Cardiff's Hubs and Libraries service fully accessible to those affected by dyslexia. Resources will be provided including E-books, reading pens, page overlays, and reading rulers.

We are conscious of the challenges presented by mental health issues. We offer a range of self-help books and resources, including Reading Well for Mental Health books on prescription, which provide information and support to manage common conditions. Going forward, we will work with partners to deliver improved mental health support groups in our Hubs.

User survey respondents showed a particular interest in alternative therapies and mindfulness events and activities. The possibility of expanding this provision will be explored.

Our Hubs offer supportive environments for those living with Dementia and their carers, with staff trained in Dementia awareness. Dementia information points have been created in collaboration with the Alzheimer's Society, whilst informal Dementia support sessions are run with Health partners. Regular Dementia cafes offer space to access information, keep active and make new friends. Reading Well for Dementia books are free to borrow from all Hubs and libraries.

Mobile Library

The mobile library takes a full library service out into the community by visiting areas of Cardiff with a concentration of elderly or infirm people, who might otherwise struggle to reach their nearest branch.

Housebound Library Service

We run a free service that brings the library directly to the doorsteps of those who are incapacitated through illness, infirmity or disability and can no longer travel to their local library.

We call every three weeks, delivering and collecting ordinary/large print books and/or books-on-tape.

DICE (Disability Inclusion in Community Education)

DICE offers a range of accessible courses for learners with mental health issues, learning difficulties, physical impairment and / or acquired brain injuries.

Ethnicity

20% of the population of Cardiff come from an ethnic minority and over 100 languages are spoken in the city. Cardiff is likely to become increasingly ethnically diverse, requiring a continued focus on community cohesion, ensuring that services are responsive to the needs of the local communities.

We regularly hold activities and events celebrating the culture and history of our diverse communities. Many of our Hub staff are multi-lingual allowing customers to access services in their own languages.

Community Language Provision

The Community Languages Library Service aims to encourage and improve reading in a wide range of languages. The Service provides books, information, newspapers and magazines supporting the leisure, health, educational, literary and cultural needs of the different communities in Cardiff. There are books on a wide range of topics such as novels, poetry, cookery, health, learning English, driving, citizenship and many more. Additionally themed events are organised to involve and engage with the local community.

There are 11,000+ books in the collection covering 24 languages and these are made available in targeted Hubs and libraries.

Religion & Belief

Numbers of people identifying as Christian within Cardiff have decreased in recent years, whilst the other main religious groups and those reporting no religion have increased. Our services take into account the various religious needs of our communities. We ensure events are not held on particular 'Holy Days' to support wider inclusion.

Welsh Language

Cardiff has the fourth highest number of Welsh speakers of the local authorities in Wales, with numbers more than doubling over the last 25 years. Of those clients who completed our user survey, just under half had some level of Welsh language skill.

We currently hold almost 23,000 titles in the Welsh Language and provide a copy of every new book title published in Welsh. We also provide Welsh language Storytime and Rhymetime sessions for children and a variety of activities and events aimed at those who speak or are learning the Welsh language.

Welsh Awareness training is provided to all new Hub staff, to ensure that everyone is treated in accordance with their individual needs regardless of the language they speak, whether that is Welsh or English.

Strategic Context and Regulatory Requirements

This strategy is informed by and responds to the following legislation, plans and strategies.

Public Libraries and Museums Act 1964

Under the Public Libraries and Museums Act 1964, library authorities are required to “**provide a comprehensive and efficient library service for all persons desiring to make use thereof**”.

Other duties set out in the act include:

- The provision of books and other materials needed to achieve the provision of a comprehensive and efficient service.
- Ensuring the means are in place to allow borrowing of or reference use of materials to meet users requirements.

Wellbeing of Future Generations Act (Wales) Act 2015

The Wellbeing of Future Generations (Wales) Act 2015 focuses on improving the social, economic, environmental and cultural well-being of Wales. The Act requires each local authority area to undertake an assessment of well-being, to inform a local well-being plan.

Cardiff Well-being Plan 2018-2023

Cardiff’s plan sets out the following Well-being Objectives for Cardiff:

- 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 older
- 7 - Modernising and Integrating Our Public Service

Cardiff’s Corporate Plan 2019-22

‘Capital Ambition’ is the Council’s current policy programme, focussed around the priorities, working for Cardiff; working for Wales; working for the future and working for public services. ‘Delivering Capital Ambition’, Cardiff’s Corporate plan 2019-22, adopts the same seven well-being objectives as the Cardiff Well-being Plan.

Child Friendly Cardiff Strategy 2018

The Child Friendly Cardiff Strategy sets out the vision that children’s rights are respected and all children and young people are safe, happy and healthy and able to share in the city’s success. It identifies clear goals and actions that the Council and partners will deliver together, with a particular focus upon our most vulnerable children and young people.



CAPITAL AMBITION
OUR COMMITMENTS FOR CARDIFF



Next Steps

The 'We Will' objectives found throughout this strategy will form the basis of a four-year action plan. The action plan will provide details of the key activities to be carried out and identify clear outcomes, along with lead responsible officers and/or organisations. Implementation will be closely monitored and the action plan reviewed and updated as necessary. The Council cannot deliver the strategy in isolation and partnership working will be essential to ensure that the best outcomes and solutions can be reached.

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



Draft

Cardiff Library Collections Policy

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Our Aim:

To provide a wide range of literature and resources to meet the needs and aspirations of our citizens.

- Continually assess the popularity of books and other resources and refresh our collections to ensure they meet customer needs
- Develop and promote our 24-hour digital provision and support our customers to access the available resources
- Work with specialist organisations to facilitate the restoration and preservation of our historical collections whilst improving access to these materials

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Central Library Hub

We provide a comprehensive and up to date collection of books and other resources at our Central Library Hub, including:

- A wide range of **fiction**, including literary classics and first time authors.
- **Non-fiction**, covering all areas, up to undergraduate level.
- A comprehensive **Children's** collection for all ages.
- A copy of every new title published in the **Welsh Language**.
- An extensive selection of works in **other languages** including books, magazines and newspapers.
- **Up to date reference materials** both in hard copy and on line.

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We will continually assess the usage of the books and resources available at the Central Library Hub to ensure that the collections meet the needs of our customers.



Collections in Local Hubs and Libraries

A selection of books and other resources for all ages are available at our local Hubs and Libraries, tailored to meet local need.

Fiction, including popular classics, is the main focus, but smaller collections of popular non-fiction titles will also be provided.

Both children and adults titles will be included and language needs will be considered.

We will engage with local communities to help us to develop the collections available to ensure that they meet local requirements.





Local Studies

- A comprehensive local studies collection is housed at our Heritage Library in Cathays, including current and historical materials relating to Cardiff.
- Local Books, Leaflets & bound articles, newspapers (hardcopy and microfilm), maps (ordination survey & tithe), Family history resources, photographs & prints, historical & contemporary periodicals & annuals.
- The aim of the collection is to preserve and celebrate Cardiff's unique historical and cultural heritage.
- We will promote our local studies collection in partnership with schools and by displays and activities in hubs and libraries across the city.



E-books and Resources

Comprehensive E-Resources are available 24 hours a day through our Library catalogue including books, audio books, magazines and comics. We ensure that we continually refresh the titles available and support our customers to access them.

Reference Material

To ensure that customers have access to the most up to date information available, we are committed to providing reference resources that support learning and research. This will increasingly be provided online rather than in hard copy, to ensure the most up to date information.

Targeted special collections

Titles which support special events and promotions will be maintained including health related books and other resources.

Reserving Books

Our Book Store contains a wide range of books and other resources -reservations can be made at no cost for local collection. Books not available in Cardiff can also be reserved and these will either be purchased or borrowed from the regional inter-lending service.



Historical Collections

- The National Library of Wales, in Aberystwyth, is the legal deposit library for Wales receiving and storing a copy of all books that are published. The National Library, unlike Cardiff Council, has the resources and expertise to fulfil this function for Wales.



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- Cardiff has a **legacy collection of historical manuscripts and books** that were collected during the early 20th Century, before the National Library was established. We are proud of these collections and will ensure that ownership remains with the city.



Historical Collections

We will work in partnership with the National Library, the University and other specialist institutions to restore and preserve the historical collections and, where possible, make them more readily available through digitisation.

Principles for Sharing the Historical Collection

- Books and other resources with particular cultural or historical significance for Cardiff will be retained in the city and these will be made more accessible through special displays and exhibitions.
- Other items of value from the collections will be loaned to more appropriate institutions.
- Any loans will result in benefits in terms of conservation or digitisation
- Where the decision is made to loan material to another institution we will ensure that our citizens have rights of access to these materials and that they are fully informed of how to access them.
- We will also ensure our partners support Cardiff's researchers to undertake any research related to these collections.
- The continued ownership of and access to these materials will be confirmed in formal loan agreements with the institutions concerned.



Refreshing our Collections

New purchases

- Purchase of new stock is overseen by our Library Strategy Team and is focused on providing a range of materials that meet the needs of our citizens.
- The aim is to provide a comprehensive range of materials chosen for their literary, cultural, recreational, or educational value.
- Cost effectiveness in purchasing new stock is achieved by working with Library consortiums within Wales for adults & children's books as well as E-resources.
- This enables us to achieve maximum discounts and helps us to purchase greater quantities of books.



Consultation

During 2019 we undertook a survey of our citizens to identify their preferences for books and other resources



Crime and Thriller books were most popular with adults

47% of adults wanted to see literary classics available in Hubs and libraries



44% of children aged 8-15 wanted to see comic books

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58% of adults wanted to see Audio books



39% of adults wanted to see E-books

64% wanted to access library services through a Mobile App



Consultation - We will continue to consult our customers to ensure that the books and other resources that we provide meet their needs



Refreshing our Collections

Stock Disposal

- Stock is considered for disposal where it out of date, not being used, duplicate copies exist or if the book is in poor condition.
- Popularity of stock is assessed using the Library Management System and regular “weeding” of stock takes place to ensure that library space is used to best effect.
- Works that are rare or collectable; are of particular welsh or local interest or which do not exist elsewhere will be retained in our book storage facility or loaned to partner organisations (see above).
- All other stock deemed surplus to requirement will be sold where possible, offered to other organisations or individuals or recycled.

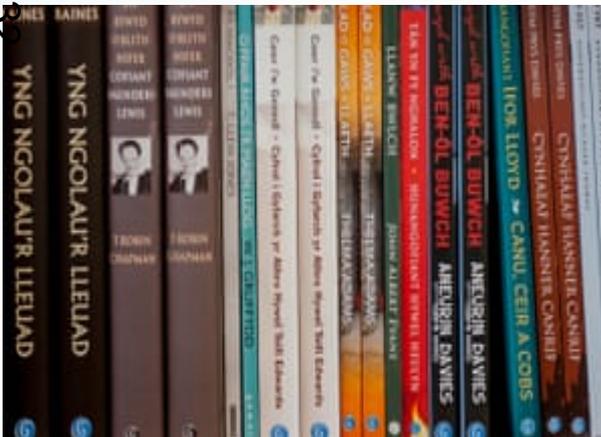
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Equal Access

- Representative collections of **large print and talking books** are made available across our locations.
- **Welsh collections** are provided at all libraries and hubs in line with our commitment to equal treatment of the Welsh language
- **Books in other languages** will be provided across the city to meet local need.

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Equality Impact Assessment
Corporate Assessment Template

Policy/Strategy/Project/Procedure/Service/Function Title: Cardiff Hub and Library Strategy 2019-2023
New/Existing/Updating/Amending: New

Who is responsible for developing and implementing the Policy/Strategy/Project/Procedure/Service/Function?	
Name: Jane Thomas	Job Title: Assistant Director (Housing & Communities)
Service Team: Housing & Communities	Service Area: People & Communities
Assessment Date: October 2019	

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

Cardiff’s Hub model provides modern, accessible libraries and community facilities that offer a wide range of services to support improvements in literacy, employability and wellbeing. A locality-based approach ensures provision meets customers’ needs, helping address inequalities, reflecting diversity and promoting community cohesion.

Future Hub developments will use existing library buildings to provide additional services with a focus on wellbeing and supporting independent living. Work is also underway to develop the first Youth Hub at Butetown Pavilion, providing joined up advice and support for young people alongside traditional youth services.

The Cardiff Hub and Library Strategy 2019-2023 sets out a vision for *‘delivering high quality services and support in the heart of the community’*, supported by the following key aims:

- Continuing to develop our network of hubs to provide services across the city based on local need
- Providing a wide range of literature and other resources to meet the needs and aspirations of our citizens
- Encouraging reading through a wide range of events and activities
- Supporting our children and young people
- Providing high quality information and advice and promoting digital inclusion
- Tackling poverty by helping people into work and encouraging learning
- Promoting health and wellbeing
- Bringing communities together
- Celebrating our heritage and culture.

The Strategy contains a number of We Will commitments instrumental to delivering these aims. These will form the basis of an action plan to be taken forward by the Council and partners over the next 4 years.

CARDIFF COUNCIL

Equality Impact Assessment Corporate Assessment Template

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

<p>Background</p> <p>Separate equality impact assessments have been undertaken for the development of the existing and proposed Hub buildings.</p> <p>A survey undertaken to inform the development of the strategy identified the following service user characteristics:</p> <p>Age</p> <p>Many of the users of community facilities are older people, as reflected in our user survey to which 35% of respondents were over the age of 55.</p> <p>Disability</p> <p>The 2011 Census indicates that 18% of the Cardiff population have a long term limiting illness. 12% of survey respondents identified themselves as disabled. When asked about their specific condition, 91% reported having a long-standing illness or health condition.</p> <p>Ethnicity</p> <p>Around 4 out of 5 survey respondents were from a White British background, broadly comparative with the population of Cardiff as a whole.</p> <p>Welsh Language</p> <p>Of those clients who completed our user survey, just under half had some level of Welsh language skill. The 2011 census indicated that 16.2% of people in Cardiff identified themselves as having one or more skills in the Welsh Language.</p> <p>Gender</p> <p>Females accounted for around three-fifths of respondents (62%), higher than the level of females within the Cardiff population as a whole at 51%.</p>

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
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CARDIFF COUNCIL

**Equality Impact Assessment
Corporate Assessment Template**

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.

The Strategy will ensure that the Hubs and Library Service caters for all ages.

Children and Young People

The Hubs and Library service aims to provide a range of activities, events and resources to support children and young people. There are dedicated children’s areas in all Hubs and libraries, offering access to books and resources for all age groups, and regular activities including reading groups, story and rhyme times, coding clubs, sports sessions and homework clubs.

Our service for children will be inclusive for all, including those affected by autism, visual impairment and dyslexia. We currently offer sensory and audio-described story times, accessible to children affected by autism and visual impairment and will ensure future programmes include activities for children with additional challenges.

A programme to develop a network of youth hubs has commenced with the refurbished Butetown Youth Hub due to open its doors shortly. This will provide joined up advice and support for young people alongside traditional youth services in a relaxed environment. There are plans to enhance the teenage area in Central Library Hub in consultation with young people, to ensure their digital needs are met.

Working Age

Our Hubs provide a range of services to help working-age people impacted by austerity measures and the shortage of affordable housing, including:

- Housing and benefits advice
- Into work advice
- Training and learning opportunities for adults.

Older People

The Hubs and Library service supports older people’s specific needs by providing bespoke advice and support, positively impacting on the Ageing Well agenda and supporting the aims of the Dementia Friendly city approach.

Bespoke advice and support services for older people currently delivered at Hubs and

CARDIFF COUNCIL

**Equality Impact Assessment
Corporate Assessment Template**

libraries include:-

- Health information and independent living advice
- Community groups, such as knit and natter and lunch clubs
- Intergenerational activities
- Support for carers to maintain their own wellbeing through events and activities.

Future Hub developments in the North of the city will focus on providing a health and wellbeing service, correlating to the higher concentration of older residents living in these areas. This will offer access to targeted advice and support for older people (including dementia services and independent living advice); deliver services for carers and provide a venue for health and well-being programmes, intergenerational working and social prescribing by GPs.

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

A positive impact upon age is expected, therefore there are no specific actions to be taken.

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	X		
Physical Impairment	X		
Visual Impairment	X		
Learning Disability	X		
Long-Standing Illness or Health Condition	X		
Mental Health	X		
Substance Misuse		X	
Other		X	

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

The strategy will have a positive impact on people with disabilities.

We aim to provide environments that allow those with disabilities to access services and fully participate in activities in the Hubs and libraries. We do this by removing physical access barriers and providing a range of resources that aid and support those

**Equality Impact Assessment
Corporate Assessment Template**

with disabilities.

All of our main Hub accommodation is located on one floor with no internal steps and ramps and level thresholds to all doors. There is also accessible parking available, whilst all signage complies with the sign design guide, dementia friendly principles and is in braille. Colour schemes within our Hubs have been carefully considered to ensure adequate contrast for those with visual impairment.

We provide a range of resources for those with hearing or visual impairments including Audio books, talking books and books in large print and Braille and work closely with Cardiff Institute for the Blind to support those with visual impairments.

