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AGENDA

Committee ENVIRONMENTAL SCRUTINY COMMITTEE

Date and Time of Meeting TUESDAY, 1 OCTOBER 2019, 4.30 PM

Venue COMMITTEE ROOM 4 - COUNTY HALL

Membership Councillor Patel (Chair)
Councillors Boyle, Derbyshire, Owen Jones, Lancaster, Jackie Parry,
Owen, Wong and Wood

*Time
approx.*

1 Apologies for Absence 4.30 pm

To receive apologies for absence.

2 Declarations of Interest

To be made at the start of the agenda item in question, in accordance with the Members' Code of Conduct.

3 Minutes (Pages 5 - 12)

To approve as a correct record the minutes of the meetings held on 17 September 2019.

4 Planning, Transport & Environment Directorate - Quarter 3 & Outturn Performance Reports 2018/19 (Pages 13 - 76) 4.35 pm

This will provide the Committee with the opportunity to consider the performance of the Planning, Transport & Environment Directorate relevant to the terms of reference of the Environmental Scrutiny Committee.

5 Cardiff's District Heat Network - Member Update (Pages 77 - 104) 5.35 pm

A Member update to assess the progress that has been made towards establishing Cardiff's District heat Network. In particular the item will

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consider how close the Council is to agreeing a final business case, along with the necessary procurement arrangements required to deliver the scheme.

6 Highway Resurfacing Programme - Member Briefing Note (Pages 105 - 124) 6.15 pm

A Member briefing note that will provide the Committee with an opportunity to comment on the Draft Highways Resurfacing Programme for 2019/20.

7 Environmental Scrutiny Committee - Managing Biodiversity & Natural Environment in Cardiff 6.35 pm

An item to provide Members with an update on the task and finish exercise, and to consider the content of the current draft report.

8 Urgent Items (if any) 6.55 pm

9 Way Forward 7.00 pm

To review the evidence and information gathered during consideration of each agenda item, agree Members comments, observations and concerns to be passed on to the relevant Cabinet Member by the Chair, and to note items for inclusion on the Committee's Forward Work Programme.

10 Date of next meeting

Tuesday 5th November 2019 at 4.30pm in Committee Room 4, County Hall.

Davina Fiore

Director Governance & Legal Services

Date: Wednesday, 25 September 2019

Contact: Graham Porter, 02920 873401, g.porter@cardiff.gov.uk

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ENVIRONMENTAL SCRUTINY COMMITTEE

17 SEPTEMBER 2019

Present: Councillor Patel(Chairperson)
Councillors Boyle, Derbyshire, Owen Jones, Lancaster and Wong

15 : APOLOGIES FOR ABSENCE

Apologies were received from Councillors Owen, Parry and Wood

16 : DECLARATIONS OF INTEREST

The following declarations of interest were received:

Councillor Owen Jones	Agenda Item 4	Non-Executive Director of Cardiff Bus
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17 : MINUTES

The minutes of the meeting held on 2 July 2019 were approved by the Committee and were signed by the Chairperson.

18 : THIRD CARDIFF LOCAL DEVELOPMENT PLAN ANNUAL MONITORING REPORT

The Committee received a briefing on the content of the Cabinet report entitled 'Third Cardiff Local Development Plan Annual Monitoring Report'. Members were asked to note the content of the report and to discuss any further actions relating to the report.

Members were advised that the Cardiff Local Development Plan (LDP) was formally adopted by the Council on 26 January 2016. As part of the statutory development plan process the Council is required to prepare an Annual Monitoring Report (AMR) which is submitted to the Welsh Government by 31 October each year. This is the third Cardiff AMR to be prepared since the adoption of the LDP covering the period 1 April 2018 to 31 March 2019. The AMR provides a short term position statement and a comparison with the baseline data provided in previous AMRs.

The report will help to inform the extent to which the LDP strategy, objectives and policies are being achieved. The findings will help inform the LDP review process as the Council is required to undertake a major review of the LDP in 2020. The main findings of the AMR were set out in the report. These are summarised as follows:

- Employment – monitoring shows strong performance – 20,900 jobs were created between 2006 and 2015. Since the first AMR the number of jobs has been increasing steadily and the latest AMR shows an increase of 6,000 since April 2018.
- Housing – data shows that new homes have started to be completed on many LDP strategic sites. Specifically 511 completions in St Ederyns Village, 167

completions in the north west strategic site; and 51 completions in the north east strategic site

It was reported that the plan-led approach was now successfully delivering new homes. There were 1444 completions in 2018/19, an increase of 43% on 2017/18, and in contrast to the 9 previous years which saw an average of 725 units completed per annum. The data also demonstrated the lag between plan adoption and homes being completed due to a number of legal and logistical factors along with obtaining the necessary planning consents. It was expected that housing completions would increase significantly over the 7 remaining years of the plan.

- Affordable Housing – the plan targets to deliver 6,646 affordable units between 2014 and 2026. The interim target for 2019 is 1,942 units. Data indicates that 1,082 units have been delivered. It was suggested that this was due to the slower than anticipated progress in the delivery of strategic housing allocations. It was also expected that affordable housing completions would increase significantly over the remaining years of the plan.
- Transportation – data collected in relation to sustainable travel demonstrates that sustainable travel trends have continued to increase for work and shopping, but has decreased for leisure and education.
- Gypsy and Traveller Sites – work is progressing to meet the evidenced need for permanent sites and transit Gypsy and Traveller sites, including discussions with the Welsh Government.
- Supplementary Planning Guidance – significant progress has been made in producing a programme of Supplementary Planning Guidance (SPG). Since the adoption of the LDP 18 SPGs have been approved by Council.
- Contextual Changes – highlighting changes to the national policy framework which has evolved significantly over the last 3 years.

The AMR concluded that good progress is generally being made in delivering the identified targets and monitoring outcomes. The identified lag in housing delivery now shows strong signs of enhanced completions.

The Chairperson welcomed Councillor Caro Wild, Cabinet Member for Strategic Planning and Transport; James Clemence, Head of Planning and Stuart Williams, Group Leader (Policy) in Planning. After a brief statement from the Cabinet Member, officers were invited to make a statement.

The Chairperson invited the Committee to comment, raise questions or seek clarification on the information received. Those discussions are summarised as follows:

- Members asked for further details on the 20,900 jobs created between 2006 and 2015. Officers were asked in which geographical areas those jobs have been created and the types of jobs. Officers stated that broad national statistics were referred to. These statistics do not provide such detail but if further

information was needed then officers could liaise with colleagues in the Economic Development Team.

- Members noted that weekly pay has increased by 21% but house prices have increased by 32% over the same period. Members asked if this was financially sustainable and whether such increases would impact on housing building. Officers stated that the LDP provides an evidence-based approach to building. If there was no LDP in place then there was a risk of a faster increases in house prices. The LDP is increasing the supply of sites significantly and enabled 1500 completions in the past 12 months. Officers considered that supply was key to ensuring reasonable prices.
- Members asked for an update on the gypsy and traveller site issue. Members were advised that discussions around the Rover Way site were complex and were continuing.
- The Committee noted that the trend for people partaking in physical activity was decreasing. Officers stated that the data was provided by the Health Board and was high level contextual data from national data sets. It was no possible to identify the exact reason physical activity was decreasing from that data. There was no specific indicator regarding this issue in the LDP.
- Members asked what there was a gap between the target and the delivery of affordable dwellings and what was being done to address this. The Committee was advised that the target in the LDP for affordable homes was set at a level that was realistically deliverable. Now that the progress of completions was accelerating on large strategic sites, along with the Cardiff Partnership Programme, more affordable homes are set to be provided.
- Members asked whether there was any data relating to the provision of social housing the in the rented sector. Officers stated that this information is no captured directly as it is not required for the monitoring report.
- The Committee asked whether the authority is on track to hit its target in terms of the delivery of affordable housing. Officers stated that the authority is currently achieving its percentage targets. The AMR will provide annual indication. It was encouraging that the main strategic sites are starting to show some traction and numbers are likely to increase. However, this was still dependent on a number of external factors.
- Members asked officers to clarify the data set methodology for travel trends was arrived at and how was is monitored. Officers stated that the data comes from the Ask Cardiff Survey. The 2019 survey will be the most comprehensive survey to date. Officers were confident that the survey will provide robust data. Other data sets, such as the National Travel Survey, will be used to cross-check the data.
- Members asked why there has been a significant long term decline in sustainable travel for education. Officers stated that the Ask Cardiff survey is completed by adults as opposed to by pupils. Pupil travel shows an increase in sustainable travel. Further work is required to analyse this issue. The Cabinet

Member stated that the authority is introducing Active Travel Schemes in every school.

- A Member asked whether the investment in cycling infrastructure was having a negative effect on cars or existing bus lanes. Members were advised that traffic modelling was being undertaken to reduce detrimental impact on buses. The network in the city has predominantly been for cars. The authority is trying to create a more balanced split and to use roads more efficiently.
- Officers stated that the Planning Policy Wales policy guidance has been updated, the main changes incorporating the Future Generations and Wellbeing Act. The LDP was already has a placemaking/masterplanning approach in place. The authority will bear Planning Policy Wales in mind in all its management decisions.
- Members asked whether there were any plans to introduce a Biodiversity SPG. Members were advised that it was not possible to introduce new policy. SPGs only provide additional guidance. A policy change would require changes to the LDP.
- Members asked at whether the failure to deliver the required number of houses lead to a review of the LDP and at what point this would happen. Officers indicated that completions over the past 10 years stood at between 500 and 800 per annum. This year there were 1500 completions. Developers are moving forward at all strategic sites, with a number of different outlets on the larger sites. Evidence is strong to expect the rate of completions to accelerate further. Cardiff is currently the fastest growing UK core city.
- The Committee noted that there was no analysis of the types of retail in the AMR. Members considered an analysis of the types of retail being created would better help understand the types of district shopping centres being created. Members were advised that the data presented is for AMR reporting. The authority recognises the value district centres plan in indicators help. The evidence suggest that policies are successful but there are a number of factors beyond the LDP that will impact on the viability of district centres.
- A Member commented that attractiveness was an important consideration but it was not within the scope of the LDP to challenge development in terms of quality of design and therefore attractiveness was not always met.
- Members asked whether the authority was now at a point where it needed to reconsider its policy in relation to student accommodation. Officers referred to a recent application for the temporary change of use of student accommodation. Members were advised that the developer was not seeking a permanent change of use and the development will revert to student accommodation in the next academic year. The application was judged on its merits and it will not set a precedent. Any further application will also be judged on their merits. If an application for permanent change of use is received then a range of other factors will come into play including s106.

- Members welcomed the increase in cycling set out in the report. Members also noted that congestion and emissions were also increasing. The Cabinet Member accepted that air quality was a problem in the city. The authority has set out its plan to improve air quality of the next 18 months.
- Members asked when the central bus station and the Waungron Road hub would be operational. Members also asked for an update on the Bus Rapid Transit (BRT) routes set out in the LDP. The Cabinet Member strategy that the timescales for completion of the bus station were provided at the September meeting at the Council. Works at the Waungron Road hub will commence in the New Year and will take approximately 9 months to complete. In terms of BRT, these were aspirational and will be included in the Transport White Paper.

RESOLVED – That the Chairperson write on behalf of the Committee to the Cabinet Member conveying their observations.

19 : AFFORDABLE FUNERAL STRATEGY & BURIAL SPACE PROVISION

The Committee received a report providing an overview on the rising costs of funerals and how this can affect residents in Cardiff. Members were asked to consider the Draft Affordable Funerals Strategy that seeks to inform the public about funeral costs and the options they have to procure an affordable and dignified funeral.

Members were advised that funeral costs have risen by 112% over the last 13 years. One in six people now struggle to afford to pay for the funeral of a relative. The average cost of a funeral in the UK is £4,271 and the Welsh average is £3,538. The cost of a basic funeral in Cardiff can vary from under £2,000 to £5,000.

The Social Fund Funeral Payment is available to some people on a low income or who are in receipt of certain benefits. However, this will not cover the whole cost and many applicants are left with debt. The grant process has been criticised for being complicated and taking too long. Many people have committed to making funeral arrangements before it is known if funds will be made available.

In Cardiff Council Funeral Service has been in place for 16 years. The service is provided by a local funeral director at low cost and is available to anyone. The total cost of the service for a cremation is £1,784. It remains 50% lower than the average UK funeral cost.