We are currently working to make Cardiff's Hubs and Libraries service fully accessible to those affected by dyslexia. Resources will be provided including E-books, page overlays, reading pens and rulers, and staff will be trained in supporting customers to access these collections.

We are conscious of the challenges presented by mental health issues. We offer a range of self-help books and resources, including Reading Well for Metal Health books on prescription, which provide information and support to manage common conditions. Going forward, we will work with partners to deliver improved mental health support groups in our Hubs and explore the possibility of expanding alternative therapies provision and mindfulness events and activities.

Our Hubs offer supportive environments for those living with Dementia and their carers, with staff trained in Dementia awareness. Dementia information points have been created in collaboration with the Alzheimer's Society, whilst informal Dementia support sessions are run with Health partners. Regular Dementia cafes offer space to access information, keep active and make new friends. Reading Well for Dementia books are also free to borrow from all Hubs and libraries.

A free Housebound Library Service brings the library directly to the doorsteps of those incapacitated through illness, infirmity or disability who can no longer travel to their local library.

The mobile library takes a full library service out into the community, visiting areas of Cardiff with a concentration of elderly or infirm people who might otherwise struggle

CARDIFF COUNCIL

**Equality Impact Assessment
Corporate Assessment Template**

to reach their nearest branch.

The DICE (Disability Inclusion in Community Education) service offers a range of accessible courses for learners with mental health issues, learning difficulties, physical impairment and / or acquired brain injuries.

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

A positive impact upon disability is expected, therefore there are no specific actions to be taken.

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?

No negative impact anticipated.

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			

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?

No negative impact anticipated.

CARDIFF COUNCIL

**Equality Impact Assessment
Corporate Assessment Template**

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.

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

No negative impact anticipated.

3.6 Race

Will this Policy/Strategy/Project//Procedure/Service/Function have a **differential impact** 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.

We regularly hold activities and events celebrating the culture and history of our diverse communities. Many of our Hub staff are multi-lingual allowing customers to access services in their own languages.

The Community Languages Library Service aims to encourage and improve reading in a wide range of languages. The Service provides books, information, newspapers and magazines supporting the leisure, health, educational, literary and cultural needs of the different communities in Cardiff. Themed events are also organised to involve and engage with the local community. There are 11,000+ books in the collection covering 24 languages and these are made available in targeted Hubs and libraries.

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

A positive impact upon race is expected, therefore there are no specific actions to be taken.

CARDIFF COUNCIL

**Equality Impact Assessment
Corporate Assessment Template**

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.

Our services take into account the various religious needs of our communities – for example, we ensure events are not held on particular ‘Holy Days’ to support wider inclusion. Another example is the Butetown Youth Hub girls’ basketball academy, which has widened access to sporting activities through accommodating cultural and religious beliefs and norms such as the wearing of suitable attire on the court.

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

A positive impact upon religion, belief or non-belief is expected, therefore there are no specific actions to be taken.

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?

No negative impact anticipated.

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		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.

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

No negative impact anticipated.

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.

Cardiff has the fourth highest number of Welsh speakers of any local authority in Wales, with numbers more than doubling over the last 25 years.

We currently hold almost 23,000 titles in the Welsh Language and provide a copy of every new book title published in Welsh. We also provide Welsh language Storytime and Rhymetime sessions for children and a variety of activities and events aimed at those who speak or are learning the Welsh language.

Welsh Awareness training is provided to all new Hub staff, to ensure that everyone is treated in accordance with their individual needs regardless of the language they speak, whether that is Welsh or English.

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

A positive impact upon the Welsh Language is expected, therefore there are no specific actions to be taken.

CARDIFF COUNCIL

**Equality Impact Assessment
Corporate Assessment Template**

4. Consultation and Engagement

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

Hub and Library users were asked for their views on improvements to the Hubs and Library service in Cardiff via a survey. Those over the age of 16 were asked to complete the main survey, whilst those aged between 8 and 15 were asked to complete a separate Children and Young Persons survey.

The survey included questions on improvements that could be made in our Hubs and libraries in a variety of areas including books and resources, reading, digital inclusion, information and advice, health and wellbeing, activities, events and getting involved.

Paper copies of both the Adult and Children & Young People surveys were made available at all Hubs and libraries across Cardiff, alongside an online version of the survey. Promotion was undertaken via the Council’s website and social media channels. The survey was live between August and September 2019. Overall, 2,364 respondents took part in the survey, of whom 2,058 completed the Adults’ Survey, and 306 completed the Children’s Survey.

The findings have been incorporated throughout the strategy and provide the evidence base upon which the key aims have been developed.

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

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

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 : Louise Powell	Date:5.11.19
Designation: Strategy Officer	
Approved By: Jane Thomas	6.11.19
Designation: Assistant Director (Housing and Communities)	
Service Area: Housing and Communities	

- 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

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**CARDIFF LOCAL DEVELOPMENT PLAN FULL REVIEW:
CONSIDERATION OF PROPOSED AMENDMENTS TABLED AT
COUNCIL MEETING OF 28th NOVEMBER, 2019****STRATEGIC PLANNING & TRANSPORT (COUNCILLOR CARO
WILD)****AGENDA ITEM: 9**

Reason for this Report

1. The purpose of this report is to respond to 3 Amendments which were tabled the day before the meeting of Council on 28th November 2019 seeking additional recommendations to the report on the full review of the Local Development Plan (LDP).
2. Council voted to defer consideration of the matters raised so that appropriate Officer advice could be secured prior to further discussion. This advice is now in place to inform considerations.

Background

3. The following three Amendments were proposed by Conservative Councillors in relation to the report on the full review of the LDP:
 - Amendment 1: Council agrees as part of the full review of the Local Development Plan, Cardiff Council will introduce Green Belt(s) in areas of Cardiff
 - Amendment 2: Council agrees that as part of the full review of the Local Development Plan, Cardiff Council will ensure that there is proper public transport easily accessible for residents of all new developments and in place at an early stage
 - Amendment 3: Council agrees that as part of the full review of the Local Development Plan, Cardiff Council will ensure that the design of new developments will be relevant to the local area and of the highest quality achievable
4. For clarity, Members should be aware that the LDP full review process is a statutory requirement which must be undertaken within 4 years of adoption to ensure that Plans remain up-to-date. Specifically, the review process

must determine the revision procedure to be followed- whether to undertake a short-form or full revision (involving the preparation of a Replacement LDP).

5. The Council meeting of 28th November, 2019 resolved to approve the draft Review Report and draft Delivery Agreement for the purposes of consultation and report back on the proposed way forward.
6. It should be noted that the full review process is purely focused upon the appropriate revision procedure to be followed and is not a process aimed at setting policy. Should the decision be taken to proceed with the preparation of a Replacement LDP, the Plan preparation process would be the way in which new policy is considered and ultimately governed through an independent examination process.

Consideration of Amendments

7. Given the technical advice on the full review process set out in paragraphs 4-6, above, it is considered premature and inappropriate to be considering policy matters ahead of a decision being taken on the form of revision to be followed. Moreover, the Plan preparation process is governed by statutory requirements setting out a complex, robust and lengthy process. Setting policy aspirations outside of this process and before the process has commenced would leave the Council open to potential challenge in terms of predetermination issues and not following due process.
8. It should also be noted that proposed Amendment 1 relating to the Green Belt would appear to conflict with national policy as set out in Planning Policy Wales which states in paragraph 3.62 that, “due to their strategic nature Green Belts will have significance beyond a single local authority and they should only be proposed as part of either a Joint LDP, SDP or NDF”.
9. However, the issues raised in all proposed Amendments, namely affording suitable protection to areas of countryside, securing accessible and timely public transport solutions and ensuring the high-quality design of new developments, are clearly important issues which will be considered as part of any future Plan-making process.

Reason for the Recommendation

10. To respond to the Amendments based on the consideration of Officer advice and statutory requirements of the Plan-making process.

Legal Implications

11. The Planning and legal position is as set out in the report. It is important to note that as set out in paragraph 7 above, policy changes may only be implemented after a detailed process has been followed, which includes consultation and consideration of all relevant considerations. Any attempt to seek to make binding policy decisions in advance of this process, could lead to a legal challenge. 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 Council has to consider the Well-being of Future Generations (Wales) Act 2015 and how this strategy may improve the social, economic, environmental and cultural well-being of Wales.

12. Well Being of Future Generations (Wales) Act 2015

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>

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.

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

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

The decision maker must be satisfied that the proposed decision accords with the principles above; and due regard must be given to the Statutory Guidance issued by the Welsh Ministers, which is accessible using the link below: <http://gov.wales/topics/people-and-communities/people/future-generations-act/statutory-guidance/?lang=en>

13. Equality Duty. The Council has to satisfy its public sector duties under the Equalities Act 2010 (including specific Welsh public sector duties) – the

Public Sector Equality Duties (PSED). These duties require the Council to 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.

Financial Implications

14. There are no financial implications from considering the proposed amendments to the LDP. The detailed mechanism for funding the full review of the LDP will be considered as part of the 2020/21 Budget setting process.

Human Resources Implications

15. There are no HR implications for this report.

Property Implications

16. There are no property implications for this report.

RECOMMENDATION

Cabinet is recommended to

1. Note that the issues raised at Council on 28 November 2019 in relation to
 - affording suitable protection to areas of countryside,
 - securing accessible and timely public transport solutions
 - ensuring the high-quality design of new developmentswill form important considerations as part of any future Local Development Plan-making process.
2. accept the Officer advice that it would be inappropriate to make any future policy commitments ahead of the commencement of any future statutory Local Development Plan-making process

SENIOR RESPONSIBLE OFFICER	ANDREW GREGORY Director of Planning, Transport & Environment
	14 February 2020

The following Appendix is attached:

Appendix 1 – Cardiff LDP full review, report to Council, 28th November 2019

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Cardiff LDP Draft Review Report

November 2019



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1. Introduction

Background

- 1.1. The Cardiff Local Development Plan (LDP) was adopted by the Council on 28th January 2016 and sets out the Council's planning framework for the development and use of land in Cardiff over the period 2006 to 2026.

Purpose of this Report

- 1.2. The draft Review Report sets out the proposed extent of likely changes to the existing LDP (2006-2026) and seeks to confirm the revision procedure to be followed in preparing a replacement LDP. It is proposed that the Replacement LDP will cover a plan period up to 2035, which is the end of a 15 year plan period that will commence in 2020.

Structure of the Report

- 1.3. The draft Review Report is structured as recommended in national guidance and contains the following sections:
- 1.4. **Section 2** details the key legislative, national and local policy changes and evidence base that have occurred since the adoption of the LDP in 2016 which are important considerations to inform the review of the LDP and a summary of the main findings of the 2019 Annual Monitoring Report, taking into account the previous 2 AMR's and associated implications for review of the LDP.
- 1.5. **Section 3** provides an assessment of the current LDP and sets out the potential changes required in terms of the Vision and Objectives, Development Strategy and Policies to inform the review process.
- 1.6. **Section 4** considers the areas of evidence base that would need to be reviewed/ updated in preparing a revised LDP
- 1.7. **Section 5** considers the potential options for review of the LDP and opportunities for collaboration.
- 1.8. **Section 6** provides a conclusion on the appropriate form of plan revision.

2. Information and Issues informing the LDP Review

Contextual Changes

2.1. A wide range of contextual material has been published since the adoption of the LDP and creates a more up-to-date evidence base to inform plan review. This includes national legislation and relevant plans, policies and strategies at the national, regional and local level. The most significant of these changes are set out below.

Legislative Changes

Planning (Wales) Act 2015

2.2. The Planning (Wales) Act received Royal Assent in July 2015 and came into force in stages between October 2015 and January 2016. It sets out a series of legislative changes to deliver reform of the planning system in Wales, to ensure that it is fair, resilient and enables development. The Act addresses 5 key objectives which includes strengthening the plan-led approach to planning. It introduces a legal basis for the preparation of a National Development Framework (NDF) and Strategic Development Plans (SDP). The NDF is a national land use plan which will set out Welsh Government's policies in relation to the development and use of land in Wales. It has currently reached the Consultation Draft stage with adoption anticipated in 2020 when the NDF is intended to replace the Wales Spatial Plan. SDPs are intended to address cross-boundary issues at a regional level such as housing, employment and waste and must be in general conformity with the NDF. The Regulations make reference to three strategic planning areas including South East Wales. It is anticipated that Cardiff will be part of this strategic planning area, in alignment with the emerging Cardiff Capital Region City Deal proposals. LDPs will continue to have a fundamental role in the plan-led system. The Act requires LDPs to be in general conformity with the NDF and any SDP which includes all or part of the area of the authority. SDPs must set the scene for the preparation of LDP 'Lites' by LPAs. These must be in general conformity with the SDP.

The Town and Country Planning (Local Development Plan) (Wales) (Amendment) Regulations 2015

2.3. Amendments to The Town and Country Planning (Local Development Plan) (Wales) Regulations 2005 were carried out in response to the outcome of the LDP Refinement Exercise and aim to simplify certain aspects of the local development plan process.

2.4. The amended Regulations:

- Remove the statutory requirement to advertise consultation stages in the local press;
- Allow local planning authorities to make revisions to the local development plan where the issues involved are not of sufficient significance to warrant the full procedure, without going through the full revision process;

- Eliminate the need to call for and consult on alternative sites following the deposit consultation; and
- Make minor and consequential amendments.

2.5. The amended LDP Regulations came into force on 28 August 2015 and together with the related policy and guidance in Planning Policy Wales (PPW) and the revised LDP Manual aim to make the LDP process more efficient and effective (i.e. enabling swifter plan preparation and revision without imposing unnecessary prescription). The amended Regulations do not have any implications for the current LDP but will need to be considered in relation to any Plan review and will be given further consideration as necessary.

Well-being of Future Generations (Wales) Act 2015

2.6. The Well-being of Future Generations (Wales) Act gained Royal Assent in April 2015 and came into force on 1st April 2016. The Act strengthens existing governance arrangements for improving the well-being of Wales by ensuring that sustainable development is at the heart of government and public bodies. It aims to make a difference to the lives of people in Wales through setting objectives which maximise its contribution to achieving each of the seven wellbeing goals namely ‘a globally responsible Wales’, a prosperous Wales, a resilient Wales, a healthier Wales, a more equal Wales; a Wales of cohesive communities, and a Wales of vibrant culture and thriving Welsh Language.

2.7. The Act established a Public Service Board for each local authority area in Wales who must improve the economic, social environmental and cultural well-being of its area by working to achieve the well-being goals. The Cardiff PS are responsible for preparing and publishing a Local Well Being Plan (LWBP) which sets out its objectives and the steps it will take to meet them. The four statutory members of the PSB are the Local Authority, Local Health Board, Fire and Rescue Authority and Natural Resources Wales; other organisations are also invited. As part of its responsibility the PSB has produced a well-being assessment which assesses the state of economic, social, environmental and cultural well-being in Cardiff. The PSB LWBP was agreed in May 2018 and sets out a 5 year plan (2018-2023) to respond to the issues raised. The objectives are set out below and will inform the vision and objectives for the replacement LDP:

- Objective 1 A Capital City that Works for Wales;
- Objective 2 Cardiff grows in a resilient way;
- Objective 3 Safe, Confident and Empowered Communities;
- Objective 4 Cardiff is a great place to grow up;
- Objective 5 Supporting people out of poverty
- Objective 6 Cardiff is a great place to grow older; and
- Objective 7 Modernising and Integrating Our Public Services

2.8. Given that sustainable development is the core underlying principle of the LDP (and SEA) there are clear associations between the aspirations of both the LDP and Act/Local Well-being Plans. It is important that the Plan review process recognises the importance of responding to this agenda and consequent WG guidance as captured in the revised Planning Policy Wales (Edition 10) also referenced in this section.

Environment (Wales) Act 2016

2.9. This Act received Royal Assent in March 2016 and came into force on 21st May 2016 and sits alongside the Planning (Wales) Act 2015 and the Well-being of Future Generations (Wales) Act 2015 in promoting sustainable use, management and development of Welsh resources. The Environment (Wales) Act introduces new legislation for the environment and provides an iterative framework which ensures that managing Wales' natural resources sustainably will be a core consideration in decision-making. It requires Natural Resources Wales (NRW) to prepare a State of Natural Resources Report that provides an assessment of natural resources and considers the extent to which they are being sustainably managed. The Act also requires Welsh Government to produce a National Natural Resources Policy that sets out the priorities, risks and opportunities for managing Wales' natural resources sustainably. NRW will also produce a local evidence base (Area Statements) to help implement the priorities, risks and opportunities identified in the National Policy and set out how these will be addressed.

Historic Environment (Wales) Act 2016

2.10. The Historic Environment (Wales) Act 2016 received Royal Assent in March 2016. The Act makes important changes to the two main UK laws that provide the legislative framework for the protection and management of the historic environment: the Ancient Monuments and Archaeological Areas Act 1979 and the Planning (Listed Buildings and Conservation Areas) Act 1990. The Act will give more effective protection to listed buildings and scheduled ancient monuments; improve the sustainable management of the historic environment; and introduce greater transparency and accountability into decisions taken on the historic environment. While some of the Act's measures came into force in May 2016, the majority will require further secondary legislation or other preparations before they are brought into effect later in 2017 or in 2018.

Public Health (Wales) Act 2017

2.11. The Public Health (Wales) Act 2017 received Royal Assent in July 2017. The Act makes changes to the law in Wales to improve health and prevent avoidable health harms. Some of the relevant changes in the Act include the production of a national strategy on preventing and reducing obesity and a requirement to undertake Health Impact Assessment (HIA) on key decisions.

National Planning Policy Amendments

Planning Policy Wales and Technical Advice Notes

2.12. Since the LDP was adopted in January 2016 Welsh Government have issued a completely revised version of Planning Policy Wales (Edition 10) in December 2018. This has been re-drafted so that the seven well-being goals and five ways of working of the Well Being of Future Generations Act 2015 is fully integrated into policy. It also puts the concept of placemaking into the heart of national planning policy in order to ensure that planning decisions consider all aspects of well-being and deliver new development which is sustainable and provides for the needs of all people. In addition the following new or amended Technical Advice Notes have been issued since the LDP was adopted in January 2016:-

- TAN 4: Retail and Commercial Development (November 2016)
- TAN12: Design (March 2016)
- TAN 20: Planning and the Welsh Language (October 2017)
- TAN21: Waste (February 2017)
- New TAN 24: The Historic Environment (May 2017)

Natural Resources Policy

2.13. In line with the Environment (Wales) Act 2015 the Welsh Government produced a Natural Resources Policy (NRP) in August 2017. The focus of the NRP is the sustainable management of Wales' natural resources, to maximise their contribution to achieving goals within the Well-being of Future Generations Act. The NRP sets out three National Priorities: delivering nature-based solutions, increasing renewable energy and resource efficiency, and, taking a place-based approach. The NRP also sets the context for Area Statements, which will be produced by Natural Resources Wales, ensuring that the national priorities for sustainable management of natural resources inform the approach to local delivery. Local Planning Authorities must have regard to the relevant area statement in Local Development Plans. The implications of the NRP and the relevant Area Statement, which is due to be finalised in 2019, for the LDP will be considered through the revision process.

National Development Framework

2.14. The Welsh Government has commenced work on the production of a National Development Framework (NDF) which will replace the Wales Spatial Plan. The NDF will set out the 20 year spatial framework for land use in Wales, providing a context for the provision of new infrastructure/growth. It will concentrate on development and land use issues of national significance which the planning system is able to influence and deliver. WG undertook a Call for Evidence and Projects between December 2016 and March 2017, consulted on Issues and Options in April 2018 and a draft NDF in August 2019. Any resultant implications of the NDF will be considered through the LDP revision process.

Overview

2.15. Overall, there has been significant and strategic changes to the national legislative and policy framework which are considered to be of direct relevance to land use planning. Collectively, the new legislative policy and guidance represents a significant departure from the evidence base informing the existing LDP and supports the need to respond to this new contextual framework.

Regional Context

Cardiff Capital Region and City Deal

2.16. South-East Wales is identified as a new city-region in Wales, covering Cardiff and South-East Wales Local Authorities. As set out in the report 'Powering the Welsh Economy'¹, the Cardiff Capital Region is intended to encourage the ten local authorities and other key partners in its boundaries to work together and collaborate on projects and plans for the area. The Authorities forming the Capital Region are continuing to work on a City Deal bid to fund projects aimed at boosting the competitiveness of the region over the next 20 years. Of note, the City Deal document was signed by the 10 local authority leaders, Secretary of State for Wales, Chief Secretary to the Treasury and First Minister in March 2016. The progress of the Cardiff Capital Region agenda, City Deal Bid and any subsequent implications for the LDP will be given further consideration in subsequent AMRs where appropriate.

Neighboring LDPS

2.17. The **Vale of Glamorgan LDP** was adopted by the Council on 28th June 2017 and provides the local planning framework to 2026. The Council must commence a review of its LDP before June 2021.

2.18. **Rhondda Cynon Taff LDP** was adopted by the Council on 2nd March 2011 and provides the local planning policy framework up until 2021. RCT have commenced a review of their LDP covering the period 2020 to 2030 and a draft Review Report and Draft Delivery Agreement were agreed by their Cabinet on 17th October 2019.

2.19. The **Newport LDP** was adopted by the Council on 27th January 2015 and covers the plan period 2011 – 2026. A Full Review has not been commenced to date with the 4th AMR (October 2019) concluding that the Council is of the view that the LDP is performing well and enabling growth in sustainable locations. The AMR also recommends that consideration be given to triggering a review of the LDP prior to the fifth anniversary of the plan in January 2020 dependant on the outcome of discussions with Senior Managers and Members, Welsh Government, the development industry, neighbouring Authorities and progress with the Strategic Development Plan.

2.20. The **Caerphilly LDP** was adopted on 23rd November 2010 and covers the period 2006 – 2021. On the 8th October 2013, the Council considered the findings of the second AMR and resolved to commence work on the Review of the Plan in order to update the LDP to cover the Plan period up to 2031. The Council consulted on the Deposit

Replacement LDP between 11th February and 22nd April 2016. However, on 11th October 2016, following receipt of objections from the Welsh Government to the Deposit Replacement LDP consultation, the Council resolved to withdraw the Replacement LDP. Recently Caerphilly agreed at their Council meeting on 23rd October 2019 to commence work on a full revision of their adopted LDP.

Local Context

2.21. A number of local policy documents and strategies have been prepared or revised since the adoption of the LDP.

Capital Ambition (2017 to 2022)

2.22. This sets out the Administration's five-year policy agenda for the city. The plan focuses on four main areas: Working for Cardiff - making sure everyone who lives and works here 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 public services are delivered efficiently, effectively and sustainably in the face of rising demands and reduced budgets. The Corporate Plan (2019-2022) and the Well-Being Plan 2018-2023 are the key documents in delivering Capital Ambition.

Cardiff Well-Being Plan 2018-2023

2.23. Under the provisions of the Well-Being of Future Generations Act, every Public Service Board in Wales must publish a Local Well-Being Plan by May 2018.

2.24. Having undertaken a local well-being assessment to understand the city's strengths and challenges, Cardiff's Public Services Board (PSB) has produced a Local Well-being Plan – a 5 year plan to respond to the issues raised.

2.25. The Well-being Plan sets out the Cardiff PSB's priorities for action focusing 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.

2.26. The Plan contains Well-being Objectives, high-level priorities that the Cardiff PSB has 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.

Bilingual Cardiff 5 Year Welsh Language Strategy

2.27. The strategy was published in March 2017 following Cabinet and full Council consideration. It sets out our priorities for facilitating and promoting the Welsh language in Cardiff with our partners, starting our journey to becoming a truly bilingual capital for Wales.

Strategic Equality Plan

2.28. In March 2016 the Council adopted a new plan to set out the Council's equality priorities for the next four years. Seven new Equality Objectives were agreed in conjunction with

local citizens and third sector organisations. These new Equality Objectives are shaping the Council's policy, service delivery, and support to employees – eliminating discrimination, advancing equality of opportunity, and fostering good relations between different groups.

Transport Strategy

2.29. The Council's Transport Strategy was agreed by Cabinet in October 2016 and brings together the proposals in the Local Development Plan and the Local Transport Plan. The purpose of this strategy is to:

- Raise awareness of Cardiff's transport challenges over the next 20 years
- Highlight the main projects and actions which the Council proposes to undertake to tackle the challenges and increase sustainable travel in Cardiff

Clean Air Strategy

2.30. This strategy was agreed by Cabinet in June 2019 and proposes major changes to vehicle access in Cardiff city centre, which form part of a £21 million plan to clean up the city's air. Proposal include:

- A new two-way segregated cycle track around the city centre, passing Cardiff Castle, Queen Street station and the Motorpoint Arena
- Traffic on Castle Street cut to one lane in each direction, keeping the southbound bus lane
- Single-lane traffic in Westgate Street plus one-way cycle lanes
- A gate on Westgate Street which would allow only buses to access the junctions with Wood Street and Park Street
- Loans of £3.8m to Cardiff Bus to buy 36 electric buses
- A target of 30% of taxi trade to switch to electric or hybrid vehicles

2.31. The Council has now submitted the plans to Welsh Government to request funding for the proposals.

Cardiff Older Persons' Housing Strategy 2019 - 2023

2.32. This strategy sets out how the Council and its partners will deliver the best housing outcomes for all older people in Cardiff. The Strategy has a number of key aims, including planning new homes and communities to address future housing and care needs across all tenures and building strong inclusive communities and tackling social isolation.

The Council's Economic Strategy Building More Homes and Better Jobs

2.33. The Economic Strategy contains 3 parts – a spatial strategy, an industrial strategy and underpinning themes to support the strategy and sets out a number of priorities and projects aimed at delivering the Council's aims for the economy over the next 10 years including: generating 20,000 additional jobs for the city –region; creating Wales first significant commercial business cluster in Central Square, Central Quay and Callaghan

Square; establishing Cardiff Bay as a leading UK urban visitor destination in its own right; putting Cardiff at the heart of the UK's Creative and Digital sector; positioning Cardiff as a national centre for Reg-Tech as part of its fin-tech and cyber security cluster; strengthening Cardiff city-region's place as the focal point for advanced manufacturing in Wales, focusing on compound semi-conductors and life sciences; supporting the city's communities and districts to take advantage of the city's growth and; establishing stronger city-region governance that delivers for Wales.

Cardiff 2030 A Ten Year Vision for a Capital City of Learning and Opportunity

2.34. This strategy was launched in October 2019 and includes aims to continue to enhance and develop the education estate in order to meet the changing demographic and societal requirements of the city. The strategy includes commitments to deliver the 21st Century Schools Programme including new/rebuilt schools and deliver new schools to take account of population growth and economic development in the city through the LDP.

Welsh Government Population and Household Projections

2.35. Since the LDP was adopted the Welsh Government has released population and household projections based on mid-year population estimates for 2014 (published 2016) and mid-year population estimates (published annually). The key changes for Cardiff are as follows:

- The 2014 based population projections indicate that population levels will increase from 354,294 to 395,679 between 2014 and 2026. This is a 2% lower level of increase to that projected in the LDP which showed an increase to 403,684.
- The 2014 based household projections indicate that household levels will increase from 147,582 to 169,745 between 2014 and 2026. This is a 5% lower level of increase to that projected in the LDP which showed an increase to 177,845.
- The Mid Year Estimates for the period 2011 to 2018 identify a steady increase from 345,442 to 364,248, which equates to an increase of 0.78% per year over the last 7 years.

2.36. New official Welsh Government population and household projections are anticipated in the near future. Together with previously issued projections since LDP adoption, this important source of evidence will clearly be of significance in the Plan review process where the level of growth over an increased time period will need to be assessed.

LDP Annual Monitoring Report – Key Findings

2.37. Overall the findings of the third AMR for year 3 are positive with the majority of the indicators shown as green indicating that most LDP policies are being implemented effectively. A summary of performance against the main Plan topics are set out below with Appendix 1 setting out the data and conclusions in more detail.

2.38. **Employment** – Monitoring data shows continuing strong performance. Of particular importance is data regarding net job creation - There is a requirement for 40,000 new jobs over the plan period 2006-2026. 20,900 jobs were created between 2006 and 2015

and therefore the target for the remaining plan period is 19,100 jobs or 1,750 jobs annually. Since the first AMR (16/17) the number of jobs has been steadily increasing and the latest AMR shows an increase of 6,000 jobs since April 2018.

2.39. **Housing** – Monitoring data shows new homes have now started to be completed on many of the LDP Strategic Sites. Specifically, there are new completions on 3 of the Strategic Sites.

- 511 completions have been achieved at St Ederyns Village (just short of the 515 target included in the AMR);
- 167 completions have been achieved on the North West Cardiff Strategic site, which has three separate outlets underway with more planned in the near future
- 51 completions have been recorded on the North East Cardiff Strategic site and construction is underway at Churchlands.

2.40. Although these rates are below targets set out in the AMR it is now evident that the Plan-led approach is now starting to successfully drive the delivery of new homes at a level not seen for the last 10 years. The 1,444 completions in 2018/19 (43% higher than 2017/18) contrast with the previous 9 years where completions averaged 725 units per annum, with no year above 1,000 units for this period.

2.41. The data on housing delivery demonstrates the ‘lag’ between Plan adoption and homes being completed on new sites allocated in the Plan. Due to a combination of site assembly, legal and logistical factors experienced by landowners/developers along with the time required to secure the necessary planning and adoption consents, trajectories of delivery are slower than originally anticipated. This includes time spent securing the accompanying Section 106 Agreements which fully deliver the Council’s aspirations as set out in the LDP. Overall, over the 13 years between 2006 and 2019 a total of 16,521 new dwellings were built in Cardiff which represents 40% of the overall dwelling requirement.

2.42. However, construction has now started or is about to start on most of the strategic housing sites following the master planning and infrastructure plans approach as set out in the plan and it is therefore expected that housing completions over the remaining 7 years of the Plan period will increase significantly.

2.43. **Affordable Housing** - In terms of the delivery of affordable housing, the plan sets a target for the delivery of 6,646 affordable units to be provided for the 12 years between 2014 and 2026, with an interim target in the AMR to provide 1,942 affordable dwellings by 2019.

2.44. Monitoring data indicates that at 2019, 1,082 affordable units had been delivered which represents 25% of overall completions. Whilst this is less than the numerical target, as highlighted above it reflects the slower than anticipated progress in the strategic housing allocations being delivered. Given the low overall completion rates over previous years, it would be unrealistic in these circumstances to expect any significantly higher affordable housing contribution which inevitably reflects a percentage of the overall number of completions. As set out above, construction has now started or is

about to start on most of the strategic housing sites following the master planning and infrastructure plans approach as set out in the plan and it is therefore expected that affordable housing completions over the remaining 7 years of the Plan period will increase significantly.

- 2.45. **Transportation** - Data collected in relation to travel by sustainable modes is reflecting the fluctuations as shown in past trends over the last 10 years. This demonstrates that sustainable travel trends have continued to increase over the last 10 years for both work and shopping, although for leisure and education the trends show a slight decrease.
- 2.46. There has been a positive outturn in sustainable travel over the past year, with the target 1% increase having been achieved for each of the journey purposes, with significant growth in particular evident for journeys to Work (+5.3% mode-shift). In terms of sustainable travel modes, significant progress has been made in meeting cycling targets for all journey purposes with cycling to work in particular having experienced substantial growth in the past one year period (+3.7%). Train use has very slightly declined over the past year for work and education but the 10 year trend shows a significant increase. Walking has increase over the last year for all journey purposes with a fluctuating longer term trend. Bus use has decreased for education, shopping and leisure, reflecting a longer term downward trend.
- 2.47. At this juncture, without the significant roll-out of new houses and provision of supporting sustainable transportation infrastructure, the early stage of Metro delivery together with the ongoing implementation of wider Council initiatives, it is too early to draw any firm conclusions with regard to policy delivery, particularly given that the 50:50 modal split target relates to 2026. Future AMR's will provide formal regular annual updates. However, the masterplanning approach together with section 106 Agreements already secured will enhance the phased future provision of supporting transportation infrastructure along with other measures such as increased frequency of public transport services and provision of bus passes to new residents.
- 2.48. **Gypsy and Traveller Sites** - work is progressing the identification of sites to meet the evidenced need for permanent and transit Gypsy and Traveller sites. This has included discussions with the Welsh Government and work continues to secure appropriate outcomes. In terms of transit sites, it is considered that these would best be considered on a regional basis, requiring collaboration with neighbouring local authorities through the LDP revision process.
- 2.49. **Supplementary Planning Guidance** – Significant progress has been made in producing a programme of new Supplementary Planning Guidance (SPG) and since adoption of the LDP 18 SPGs have been approved by Council to support the policies in the adopted Plan and the Cardiff Infrastructure Plan is currently being updated.

2.50. **Contextual Changes** – the contextual review highlights significant changes in the national planning policy framework which has evolved significantly over the last three monitoring periods. In particular, Planning Policy Wales (PPW, Edition 10, December 2018) which in turn responds to the Well-being of Future Generations Act, 2015 have made significant changes to the high-level policy framework.

3. Review of LDP and potential changes required

LDP Vision

3.1. In order to tackle key issues and guide and manage future development the LDP identified a clear vision of what the City should look like in 2026. Therefore, an important aspect of the LDP review, will be assessing the extent the Plan vision should be updated having regard to changes since Plan adoption. Specifically, the LDP Vision was derived from the vision is as set out in the 10 year, 'What Matters' Strategy (2010-2020) and states that:

By 2020...Cardiff will be a world class European capital city with an exceptional quality of life and at the heart of a thriving city-region.

3.2. In order to deliver the vision set out in the 'What Matters' Strategy it identified the following seven strategic outcomes:

- People in Cardiff are healthy
- People in Cardiff have a clean, attractive and sustainable environment
- People in Cardiff are safe and feel safe
- Cardiff has a thriving and prosperous economy
- People in Cardiff achieve their full potential
- Cardiff is a great place to live, work and play
- Cardiff is a fair, just and inclusive society

3.3. The "What Matters" Strategy was replaced by a Local Well Being Plan (Agreed May 2018) which a requirement of the Well Being of Future Generations Act (2015).