The objective of the Draft Affordable Funerals Strategy is to create an action plan to ensure that the range of factors affecting people's ability to afford a funeral are addressed, whilst providing advice and guidance to residents on the options available to them.

The Chairperson welcomed Councillor Michael Michael, Cabinet Member for Clean Streets, Recycling and the Environment and Martin Birch, OM Bereavement and Registration Services to the meeting. Councillor Michael was invited a statement. Councillor Michael stated that funeral costs were increasing and the authority is taking steps to provide an affordable funeral at a reasonable price to residents.

Bereavement Services recently won a APSE Public Service award and the authority is keen to build on this excellent service.

Martin Birch delivered a brief presentation. The Chairperson invited the Committee to comment, seek clarification or raise questions on the information received. Those discussions are summarised as follows:

- Members asked whether there would be any provision for woodland funerals at the new site in Thornhill. Members were advised that natural burial would form around 25 % of the total site. All other traditional options would be available also. Land for a pet cemetery has not yet been identified but options were being considered.
- Members asked for further detail in terms of the constituent costs associated with the £4,271 UK average for funeral services. Officers indicated that the Cardiff Funeral Service figure of £1,784 includes the funeral directors fee, doctors fee and a cremation fee. The figure is slightly different for a burial. Flowers and catering are added expenditure and there are concerns that some people are being pressurised into spending more than they can afford.
- The Committee welcomed proposals to provide service users with an opportunity to discuss bereavement. Members considered that this role is a skilled and sensitive one and any staff involved would need a specific skill set. The officer advised that the service wish to work in partnership with 3rd sector organisations who have those skills.
- Referring to the presentation, Members asked what the target fee related to and whether the service area were seeking to increase the fee. The officer stated that this figures demonstrated what the service could potentially charge and still remain within the lower quartile. Members were reminded that the service is entirely resourced from income and there are commitments, budgetary pressures and investments that need to be considered.
- Members supported proposals for a campaign to begin conversations about funerals earlier. Members considered that people often want simple funerals. Officers stated that they could provide advised to families, to run through various options and ensure that families are prepared. These issues are often not discussed. This leads to families feeling guilty and pressurised leading to impacts on the grieving process. A Member stated that these issues are often not discussed in BME communities and it was important that these communities were also included in such conversations.
- Members asked whether an increase in Probate Fees will have an effect. Officers stated that whilst Probate Fees are set to increase it was unknown by how much. This will on come into effect where there is an estate and this is not generally recognised as a funeral poverty issue.

RESOLVED – That the Chairperson write on behalf of the Committee to the Cabinet Member conveying their observations.

20 : DRAFT WORK PROGRAMME 2019/20

Members discussed options for the Work Programme until the end of December 2019. The draft Work Programme proposals were approved.

21 : URGENT ITEMS (IF ANY)

Members discussed a letter written by the 'Managing Biodiversity and Natural Environment in Cardiff' task group. This addressed comments, observations and recommendations that the task group had in relation to the draft 'Biodiversity and Resilience of Ecosystems (BRED) Forward Plan' that was due to be received by Cabinet on 26 September 2019. The Committee endorsed the letter and agreed that it should be sent to the Cabinet Member for Strategic Planning and Transport in advance of the Cabinet meeting on 26 September 2019.

22 : DATE OF NEXT MEETING

Members were advised that the next Environment Scrutiny Committee is scheduled for 1 October 2019.

The meeting terminated at 6.55 pm

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**CYNGOR CAERDYDD
CARDIFF COUNCIL**

ENVIRONMENTAL SCRUTINY COMMITTEE

1 OCTOBER 2019

**PLANNING, TRANSPORT & ENVIRONMENT DIRECTORATE – QUARTER 3
& OUTTURN PERFORMANCE REPORTS 2018/19**

Reason for the Report

1. To present and review the performance reports relevant to the terms of reference of the Environmental Scrutiny Committee for Quarter 3 (October to December) and Outturn (May 2018 to March 2019) of 2018/19. In doing this the Committee will focus on the work delivered by the Planning, Transport & Environment Directorate which falls within the Strategic Planning & Transport and Clean Streets, Recycling & Environment Cabinet Portfolios.
2. Although it is outside of the timescale of the performance reports being scrutinised, it should be noted that Waste management was transferred across to the People & Communities Directorate in August 2019. For this reason, any performance issues relating to Waste Management will be supported by staff from the People & Communities Directorate.

Background & Supporting Information

3. The Environmental Scrutiny Committee has a role in reviewing the performance of Council services that fall within the Committee terms of reference. Members agreed to consider performance issues during the municipal year 2018/19. In doing this the Committee decided to look at the sections of the Quarterly Performance Reports relevant to the terms of reference of the Committee twice a year.
4. In May 2018, Council approved the Corporate Plan 2018-21. The Corporate Plan sets out the Council's Well-being objectives for 2018-19 in accordance with the Well-

being of Future Generations Act (2015). The Corporate Plan also set out the Council's key priorities, the steps it will take to deliver Capital Ambition and the key Performance Indicators to assess performance against the Corporate Plan.

5. The Council's refreshed performance management framework includes quarterly production of the Delivering Capital Ambition Performance Report 2018-19 for the Cabinet.
6. To facilitate this scrutiny the sections of the following reports have been provided:
 - Delivering Capital Ambition Quarter 3 Performance Report 2018/19;
 - Annual Well-being Report 2018/19.
7. The Delivering Capital Ambition Quarterly Reports reflect and align the Welsh Government Well-being Objectives. The two Well-being objectives relevant to the terms of reference of the Environmental Scrutiny Committee are:
 - Well-being Objective: 2.1 – A Capital City that works for Wales;
 - Well-being Objective: 3.1 – Cardiff grows in a resilient way.
8. The sections of the Delivering Capital Ambition Quarter 3 Report and the Annual Well-being Report 2018/19 relevant to the terms of reference of the Environmental Scrutiny Committee are referenced below:
 - **Delivering Capital Ambition Quarter 3 Performance Report 2018/19:** Section 1 – Organisational Health Overview. This document highlights performance issues relevant to the organisation as a whole (**Appendix 1**).
 - **Delivering Capital Ambition Quarter 3 Performance Report 2018/19:** Section 2 – Key Information & Summary of Performance Indicators. This document highlights performance issues relevant to the organisation as a whole (**Appendix 2**).
 - **Delivering Capital Ambition Quarter 3 Performance Report 2018/19:** Well-being Objective 2.1 – A Capital City that works for Wales. This document includes issues specific to the Environmental Scrutiny Committee terms of reference (**Appendix 3**).

- **Delivering Capital Ambition Quarter 3 Performance Report 2018/19:** Well-being Objective 3.1 – Cardiff grows in a Resilient Way. This document includes issues specific to the Environmental Scrutiny Committee terms of reference (**Appendix 4**).
- **Delivering Capital Ambition Quarter 3 Performance Report 2018/19 - Performance Report Appendix:** Well-being Objective 2.1 – A Capital City that works for Wales. This document includes issues specific to the Environmental Scrutiny Committee terms of reference (**Appendix 5**).
- **Delivering Capital Ambition Quarter 3 Performance Report 2018/19 - Performance Report Appendix:** Well-being Objective 3.1 Cardiff grows in a Resilient Way. This document includes issues specific to the Environmental Scrutiny Committee terms of reference (**Appendix 6**).
- **Annual Well-being Report 2018/19:** Well-being Objective 2.1 – A Capital City that works for Wales. This document includes issues specific to the Environmental Scrutiny Committee terms of reference (**Appendix 7**).
- **Annual Well-being Report 2018/19:** Well-being Objective 3.1 – Cardiff grows in a Resilient Way. This document includes issues specific to the Environmental Scrutiny Committee terms of reference (**Appendix 8**).
- **Annual Well-being Report 2018/19: Annual Performance Report Summary:** Well-being Objective 3.1 Cardiff grows in a Resilient Way. This document includes issues specific to the Environmental Scrutiny Committee terms of reference (**Appendix 9**).
- **Annual Well-being Report 2018/19: Next Steps:** Well-being Objective 2.1 - A capital city that works for Wales. This document includes issues specific to the Environmental Scrutiny Committee terms of reference (**Appendix 10**).
- **Annual Well-being Report 2018/19: Next Steps:** Well-being Objective 3.1 – Cardiff grows in a resilient way. This document includes issues specific to the Environmental Scrutiny Committee terms of reference (**Appendix 11**).

9. The priorities of Capital Ambition have been being built into the Corporate Plan 2018-21 and follow the existing performance management structure which spans the City's overall performance (the Public Services Board Wellbeing Plan); Council performance via the Corporate Plan; Directorate performance via Directorate Delivery Plans; through to individual performance via Personal Reviews.

Performance Support Group

10. The Council's approach to performance management focuses on the use of performance information within the most strategic parts of the organisation, to ensure that these strategic audiences are considering strategic performance issues. It is also critical to ensure that underneath the strategic layer there are mechanisms in place, which allow for effective engagement and support of operational performance issues.
11. In parallel with developing a coherent cross-organisation approach to service planning (which will by default create a new body of consistent performance information) the Council has introduced the Performance Support Group. The Performance Support Group provides support to service performance and allows the Cabinet, scrutiny committees and the Senior Management Team to focus on strategic performance issues.
12. The primary roles of the Performance Support Group is to support specific areas of service improvement and investigate areas of performance that are highlighted by robust data analysis. It is hoped that this approach will provide the organisation with confidence that measures mandated by Welsh Government but not included in outcomes-focused scorecards are receiving due attention.
13. The Planning, Transport & Environment Directorate has a lead performance officer who along with the Corporate Performance Team, analyse and challenge work to help inform the Performance Support Group's agenda.

Improved Reporting Timelines

14. The Council refresh of performance arrangements has examined opportunities to increase the speed with which information flows through its performance-related processes. An essential part of moving the organisation away from monitoring performance and onto managing performance is providing information within a timescale that allows the use of data to influence decision-making and prompt appropriate intervention.
15. The final reports for Cabinet and scrutiny committees contain confirmed information; however, the reports that are used by the Performance Support Group and Senior

Management Team can contain draft performance information, provided it is flagged as such.

Publishing Performance Information on the Internet

16. To reinforce the Council's move to a culture of accountability, the refresh of performance arrangements presents an opportunity for Cardiff residents to access key performance information in a way that is immediately engaging. Council employees should also have access to online performance information that helps them understand the contribution they are making towards achieving organisational aims.
17. As with the newly developed performance reports, the published information will focus on the outcomes the Council is trying to achieve, i.e. the Well-being Objectives and, therefore, correlate to the performance measures used at Cabinet and scrutiny committees.

Refresh the Council's Performance Management Strategy

18. In light of recommendations made by WAO's, the Framework element of the Performance Management Strategy has been updated to include guidance around timelines that support current processes. The most significant aspect of the refresh has been the embedding of it into the organisation's culture. Mostly, this has been achieved through changing practices as outlined above. However, ensuring that the Council's Performance Management Strategy is acknowledged, understood and used will require the Corporate Performance Team to engage and work proactively with service managers and performance leads.

Scope of the Scrutiny

26. This item will give Members the opportunity to consider the Planning, Transport & Environment Directorate performance relevant to the terms of reference of the Environmental Scrutiny Committee.

Way Forward

27. Councillor Michael Michael (Cabinet Member for Clean Streets, Recycling & Environment), Councillor Caro Wild (Cabinet Member for Strategic Planning & Transport) and officers from the Planning, Transport & Environment Directorate have been invited to attend for this item.

Legal Implications

28. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal 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. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

29. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATION

The Committee is recommended to:

- (i) Consider the information in this report and the information presented at the meeting;
- (ii) Determine whether they would like to make any comments, observations or recommendations to the Cabinet on this matter; and,
- (iii) Decide the way forward for any future scrutiny of the issues discussed.