3.4. The review process provides a timely opportunity to consider the implications of the new context for determining the most appropriate future vision.

LDP Objectives

3.5. The LDP Vision is delivered through 4 Strategic Objectives (and 23 specific objectives) which seek to respond to the evidenced economic and social needs but in a way that is co-ordinated, respects and enhances Cardiff's environment and sets out a framework for delivering the sustainable neighbourhoods of the future. These four strategic objectives are at the centre of the LDP: They are:

1. To respond to evidenced economic needs and provide the necessary infrastructure to deliver development;
2. To respond to evidenced social needs;

3. To deliver economic and social needs in a co-ordinated way that respects and enhances Cardiff's environment; and
4. To create sustainable neighbourhoods that form part of a sustainable city.

Assessment of the existing LDP Objectives against the Well Being Goals

3.6. The assessment of compatibility between the 4 Strategic LDP Objectives (and 37 specific objectives) and the 7 Well Being Goals indicates that the current LDP Objectives contribute to achieving a range of Well Being goals and individual objectives delivering multiple goals. There is no obvious conflict between the Objectives and the Well Being Goals. However, the review process will allow a more in-depth assessment to take place and inform the most appropriate and up-to-date objectives.

3.7. The table below provides an assessment of LDP Objectives against Well Being Goals.

Seven Well Being Goals

Prosperous Wales
Resilient Wales
Healthier Wales
More Equal Wales
Wales of Cohesive Communities
Wales of vibrant culture and thriving Welsh Language
Globally Responsible Wales

LDP Objectives	Well Being Goals						
	Prosperous	Resilient	Healthier	More Equal	Cohesive	Vibrant	Responsible
1. To respond to evidenced economic needs and provide the necessary infrastructure to deliver development	Green	Green	Green	Green	Green	Green	Green
<i>1a. To effectively respond to Cardiff's role as capital city for Wales, seat of the National Government and centre of the city-region in terms of providing a range and choice of economic opportunities that will drive the prosperity of the region.</i>	Light Green	White	Light Green	Light Green	Light Green	Light Green	White

LDP Objectives	Well Being Goals						
	Yellow	Orange	Red	Dark Red	Dark Blue	Blue	Light Blue
1b. To maximise the economic potential of the city centre of Cardiff as a major financial and service sector opportunity that builds upon its position next to a transport hub of national and regional significance and is readily accessible from all areas within the city and well connected to other UK cities.	Green		Green	Green	Green		
1c. To maintain and enhance the vitality, attractiveness and viability of the city centre as a major retail and cultural destination and as a place to work, visit and live.	Green		Green	Green	Green	Green	
1d. To continue the successful regeneration of the Cardiff Bay area, maximising opportunities for quality commercial buildings and further development, particularly water and river frontage developments that can provide attractive and distinctive environments.	Green		Green	Green	Green		
1e. To promote clusters of specialist sectors and research & development expertise including the following key sectors: ICT; Energy and environment; Advanced materials and manufacturing; Creative industries; Life sciences; and Financial and professional services.	Green		Green	Green	Green		
1f. To ensure a range and choice of employment land and business premises at sustainable locations across the city is provided to assist economic competitiveness, encourage entrepreneurship, promote the growth of indigenous businesses of all types and size and attract inward investment.	Green		Green	Green	Green		
1g. To assist the promotion of Cardiff as a major tourist destination including the provision of the development of a variety of high quality tourist facilities and visitor accommodation.	Green		Green	Green	Green	Green	
1h. To create a physical and economic environment that develops, attracts and retains skilled workers, businesses and entrepreneurs to Cardiff together with maximising links with Universities and supporting indigenous skills and enterprises.	Green		Green	Green	Green	Green	
1i. To quantify critical strategic infrastructure required to realise development aspirations and set out clear mechanisms for delivery including sustainable transport solutions for strategic sites.	Green	Green	Green	Green	Green		Green
1j. To establish Cardiff as a sustainable travel city by reducing the need to travel, increasing the use of sustainable travel modes and networks (particularly walking and cycling), decreasing private car use and improving the city's key transport hub based at the adjacent central bus and train stations.	Green	Green	Green	Green	Green		Green
1k. To protect existing mineral resources and ensure an adequate supply of limestone aggregates in the north west of the city for the construction industry and to promote their efficient and appropriate usage, including the use of recycled aggregates where possible.	Green		Green				Green
1l. To support sustainable collection and recycling methods for Municipal Waste by maintaining and improving an integrated network of facilities in Cardiff.	Green	Green	Green				Green

LDP Objectives	Well Being Goals						
	Yellow	Orange	Red	Dark Red	Dark Blue	Blue	Light Blue
<i>1m. To lead and participate in securing regional facilities for the sustainable treatment and disposal of Municipal Waste in accordance with the Regional Waste Plan and in a manner that follows the waste hierarchy which seeks to maximise the reduction of waste in the first place and thereafter reusing, recovering and recycling options before the disposal of waste material is considered.</i>	Green	Green	Green	White	White	White	Green
<i>1n. To facilitate an integrated network of commercial and industrial sustainable waste management facilities consistent with the needs of the South East Wales area and in a manner that follows the waste hierarchy which seeks to maximise the reduction of waste in the first place and thereafter reusing, recovering and recycling options before the disposal of waste material is considered.</i>	Green	Green	Green	White	White	White	Green
2. To respond to evidenced social needs	Green	Green	Green	Green	Green	Green	Green
<i>2a. To provide new homes required to support the economic progression of the city and to respond to population change, continued in-migration and evidenced demand for affordable and family housing so that social needs can be addressed.</i>	Green	White	Green	Green	Green	White	Green
<i>2b. To provide a range and choice of new homes of different tenure, type and location that meets specific needs such as the provision of affordable housing, family accommodation, housing for the elderly, the disabled and students and pitches for the gypsy and traveller community.</i>	Green	White	Green	Green	Green	White	Green
<i>2c. To maximise the use of the existing building stock through refurbishment, retro-fitting and empty homes initiatives.</i>	Green	White	Green	White	White	White	White
<i>2d. To bring about changes to Cardiff's environment and neighbourhoods that help to tackle health inequalities, promote good health and enable healthier lifestyles to be led by the city's population in line with Cardiff's status as a World Health Organisation, 'Healthy City'.</i>	Green	White	Green	Green	Green	White	White
<i>2e. To bring about changes to Cardiff's environment that create a safer city and reduce the likelihood, fear and consequences of crime.</i>	Green	White	Green	White	Green	White	White
<i>2f. To create an environment that is made more accessible to all groups in society so that the employment opportunities, facilities and services of the city can be more readily used and enjoyed by all.</i>	Green	White	Green	Green	Green	White	White
<i>2g. To maximise the multi-functional role played by Cardiff's parks, open spaces and allotments together with improving their accessibility for the whole community.</i>	Green	White	Green	Green	Green	White	White
<i>3h. To recognise, support and enhance the key role played by existing District, Local and Neighbourhood Centres as accessible local hubs providing community services, local shops, healthy food choices, businesses, employment and access to public transport.</i>	Green	White	Green	Green	Green	White	White

LDP Objectives	Well Being Goals						
	Yellow	Orange	Red	Dark Red	Dark Blue	Blue	Light Blue
2i. To support the regeneration of local neighbourhoods including reducing inequalities, particularly areas experiencing high levels of deprivation, areas vulnerable to decline and areas with opportunities for change.	Green		Green	Green	Green		
2j. To ensure that the necessary education and training facilities are provided and are accessible to all: to build strong futures for children, provide a diverse range of learning opportunities for all and assist economic progress through the development of required skills.	Green		Green	Green	Green		
2k. To develop new cultural, leisure and sporting facilities to meet needs and enhance Cardiff's role as a premier cultural and sporting destination.	Green		Green		Green	Green	
2l. To ensure that the necessary community and cultural facilities (community centres, shops with healthy food choices, youth facilities, child care, faith buildings, health centres, etc.) are provided that are accessible to all in areas that are deprived.	Green		Green	Green	Green		
2m. To address rising unemployment and provide accessible local job opportunities, particularly in areas of greatest need.	Green		Green	Green	Green		
2n. To promote social inclusion, equality of opportunity and access for all.	Green		Green	Green	Green		
5. To deliver economic and social needs in a co-ordinated way that respects Cardiff's environment and responds to the challenges of climate change.	Green	Green	Green	Green	Green	Green	Green
3a. To mitigate the effects of climate change through reducing energy demand and increasing the supply of renewable energy.		Green	Green				Green
3b. To ensure that Cardiff adapts to the full anticipated impacts of climate change and that new development and infrastructure is designed to be resilient to possible consequences.		Green	Green				Green
3c. To protect, manage and enhance Cardiff's natural environmental assets.	Green	Green	Green				Green
3d. To conserve and enhance Cardiff's built and historic assets that define distinctive character and reflect its past development.	Green	Green	Green				Green
3e. In identifying new sites to meet economic/social needs, to follow a sequence of firstly maximising the contribution of brownfield sites, then identifying greenfield sites that are considered to represent the most	Green	Green	Green				Green
3f. To have full regard to flood risk when considering the acceptability of development proposals and considering mitigation and adaptation measures.		Green	Green				Green
3g. To maximise opportunities to create a cleaner and more attractive environment that enhances the quality of life and helps Cardiff to become a world-class European capital city.	Green	Green	Green	Green	Green	Green	Green
6. To create sustainable neighbourhoods that form part of a sustainable city	Green	Green	Green	Green	Green	Green	Green

LDP Objectives	Well Being Goals						
	Yellow	Orange	Red	Red-Blue	Blue	Light Blue	Green
4a. To ensure that all new development areas (whether greenfield or brownfield) create sustainable neighbourhoods.	Green	Green	Green	Green	Green	Green	Green
4b. To take opportunities to apply the above principles to existing neighbourhoods in order to create a more sustainable city.	Green	Green	Green	Green	Green	Green	Green

LDP Strategy and Policies

3.8. The LDP strategy and policies have been reviewed having regard to the following:

- Findings of the three LDP Annual Monitoring Reports;
- Significant contextual changes that have occurred since the Plan’s adoption, including changes in national policy and legislation and updates to the evidence base; and
- Internal consultation with relevant specialist officers.

3.9. This gives an overview of whether a policy/allocation is functioning effectively, whether any amendments are likely to be needed and whether any policies should be removed as part of the Plan revision process. The policy assessment undertaken to date is not considered to be definitive and further consideration will be given to the need to revise the Plan’s policies as part of the revision process.

3.10. The revision of the Plan will also need to consider the implications of an extended Plan period. The current Plan runs to 2026, with the Replacement Plan likely to extend to 2035 (plan period 2020-2035). Extending the Plan period will result in a revised dwelling need and a requirement for new sites for both market and affordable dwellings. It will need to take account of the revised version of Planning Policy Wales, latest population and household projections and a revised Local Housing Market Assessment, as well as other updates to the evidence base. Furthermore, the review process can also explore the ways that a new plan could respond to current challenges such as the climate emergency, obesity crises and other issues identified below. These updates and issues will need to be thoroughly considered and addressed in a comprehensive manner.

3.11. The key policy areas that are considered likely to require amendment based on the policy review assessment are discussed in more detail below.

Level of growth, delivery, spatial distribution and allocations (KP1, KP2 A-H, H1)

3.12. The proposed level of housing provision in the LDP is 41,415 dwellings (Policy KP1) over the Plan period 2006-2026. This figure was primarily informed by the then latest WG household projections which projected a population rise of 33% over the Plan period. Official WG population and household projections issued since have shown reduced levels of growth, with the latest 2014 based population and household

projections showing a 2% lower level of increase in population and 5% lower level of increase in households.

- 3.13. Whilst the level of growth in the latest WG projections has reduced, Cardiff is still projected to experience significant growth over future years. This is illustrated by the fact that even using these latest WG projections Cardiff's population is still expected to grow by 18% up to 2035. This growth is be driven by both natural change – the difference between births and deaths and net migration levels – the difference between in and out migration. Whilst growth due to natural change is easier to predict growth as a result of migration is more volatile and difficult to predict.
- 3.14. New WG projections are anticipated in the near future and can help directly inform the Plan review process which will need to assess the most appropriate level of growth for a Plan period beyond the end date of the existing LDP.
- 3.15. In terms of spatial distribution, the LDP recognises that brownfield sites will continue to play an important role in delivering windfall sites and proposes that brownfield sites contribute over half of the provision. However, the LDP also recognises that that there is a limited supply of brownfield land. Therefore, in order to provide a catalyst to the local housing market and recognise the role greenfield sites can play in bringing forward high levels of affordable and family housing and wider provision of strategic infrastructure the LDP proposes 5 strategic greenfield housing allocations around the edge of the city, to deliver a total of 13,450 homes by 2026 (Policies KP2 (C) to KP2 (G)).
- 3.16. Future considerations as part of the review process can also be usefully informed by evidence regarding the delivery of growth. In this respect it is clear that the Plan-led approach is now starting to successfully drive the delivery of new homes at a level not seen for the last 10 years. The 1,444 completions in 2018/19 (43% higher than 2017/18) contrast with the previous 9 years where completions averaged 725 units per annum, with no year above 1,000 units for this period.
- 3.17. The data on housing delivery demonstrates the 'lag' between Plan adoption and homes being completed on new sites allocated in the Plan. Due to a combination of site assembly, legal and logistical factors experienced by landowners/developers along with the time required to secure the necessary planning and adoption consents, trajectories of delivery are slower than originally anticipated. This includes time spent securing the accompanying Section 106 Agreements which fully deliver the Council's aspirations as set out in the LDP. Overall, over the 13 years between 2006 and 2019 a total of 16,521 new dwellings were built in Cardiff which represents 40% of the overall dwelling requirement.
- 3.18. However, construction has now started or is about to start on most of the strategic housing sites following the master planning and infrastructure plans approach as set

out in the plan and it is therefore expected that housing completions over the remaining 7 years of the Plan period will increase significantly.

3.19. Evidence gained from the Housing Land Availability Study can also inform the plan review process. Data from the last 10 years is shown below and shows that Cardiff has not achieved a 5 year housing land supply over this period. However, since the adoption of the plan in 2016, the overall land bank, including dwellings estimated to be completed beyond 5 years, has significantly increased to around 13,788. Despite the housing land supply currently standing at 3.5 years, Cardiff has therefore has a large overall landbank of 24,947 dwellings with such data providing an important source of information to inform the review process.

Table 1: Cardiff Housing Land Supply April 2009 to April 2018

Year	Number of Years Supply
2009	4.5
2010	3.4
2011	2.3
2012	2.9
2013	3.2
2014	3.6
2015*	No adopted Plan in place
2016	3.8
2017	3.6
2018	3.5

3.20. Overall, the evidence summarised above demonstrates that good progress is now being made and importantly the spatial housing strategy is sound and is adhering to the masterplanning and infrastructure plan approach embedded in the plan.

3.21. However, the review process provides an opportunity to revisit the most appropriate future levels of growth for an extended Plan period and allows a thorough analysis of all other relevant factors such as delivery, urban capacity, spatial approach and how the level of growth would form a key element of the overall Plan strategy.

Affordable Housing (H3)

3.22. In terms of the delivery of affordable housing, Policy KP13: Responding to Evidenced Social Needs sets a target for the delivery of 6,646 affordable units to be provided for the 12 years between 2014 and 2026, with an interim target in the AMR to provide 1,942 affordable dwellings by 2019.

3.23. Monitoring data indicates that at 2019, 1,082 affordable units had been delivered which represents 25% of overall completions. Whilst this is less than the numerical target, as highlighted above it reflects the slower than anticipated progress in the strategic

housing allocations being delivered. Given the low overall completion rates over previous years, it would be unrealistic in these circumstances to expect any significantly higher affordable housing contribution which inevitably reflects a percentage of the overall number of completions.

- 3.24. Encouragingly, the allocated strategic sites are securing the required 30% affordable housing through the issuing of planning consents. This accords with the policy set in the LDP but the physical completions are yet to be fully implemented on the ground.
- 3.25. Construction has now started or is about to start on most of the strategic housing sites so affordable housing completions over the remaining 7 years are expected to increase significantly. This conclusion is supported by the fact there are an additional 4,790 affordable homes in the landbank, which are due to come forward over the next 7 years.
- 3.26. In addition, the Council has a target of delivering 2,000 Council homes, with 1,000 of these programmed to be delivered by May 2022. Part of this target will be delivered through the Cardiff Partnership Programme, which has a target of delivering 1,500 homes in the next 10 years (600 of these will be council homes). To date 109 Council homes have been completed and a further 191 are currently under construction.
- 3.27. Away from the Strategic Sites, a wide range of percentages of affordable housing has been achieved on brownfield sites. Examples include Former Highfields Road Centre, Allensbank Road (24%), Briardene, North Road (23%), Former Wharf Pub, Atlantic Wharf (17%), Capital Quarter (20%) and Avenue Industrial Park (20%).
- 3.28. An issue which can be further assessed as part of the review process relates to the impact of viability factors undermining the ability of some sites/proposals to deliver either on-site provision or off-site contributions. Whilst the greenfield strategic sites allocated in the LDP with a clear Plan-led requirement to deliver provision have successfully met expectations, some brownfield windfall proposals are using viability evidence to justify a limited or zero provision (given the policy requirement is subject to viability considerations).
- 3.29. The review process will therefore allow a further analysis on need data, the most appropriate policy response, a thorough consideration of viability aspects and wider analysis of potentially suitable sites to meet the demand.