DAVINA FIORE

Director of Governance & Legal Services

25 September 2019

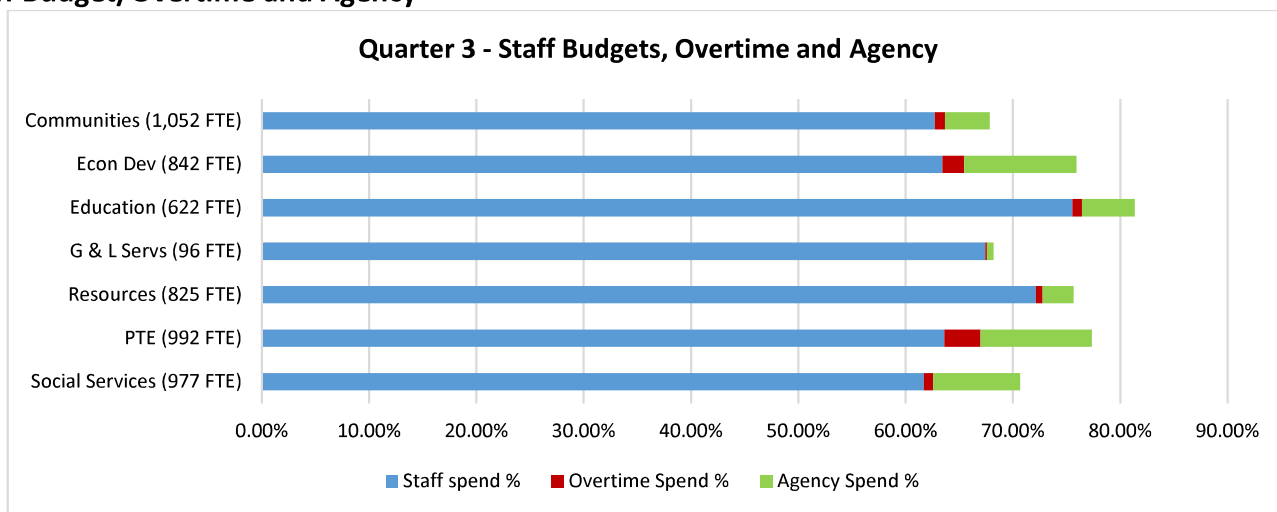
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Section 1 – Organisational Health Overview

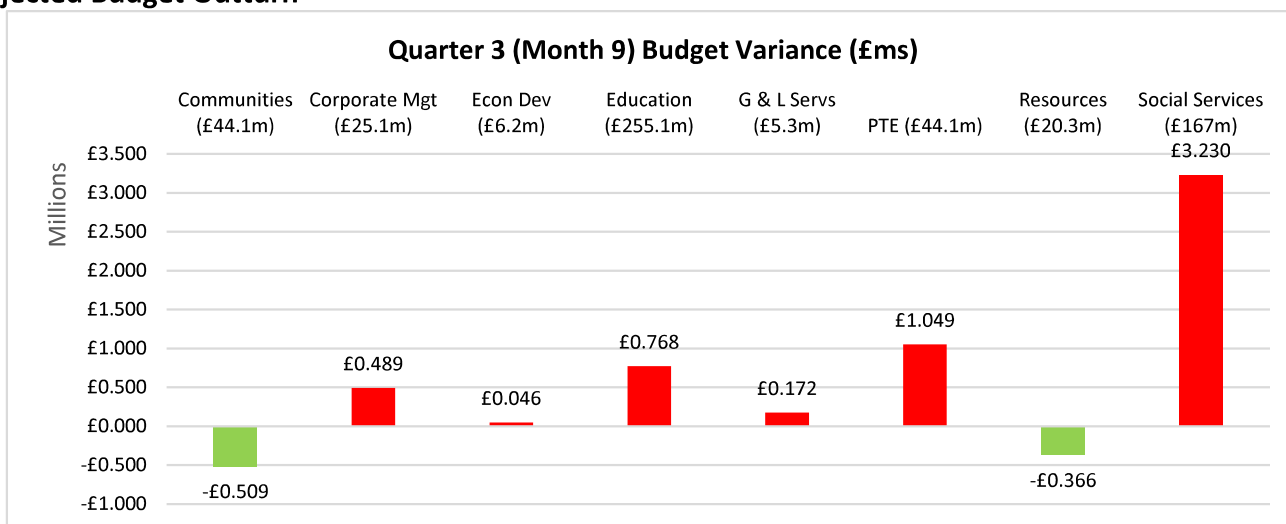
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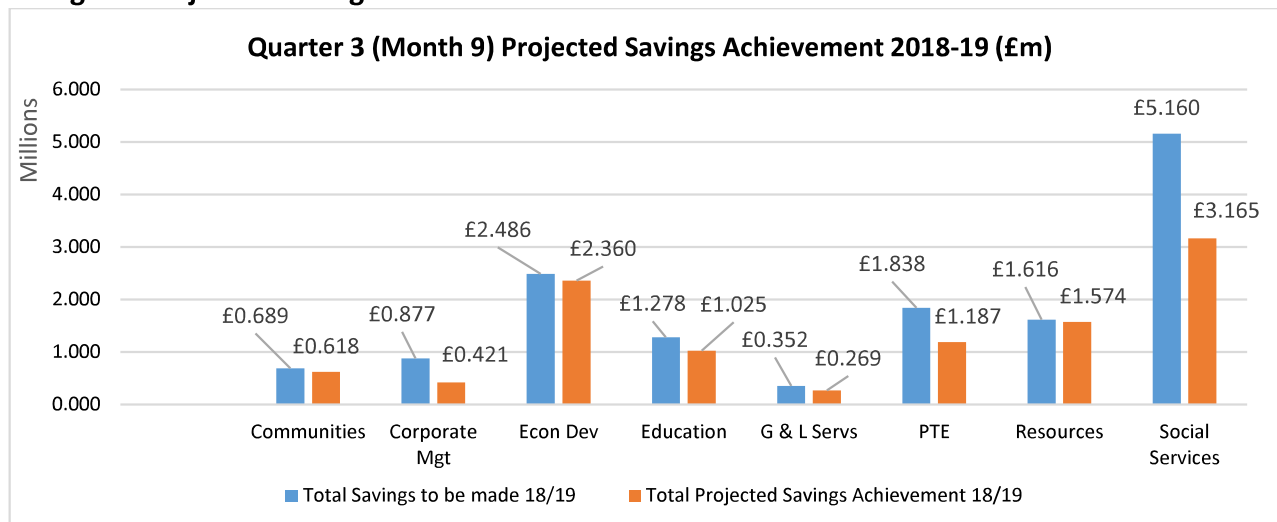
Staff Budget/Overtime and Agency



Projected Budget Outturn



Percentage of Projected Savings made



Section 1 – Organisational Health Overview



Customer



8,593 total downloads, 5,804 in Q3
3,772 on Android Devices
5,221 on Apple Devices
4% of downloads were in Welsh



Website
www.cardiff.gov.uk

Followers 19,600
4,068 increase on Q4
2017-18

Followers 90,400
3,009 increase on Q4
2017-18

Visitors 698,632
Total pages
2,179,346 English
16,494 Welsh

Council Tax Portal Access

5,396 – October
2,471 - November
3,183 – December

Online Payments

17,777 totalling £1.84 million - October
19,921 totalling £1.87 million – November
18,620 totalling £1.74 million – December
56,318 Total £5.45 million

Waste Collection Look Ups

Recycling and waste collections enquiries by
month
45,082 – October
27,375 – November
76,368 – December

Recycling and waste collections enquiries via:
Web – 108,636
App – 39,553
C2C - 636

Fly-tipping Reports

Other areas that continue to show an increase in digital interaction is Fly-tipping Reports with approx 930 fly tipping incidents reported via online methods!

75% of parking
permit applications
made online

25% of parking
permit applications
made via post



Calls Offered 146,649 compared
to 161,767 calls in Quarter 2
Calls Handled 137,030 compared
to 144,834 calls in Quarter 2



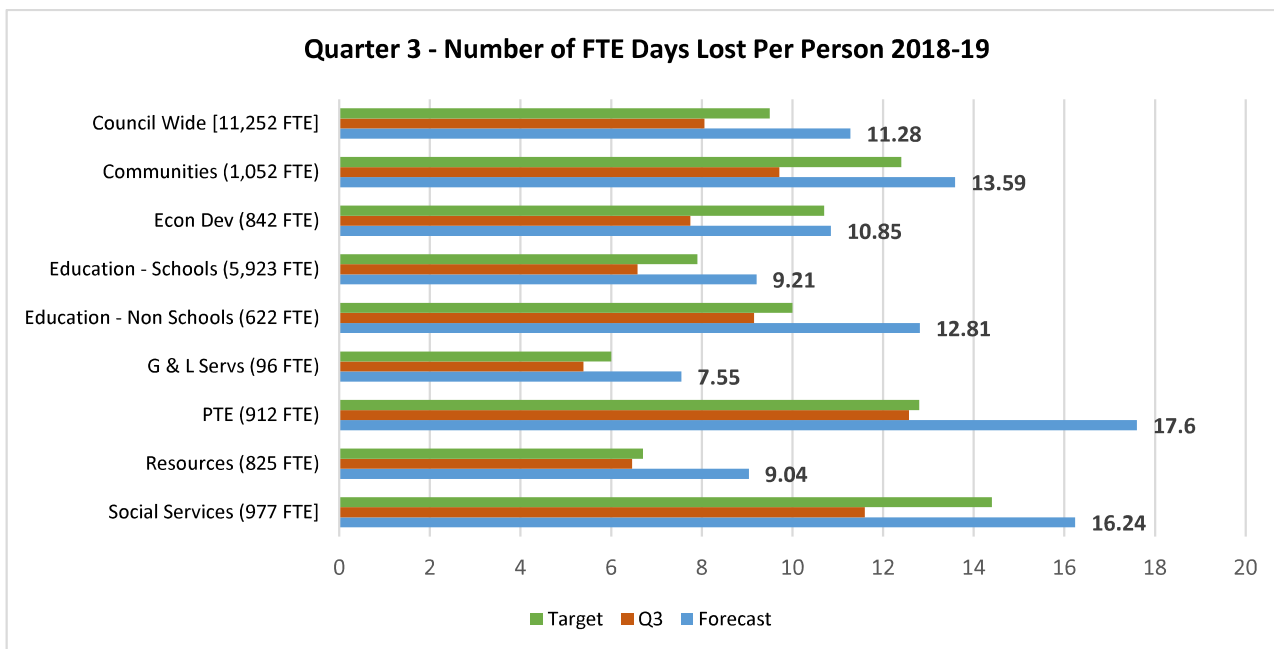
Emails handled 18,283 compared
to 17,891 in Quarter 2
Webchats Handled 2,536
compared to 2,539 in Quarter 2

Section 1 – Organisational Health Overview



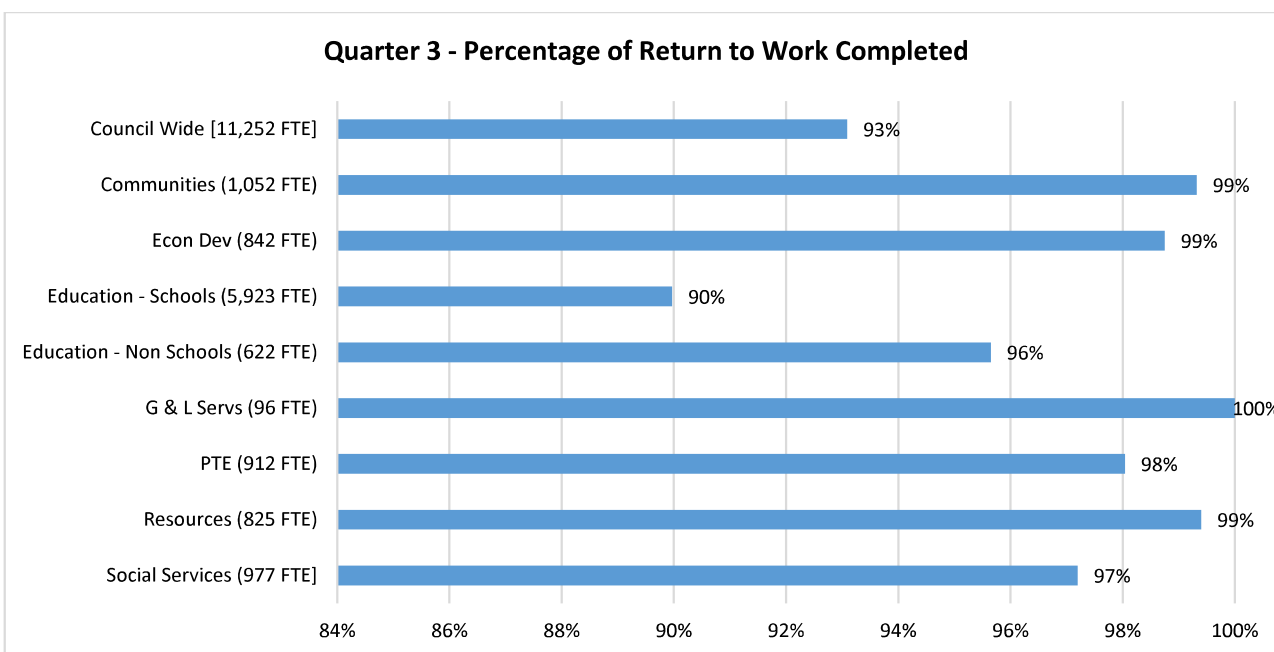
Internal Processes

Sickness Absence



The Quarter 3 Council wide result is 8.06 FTE days lost per employee; this is in line with the same period 2017-18 for FTE days lost per employee. The outturn forecast at Quarter 3 for 2018-19 is 11.28 days lost against a target of 9.5, this is a similar forecast to 2017-18 result of 11.27 FTE days lost per employee.