Gypsy & Traveller accommodation (H7)

- 3.30. The Housing (Wales) Act 2014 requires each local authority in Wales to undertake a Gypsy and Traveller Accommodation Assessment to ensure that needs are properly assessed and planned for. An assessment was required to be submitted to Welsh Government by February 2016 with a statutory duty placed on local authorities to make provision for site(s) where an assessment identifies an unmet need.

- 3.31. The Cardiff Gypsy and Traveller Accommodation Assessment was formally approved by Welsh Government in 2016. In summary, the GTAA covers the period 2016-2026 and estimates the additional pitch provision needed for Gypsies and Travellers in Cardiff. For the first 5 years of the GTAA plan period, there is a requirement for 48 additional pitches, and for the remainder of the GTAA plan period, a further 24 additional pitch is required. This gives a total need for the whole GTAA plan period of 72 additional pitches.
- 3.32. Work is progressing the identification of sites to meet the evidenced need for permanent and transit Gypsy and Traveller sites. This has included discussions with the Welsh Government and work continues to secure appropriate outcomes. In terms of transit sites, it is considered that these would best be considered on a regional basis, requiring collaboration with neighbouring local authorities through the LDP revision process.
- 3.33. This issue will need to be given further consideration in the LDP revision process with a clear need for the process to demonstrate the ability to identify an appropriate level of need and how this will be met in terms of site allocation(s).

Detailed housing policies (H2, H4-6)

- 3.34. The plan review provides an opportunity to review these policies which concern changes of use of existing residential properties, conversions/redevelopment to residential use and the sub-division of residential properties.
- 3.35. Collectively, these policies provide the framework for managing an important aspect of housing supply in the city and can help deliver important brownfield contributions to supply in sustainable locations.
- 3.36. The review process allows a refreshed consideration of these policies to take into account changes in national planning policy, contextual changes, any changes in the LDP evidence base and monitoring of on-going Development Management decisions. In this respect, the issue of sub-divisions/conversions into HMOs and flats is a matter which is considered to warrant a detailed analysis in response to concerns regarding the cumulative impact of proposals on local communities and amenity considerations of occupiers and neighbours. Whilst additional SPG has been prepared, appeal decisions are not always supporting the Council's position so a review is considered timely.

Employment (KP9, EC1-7)

- 3.37. Local Development Plan Policy KP9: Responding to Evidence Economic Needs responds to Cardiff's role as the main economic driver in South East Wales and deliver the strategic aspirations for economic development in Cardiff and meet the demand for 40,000 new jobs over the plan period through the identification and protection of

employment land and premises and opportunities to deliver the key economic growth sectors.

3.38. The Local Development Plan's employment land is safeguarded for employment purposes, with Policies EC1, EC3 and EC4 and the future prosperity of the local economy is facilitated by ensuring that Cardiff can offer a range and choice of employment sites and premises for employment uses with the allocation of Cardiff Central Enterprise Zone (Policy KP2 (A)) and South of St Mellons Business Park (Policy KP2 (H)). In addition policy EC7 allows for employment proposals on land not identified for employment uses which provides an element of flexibility, should there be an additional demand for employment land over the plan period and which will satisfactorily enable businesses to locate within the County.

3.39. An analysis of monitoring indicators during the period 1st April 2018 to 31st March 2019 shows continuing strong performance. Of particular importance is data regarding net job creation - There is a requirement for 40,000 new jobs over the plan period 2006-2026. 20,900 jobs were created between 2006 and 2015 and therefore the target for the remaining plan period is 19,100 jobs or 1,750 jobs annually. Since the first AMR (16/17) the number of jobs has been steadily increasing and the latest AMR shows an increase of 6,000 jobs since April 2018 which demonstrates that Policy KP1 is functioning effectively. Other findings include:

- The employment land permitted (hectares) on allocated sites as a percentage of all employment allocations is 2.4%, slightly higher than the previous 12 months. While the take up in terms of hectares would appear low, the schemes permitted are high density, high rise offices which have smaller land requirements.
- Office completions amounted to 39,726sq m largely attributable to completions within the Central Enterprise Zone. A further 42,652sq m of office floorspace is under construction and 49,328sq with planning permission which is not yet started.
- Although falling short of the annual target there have been a number of significant industrial completions, which includes 0.6ha for a new brewery production facility/head office at Pacific Business Park.
- There are a number of current planning permissions for industrial use including 16.5ha of land for a biomass power plant with industrial accommodation.
- The employment land lost to alternative uses has largely been as a result of uses which are considered complementary uses such as day nursery, gyms and small scale food and drink uses to cater for the needs of the workforce.
- Planning permissions have been granted on strategic sites at North West Cardiff, part of north east Cardiff and North West Cardiff, however, the employment elements of these residential led schemes are yet to be started. Pre application

dialogue is continuing with regard to the strategic employment site at St. Mellons Business Park which will inform a submission for consent in the near future.

3.40. Overall, the LDP policy review has found in general the Plan's employment policies are functioning effectively in enabling appropriate industrial and business development across the county. However as part of the revision process, consideration will need to be given to the economies of the future and their locational, sites and premises requirements, new labour force projections, an assessment of current employment land allocations and the identification of new employment land allocations. The Council's long term economic priorities and aspirations linked to the Cardiff Capital Region City Deal and Cardiff's Economic Strategy 'Building More and Better Jobs' will also need to be considered through the revision process.

Retail (Policies KP10, R1 to R8)

3.41. Policy R1: Retail Hierarchy is the central component of the retail strategy and establishes the hierarchy of centres in line with national guidance and favours new and improved retail facilities within the Central Shopping Area and at an appropriate scale, within district and local centres, whilst seeking to control the amount, size and nature of out-of-centre retail.

- The latest annual retail survey indicates that:
- Central Shopping Area – vacancy rate is 10.7%
- District centre – vacancy rate is 10%
- Local centre – vacancy rate is 8%
- Vacancy rates in the Central Shopping Area and Local Centres have fallen since the 2017/18 AMR and are in line with national trends.

3.42. These average vacancy rates are below the Goad UK average 11.8%. This below average vacancy rate suggest that the LDP retail policies are functioning effectively and there is a reasonable balance between the supply of shop premises and occupiers demand for space within these centres. The presence of some vacancies within centres provides an opportunity for new businesses to enter the market, attracting investment and modernising vacant units.

3.43. A new Retail Study will be undertaken in order to inform the revised LDP. This study will provide an update of the retail expenditure forecasts for comparison and convenience retail for the County. The purpose of a new retail study will be to provide comprehensive data and information on the current performance of the retailing and commercial centres and to provide an up-to-date assessment of retail expenditure capacity within the County and identify capacity for comparison and convenience goods. This updated study will inform the Plan revision in terms of retail strategy, retail policies and LDP allocations. Wider work will also be undertaken in response to the current challenges faced by the High Street to inform the merits or otherwise of how future LDP policy can respond most effectively.

Transport (KP8, T1-T9)

- 3.44. Data collected in relation to travel by sustainable modes is reflecting the fluctuations as shown in past trends over the last 10 years. This demonstrates that sustainable travel trends have continued to increase over the last 10 years for both work and shopping, although for leisure and education the trends show a slight decrease.
- 3.45. In terms of sustainable travel modes, significant progress has been made in meeting cycling targets for all journey purposes with cycling to work in particular having experienced substantial growth in the past one year period (+3.7%). Train use has very slightly declined over the past year for work and education but the 10 year trend shows a significant increase. Walking has increase over the last year for all journey purposes with a fluctuating longer term trend. Bus use has decreased for education, shopping and leisure, reflecting a longer term downward trend.
- 3.46. In accordance with Welsh Government Local Transport Plan (LTP) guidance (May 2014), Cardiff Council prepared a new Local Transport Plan (LTP) in 2015 which was approved by Welsh Government. The LTP replaces the 2010 South East Wales Regional Transport Plan (RTP) which informed the preparation of the adopted LDP. As directed by the guidance, the LDP is an update of schemes and priorities identified in the RTP.
- 3.47. In addition, the LTP reflects the requirements of the Active Travel (Wales) Act 2013 which places a duty on local authorities in Wales to continuously improve facilities and routes for pedestrians and cyclists, together with preparing maps identifying current and potential future routes. Cardiff has made good progress in advance of the Act through schemes to develop the city's Strategic Cycle Network and numerous pedestrian improvements. Recent increases in cycling trips demonstrate Cardiff's potential to become one of the UK's leading cycling cities. Any new or amended proposals for active travel routes and facilities, especially for walking and cycling may be considered for safeguarding through the LDP revision process where they are within a programme, supported by funding and likely to be delivered in the plan period.
- 3.48. The Council's Transport Strategy was agreed by Cabinet in October 2016 and brings together the proposals in the Local Development Plan and the Local Transport Plan. The purpose of this strategy is to:
- Raise awareness of Cardiff's transport challenges over the next 20 years
 - Highlight the main projects and actions which the Council proposes to undertake to tackle the challenges and increase sustainable travel in Cardiff
- 3.49. Consideration will also be given to the policy/land use implications of the Cardiff Capital City Region South East Wales Metro proposals in the Plan revision process.

The Metro proposals seek to improve transport connectivity across the region which is integral to achieving wider economic and social outcomes for South East Wales.

3.50. Overall, the direction of travel of the LDP policies is considered to be consistent with subsequent guidance produced at a national and local level. Indeed, the approach set out in the LDP for sustainable travel, modal shift and active travel are considered to become more fully embraced in national policy. The review process allows for the further development of this approach to maximise the way that sustainable travel can form part of the overall plan strategy.

Environment (KP3 A&B, KP15-16, KP18, EN1-8, EN10-14)

3.51. The effectiveness of Green Wedge and Settlement boundary policies has been monitored by the 3 AMR's produced to date and no applications for inappropriate development in the Green Wedge have been permitted and no applications were permitted outside the settlement boundary that did not satisfy policy, since the LDP was adopted. Given this it is considered that both these policies are functioning effectively. However, as part of the review of the plan a review of both the boundary of the Green Wedge and Settlement boundary will take place to ensure it takes account of changes in national planning policy and the evidence base for the plan.

3.52. The effectiveness of wider environment policies (EN1-8) has been monitored by the 3 AMR's produced to date and have shown that there has been no negative impact on Special Landscape Areas, Ancient Woodlands, SSSI's, SNCI's, and Natura 2000 and European designated sites. Given this it is considered that both these policies are functioning effectively. However, as part of the review of the plan a review of these policies will take place to ensure it takes account of changes in national planning policy, contextual changes and any changes in the LDP evidence base.

3.53. The effectiveness of natural resources policies (KP18, EN11, and EN13) has been monitored by the 3 AMR's produced to date and have shown that there has been no negative impact on water quality and quantity and the number of Air Quality Management Areas has not increased since the plan was adopted. Given this it is considered that both these policies are functioning effectively. However, as part of the review of the plan a review of these policies will take place to ensure it takes account of changes in national planning policy, contextual changes and any changes in the LDP evidence base.

3.54. The effectiveness of policies regarding climate change (KP15, EN10, EN12, EN14) have been monitored by the 3 AMR's produced to date and they have shown the policies are functioning effectively.

3.55. Monitoring for the flood risk policies shows that no applications for highly vulnerable development have been permitted in flood zone C2 and only 4 applications for highly vulnerable development have been permitted in flood zone C1, which didn't meet the flood risk criteria set out in TAN15. These applications related to the conversion and

extension of existing properties in the Canton and Riverside area of the city to flats and Natural Resources Wales had objected stating the depth of flooding at ground floor level would be greater than 600 metres and therefore did not meet the tolerable limits set out in TAN15 (Section A1.14). In determining these applications the Council considered that it would be unreasonable to refuse planning permission on this issue as the properties were already in residential use and surrounded by other residential properties with the same finished floor level. In addition it was noted that each flat unit has access to a first floor refuge and in both cases the applicant was made aware of the risk of flooding at the premises. Given this it is considered these four applications raise particular issues that need separate consideration and are not related to the performance of Policy EN14 which is functioning effectively as evidenced by the fact that flood risk has been considered.

- 3.56. However, as part of the review of the plan a review of these policies will take place to ensure it takes account of changes in national planning policy and the evolving evidence base relating to the links between climate change and flood risk in order to ensure the plan review responds to the climate change emergency.
- 3.57. In relation to Policy EN12: Renewable Energy and Low Carbon Technologies the LDP review found that since the adoption of the LDP a total of 6 schemes have been permitted.
- 3.58. In many respects, it is considered that there is relatively limited scope for renewable energy in Cardiff. Unlike some other local authorities in Wales, Cardiff has no Strategic Search Areas (TAN8) thereby restricting the potential for harnessing large-scale onshore wind power. With regards to other technologies, Cardiff is a relatively small area with much of its land already developed. Outside the urban areas, topography, environmental constraints plus relatively high land values constrain opportunities for medium-large renewable energy generation. There are however exceptions, within the former docklands two notable schemes are already in operation including an Energy Recovery Facility in Splott (30MW) and more recently a biomass plant in Tremorfa (2MW). Planning permission was also granted in June 2018 for a biomass plant at Rover Way (9.5MW) and just outside the current monitoring period in May 2019 for a 8.7 MW Solar Farm on the former Lamby Way tip. Also during the year 9 applications were granted planning permission which incorporated solar energy amounting to 0.52 MW in total.
- 3.59. However, significant contextual changes have occurred in relation to renewable and low carbon energy since LDP adoption which will need to be considered/addressed through the LDP review process. In addition, the Cardiff Renewable Energy Assessment (September 2013) informed the policies set out within the LDP. The new LDP will need to consider the revised Toolkit and address the additional requirements set out within it to produce a revised REA as evidence to support carbon reduction targets and mitigate the effect of climate change.

3.60. Overall, the plan review process will need to look beyond AMR reporting and the analysis of existing policy in response to the current declared Climate Emergency and wider evidence regarding the extent and magnitude of issues faced. The review process can explore the most appropriate policy response to this changed context.

Built Heritage (KP17, EN9)

3.61. The effectiveness of these policies has been monitored by the 3 AMR's produced to date and have shown that all the relevant applications received on historic environment assets were considered to be policy compliant subject to conditions/recommendations placed on the permission. No applications were permitted with an outstanding objection from statutory heritage advisors. Given this it is considered that both these policies are functioning effectively. However, as part of the review of the plan a review of these policies will take place to ensure it takes account of changes in national planning policy, contextual changes and any changes in the LDP evidence base.

Masterplanning, design and infrastructure (KP4-7)

3.62. The Materplanning Approach set out in KP4 (and delivered in a site-specific manner through Policies KP2 (A) to (H)) has proved very effective in providing an over-arching framework to ensure that Strategic Sites are delivered in a comprehensive manner; putting placemaking principles at the heart of new developments, and delivering necessary infrastructure in a timely manner. Policy KP5, alongside a series of new design supplementary planning guidance, has also proved effective in setting detailed criteria to secure high quality and sustainable design.

3.63. Changes to Planning Policy Wales (Edition 10) in 2018 are broadly consistent with this policy approach. The review process will provide the opportunity to further embed placemaking principles through good design, preservation of heritage assets, biodiversity and community infrastructure delivery within the planning policy framework.

3.64. LDP Strategic Policy KP6: New Infrastructure identifies that new development will make appropriate provision for, or contribute towards, the necessary infrastructure required as a consequence of proposed new development. LDP Strategic Policy KP7: Planning Obligations seeks contributions from developers towards the additional demands new development generates upon existing services, facilities, infrastructure and the environment, as well as negotiating benefits that improve the standard of development proposals by providing necessary infrastructure and community benefits. This policy is delivered through the development management process.

3.65. Since 2009, the Council has secured £164 million in financial contributions from planning applications (see table 2 below). This figure does not include on-site works such affordable housing, green infrastructure, active travel and highway improvements. A significant proportion of these contributions are from the LDP strategic sites where detailed policies and the masterplanning approach have assisted in negotiating, securing and phasing infrastructure delivery in a comprehensive and timely manner.

Table 2: Section 106 Financial Contributions secured 2009 to 2019

Year	Section 106 financial contributions secured (£)
2009	2,057,283
2010	3,488,465
2011	8,331,659
2012	1,459,561
2013	5,779,325
2014	31,304,088
2015	12,555,008
2016	14,248,428
2017	77,470,070
2018	4,223,307
2019	3,204,329
Total	164,121,524

- 3.66. Contributions are secured through the use of planning obligations as set out in Section 106 of the Town and Country Planning Act 1990. Agreements can also be entered into under Sections 278 and 38 of the 1980 Highways Act. These prescribe the highway works required as a result of proposed developments.
- 3.67. The Council resolved on 18 September 2014 to commence work on a Community Infrastructure Levy (CIL) for Cardiff and consult on a Preliminary Draft Charging Schedule (PDCS). Following consultation on the PDCS in November/December 2014, a consultation on the Draft Charging Schedule (DCS) took place in September/October 2016. The next stage would have been to submit the DCS for Examination by an independent inspector. However, further stages in the preparation of a CIL for Cardiff were not actioned given impending changes to CIL governance outlined below.
- 3.68. In 2017, the Department for Communities and Local Government (DCLG) published a review of the Community Infrastructure Levy, entitled 'CIL Review: Report to Government', which recommended a series of changes to the process. CIL has now been devolved to the Welsh Government through the Wales Act 2017. The *Welsh Ministers (Transfer of Functions) Order 2018* also transferred the necessary executive functions to the Welsh Ministers to accompany devolution of the CIL. This came into force in May 2018.
- 3.69. The review process will provide a timely opportunity to consider if there is merit in progressing a CIL for Cardiff given the changes in context. For example, this could examine if there is scope for the CIL to secure monies from the type of sites and uses which are sometimes proving challenging to secure Section 106 monies due to viability

factors or policy thresholds. The CIL can apply to residential and non-residential developments, and may include smaller brownfield and non-strategic sites.

- 3.70. The extended plan period allows for a review of infrastructure requirements associated with growth, along with a parallel consideration of realistic policy expectations, development viability and alternative infrastructure delivery mechanisms.
- 3.71. Supplementary Planning Guidance on Planning Obligations to supplement Policies KP6 and KP7 has been prepared to ensure that developments contribute toward the provision of the necessary infrastructure and measures required to mitigate their impact and to provide clarity to developers, agents and other stakeholders regarding the basis on which planning obligations will be secured.
- 3.72. In addition the Cardiff Infrastructure Plan (IP) is updated on an annual basis and is a 'living document' which sits alongside Cardiff's Local Development Plan (LDP). It covers the plan period to 2026 and identifies the infrastructure required to facilitate and sustain the city's projected level of growth. The Infrastructure Plan is directly linked to the LDP Monitoring Framework and updated annually in order to effectively respond to changes in baseline information, procedures and legislation.
- 3.73. As part of the monitoring of LDP sites, a series of bespoke Strategic Monitoring Documents have been produced to monitor ongoing progress in terms of planning consents and infrastructure provision within each of the strategic sites.

Social and community (KP13-14, C1-7)

- 3.74. It is considered that in general the Plan's open space policies are functioning effectively in safeguarding existing recreation facilities and public open space and in securing provision of new facilities in connection with new residential development in accordance with the adopted standards. However, as part of the revision process the implications of the findings of the latest open space survey, undertaken in May 2019 will need to be considered.
- 3.75. In addition the implications of the contextual changes to national planning policy set out in Planning Policy Wales (Edition 10, December 2018) will need to be considered together with new guidance produced by Fields in Trust in 2017, 'Guidance for Outdoor Sport and Play: Beyond the Six Acre Standard.' This guidance, while retaining the same headline rates of provision as the original "Six Acre Standard", draws out new recommendations for accessibility, for flexible application of standards and the minimum dimensions of formal outdoor space. The revision of the guidelines also introduces benchmarking for informal open space not involving organised sport and play and includes parks and gardens and natural and semi-natural habitats. The amendments to the guidance do not result in a requirement to make modifications to current LDP standards as the TAN16 promotes evidence based locally generated standards. However, the revised recommended benchmark guidelines for both formal and informal outdoor space will be taken into account in the LDP revision process. The

Council is also moving away from an approach to recreation and open space provision based on strict compliance with predetermined standards. This is in accordance with LDP Green Infrastructure policies that encourage the multifunctional use of open space.

- 3.76. It is considered that policies regarding health are functioning effectively. However, as part of the review of the plan a review of these policies will take place to ensure it takes account of changes in national planning policy and the evolving evidence base setting out links between obesity and the built environment. Overall, the plan review process will need to look beyond AMR reporting and the analysis of existing policy in response to the increased evidence, which highlights the links between health and the built environment and seeks to favour the creation of more healthy and active environments. In particular, the review process can explore the links between obesity, health and well-being and healthy and active lifestyles and the built environment and consider the most appropriate policy response to this changed context.
- 3.77. It is considered that policies regarding the community (C1 to C3, C7) are functioning effectively. However, as part of the review of the plan a review of these policies will take place to ensure it takes account of changes in national planning policy and the evolving evidence base setting out links between obesity and the built environment.

Waste (KP12, W1-2)

- 3.78. The LDP Waste policies were prepared in the context of the South East Wales Regional Waste Plan (RWP) – First Review 2008. This set out land requirements for new waste management facilities, which were taken on board in the Policy W1: Sites for Waste Management Facilities, which identified sites that had potential for the location of waste management facilities – class B2 industrial sites and existing waste management sites. The monitoring report results for the last three years show that this policy is functioning effectively and there is sufficient land available to meet Cardiff's waste management needs.
- 3.79. RWPs, however, no longer have effect after a re-write of national planning policy on waste was needed to reflect the new waste policy context introduced through the EU Directive on Waste (2008/98/EC), the Waste Strategy for Wales, 'Towards Zero Waste', June 2010 and the underpinning suite of waste sector plans, in particular the Collections, Infrastructure and Markets Sector (CIMS) Plan. The general approach of the CIMS Plan has been to move away from land-take based calculations to an approach where the need for waste management facilities is expressed by future capacity in tonnes. As stated in Welsh Government Policy Clarification Letter CL-01-12, technology development has led to the potential for smaller, more dispersed facilities to be developed (more flexible, able to take advantage of niche opportunities). It has also led to the possibility of larger facilities being developed to reflect economies of scale and reduce expenditure by businesses and local authorities on the management of their residual waste. The end result of this is that it is now more difficult

to ascribe a value to an ‘average facility’ – and as such, area-based land-take calculations have become less applicable.

3.80. The CIMS Plan describes the waste management framework considered to provide the best solutions to meet environmental, social and economic needs in Wales to 2050. Waste assessments contained within the CIMS Plan do not have to be repeated by local planning authorities at a regional or local level. However, monitoring needs to be carried out through voluntary co-operation at a regional level to inform decision making in future LDPs and in dealing with planning applications for waste. The regional monitoring work has resulted in the first Waste Planning Monitoring Report (WPMR) for South East Wales (April 2016). This concluded that the regional position was:

- There is no further need for landfill capacity within the South East region.
- Any proposals for further residual waste treatment should be carefully assessed to ensure that the facility would not result in overprovision.

3.81. It appears, therefore, that there is no current need for residual waste facilities in Cardiff although PPW (Edition 10, paragraph 5.13.12) requires that the identification of suitable locations for sustainable waste management facilities should be considered as part of LDP preparation. PPW (paragraph 5.13.8) also requires that development plans should demonstrate how national waste policy, and in particular the CIMS Plan, along with any updated position adopted in the waste planning monitoring reports and any other form of waste management priorities relevant to its local area have been taken into account.

3.82. It is considered that the waste policies are functioning effectively. However, the review of the plan will need to ensure it takes account of changes in national planning policy and the evolving evidence base, including any changes to national recycling targets and the need for additional waste management recycling facilities over the extended plan period up to 2035.

Minerals (KP11, M1-8)

3.83. LDP Minerals policies were prepared in the context of the Regional Technical Statement (RTS) 1st Review (August 2014), which was produced by the South Wales Regional Aggregates Working Party. A 2nd Review of the RTS is currently ongoing and following consultation is due to be finalised in March 2020. The monitoring of the Minerals policies set out in the three AMRs show that the policies are functioning effectively. However, the review of the LDP will need to consider the implications of the recommendations in 2nd Review of the RTS for the mineral strategy set out in the LDP along with any changes in current government guidance.

Supplementary Planning Guidance (SPG)

3.84. A number of supplementary planning guidance (SPG) documents to support key LDP policy areas have been approved by the Council since adoption of the plan. These are:

- Houses in Multiple Occupation
- Waste Collection and Storage Facilities
- Locating Waste Management Facilities
- Planning Obligations
- Tall Buildings
- Residential Design Guide
- Childcare SPG
- Planning for Health and Well-being
- Infill Design Guidance
- Residential Extensions and Alterations Guidance
- Green Infrastructure (including Technical Guidance Notes relating to Open Space, Ecology and Biodiversity, Trees, Soils, Public Rights of Way and River Corridors)
- Safeguarding Business and Industrial Land and Premises
- Food, Drink and Leisure Uses
- Archaeologically Sensitive Areas
- Managing Transportation Impacts (including Parking Standards)
- Flat Conversions
- Student Accommodation
- Shop Fronts and Signs Guidance

3.85. A review of the existing SPG including ones recently amended and adopted will be undertaken as part of the LDP Revision process.

Proposals Map and Constraints Map

3.86. The form and content of the LDP Proposals Map will require changes as part of the LDP Review to reflect any changes to the plan.

3.87. The LDP Constraints Map contains designations that are not directly proposals of the LDP but are constraints to development created by legislation or other mechanisms outside of the LDP process such as Flood Risk Areas, Conservation Areas, SSSI's, etc. The printed Constraints Map for the LDP represents a point in time and includes a number of designations particularly flood risk areas that have been updated since adoption of the LDP and therefore it is out of date. Going forward it is likely that the Constraints Map will be produced in an electronic form with public access that will allow for it be updated as necessary.

4. Future LDP Evidence Base Requirements

4.1. To inform the review of the LDP there will be a need to update various elements of the evidence base that informed the current Local Development Plan which is out-of-date and needs to be updated and/or replaced in order to fully understand the land use requirements of the City up to 2035 as well as taking into account any contextual or policy changes that have occurred since adoption of the plan. A sample of potential evidence base studies which may be required to inform the LDP include:

1. **Population and household forecasts** – to inform the LDP’s dwelling requirement up to 2035.
2. **Local Housing Needs Assessment** – to inform the housing requirement tenure type and size of dwelling to match future household type and age profile of the population.
3. **Gypsy and Traveller Accommodation Assessment** - to identify the need for permanent and transit pitches up to 2035.
4. **Transport Assessment** – to assess the impact of the scale and distribution of development detailed in the emerging Local Development Plan.
5. **Employment Land Review Update** – to assess the future need of employment land suitable for all employment sectors and regional employment aspirations.
6. **Retail Needs Assessment** – to identify if there is a requirement for additional floorspace to help inform the Council’s approach to manage the vitality and viability of our town centres.
7. **Urban Capacity Study** – to quantify the amount of brownfield land which could contribute to the housing need in the city up to 2035.
8. **Settlement Boundary Review** – to define, clear, defensible boundaries around settlements in the form settlement boundaries.
9. **Affordable Housing Viability Assessment** – to provide advice on achievable and viable targets and thresholds for affordable housing.
10. **Infrastructure Requirements over the plan period** – to build upon existing Cardiff Infrastructure Plan and extend to cover proposed plan period.
11. **Renewable Energy Assessment** – evidence to support carbon reduction targets and mitigate the effect of climate change.

12. **Strategic Flood Risk Assessment** – to identify areas at risk of flooding.

13. **Green Infrastructure Data** – to identify relevant data regarding Cardiff's natural environment.

4.2 The above is not a definitive list and additional evidence base update requirements may emerge as plan revision progresses. There are number authorities in South-east Wales who are currently in the process of considering reviewing their Local Development Plans on the basis that their current plans expire at the end of 2021. This presents an opportunity for collaboration regarding the sharing of data and/or methodologies.

Sustainability Appraisal including Strategic Environment Assessment

4.3 A requirement of the LDP process is that Sustainability Appraisal (SA) incorporating Strategic Environmental Assessment (SEA) informs preparation of the LDP. The SA/SEA process is integral to the development of the LDP to ensure the policies in the LDP promote Sustainable Development through integration of the key economic, environmental, social and cultural objectives in the development of the LDP policies and proposals and take account of any significant effects on the Environment. The SA/SEA has been an iterative process throughout preparation of the LDP and policies and proposals in the LDP reflect this.

4.4 SA monitoring of the Sustainability Appraisal Objectives is undertaken on an annual basis and reported through the LDP Annual Monitoring Report. This enables the Council to assess the extent to which the LDP is contributing to the achievement of sustainable development and to identify any concerns. To inform the review of the LDP it will be necessary to revisit and update the environmental, social and economic baseline information, along with the review of relevant plans policies and program. The SA Monitoring Framework including the SA Objectives will need to be reviewed to ensure this remains up to date, and this will include considering whether the methodologies need revising due to changes in legislation.

Habitats Regulations Assessment

4.5 The LDP was informed by Habitats Regulations Assessment (HRA), the purpose of which is to assess the impacts of a land use plan, in combination with the effects of other plans and projects, against the conservation objectives of internationally important European sites of nature conservation importance such as Special Areas of Conservation and Special Protection Areas (designated for their ecological status) and to ascertain following screening what needs Appropriate Assessment (AA). As part of the review of the LDP the HRA will need to be reviewed.

5. The LDP Review options

Joint LDPs and Joint Working

- 5.1. In line with national guidance, consideration must be given to the scope for preparing a Joint LDP. However, it is noted that 7 of the 10 Local Authorities in South East Wales are already preparing their own Replacement LDPs with no examples of a joint approach or regional collaborative exercises to help inform Plans. Of the remaining 2 Local Authorities excluding Cardiff, the Vale of Glamorgan and Newport, it is not considered that there are sufficient synergies to warrant the preparation of a Joint LDP.
- 5.2. The existing LDP benefitted from a bespoke regional collaborative exercise to help inform the Plan strategy involving all Local Authorities and other key stakeholders in South East Wales. This process worked well and is considered the most effective way of addressing cross-boundary matters. Given this a similar approach is proposed again to help inform the LDP review.
- 5.3. Should work commence on a Strategic Development Plan (SDP) for South East Wales, information gathered through the LDP process can be used to inform the SDP and vice versa. Ongoing dialogue with other Local Authorities will help maximise efficiencies and consistency with regard to gathering/sharing evidence and agreeing methodologies where possible.

6. Conclusions and next steps

Recommendation

- 6.1 This report concludes that the full revision procedure is considered the most appropriate form of review and that a Replacement LDP is prepared for the period 2020 to 2035. In this respect, it is recognised that the strategic nature of issues to be addressed in a replacement LDP cannot justify the short form revision procedure. This will ensure the Council has up-to-date Plan coverage beyond 2026 and supports the Plan-led approach in Wales.

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**CARDIFF COUNCIL
CYNGOR CAERDYDD**



CABINET MEETING: 20 FEBRUARY 2020

**RESPONSE TO WELSH GOVERNMENT'S PUBLIC
CONSULTATION FOR THE DRAFT CLEAN AIR PLAN FOR
WALES: HEALTHY AIR, HEALTHY WALES**

**STRATEGIC PLANNING AND TRANSPORT (COUNCILLOR
CARO WILD)
CLEAN STREETS, RECYCLING AND ENVIRONMENT
(COUNCILLOR MICHAEL MICHAEL)
SOCIAL CARE, HEALTH & WELL-BEING (COUNCILLOR SUSAN
ELSMORE)**

AGENDA ITEM: 10

Reason for this Report

1. The purpose of this report is to present and seek approval for Cardiff Council's (CC) Cabinet response for Welsh Government's Public Consultation for the draft Clean Air Plan for Wales: Healthy Air, Healthy Wales published on the 10th December 2019.

Background

2. Welsh Government's (WG) has published its draft Clean Air Plan for Wales for public consultation. This plan sets out Welsh Government's policy direction and proposed actions to reduce air pollution to support improvements in public health and the natural environment across Wales.
3. The consultation provides an opportunity for a review of an array of proposals which include;
 - enhancing air quality monitoring and assessment capabilities;
 - proposals for a fit for purpose legislative and regulatory air quality management framework for Wales;
 - increasing public awareness about air pollution and behavioral change communications to help everyone improve air quality and encourage others to do the same; and
 - promoting the shift from the private motor vehicle to active travel and public transport.
4. The Plan uses a thematic approach to address broad areas of impact, where work across organisations and themes can better address problems and build collaborative approaches to future action. The four themes are highlighted as;

- **Improving air quality to protect the health and well-being of current and future generations;**
 - **Improving air quality to support our natural environment, ecosystems and biodiversity;**
 - **Improving air quality to support a prosperous Wales; and**
 - **Improving air quality to support sustainable places**
5. Responses to the consultation are based on 45 set questions, which have been developed to address issues relating to the applicable topic areas within the draft Plan. By responding to these questions, the Council sees the consultation as an opportunity to share its views and opinions on Welsh Government's proposal, sharing its experiences utilising and adopting existing air quality legislation in Wales.