Return to Work

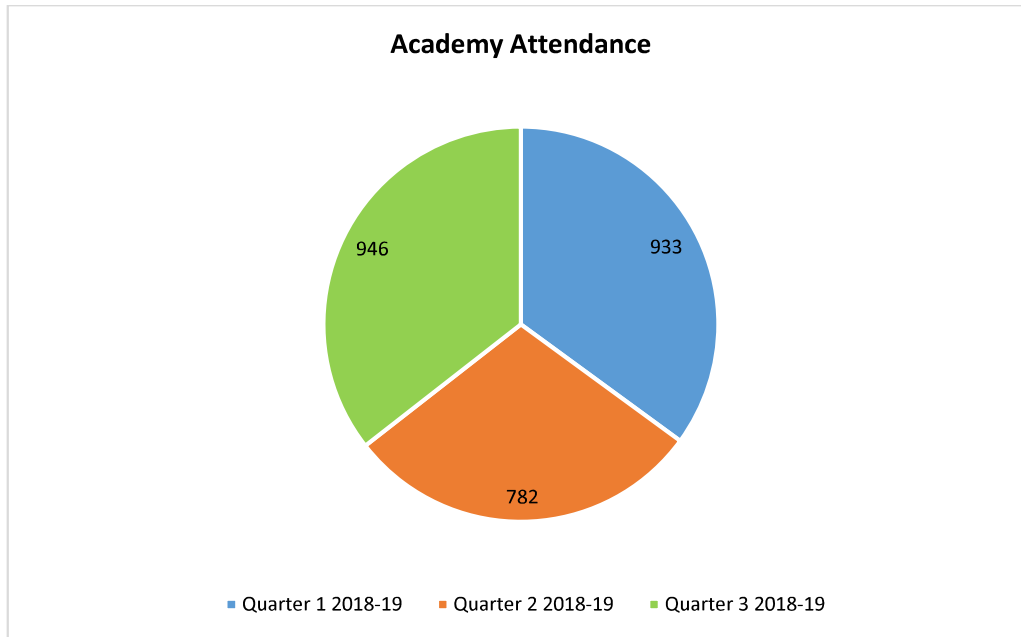


Section 1 – Organisational Health Overview

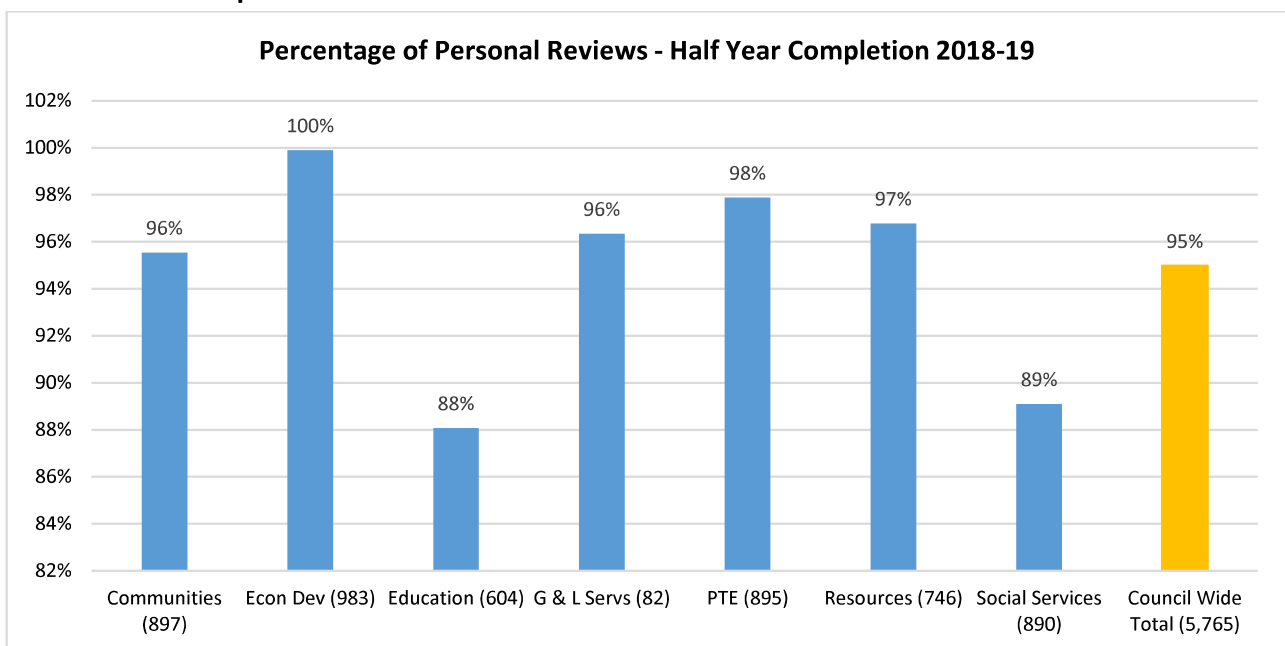
Learning & Growth



Academy Attendance



Personal Review Compliance



Section 2 – Delivering Capital Ambition Quarter 3 Report



Key information

Corporate Plan Steps Assessment Criteria

Directorates are asked to self-assess the RAG rating for each of the Corporate Plan steps for which they are the lead directorate using the following criteria:

Red

A Step should be ragged as **Red** when serious issues have occurred and it is unlikely that any further progression can be made without some form of assistance from outside of the Directorate, e.g. SMT, enabling services etc. At the time of writing it is unlikely that the step will be delivered within the agreed time frame or at all.

Amber

A Step should be ragged as **Amber** when issues have occurred but they are not serious enough to require assistance. Progress can be recovered by the Directorate and there is a plan in place for this. It is likely that the step will still be delivered within the agreed time frame.




Green

A Step should be ragged as **Green** when there are no issues with progress / performance, and at the time of writing the step will be delivered within the agreed time frame.

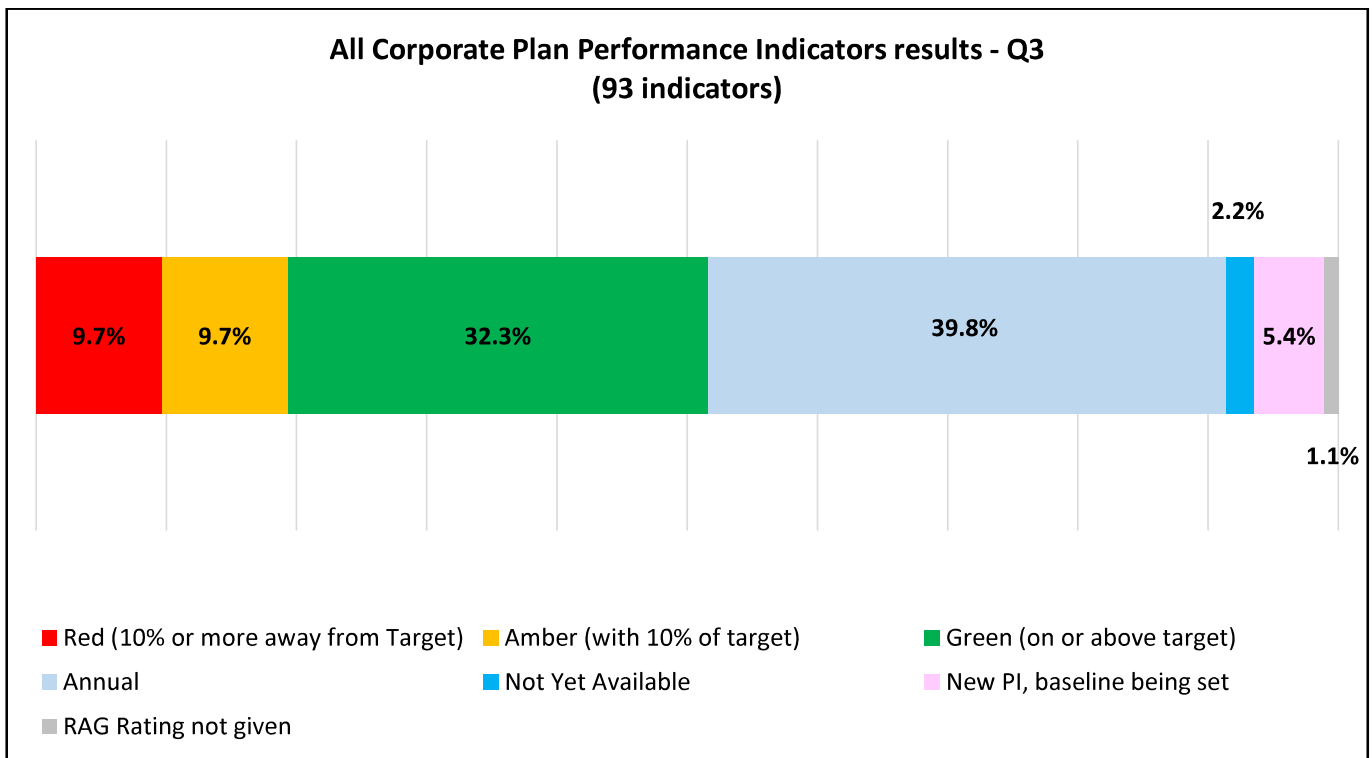
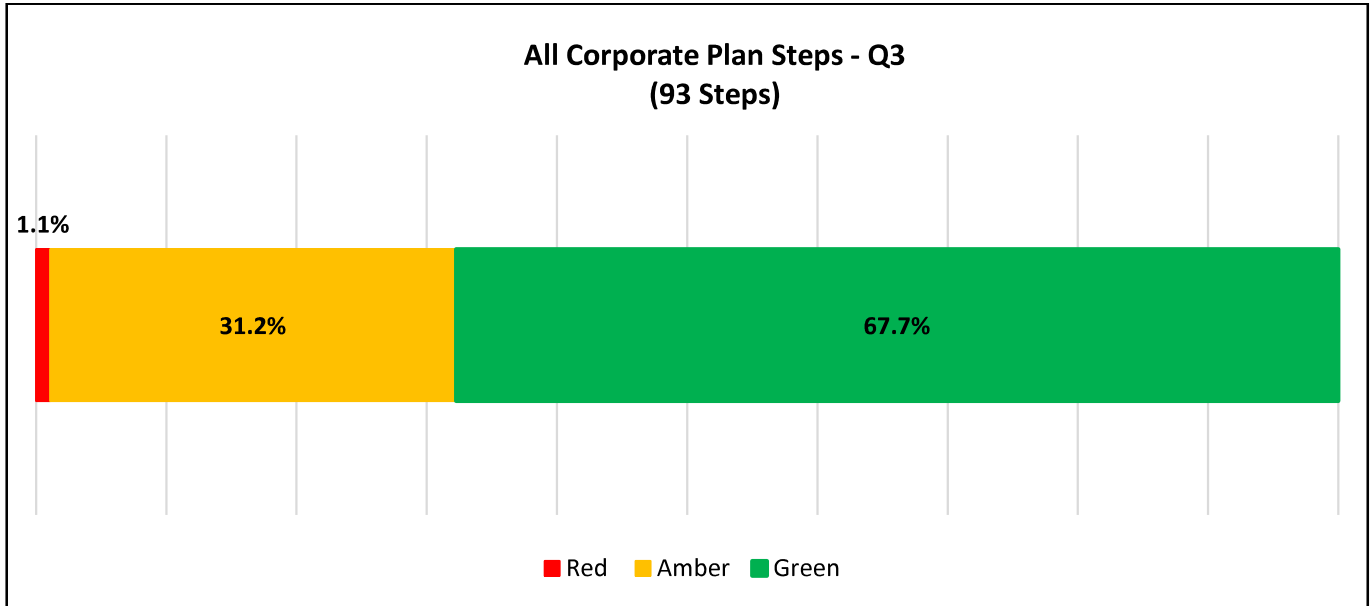
Corporate Plan Performance Indicators Assessment Criteria

Directorates provide Performance Indicator results against target. The Performance Indicator RAG rating is then calculated using a set formula as follows:

Key:

-  Red - indicator result is 10% or more away from target
-  Amber - indicator result is within 10% of target
-  Green - indicator result is on or above target

Summary of Performance – Quarter 3

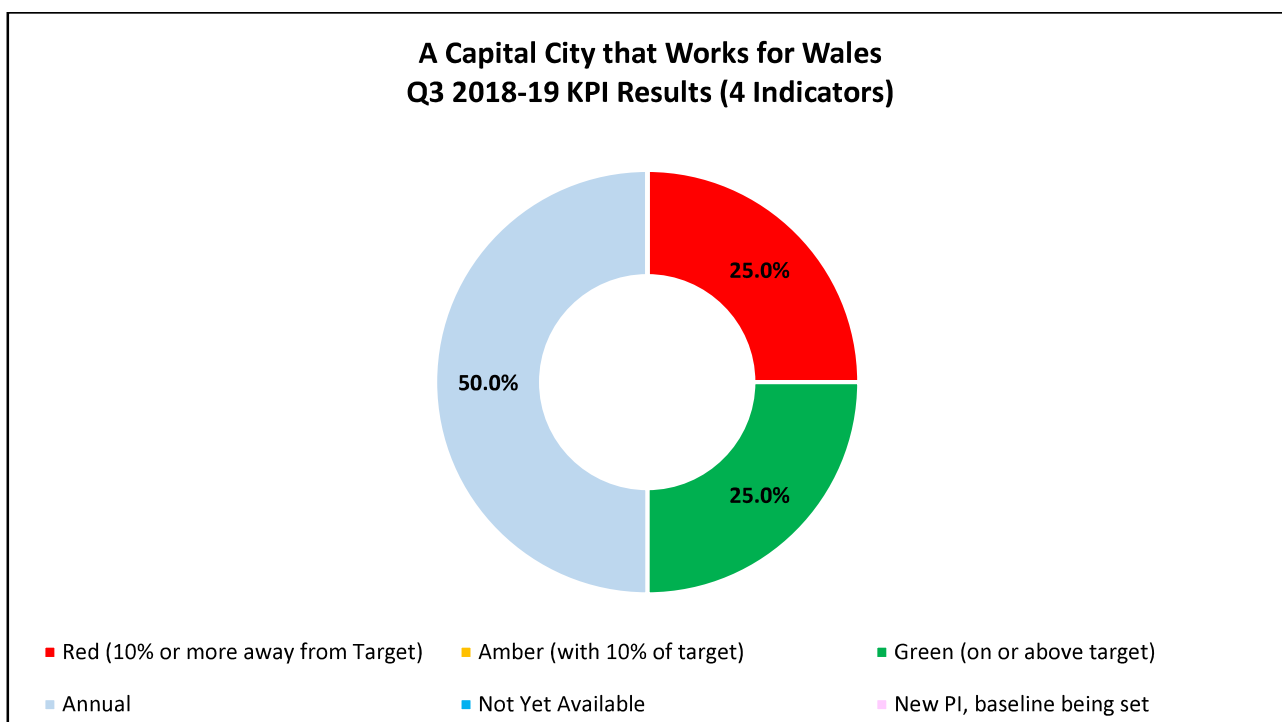
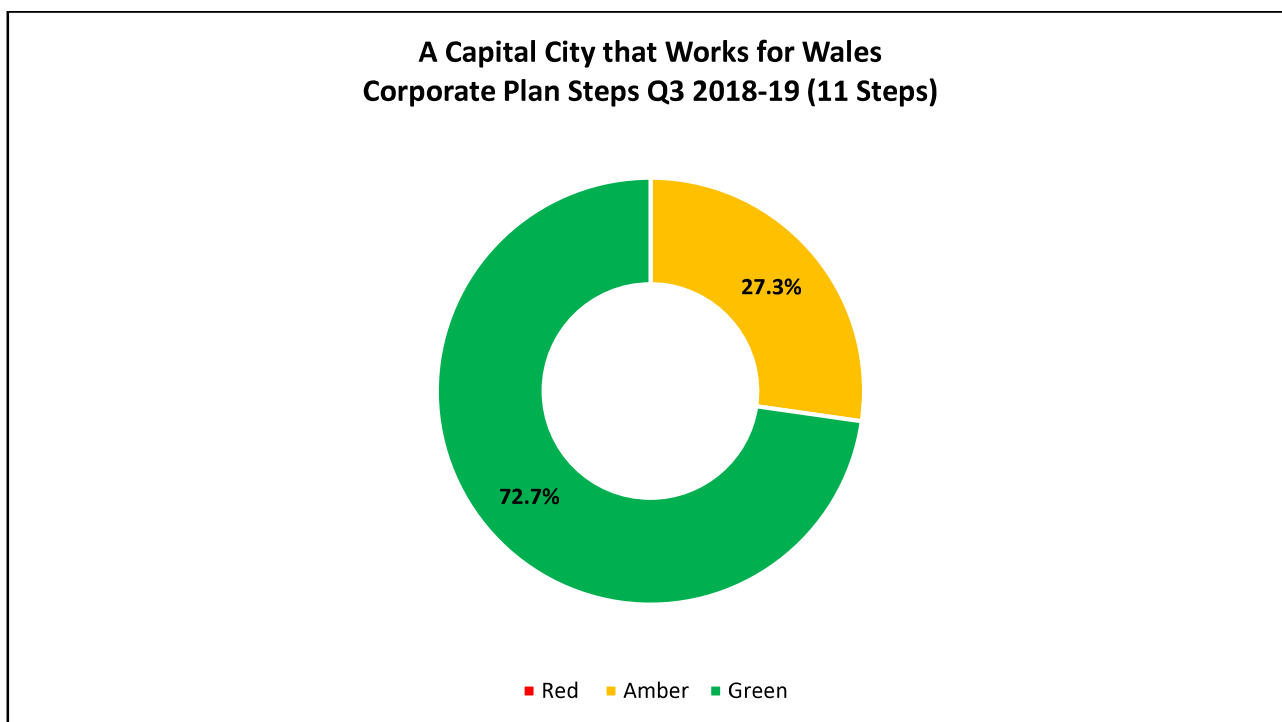


Well-being Objective: 2.1

A Capital City that Works for Wales – Summary



- Connected Capital
- Business Capital
- Inclusive Capital
- Smarter Capital
- Sporting and Cultural Capital City



Well-being Objective: 2.1

A Capital City that Works for Wales



- **Connected Capital**
- **Business Capital**
- **Inclusive Capital**
- **Smarter Capital**
- **Sporting and Cultural Capital City**

Key Financial Issues

131. At this stage of the financial year there are no significant revenue budget variances relating directly to services within the scope of this Wellbeing Objective being reported.

Corporate Plan steps and KPIs Updates

132. **Bring forward a new Economic vision for the future development of Cardiff (Green)**
Scrutiny were given a briefing on the draft strategy in December. Cabinet will consider the proposals in Quarter 4, with the White Paper being considered by Council in January 2019.
133. **Begin work on a new Bus station as part of an Integrated Transport Hub (Green)**
A new planning application has been submitted and approved by Planning Committee allowing a new start on site to be made.
134. **Prioritise the delivery of a new Multi-purpose Indoor Arena (Green)**
Cabinet approved expenditure to enable a detailed feasibility study to be carried out to confirm the viability of the scheme on the preferred site. A report will be presented to Cabinet in March 2019 to seek approval for the business case and delivery strategy.
135. **Grow the city centre as a location for Business and investment (Green)**
- The new Government Property Unit building is on programme and discussions ongoing regarding Government Property Unit phase 2
 - Admiral Insurance has taken 70,000 square feet (sq ft) of new grade A space at Capital Quarter to meet existing and future business needs
 - Monzo Bank, a new inward investment opportunity, has also taken 10,000 sq ft of grade A space at No 2 Kingsway
 - Demand for incubation and start up space continues
 - Take up of office space in Quarter 3 has been just under 300,000 square foot. Due to an uptake in demand for grade A office space there will be circa 75,000 sq ft available at the beginning of Quarter 4
 - New grade A office schemes due to commence include:
 - Interchange – 86,000 sq ft by 2021
 - No 1 John Street – 100,000 sq ft by 2020, and
 - The Ledger building, Central Quay – 270,000 sq ft by 2021

Well-being Objective: 2.1

A Capital City that Works for Wales



Performance Indicator	Result			Annual Target
	Q1	Q2 Cumulative	Q3 Cumulative	
New and safeguarded jobs in businesses supported by the Council, financially or otherwise	783	1,142	1,534	500
Quarter 3 - 372 safeguarded and 20 new jobs created				

136. **Agree the business plan for the regeneration of Central Station (Amber)**

London and Continental Railways have now completed a report advising the Secretary of State for Transport on the requirement for a UK Government investment into the Cardiff Central project. A response from UK Government is awaited.

137. **Develop a plan for a new mixed use development at Dumballs Road (Green)**

A housing plan has been agreed with Communities, Housing & Customer Services to deliver a new mixed-use development scheme.

138. **Launch a new industrial strategy for East Cardiff (Green)**

A strategic masterplan for East Cardiff is in the process of being prepared.

139. **Develop a new vision and masterplan for Cardiff Bay including International Sports Village next phase (Amber)**

A report will be presented to Cabinet in February.

140. **Work with Cardiff Capital Region partners to ensure City Deal Investment supports the economic development opportunities of the city region (Green)**

Consultation has taken place with the City Deal office in the development of the Cardiff Economic White Paper, Building More and Better Jobs.

141. **Develop a business plan to protect the city's historic Assets (Green)**

A report has been presented to Cabinet outlining options for securing investment into Council owned heritage buildings to address the maintenance backlog and ensure their future sustainability. Cabinet agreed further work to be undertaken to explore the various approaches to inform a final decision on each opportunity.

142. **Develop a Music Strategy to promote the City as a music destination by October 2018 (Amber)**

The Council is working with Sound Diplomacy to finalise the Music Strategy. Completion has slipped to allow time to incorporate new developments. The draft strategy will be presented to Cabinet in Quarter 4. Work is underway to develop a new Cardiff Music Board to develop the music sector in the city.