Issues

Air Quality in Cardiff

6. Under Section 82 of the Environment Act 1995 every local authority has an obligation to regularly review and assess air quality in their areas, and to determine whether or not air quality objectives to protect health are likely to be achieved. Where the air quality reviews indicate that the air quality objectives are not being achieved, or are not likely to be achieved, Section 83 of the 1995 Act requires local authorities to designate an Air Quality Management Area ('AQMA'). Section 84 of the Act ensures that action must then be taken at a local level which is outlined in a specific Air Quality Action Plan (AQAP) to ensure that air quality in the identified area improves.
7. The air quality objectives applicable to LAQM in Wales are set out in the Air Quality (Wales) Regulations 2000, No. 1940 (Wales 138) and Air Quality (Amendment) (Wales) Regulations 2002, No 3182 (Wales 298).
8. Welsh Government issue statutory policy guidance to Local Authorities under Section 88 of the Environment Act 1995 to bring the local air quality management system in Wales into line with the sustainable development principle outlined in Welsh Government's Well-being for Future Generations legislation, 2015.
9. Poor air quality is now considered the largest environmental risk to public health in the UK.¹ There is clear scientific evidence that shows that air pollution exposure reduces life expectancy by increasing mortality and morbidity risk from heart disease, and strokes, respiratory diseases, lung cancer and other conditions.
10. In the UK, in the context of air quality management, the main air pollutants that are the primary public health concern are particulate matter and Nitrogen Dioxide (NO₂). In the UK, it has been estimated that an

¹ 'Estimating local mortality burdens associated with particulate air pollution', Public Health England, (2014)

equivalent of 23,500 deaths can be attributed to long-term exposure to NO₂ each year.²

11. The principle source of these pollutants is from road transport emissions, particularly from diesel cars. In 2012, the International Agency for Research on Cancer listed diesel exhaust pollution as a Class 1 carcinogen³ and extended this to all ambient air pollution in 2013.⁴
12. Public Health Wales has stated that poor air quality is the second greatest public health concern after smoking and is the most significant environmental determinant of health. In Wales, based on data for the period 2011-2012, it has been estimated that an equivalent of 1,100 avoidable deaths can be linked to NO₂ exposure each year.
13. Poor air quality does not only cause ill health, it also has a wider societal cost. Accounting for health service costs and reduced productivity through lost workdays in the UK this is significant, standing at around £20bn every year.⁵
14. Some people are more at risk than others. Air pollution can disproportionately affect vulnerable population groups (e.g. children, older people, people with underlying chronic disease), as well as those exposed to higher levels because of living or commuting in urban or deprived locations.⁶
15. Recent work by Public Health Wales estimates that the equivalent of over 220 deaths each year among people aged 30 and over in the Cardiff and Vale area can be attributed to NO₂, with many more citizens suffering ill health as a consequence of poor air quality.⁷
16. There are currently four Air Quality Management Areas (AQMAs) declared across Cardiff which have all been declared due to exceedances of the annual mean NO₂ Air Quality Standard (40ug/m³), known to be derived from road transport. These areas are:
 - **Cardiff City Centre AQMA** (declared 1/4/13 to incorporate Westgate Street; formerly St Marys St AQMA);
 - **Ely Bridge AQMA** (declared 1/2/07);
 - **Stephenson Court AQMA** (declared 1/ 12/10); and
 - **Llandaff AQMA** (declared 1/4/13).

² 'Improving air quality in the UK: tackling nitrogen dioxide in our towns and cities: UK overview document' Defra (2015)

³ International Agency for Research on Cancer, (June 2012)

⁴ International Agency for Research on Cancer, (October 2013)

⁵ 'Every breath we take: the lifelong impact of air pollution', Royal College of Physicians and Royal College of Paediatrics and Child Health (2016).

⁶ National Institute for Health and Care Excellence 2017; WHO Regional Office for Europe 2016

⁷ Estimating local mortality burdens associated with particulate air pollution, Public Health Wales (2014).

Clean Air Strategy and Action Plan

17. In 2018, Shared Regulatory Services (SRS) & CC developed a citywide Clean Air Strategy & Action Plan (CASAP) for Cardiff. The strategy coincides with Cardiff's Capital Ambition report and helps to implement and deliver the priorities outlined in the Ambition report with an overarching aim to improve air quality to protect and improve public health in Cardiff. The CAS & Action Plan appoints strategic measures that will look to generate a positive impact to citywide air quality levels, in particular traffic derived NO₂ levels. Each measure has endured a cost benefit appraisal procedure by weighting the measures in terms of air quality impact, cost and timescale. The key theme of the strategic measures is to increase the uptake of sustainable modes of transport by influencing a behavioural change in Cardiff.

Legal Direction from Welsh Government

18. In addition to Cardiff's 4 AQMAs, Welsh Government issued a formal direction to the Council in March 2018 under Part IV of the Environment Act 1995, Section 85(7) to meet obligations placed upon the United Kingdom under the EU Ambient Air Quality Directive (2008/50/EC).
19. The direction came into force, as signed by the Minister, on 15th February 2018, and was delivered to Cardiff Council on 09th March 2018. The Direction required that by 30th June 2019 at the latest a **Final Plan** Identifying in detail the preferred option for delivering compliance with the legal limit for NO₂ in the shortest possible time, must be submitted to Welsh Government.
20. The localised modelling identified only one road link under baseline conditions projected to show non-compliance for NO₂ beyond 2021, this being the A4161 Castle Street, in the City Centre.
21. The Council received confirmation on the **20th December 2019** that it's Final Plan and [Full Business Case](#) was fully approved by the Minister for Rural Affairs and the Environment Lesley Griffiths AM. The final plan includes the following measures;
 - Support the implementation of Electric Buses – 36 Electric Buses to be implemented on a number of routes within the City Centre;
 - Bus Retro Fitting Programme;
 - Taxi Licensing Policy and Mitigation Scheme;
 - City Centre Transportation Improvements ; and
 - Active Travel Measures.
22. The feasibility Study ultimately becomes a city wide Action Plan to address air quality, as the project to date has not only focussed on roads modelled to exceed the NO₂ limit value, but has also assessed likely compliance within the AQMAs.

Key Considerations for Welsh Government's DRAFT Clean Air Plan

23. The draft plan discusses the potential for the adoption of additional and stringent air quality limit values, with particular reference made for particulate matter (PM_{2.5} and PM₁₀). Whilst the Council would ultimately support this proposal, it must be noted that the Council does have concerns on the impact that such proposals could have regarding the need to further improve the current monitoring capabilities for particulates.⁵ Further the Council does have concerns on whether the adoption of WHO guidelines are realistically achievable given background levels in Cardiff already encroach on the WHO guideline value for PM_{2.5} of 10 µgm³. The Council notes that Welsh Government intend to consult on the development of these new targets for particulate matter and the Council would therefore use this as an opportunity to address such concerns.
24. The Council notes that in addition to reviewing their Clean Air Zone Framework, Welsh Government is committed to reviewing the role that road user charging could play in reducing roadside levels of air pollution. As detailed in the Transport White Paper, road user charging is just one charging mechanism the Council will look to assess as a delivery option for the transport vision. One of the key objectives of any such scheme would be to facilitate wider improvements in air quality. The Council is therefore encouraged and welcomes the fact that Welsh Government will review road user charging and we would look to work with Welsh Government on any such proposals.
25. The implications from the proposals in the Welsh Government's draft Clean Air Plan, may lead to a review of the Council's current approach to air quality monitoring and reporting requirements. Following publication of any Final Clean Air Plan from Welsh Government, and any subsequent legislative amendments, there may be a requirement to review and assess the Council's ability to accommodate any additional statutory obligations that may arise from this Plan.
26. The proposed response from the Council to the 45 Consultation questions is presented in Appendix A.

Well-being of Future Generations (Wales) Act 2015 implications

27. CC adopt the principles of The Well-being of Future Generations (Wales) Act 2015 (WFG). The act is a significant enabler to improve air quality as it calls for sustainable cross-sector action based on the principles of long-term, prevention-focused integration, collaboration and involvement. It intends to improve economic, social, environmental and cultural well-being in Wales to ensure the needs of the present are met without compromising the ability of future generations to meet their own needs.
28. The Well-Being of Future Generations (Wales) Act 2015 places a 'well-being duty' on public bodies aimed at achieving seven 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.

29. In discharging its duties under the 2015 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: <https://www.cardiff.gov.uk/ENG/Your-Council/Strategies-plans-and-policies/Corporate-Plan/Pages/Corporate-Plan.aspx>
30. 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.
31. 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 seven 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

Reason for Recommendations

32. To enable Cardiff Council to formally submit its response to Welsh Government's Clean Air Plan for Wales: Healthy Air, Healthy Wales public consultation.

Financial implications

33. SRS has an existing budget to complete a programme of air quality monitoring across Cardiff. The measures to achieve compliance with the Air Quality Legal direction have been approved by the Welsh Government who will provide the funding for these schemes.

Legal Implications

34. The report seeks Cabinet's views on the Welsh Government's 'Clean Air Plan for Wales: Healthy Air: Healthy Wales', which sets out the Welsh Government's policy direction and proposed actions to reduce air pollution to support improvements in public health and the natural environment. This provides an opportunity for the Cabinet to express its views, which may help to shape the Welsh Government's future intentions and legislation.

35. In considering its response, the Cabinet should have regard to the Council's statutory duties in respect of air quality and its well-being duties under the Well-Being of Future Generations (Wales) Act 2015, as set out in the body of the report.
36. Under the Scheme of Delegations, the Cabinet is authorised to agree responses to Government consultation papers in respect of strategic policy on behalf of the Council.

HR Implications

37. There are no HR Implications for this report

Property Implications

38. The consultation response does not refer to specific property projects and there are no issues identified at this stage that raise concerns from a property perspective.

RECOMMENDATIONS

Cabinet is recommended:

1. To note and approve the draft response to the public consultation on Welsh Government's Clean Air Plan for Wales: Healthy Air, Healthy Wales, as set out in Appendix A; and
2. Authorise the Director for Planning, Transport and Environment to finalise the draft response, with any necessary amendments made to reflect the views given by Cabinet members, and to submit the response to Welsh Government on behalf of the Council.

SENIOR RESPONSIBLE OFFICER	Andrew Gregory Director of Planning, Transport & Environment
	14 February 2020

The following appendix is attached:

Appendix A: Cardiff Council draft Response to Welsh Government's Clean Air Plan Public Consultation.

The following background papers have been taken into account:

[Welsh Government's Public Consultation Document](#)

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**Welsh
Government
Consultation
Response
Form**

Appendix A

Clean Air Plan for Wales: Healthy Air, Healthy Wales

Your name: Jason Bale

Organisation (if applicable): Cardiff Council

Email / telephone number: jbale@cardiff.gov.uk

Your address: County Hall, Cardiff CF10 4UW

Section Title	Questions
<p>The Clean Air Plan for Wales - Thematic Approach and Commitments</p>	<p>1. Does the thematic approach in the Clean Air Plan bring together the key air quality issues in a way that is clear and helpful way?</p> <p>Cardiff Council agrees with the outlined thematic approach, recognises and supports Welsh Government’s (WG) aspirations to deliver air quality improvements for the whole of Wales. The document cites various commitments and actions considered necessary to satisfy four given target themes that will cumulatively promote improved air quality. In order to aspire to achieve and satisfy the various themes the Council would urge Welsh Government to consider a singular key overriding objective, such as ‘achieving air quality levels as low as reasonably practicable for Wales’. It would prove useful if those commitments and actions are documented in an order of priority or viability, as well as clearly provide key performance indicators/ milestones for when those commitments/ actions will be met. The Council would also see it preferable if WG made clear who is responsible for the listed commitments/ actions.</p>
<p>Air pollution and health</p>	<p>2. Do you agree enhancing monitoring and assessment capabilities will help to understand and inform action to reduce the impacts of air pollution on health and well-being in Wales? Please provide evidence in support of your views where possible.</p> <p>3. Do the commitments and actions for health and well-being address the most important factors for improving air quality and realising health benefits?</p>

	<p>Cardiff Council welcomes the implementation of an enhanced monitoring network and improved new aligned approach to assessing areas of poor air quality, reverting to driving agendas from a public health perspective, and in doing so not becoming reliant upon air quality limit value thresholds and only pursuing compliance with said values. It is also encouraging to see the adoption of additional pollutants to be monitored in Wales, such as PM_{2.5} and inclusion of stringent air quality limit values, with reference made to WHO guidelines being appointed.</p> <p>However, the Council does have concerns on whether the adoption of WHO guidelines are realistically achievable given background levels in Cardiff already encroach on the WHO guideline value for PM_{2.5} of 10 µgm/3. The Council notes that Welsh Government intend to consult on the development of these new targets for particulate matter and the Council would therefore use this as an opportunity to address such concerns.</p> <p>As part of the recommendations and actions, although PM_{2.5} is cited, the Council would like to highlight that the proposed actions does not foresee the inclusion of further Ozone (O₃) or Ammonia (NH₃) monitoring. It is widely accepted that these pollutants pose threats to both public health and the natural environment, mainly through formulating secondary pollutants. It has also been noted increased metal levels are associated with vehicles under braking conditions. The Council would welcome any approach by WG to re-evaluate its strategy to strengthen the monitoring in Wales and provide a clear understanding how this will be achieved through appropriate allocation of resources to local authorities.</p>
<p>Local Air Quality Management (LAQM)</p>	<p>4. Are you satisfied the proposals for Local Air Quality Management will result in robust, effective air quality management arrangements?</p> <p>The Council welcomes the approach from WG to review LAQM to modernise the approach and adopt a public health-driven approach to enhance its outputs and outcomes and it is hoped that the outcomes of this review will ensure a more robust LAQM is delivered.</p> <p>As part of this review the Council would also welcome a review of whether one integrated air quality management regime in terms of the requirements under LAQM and the EU Ambient Air Quality Directive to enable these regimes to be better aligned.</p>

<p>Area-specific policies and the designation of air quality improvement areas/zones.</p>	<p>5. Are you satisfied with the proposed approach for Clean Air Zones/Low Emission Zones in Wales?</p> <p>Cardiff Council recognises that the implementation of Clean Air Zones/ Low Emission Zones can be successful measures to reduce air pollution levels. However, it is important to also recognise the wider societal impacts (i.e. impacts on deprived persons to upgrade vehicles, displacement effects etc.) that imposing such measures could have and that these wider considerations should be accounted in any revised framework.</p> <p>In reviewing any framework for CAZs, Welsh Government should consider any wider negative impacts that such zones, could have in terms of other emissions with particular reference to greenhouse gases/ CO2. The current framework allows for Euro 4 petrol vehicles which are known to have a higher CO2 emissions, and thus the impacts of CAZs as a tool addressing the climate emergency need to be considered in any revision of the framework.</p> <p>It is noted that where CAZs are being proposed by English local authorities, such as Bristol, Birmingham, Leeds, and Newcastle that such schemes are being supported with significant funding bids for vehicle scrappage schemes, bus retrofitting schemes, taxi grant schemes and further highway improvements. In progressing any revised CAZ framework Welsh Government should be minded to ensure similar levels of funding and resources are made available to support any such implementation.</p> <p>Further any future proposals for any form of charging/ vehicle access restrictions should ensure that a wide range of environmental issues including addressing climate change are also a requirement. The Framework should also look to include how such measures can work to achieve modal shift aspirations, thus the use of road user charging and other mechanisms should also be considered.</p> <p>The Council therefore welcomes the intention that in addition to reviewing their Clean Air Zone Framework, Welsh Government is committed to reviewing the role that road user charging could play in reducing roadside levels of air pollution. As detailed in our recent Transport White Paper, road user charging is just one charging mechanism the Council will look to assess as a delivery option for the transport vision. One of the key objectives of any such scheme would be to facilitate wider improvements in air quality. The Council is therefore encouraged and welcomes the fact that Welsh Government will review road user</p>

	charging and we would look to work with Welsh Government on any such proposals.
Domestic Combustion	<p>6. Do you agree with the proposals for tackling air pollution from domestic combustion?</p> <p>7. Which aspects of Smoke Control would you would like Welsh Government to consider or strengthen?</p> <p>Cardiff Council agrees that the enforcement of pollution from domestic combustion does need further scrutiny. The current procedures to enforce domestic burning is a very long process and requires much evidence before a statutory nuisance is sanctioned. The Council would request that WG therefore consider whether a more a streamlined and more enforceable legislation is considered. In support of this it would be necessary that the mechanisms that be made accessible to local authorities to deliver sufficient good practise. Welsh Government should work with the Welsh Air Quality Forum to establish a Task and Finish Group to look at reviewing how domestic combustion issues should be better regulated and enforced to inform any change in legislation.</p>
Integration of area specific policies	<p>8. Are you satisfied with proposals to deliver a more integrated air quality management approach? If no, please provide evidence to support other alternatives</p> <p>Cardiff Council favourably views the described integrated air quality management approach outlined in the Draft Plan. However, in order to facilitate the approach it must be acknowledged by Welsh Government that the responsibility to implement and solidify this revision in working practise should not be wholly the responsibility of local authority officers specialising in air quality. Welsh Government officials, must therefore take a lead role in developing this approach in collaboration with local authority officers. but there needs to be a steer from Welsh Government representatives.</p>
Indoor Air Pollution	<p>9. Are there aspects of indoor air pollution which you would like Welsh Government to address? You may wish to consider what the Welsh Government’s top priorities should be for regulating chemicals in articles and products which may contribute to poor indoor air quality.</p> <p>The Council supports the actions proposed by WG to review indoor air pollution and measures to raise awareness on this emerging issue and would welcome any further research into this area.</p>
A Clean Air Act for Wales	<p>10. Do you support the proposals for a Clean Air Act for Wales?</p> <p>11. Are there additional issues a Clean Air Act should address?</p>