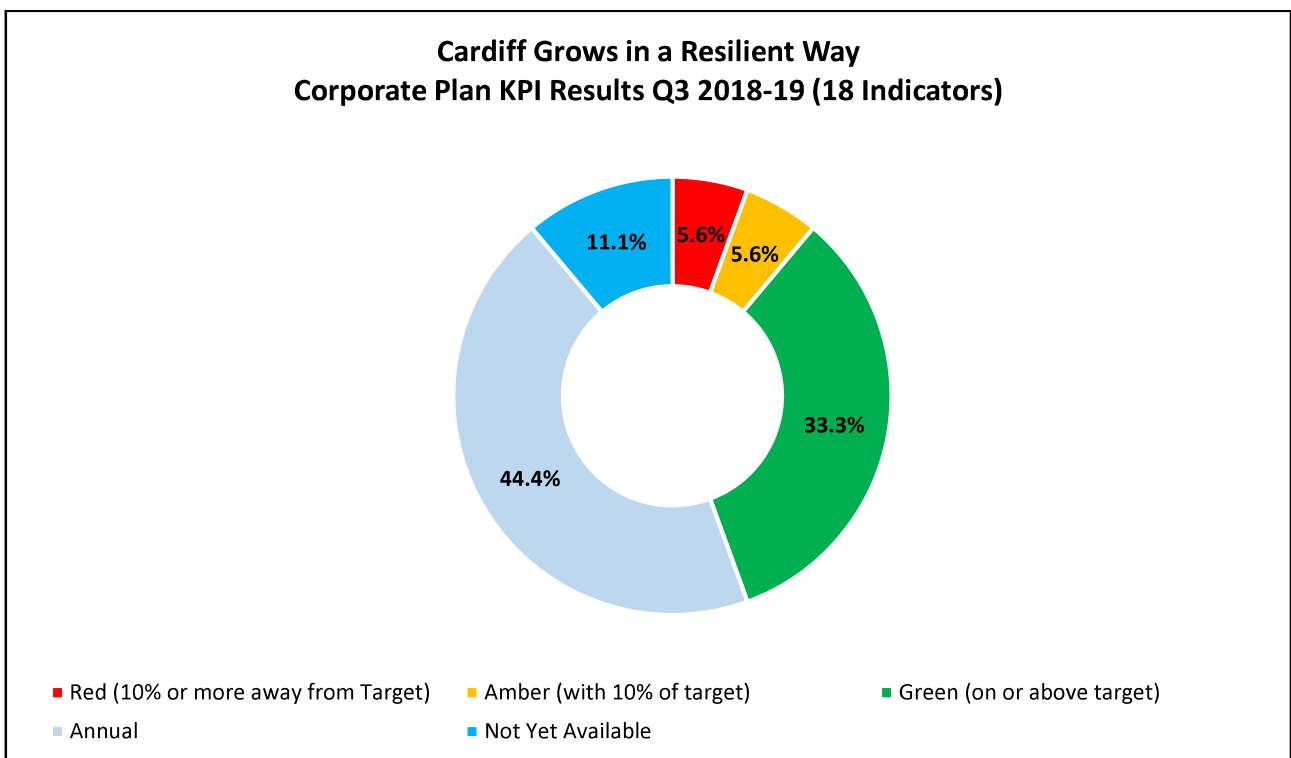
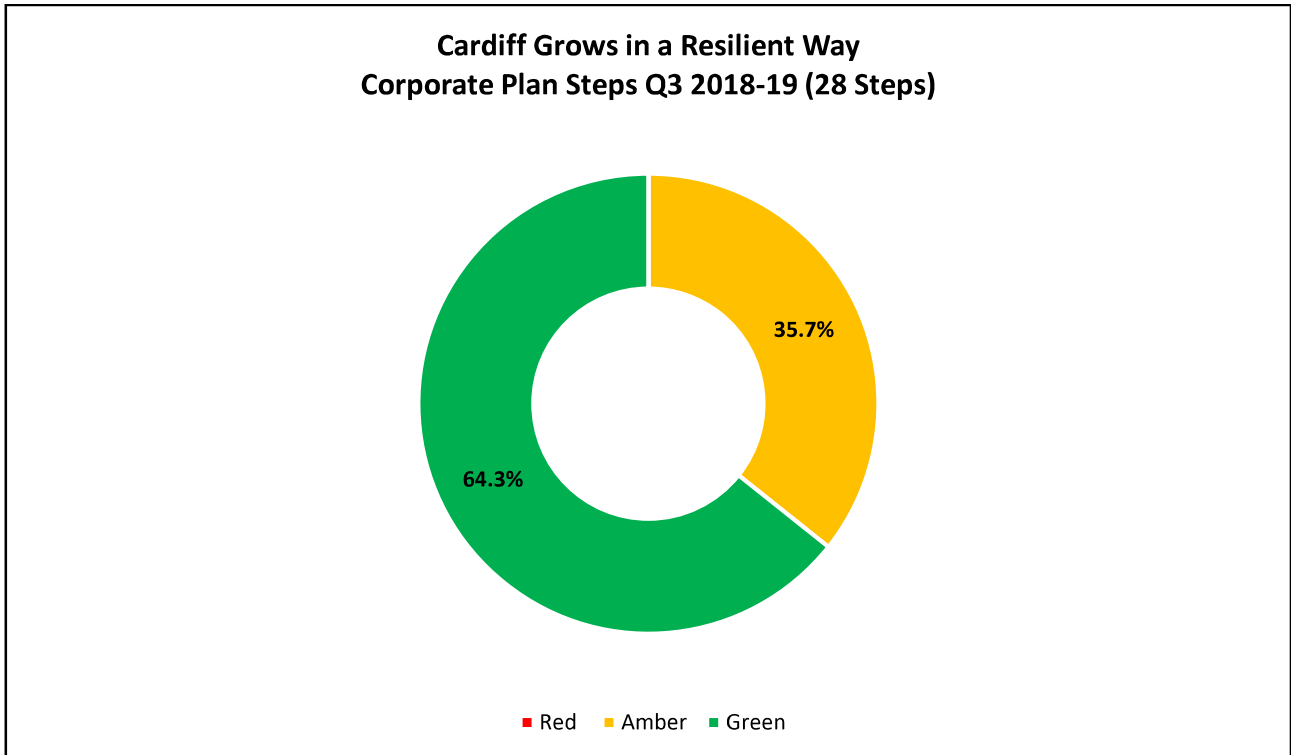
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Well-being Objective: 3.1

Cardiff grows in a Resilient Way - Summary



- Housing
- Transport
- Waste and Recycling
- Clean Streets



Well-being Objective: 3.1

Cardiff grows in a Resilient Way



- Housing
- Transport
- Waste and Recycling
- Clean Streets

Key Financial Issues

143. The Planning, Transport and Environment directorate is projecting an overspend of £1.049 million at Month 9. Some of the financial issues contributing to that position within the scope of this Wellbeing Objective include:

Planning, Transport & Environment – Recycling and Waste Services

144. The Directorate is currently projecting an overspend of £1.049 million for 2018-19, reflecting a significant improvement of £416,000 on the position reported at month 6. The overspend is largely driven by costs relating to the ongoing HWRC and Waste Transfer Station investigations including agency expenditure and income shortfalls at the Materials Recycling Facility (MRF). This position also includes the drawdown of £350,000 contingency budget specifically set up in relation to Income Shortfalls at the MRF.

Planning, Transport & Environment – Planning, Building Control & Energy Management

145. The Planning and Building control division is projecting an overspend of £93,000, largely due to income shortfalls in planning fees and the Energy Management Division is reporting an overspend of £204,000 where shortfalls in savings and renewable energy income are partially offset by a reduced Carbon Reduction Commitment (CRC) payment.

Corporate Plan steps and KPIs Updates

146. **Develop options for long-term regional partnership recycling infrastructure arrangements (Amber)**
Welsh Government have convened a regional infrastructure working group to which Cardiff are contributing. Specific work is taking place with regards infrastructure for hygiene waste looking at demand and future facilities. The All Wales group may work at a slower pace than a regional group and as such the Directorate will continue to apply pressure for quick progress from the Welsh Government team.
147. **Consult on amendments to Recycling Waste Strategy and collections (Green)**
The results of the consultation exercise are being reviewed and will feed into the next waste strategy. 2000 households have now received wheeled bins with a further 1500 to follow in Quarter 4. Further wheeled bin expansion is programmed for Quarter 4. 17,000 households are on the glass pilot scheme, all have had a 'before' and 'during' questionnaire to complete. Progress on performance is to target. A review will now take place on the pilot to recommend on how to proceed.
148. **Explore opportunities for New Household Waste Recycling Centre (Amber)**
Various sites have been explored and considered however the Directorate's programme is behind currently. Strategic Estates continue to seek suitable locations. A report will go to Cabinet in Quarter 4 on the review of

Well-being Objective: 3.1

Cardiff grows in a Resilient Way



sites and the current position. We are currently working with the planning team to review the demographic growth profile and the impact on demand for a site. Additionally we are working on improvements to the next LDP to encompass more recycling infrastructure. The directorate will now review the business case for the recycling centre in line with demographic growth to ensure we meet the needs of the future city growth.

149. Undertake targeted Education campaigns in communities where recycling rates are low (Green)

There has been targeted education work in the glass pilot areas to encourage recycling and reduce contamination. Collection crews have had refresher training on contamination and what is acceptable in recycling bags. Cardiff are part of a regional campaign that will be Welsh Government funded in Quarter 4. The directorate is continuing to work with WG to maximise impact and maximise the use of external funding.

150. Continue to support Re-use in the city by expanding the usage of Re-use Centres (Green)

New partners have been added to the “reuse list”. Nulife based on Dumballs Road are now working with the Council and supplying reuse items back through their shop. A procurement has been completed for a new partner to run two reuse shops from Lamby Way and Bessemer Close. The bids are being evaluated and will be announced in Quarter 4. We now intend to seek funding from Welsh Government to expand the reuse programme.

151. Develop a Total Street Delivery Plan (Green)

Links between housing and waste services are being developed to provide skips and waste disposal both for housing maintenance and the Housing Partnership Project. Waste and Cleansing alignment is to take place via new area based working model to be developed in 2019. A resource has been identified to develop the use of PowerBI and work is taking place with ICT to get Power BI publisher to support the work. The Total Street Delivery plan is ongoing and the Directorate is looking at restructuring the teams into a new area based model – a trial will be undertaken in Quarter 4.

152. Tackle fly-tipping, littering and highway licensing (Amber)

The Toolkit of Street Scene partnership initiatives for Cardiff (outward looking document) has not been not delivered. Resource issues in this area has meant there has been limited progress on this objective in Quarter 3 and a restructure is required to provide additional support. Work is progressing with regards “Green Dog Walker” to align with the Public Spaces Protection Orders for dog controls. Additionally we have launched “Refill Cardiff” to change behaviours towards single use plastics.

Performance Indicator	Result			Annual Target
	Q1	Q2	Q3	
The percentage of reported fly tipping incidents cleared within 5 working days	99.87%	99.66%	98.94%	90%
The percentage of reported fly tipping incidents which lead to enforcement activity	90.17%	94.64%	93.94%	70%

Well-being Objective: 3.1

Cardiff grows in a Resilient Way



Performance Indicator	Result			Annual Target
	Q1	Q2 (Cumulative)	Q3 (Cumulative)	
Number of investigations and enforcement actions per month	4,157	8,736	16,307	3,000
Quarter 3 result is 7,571. This is a result of the Enforcement Action Plan for the Cathays and Plasnewydd areas being implemented in October through to December to coincide with the student population increasing in these areas. This has included a large amount of Education actions (see below) and Enforcement investigation actions following this. It is anticipated that Q4 will drop significantly.				
Number of education and engagement actions per month	3,358	3,641	6,866	3,000
Quarter 3 result is 3,225. Please see above.				

Performance Indicator	Result			Annual Target
	Q1	Q2	Q3	
The percentage of highways inspected of a high or acceptable standard of cleanliness	94.34%	92.86%	88.25%	90%
The dip in performance was as a result of a combination of factors, a resource issues with vehicle breakdowns, partially related to the age of the mechanical sweepers. These vehicles were replaced at the end of 2018, which should impact positively on performance from January onwards. Furthermore, we are currently re-designing cleansing rounds to ensure that they are more efficient, and resources are targeted at the areas which need them most – the new rounds should be in place by April 2019.				

153. Improve the productivity and Performance of Street Scene Services (Amber)

Productivity relating to services is being recorded through digital systems but there is a need to develop effective productivity performance reports for Street Scene to support informed decision making. Work is progressing with C2C on outward looking reporting of productivity performance. Core data sets will be developed in Quarter 4 for Street Scene Services and this will relate to performance only. Productivity work will proceed working in partnership with the Trade Unions.

154. Explore and develop a Commercial and Collaboration Strategy for Key Services (Green)

Partnership with the DVLA on managing untaxed vehicles has been formally approved and is progressing. The use of the Single Justice Procedure (SJP) working with Her Majesty's Courts & Tribunal Service is progressing with the Street Scene Enforcement team meeting with other authorities with legal to undertake collaborative working on certain enforcement activity and the SJP process.

155. Develop a City Food Strategy (Amber)

A stakeholder workshop was held in November with internal and external participants and speakers. Consultants are drafting a strategy report to include outcomes from the workshop and officer interviews along with best practice research, and is due to be reported to Cabinet in March. Wider food work across the city includes participating in Food Cardiff partnership and recruitment for Food Cardiff Coordinator post.