	<p>12. What other legislative or regulatory actions in relation to air quality should we consider to improve people's lives and community well-being in a sustainable way?</p> <p>Cardiff Council welcomes the idea for a proposed Clean Air Act for Wales and would be content to participate in any pilot studies that would assist with the assessment needs to review the various proposed actions. Cardiff Council would encourage Welsh Government to establish a strong evidence base prior to finalising any documentation, specifically when it comes to instigating revised air quality objectives that would adopt WHO guidelines. It is welcomed that an action outlined in the Draft Plan is to develop and consult on new targets for particulate matter in Wales, and that this work will be informed by an expert panel to ensure the right approach is developed. It is widely accepted that Wales' current monitoring network does need to be strengthened and expanded upon. There is a definite need to implement monitoring sites at locations of relevant exposure with the capability of monitoring particulate matter.</p> <p>Given the urgent need to address both air quality issues and the climate emergency it would be welcomed if Welsh Government could consider including a Section within the Clean Air Act that provides local authorities powers to expedite implementation of planned interventions to address breaches of air quality standards / or to meet carbon reduction targets provided robust evidence is available to support such measures.</p> <p>Ideally the Council would welcome if such powers could ensure any implementation of any measures to address air quality or climate emergency issues had limited scope to being challenged.</p>
<p>Public awareness about airborne pollution</p>	<p>13. Citizen science projects to date have focused on work with young people. Are there other age groups or communities would you like to see us work with?</p> <p>14. Which age groups do you think would benefit most from greater understanding of air quality, pollutants, evidence and interpretation, and developing personal awareness and responsibility?</p> <p>15. Are there other approaches or opportunities to develop greater understanding of air quality issues that you think we should explore?</p> <p>16. Do the proposed communications work streams provide a suitable focus for air quality communications and behaviour change work?</p> <p>17. Are there features you would like as part of the Air Quality in Wales website?</p> <p>18. Are there specific communications and behaviour change campaigns you would support?</p>

- 19. Are there age groups or communities who could contribute to developing citizen science projects?**
- 20. Which age groups would benefit most from developing personal awareness, understanding and responsibility in terms of air quality and pollutants?**
- 21. Are there additional approaches or opportunities to develop greater understanding of air quality issues that should be explored?**

To date the Citizen Science approach does not include the use of holistic objectives. There are numerous groups/ organisations working towards their own objectives and performance indicators. Welsh Government need to assign objectives formulated through a collaborative working partnership established between LAs, Health Professionals, Academia and Local environment campaign groups. Cardiff Council does recognise schools which encapsulates the younger generation, as a useful tool to educate and generate behaviour change. Although it is good to examine those groups suggested as vulnerable to air quality, broadening the captive audience such as the inclusion of motorists would encourage and deliver greater positive impacts for air quality.

The Council is committed to achieving air quality levels as low as reasonably practicable, whereby educating all age groups aids in delivering this aspiration.

The Council frequently receives enquiries/ complaints regarding idling vehicles. Under the **Road Traffic (Vehicle Emissions) (Fixed Penalty) (Wales) Regulations 2003, regulation 6 (3)** Cardiff Council has the power to implement 'no vehicle idling' areas, particularly where groups congregate, such as outside schools, hospitals and care homes, and in areas where exposure to road-traffic related air pollution is high, i.e., in AQMAs.

However, Cardiff Council does not currently exercise these powers owing to a number of difficulties in the enforcement of them, particularly around the requirement of having to request drivers to switch off their engines prior to taking any further action.

It would therefore be welcomed if Welsh Government revisited the legislation surrounding vehicle idling and reevaluated its purpose and integrity. In order to strengthen the use of non-idling legislation the Welsh Government ought to examine how they can make the action more robust and make it clear how it can be enforced without difficulty. This could be further supported by the development of a National non-idling campaign for Wales.

<p>Improving air quality to protect the health and well-being of current and future generations - commitments and actions</p>	<p>22. Do the proposed commitments and actions address the issues described in the health and well-being section of the Plan?</p> <p>23. Do you agree the actions will help to reduce the impact of air pollution on health and well-being in Wales?</p> <p>24. What additional commitments or actions would you propose?</p> <p>Cardiff Council welcomes the proposed commitments and actions, however given the number of actions required and level of work needed to complete the actions, there is an underlining concern if the actions are achievable. Concerns associated with workload requirements and commitment expectant of LAs will put pressure on satisfying the targets dates for completion.</p>
<p>Improving air quality to support our natural environment, ecosystems and biodiversity</p>	<p>25. What sorts of nature based solutions could be promoted to help to reduce human exposure to air pollution?</p> <p>26. How can we speed up the recovery of our biodiversity and ecosystems alongside emission reduction?</p> <p>27. What activities can we emphasise in our environmental growth plan to help tackle air pollution and its impact on ecosystems in Wales?</p> <p>28. Do the proposed commitments and actions address the issues described in natural environment, ecosystems and biodiversity section of the Plan?</p> <p>29. Do you agree the actions will help to reduce the impact of air pollution on natural environment, ecosystems and biodiversity in Wales?</p> <p>30. What additional commitments or actions would you propose?</p> <p>In general the Council agrees with the approach set out in the 'Intelligent tree and hedge planting supporting air quality improvements' section of the consultation document and would offer the following further comments.</p> <p>Urban Green infrastructure (GI), when designed and implemented correctly can lead to improved air quality on a local scale. GI has the ability to control pollution dispersion and deposition, and therefore is a useful tool to be used in urban environments. As well as improved air quality conditions, urban green infrastructure also provides benefits such as less heat stress, management of storm waters and a reduction in energy consumption and noise pollution, and thus can enhance city aesthetics and public realms.</p> <p>With that said the Green Infrastructure is likely to be limited to improving levels of NO₂. A recent study produced for by</p>

the Air Quality Expert Group for Defra, which states the following

‘For nitrogen dioxide (NO₂), vegetation is, generally speaking, of little benefit; it is not a very efficient sink. The deposition occurs in daytime, and primarily in the warmer months, when NO₂ is less of a problem.

However the same study also suggest that evidence ‘suggests that planting more trees in an urban area will increase deposition rates of particulate matter’. There are also the wider health benefits from increasing urban planting that should be factored into any programme

Whilst it is accepted that individual trees can block air pollution in some situations (the TDAG document on air quality sets this out) and that trees/vegetation are not a complete solution to air quality at a city scale, the Clean Air Plan for Wales appears to suggest that only woodland planting can have any positive effects on air pollution and planting of individual trees is not a worthwhile option.

Overall the document is somewhat lacking in the green infrastructure approach, and there are other nature-based solutions which could be included in the Clean Air Plan. For example green walls create rough surfaces at different heights, which can increase air mixing and therefore pollutant dispersal, as well as providing greater surface area for deposition.

The use of varied heights and forms of trees within the urban landscape can increase air mixing and therefore pollutant dispersal, so a varied canopy cover should be an aim of any urban planting scheme.

Large healthy trees have the greatest effect at pollution removal and are more effective than smaller trees. A mixture of tree species is also important.

To maximise pollution control, retention of existing trees and new tree planting has to be considered from an early stage in the design / planning process, before the building layout has been fixed.

Too often trees are seen as an ‘afterthought’ and their potential impact isn’t realised.

Hedges have been invoked as barriers to dispersal, but planted containerised trellises or ‘green screens’ may also be effective where it is not possible to plant hedges or trees in the ground.

Any type of vegetation whether it be trees, hedges, screens or green walls etc. has the potential to introduce biodiversity into an otherwise potentially sterile environment. Any planting scheme should aim for a mixture of species, deciduous and evergreen, native and non-native, annual and perennial etc. in order to increase diversity. Semi-natural informal planting will normally be better for wildlife than formal planting of monocultures, and other measures such as use of flowering plants, unsealed soils, and fruiting species can all have additional benefits. Use of SuDS will provide opportunities to provide additional innovative landscape schemes that provide drainage, biodiversity and pollution benefits and an opportunity to provide a wider range of species.

Parks and public open spaces in urban areas can act as 'oases' of better air quality, so accessibility to these spaces should be prioritised in the urban landscape. Wherever possible provision of new green open space, particularly in densely built environments such as city centres should be a priority.

Smaller areas of green land can also provide opportunities to create additional planting, benefitting biodiversity by acting as a stepping stone for biodiversity connecting to other sites. In terms of pollution control these spaces are particularly important where levels of pollution are high e.g. on main traffic routes or junctions.

Ecosystem resilience should be assessed in terms of the attributes referred to in the Environment Act, being Diversity, Extent, Condition and Connectivity. Any green infrastructure intervention aimed at reducing impacts of poor air quality should strive to maximise all of these attributes.

The forthcoming Area Statements should be used to inform the Environmental Growth Plan, as should the second version of the State of Natural Resources Report (SoNaRR).

Green infrastructure interventions for air quality could be incorporated into SuDS, whereby for example intercepted particulates are washed down into the SUDS and natural filtration occurs through reed beds or similar vegetation, leading to bioaccumulation of contaminants.

In the sense that references to the WBFG Act and the Environment (Wales) Act incorporate the ecosystem approach and address the attributes of ecosystem resilience, then I would say yes.

	<p>The proposed actions will inevitably have some benefit in terms of reducing the impact of air pollution upon the natural environment. This is provided an ecosystem approach or green infrastructure approach is taken which comprehensively incorporates trees, soils, landscaping, parks, public open spaces, SuDS and biodiversity. These actions should also increase the benefits provided by green infrastructure in mitigating the impacts of poor air quality upon the human population.</p>
<p>Industrial Air Pollution</p>	<ol style="list-style-type: none"> 31. On which sectors, processes or areas should we focus our action to reduce public exposure to industrial emissions to air pollution? 32. Are there any specific legislative changes you think we should consider in order to tackle industrial emissions to air? 33. Are there any specific actions or measures with which we can encourage investment by industry to reduce air pollution? 34. Are there any specific actions or measures with which we can encourage investment by industry to reduce air pollution? 35. Do you think generators used for research and development should be treated differently in terms of emission controls? <p>Cardiff Council understands the public health concerns associated with industrial installations, both large and small scale. The Council believes that improvements can be made in respect to the planning and permitting process. Firstly, in line with the Environmental Permitting Regulations 2018 the WG need to provide clarity and simplify the expectancies and obligations of the EPR 2018. It needs to be documented and communicated clearly by WG what is expected of current and future installation operators, as well as underpin who is the responsible regulating body. In addition, in terms of installations that conform to the Medium Combustion Plant Directive (MCPD) or Part A of EPR 2018 in Wales, Natural Resources Wales (NRW) ought to become a direct consultee for local authorities during the planning process, therefore addressing any potential concerns/ queries. Planning and permitting must be addressed at the same time. This approach will avoid installations being granted planning consent without the ability to be approved a permit to operate. Also in moving forward to account with future growth and development and ensure a sustainable long term approach which protects our future and well-being, NRW can provide valuable input to a suggested cross national supplementary planning guidance for Wales which would integrate the needs of the various industrial emissions air quality legislation, as well as aid local authority to deliver</p>

	<p>development in the best possible way, in line with their LDP objectives and policies.</p> <p>NRW can review its own approach to risk assessing the impacts derived by source point installations. NRW could give consideration to the adoption of Defra's Damage Cost Approach Guidance, which provides a monetary value for air quality impacts generated by the proposed development. The applicant will then need to provide a list of mitigation measures that equate to the monetary value calculated. This would be a valued commodity for local authority. The review could also see the aspirations of the LDP's considered as part of the permitting process.</p> <p>From a local air quality management perspective, new industrial proposals are examined in terms of their process contribution. There are instances whereby the baseline concentration already exceeds the critical level. However, process contribution is less than permitted % of the critical level. What is the viewpoint to authorise such a development given this scenario?</p>
<p>Improving air quality to support a prosperous Wales - commitments and actions</p>	<p>36. Do the proposed commitments and actions address the issues described in the Prosperous Wales section of the Plan?</p> <p>Yes, Council agrees with the proposed commitments outlined in the draft Plan. However, further details on the proposed action to ensure a change in waste collection vehicles to run on electricity/hydrogen, would be welcomed. It is not clear how WG will facilitate/ resource this change and therefore further information/ clarification on such proposals would be welcomed.</p>
<p>The National Infrastructure Commission for Wales</p>	<p>37. Should air quality issues be referenced in the remit of NICW?</p> <p>Given the likely impacts that any National Infrastructure projects may have (either positively or negatively) on air quality then the Council considers it essential that air quality is referenced in the remit of NICW.</p>
<p>Transport</p>	<p>38. Are there other air quality matters relating to transport which Welsh Government should consider or review?</p> <p>The Council supports many of the views and actions presented in the consultation document and the Council hopes that the updated Wales Transport Strategy will support the bold vision we recently presented in our Transport White Paper: Transport Vision 2030, which set out Cardiff Councils our priorities over the next 10 years to fundamentally transform the way people move around the city. This will</p>

	<p>ensure Cardiff is a well-connected city where everyone can easily, reliably and safely get to where they need to go in the greenest, healthiest and most affordable way, reducing the dependency on private cars whilst adopting challenging modal split targets for active travel and public transport through investment in transformative transport projects.</p> <p>In terms of promoting a larger modal shift to active travel and public transport the current draft Clean Air Plan would benefit from some stronger actions/ commitments which could be directly linked to the updated Wales Transport Strategy. Under 'Promoting the shift from the private motor vehicle to active travel and public transport' the sole action is currently '<i>We will work with partners to ensure improved provision of public transport</i>'. Whilst actions under the other headings may contribute to promoting modal shift, more detail could also be given here – particularly as the section also states that “We recognise the challenges involved in challenging personal convenience, reconsidering habitual behaviour and adapting to change.”</p> <p>Similarly in relation to buses, the focus within the Draft Plan is on greening/ cleaning the fleet which of course is of significant importance. However there is no reference to improving service reliability/ efficiency and customer experiences of buses/ public transport which is a key aspect to encourage modal shift. The Metro section could also specify that bus will form part of the integrated Metro network, as within the draft Plan currently only rail is referenced here.</p> <p>The bold ambition to ensure both buses and taxi fleets have zero exhaust emissions by 2028 is welcomed by the Council, but more details on how this will be achieved in terms of investment requirement for both vehicles and the necessary charging infrastructure needs to be detailed.</p>
<p>Improving air quality to support sustainable places – commitments and actions</p>	<p>39. Do the proposed commitments and actions address the issues described in the Plan?</p> <p>40. Do you agree the actions will help to reduce the impact of air pollution to support sustainable places in Wales?</p> <p>41. What additional commitments or actions would you propose?</p> <p>The plan discloses target dates, which Cardiff Council consider to be quite ambitious, specifically around the zero tailpipe emissions for buses and taxis by 2028. Although the Council supports the aspirations of the plan and agree that the achievement will lead to improved air quality and will aid the shift to more sustainable modes of transport given the array of potential obstacles that may obscure the ambitions, Cardiff</p>

	<p>Council would seek further clarity and understanding from Welsh Government how the target dates were suggested and the realism of the actions proposed to meet said targets. Does the vision of ambition consider certain restrictions such as the capital investment requirements for charging infrastructure and vehicles, supply of vehicles from manufactures etc. and potential State Aid implications that may arise. Further in terms of the ambition for taxis, has there been discussions with taxi trade representatives on how drivers will be supported to achieve this transition given the barriers faced in the trade.</p> <p>It is noted that the UK Government announced on the 4th February 2020 to bring forward the ban on ICE vehicles, including hybrids to 2035 at the latest. Have Welsh Government been involved in any discussions around this policy decision and assessed how this will be implemented in Wales. The draft plan will need to be amended to reflect this recent shift in UK Government Policy.</p>
<p>Welsh language</p>	<p>42. We would like to know your views on the effects the <i>Clean Air Plan</i> will have on the Welsh language, specifically on:</p> <ul style="list-style-type: none"> a. opportunities for people to use Welsh; and b. treating the Welsh language no less favourably than the English language. <p>43. What effects do you think there would be? How could the positive effects be increased, or negative effects be mitigated?</p> <p>44. Please also explain how you believe the proposed Plan could be formulated or changed so as to have:</p> <ul style="list-style-type: none"> a. positive effects or increased positive effects on opportunities for people to use the Welsh language and on treating the Welsh language no less favourably than the English language b. no adverse effects on opportunities for people to use the Welsh language and on treating the Welsh language no less favourably than the English language. <p>The Council has no comments on this and would expect that a Welsh Language Impact Assessment will be undertaken by Welsh Government.</p>

General question	45. We have asked a number of specific questions. If you have any related issues that we have not specifically addressed, please use this space to report them.
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Responses to consultations are likely to be made public, on the internet or in a report. If you would prefer your response to remain anonymous, please tick here:

Submit your comments by **10 March 2020**, in any of the following ways:

Post:

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Environment and Communities Division
Welsh Government
3rd Floor
Cathays Park
Cardiff
CF10 3NQ

Email:

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