Well-being Objective: 3.1

Cardiff grows in a Resilient Way



156. Progress a 5 Megawatt Solar Farm at Lamby Way (Amber)

The planning application target date is now Jan 2019. This change was necessary as the application needs to be fully supported by ecology surveys and mitigation strategies which are seasonally specific and only just complete. A procurement strategy has also been developed for the scheme and a PIN notice will be issued in January as a first step in this¹.

157. The delay in planning application submission can be absorbed into the existing project timeline with commencement on site in summer 2019 still feasible. Detailed electrical design has shown that the site can accommodate a solar farm with greater capacity than originally anticipated (possibly up to 9MW). Costs for solar panels continue to decrease so the procurement exercise will test how much of this increased capacity can be accommodated within the parameters of the original “invest to save” business case and the final scheme will be tailored accordingly.

158. Develop a new Transport and Clean Air vision for the city (Green)

From an air quality perspective the initial plan was submitted to Welsh Government on the 30th September 2018 to adhere to the requirements of the legal direction. The preferred options are being developed in view of producing an outline business case in Quarter 4. Furthermore, to adhere to WG requirements and align to Joint Air Quality Unit (JAQU) guidance, a clean air zone is being modelled as a benchmark against preferred options to achieve compliance in the shortest time possible. The white paper transport objectives must align with the requirements of air quality improvements and this is currently being progressed with the support of consultants - scheduled for completion by spring 2019.

159. Undertake a scoping assessment for a Clean Air Zone in Cardiff (Green)

The initial plan was delivered to Welsh Government by the 30th September 2018 to align to the requirements of the legal direction. The plan was also taken through Cabinet and the recommendations supported. Feedback from the second panel meeting is expected by the end of January 2019.

160. Modelling has indicated that the air quality, in relation to Nitrogen Dioxide, in Cardiff is an improving picture. The roads previously forecast by DEFRA to be non-compliant, the A48 and A4232, have, when utilising detailed local air quality and transport modelling, been deemed to be compliant with only one area of non-compliance by 2021 - Castle Street. The modelling of a clean air zone, following a stakeholder workshop to establish parameters, is on-going as required by WG and in line with JAQU guidance, to benchmark against mitigation measures to achieve compliance in the shortest time possible. Further detailed analysis of the preferred measures is being developed to enable the production of an outline business case of the preferred option(s). Following the development, consultation and agreement of the outline business case and preferred option(s) progression to the submission of the final plan and business case by the end of June 2019 will continue.

161. Improve the condition of Highways (Green)

¹ A PIN is a “Prior Information Notice” which is sometimes issued in advance of a major procurement exercise. Its purpose is to forewarn potential bidders of the Council’s plans to release a tender and to get some initial feedback that may help to shape the details and timing of the final procurement exercise.

Well-being Objective: 3.1

Cardiff grows in a Resilient Way



Delivery of preventative and patching work for roads and footways has progressed with substantial works completed and improvements achieved throughout the network. Improvements to the road markings has also been achieved and will continue through until end of year. The reconstruction programme is 80% delivered with the remainder to be completed in January. A number of roads with structural failure and significant issues have been reconstructed to the highest standard including a direct route to a primary school and a key bus route.

- Contracts have been awarded for the remaining resurfacing and preventative programmes, works are scheduled to be completed by the end of Quarter 4
- The benefits are clear to see throughout the network with the road surface improvements and improved conditions for all users
- The residential street lighting LED business case has been completed and is scheduled to be presented at Investment Review Board and then Cabinet in Quarter 4

162. **Develop an Electric Vehicles (EV) Strategy (Green)**

Procurement of the infrastructure and installation for the residential OLEV (Office for Low Emission Vehicles) scheme via the ESPO framework (Framework 636 – Vehicle Charging Infrastructure, 1st July 2017 to 30th June 2019) has been undertaken and a preferred bidder has been identified. (ESPO – Procurement services for the public sector).

163. A procurement strategy for other strands of work associated with Electric Vehicle charging infrastructure is being developed working with Procurement Services support.

164. A fleet strategy is being developed in conjunction with Central Transport Services.

165. New regulations issued as guidance from Western Power Distributors may impact on the number of chargers that can be installed on street.

166. Alternative sites are being identified and contact with OLEV has been made to scope options for maintaining momentum on the project.

167. **Develop a spatial masterplan to create new, high quality, shared space for pedestrians, cyclists and vehicles (Amber)**

City Centre West:

- Key stakeholder engagement sessions for City Centre West
- First phase impact assessment on Wider Network
- Completion of first phase modelling work

City Centre North:

- Concept Design for Castle Street
- Expansion of traffic model to include Castle Street

City Centre East:

- First phase modelling complete

A number of Issues have been identified including:

- Not being able to go to public consultation could delay the programme

Well-being Objective: 3.1

Cardiff grows in a Resilient Way



- Further work is needed on identifying and mitigating wider impacts of the scheme

To resolve this the directorate will:

- Renew traffic survey data through detailed ANPR survey
- Conduct wider modelling exercise
- Detailed Impact assessment
- New Cabinet Report in Quarter 4 2019 / Quarter 1 2019-20

168. **Support the delivery of the Active Travel Agenda (Green)**

Another positive meeting with the Cycling Advisory Group took place in November 2018. This highlighted a number of issues requiring more substantive discussion including the Council's approach to managing cyclist access and safety as part of traffic management of street-works. A workshop involving Welsh Cycling Go Ride team and Cardiff Council National Standards Cycle Trainers took place in December 2018. A very positive meeting which generated a number of follow up actions which will improve joint working.

169. **Making roads safer by implementing 20mph speed limits (Amber)**

Preparation of the delivery of an East Cardiff 20mph limit in Plasnewydd, Adamsdown and parts of Splott is continuing. Public Traffic Regulation Order consultation is in progress. Funding has also been awarded for the Grangetown scheme and this scheme is also at Traffic Regulation Order (TRO) consultation stage. The Reduction in speeds in key areas is enabling a better environment to promote active travel modes. Public consultation will now take place for both schemes with delivery anticipated during Quarter 4. There may be possible delays due to contracting and delivery programming. Preparation for contractor appointment is underway during the public consultation phases.

170. **Improve the walking and cycling network in Cardiff (Green)**

A tender has been advertised and tender evaluation is now in progress for the construction of the Senghennydd Road scheme. The TRO consultation has been advertised for the Senghennydd Road scheme and the objection report is in preparation.

171. The South West Link feasibility study has been commissioned. Concept design work is in progress for sections of Cycle Superhighway between Cardiff Bay and city centre, Dumfries Place and Broadway, and Cathays Terrace to Heath High Level rail station.

172. Moving forward we will:

- Complete the TRO process for Senghennydd Road,
- Award contract for construction of Senghennydd Road and start construction.
- Undertake consultation on Lloyd George Avenue Cycle Superhighway.
- Complete concept designs and prepare for consultation on Cycle Superhighway from Cathays Terrace to Heath High Level and Herbert Street to Smart Way.
- Continue concept design, modelling and investigation work for Dumfries Place and Broadway.

Well-being Objective: 3.1

Cardiff grows in a Resilient Way



173. **Deliver the annual parking report, progress the Parking strategy, and an assessment of pavement parking (Green)**
- Partnership with DVLA on managing untaxed vehicles approved.
 - Moving Traffic Offence, processing has been bought in-house with improvements on performance and quality being realised. This relates to improvements in the number of notices being incorrectly processed and ensuring that the penalty notices process is robust.
 - Parking fine activity is improving through active monitoring.
 - The appeals team have completed sending all letters relating to Traffic Enforcement Centre (TEC) with penalty notices being paid in line with forecast.
174. **Launch the On-Street Bike Hire Scheme (Green)**
- Work continues on the final phase of install that will provide an additional (circa 16) hire points in the city focussing in the east (Rumney and St. Mellons areas) and using network gap analysis to fill in any additional links. Work continues to promote the scheme by the partner, and rental levels continue to be consistent. Additional in-year funding has been awarded for delivery of 500 extra bikes at 65 additional locations across the city. The process for delivering these on street has followed the same procedure as the first 500 and planning is on target.
175. **Ensure Active Travel Plans for all Schools – 2020 (Amber)**
- The initial evidence-gathering phase of the work and has begun with engagement with Healthy Schools co-ordinators across Cardiff schools regarding the extent to which active travel is included in the Healthy Schools assessment criteria. The scope for increasing the focus of active travel within the Healthy Schools activities, the barriers to be overcome and resourcing issues is also being reviewed. There will be no roll out of Active Travel Plans this financial year, however we will continue with the evidence gathering phase and more direct engagement with specific schools with a view to offering support and identifying good practice.
176. **Support the delivery of High quality and Well-connected communities (Green)**
- A series of Strategic LDP Site Monitoring Documents to inform members, residents and wider stakeholders of progress on the Strategic Local Development Plan, sites including updates on planning permissions and triggers for planning obligations / infrastructure delivery are being prepared. A series of Member workshops are arranged for January 2019 to initiate Ward based Action Plans, following Cabinet approval in Quarter 2.
177. **Increase the delivery of new houses to meet housing need through the development of LDP strategic sites (Green)**
- Completions are being delivered on multiple outlets within Strategic Sites C (Plasdwr, North West Cardiff), The Mill (Site B), and G (St Ederyn's, East of Pontprennau) with other sites at different stages of planning activity including Sites D & E (J33/ South Creigiau) and F (North East Cardiff). On-site delivery continues to ensure new homes are completed to meet housing needs.

Well-being Objective: 3.1

Cardiff grows in a Resilient Way



Performance Indicator	Result			Annual Target
	Q1	Q2	Q3	
Percentage of householder planning applications determined within agreed time periods	95.18%	93.58%	91.60%	80%
Percentage of major planning applications determined within agreed time periods	93.75%	85.71%	66.67%	25%
The number of Major applications submitted are relatively few, compared to all planning applications received by the Local Planning Authority. In such cases, larger fluctuations in percentage rates are to be expected, whilst performance remains significantly beyond the 25% target. Quarter 1, 15 out of 16 applications determined Quarter 2, 6 out of 7 applications determined Quarter 3, 6 out of 9 applications determined				

178. Deliver 2,000 New Council Homes (Green)

The high-level review of phases 2 & 3 of the Cardiff Living scheme has been undertaken and discussions are now taking place regarding the overall project viability. The updated costs have been used to re-profile the 30-year Housing Revenue Account business plan. Phase 1 is progressing well with handovers of new properties having now taken place. The Cabinet Report providing an update on the Cardiff Living Programme will now go to Cabinet in March 2019.

179. 13 handovers have taken place by the end of December with some anticipated handovers having slipped into January/February. We are targeting 63 Cardiff Living handovers by year end. Work on the Highfields site is due to commence January 2019, this scheme having been awarded WG Innovative Housing Grant. All 10 phase 1 sites have planning consent, 1 site has completed and a further 5 are currently on site. 3 phase 2& 3 sites have been submitted for planning.

Performance Indicator	Result			Annual Target
	Q1	Q2 (Cumulative)	Q3 (Cumulative)	
Total number of new Council homes completed and provided	23	36	53	200
Actual Quarter 3 result is 17. The handover of a nine flat block has been delayed due to fire door regulations which is an industry wide issue and is now due to take place in early Quarter 4.				

180. Develop an outline business case for the District Heat Network proposal (Amber)

In Quarter 2 the launch of the Government's main Capital Grant scheme was delayed and will now be available from 2019. Engagement with the Government's delivery partners is underway and we are now anticipating a grant application at the end of spring 2019. Some of the legal advice tender returns came in at prices higher than anticipated. An additional Grant application was submitted to Government to cover the higher costs - consultancy activities that were more central to the larger capital Grant Application were prioritised from existing funds.

Well-being Objective: 3.1

Cardiff grows in a Resilient Way



181. **Convene regular design review meetings to consider and make recommendations to development proposals and publish an annual design review monitoring document (Green)**

Weekly internal design review meetings continue and a draft Annual Design Review Monitoring document has been produced for manager comment and to determine appropriate publication details (given that many schemes reviewed are not in the public domain).

182. **Develop a Climate Change Investment policy for consideration by the Pensions Committee (Green)**

The Pensions Panel met in Quarter 3 to consider the draft Climate Change Investment Policy, the policy has now been referred to be considered at the Pensions Committee in Quarter 4.



Well-Being Objective: A Capital City that Works for Wales

27.3%



72.7%

Steps	Target completion date	RAG Status			
		Q1	Q2	Q3	Q4
Bring forward a new Economic Vision for the future development of Cardiff by launching a White Paper. (ED)	2018	Q1	Q2	Q3	Q4
Begin work on a new Bus Station as part of an Integrated Transport Hub. (ED)	2018	Q1	Q2	Q3	Q4
Agree the business plan for the regeneration of Central Station and begin construction by 2019. (ED)	2018 2019	Q1	Q2	Q3	Q4
Develop a Music Strategy to promote the city as a music destination. (ED)	October 2018	Q1	Q2	Q3	Q4
Develop a new vision and masterplan for Cardiff Bay including the next phase of development of the International Sports Village. (ED)	End of 2018	Q1	Q2	Q3	Q4
Develop a business plan to protect the city's historic assets. (ED)	End of 2018	Q1	Q2	Q3	Q4
Develop a plan for a new mixed-use development at Dumballs Road. (ED)	2019	Q1	Q2	Q3	Q4
Launch a new Industrial Strategy for East Cardiff, aligned to the completion of the Eastern Bay Link. (ED)	2019	Q1	Q2	Q3	Q4
Grow the city centre as a location for businesses and investment by completing a new business district delivering an additional 300,000ft ² of 'Grade A' office space at Metro Central. (ED)	2020	Q1	Q2	Q3	Q4
Prioritise the delivery of a new Multi-Purpose Indoor Arena in the best possible location to ensure it can attract premier national and international events. (ED)		Q1	Q2	Q3	Q4
Work with Cardiff Capital Region partners to ensure that City Deal investment supports the economic development opportunities of the city-region. (ED and PTE)		Q1	Q2	Q3	Q4

Well-Being Objective: A Capital City that Works for Wales

25%	25%	50%
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Red (10% or more away from Target)	Amber (within 10% of target)	Green (on or above target)	Annual	Not Yet Available	New PI, baseline being set	RAG rating not given
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Performance Indicator	Result				Target	Narrative update	Direction of Travel (Prior Year)
	Q1	Q2	Q3	Q4			
New and safeguarded jobs in businesses supported by the Council, financially or otherwise. (ED)	783	1,142	1,534		500	Q3 372 jobs safeguarded and 20 created	
The amount of 'Grade A' office space committed to in Cardiff (sq. ft.) (ED)	0	0	0		150,000	Developments are anticipated during this year which will achieve the target.	
Number of staying visitors. (ED)	N/A	N/A	N/A		2% Increase (Approx. 40,000)		Annual
Total visitor numbers. (ED)	N/A	N/A	N/A		3% Increase (Approx. 630,000)		Annual



Well-Being Objective: Cardiff grows in a resilient Way

35.7%

64.3%

Steps	Target completion date	RAG Status			
		Q1	Q2	Q3	Q4
Develop an outline business case for the District Heat Network proposal, subject to National Government Capital Grant award and Capital Budget approval. (PTE)	Spring 2018				
Launch the on street bike hire scheme (PTE)	May 2018				
Deliver the Annual Parking Report (August 2018) that includes enforcement activity and progress on the parking strategy as well as an assessment of pavement parking (December 2018). (PTE)	August 2018				
Develop a City Food Strategy supporting local food growth, sustainable use and street food. (PTE)	September 2018				
Develop a 'Total Street' delivery plan to keep streets and public spaces clean and well maintained. (PTE)	September 2018				
Progress a 5 Megawatt solar farm at Lamby Way by submitting a bid for planning consent in order to generate clean renewable energy and help Cardiff Council become Carbon Neutral. (PTE)	November 2018				
Develop and launch a new Transport & Clean Air Vision for the city. (PTE)	September 2018				
Explore and develop a commercial and collaboration strategy for key services by looking at how Cardiff can work in partnership to deliver services providing positive outcomes. (PTE)	December 2018				
Develop a spatial masterplan to create new high quality, shared space for pedestrians, cyclists and vehicles throughout the city centre and key neighbourhoods. (PTE)	2018/19				
Make Cardiff roads safer by implementing 20mph speed limits through a phased programme of delivery, focusing on Gabalfa, Butetown and Grangetown. (PTE)	2018/19				
Convene regular Design Review Meetings to consider and make recommendations to development proposals submitted to the Local Planning Authority, and publish an annual Design Review Monitoring document. (PTE)	January 2019				
Develop options for long-term regional partnership recycling infrastructure arrangements (PTE)	March 2019				
Develop an electric vehicles strategy. (PTE)	December 2019				
Undertake a scoping assessment for a Clean Air Zone in Cardiff (PTE)	December 2019				






Steps	Target completion date	RAG Status			
		Q1	Q2	Q3	Q4
Ensure every school in Cardiff has developed an Active Travel plan - including training and/or infrastructure improvements. (PTE)	2020	Green	Yellow	Yellow	White
Improve the cycling and walking network in Cardiff by delivering prioritised routes within the Active Travel Integrated Network Map, including phase 1 of the Cycle Super Highway (PTE)	2021	Green	Green	Green	White
Deliver at least 2,000 new Council homes, of which at least 1,000 will be delivered by May 2022. (P&C)	May 2022	Green	Green	Green	White
Increase the delivery of new houses to meet housing need through the development of Local Development Plan strategic sites including 6,500 new affordable homes. (PTE)	2026	Green	Green	Green	White
Support the delivery of the Council's Active Travel agenda by working with the Active Travel Advisory groups. (PTE)		Green	Green	Green	White
Improve the condition of the highways and address issues such as potholes by delivering active programmes of work from minor road repairs through to full-scale resurfacing works. (PTE)		Green	Green	Green	White
Continue to build on the partnership with British Heart Foundation to support re-use in the city by expanding the usage of re-use centres (PTE)		Green	Green	Green	White
Undertake targeted education campaigns in communities where recycling rates are low. (PTE)		Green	Green	Green	White
Consult on amendments to Recycling Waste Strategy and collections – including introducing wheelie bins into new areas of the city and asking households to separate glass from their recycling and implementing the new approach in order to meet the new Welsh Government blueprint for increasing recycling (PTE)		Green	Green	Green	White
Support the delivery of high-quality and well-connected communities - as described by the Council's Master Planning Principles – by using the Planning, Transport & Place-making services to secure Section 106 Agreements on Local Development Plan strategic sites. (PTE)		Green	Green	Green	White
Tackle fly-tipping, littering and highway licensing (PTE)		Green	Green	Yellow	White
Develop a Climate Change Investment Policy for consideration by the Pensions Committee by December 2018, in consultation with the Pension Fund's independent advisers and the other LGPS funds in Wales. (R)		Green	Green	Green	White
Improve the productivity and performance of Street Scene Services by reviewing a range of customer focussed APSE benchmark indicators to establish relative performance and identify opportunities for further improvement. (PTE)		Green	Yellow	Yellow	White
Explore opportunities for a new Household Waste Recycling Centre by reviewing all site options within Local Development Plan allocated areas as well as established communities. (PTE)		Green	Yellow	Yellow	White

Well-Being Objective: Cardiff grows in a resilient Way

5.6%	5.6%	33.3%	44.4%	11.1%
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Red (10% or more away from Target)	Amber (within 10% of target)	Green (on or above target)	Annual	Not Yet Available	New PI, baseline being set	RAG rating not given
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Performance Indicator	Result				Target	Narrative update	Direction of Travel (Prior Year)
	Q1	Q2	Q3	Q4			
The percentage of municipal waste collected and prepared for re-use and / or recycled (PTE)	68.84%	57.45%	NYA		62%	NRW Validation	Not yet available
The maximum permissible tonnage of biodegradable municipal waste sent to landfill (PTE)	506	935	NYA		<33,557 tonnes	NRW Validation	Not yet available
Number of investigations and enforcement actions per month (PTE)	4,157	8,736	16,307		250 per month	Q3 result 7,571	New
Number of education and engagement actions per month (PTE)	3,358	3,641	6,866		250 per month	Q3 result 3,225	New
Modal Split for All Journeys by 2026: Proportion of People Travelling to Work by Sustainable Transport Modes (PTE)	N/A	N/A	N/A		46.3%		Annual
Percentage reduction in carbon dioxide emissions from Council buildings (PTE)	N/A	N/A	N/A		2%		Annual
The level of NO2 across the city (PTE)	N/A	N/A	N/A		35µg/m3		Annual
Percentage of principal (A) roads that are in overall poor condition (PTE)	N/A	N/A	N/A		5%		Annual
Percentage of non-principal/classified (B) roads that are in overall poor condition. (PTE)	N/A	N/A	N/A		7%		Annual
Percentage of non-principal/classified (C) roads that are in overall poor condition (PTE)	N/A	N/A	N/A		7%		Annual

Performance Indicator	Result				Target	Narrative update	Direction of Travel (Prior Year)
	Q1	Q2	Q3	Q4			
Total number of new Council homes completed and provided (P&C)	23	36	53		200	The handover of a 9 flat block delayed due to fire door regulations (an industry-wide issue). Now due early Q4.	New
Percentage of householder planning applications determined within agreed time periods (PTE)	95.18%	93.58%	91.60%		80%		
The percentage of major planning applications determined within agreed time periods (PTE)	93.75%	85.71%	66.67%		25%		
The percentage of affordable housing at completion stage provided in a development on greenfield sites (PTE)	N/A	N/A	N/A		30%		Annual
The percentage of affordable housing at completion stage provided in a development on brownfield sites (PTE)	N/A	N/A	N/A		20%		Annual
The percentage of highways inspected of a high or acceptable standard of cleanliness (PTE)	94.34%	92.86%	88.25%		90%		
The percentage of reported fly tipping incidents cleared within 5 working days (PTE)	99.87%	99.66%	98.94%		90%		
The percentage of reported fly tipping incidents which lead to enforcement activity (PTE)	90.17%	94.64%	93.94%		70%		

Well-being Objective 2.1:

A capital city that works for Wales

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

Key Successes in 2018/19

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



Key Challenges and Risks

Brexit

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

Future of Regional Funding

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

Visitor Market Demand

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

Proposed Regional Working Arrangements:

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

Forward Look: Areas of Future Focus

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

major events.

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

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

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Well-being Objective 3.1:

Cardiff Grows in a Resilient Way

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

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

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

Key Successes in 2018/19

Housing

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

Transport

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

Key Successes in 2018/19

Waste and recycling

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

Clean streets

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

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

Key Challenges and Risks

Meeting the Clean Air challenge by 2021

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

Keeping streets clean, particularly in inner-city wards

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

Key Challenges and Risks

Achieving statutory recycling targets

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

Coastal erosion

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



Forward Look: Areas of Future Focus

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

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

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

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

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

Summary of Measures – 18



Red (10% or more away from target) (0)	Amber (within 10% of target) (3)	Green (on or above target) (15)	Baseline being set (0)	RAG not appropriate (0)	Result not available (0)
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Well-Being Objective 2.1: A capital city that works for Wales

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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**CYNGOR CAERDYDD
CARDIFF COUNCIL**

ENVIRONMENTAL SCRUTINY COMMITTEE

1st OCTOBER 2019

CARDIFF'S DISTRICT HEAT NETWORK – MEMBER UPDATE

Reason for the Report

1. To provide the Committee with an update to assess the progress that has been made towards establishing Cardiff's District Heat Network. In particular the item will consider how close the Council is to agreeing a final business case for the scheme, along with the necessary procurement arrangements required to deliver the scheme.

Background

2. The Environmental Scrutiny Committee received an item of the 17th April 2018 titled 'Cardiff District Heat Network'. The report was received as a pre-decision scrutiny prior to a paper titled 'Cardiff Heat Network' – Approval of the Outline Business Case' being presented to Cabinet on the 19th April 2018.
3. The reasons for taking the 2018 report to Cabinet were described as:
 - To report the outcome of a Detailed Feasibility Study on District Heat Networks in Cardiff;
 - To present the Outline Business Case (OBC) for the proposed Cardiff Heat Network (CHN) recommended by in this study;
 - To seek authority to commence with the next steps of the project including grant applications and the development of a Final Business Case (FBC) for further consideration by the Cabinet;
 - To signal a future Council Capital Bid for £4m of Public Works Loan Board (PWLB) Invest to Save borrowing for the CHN, subject to other funding confirmation and approval of a Full Business Case.

4. The scrutiny cover report for the item titled 'Cardiff District heat Network' (received on the 17th April 2018) provided background information and details of the steps required to take Cardiff's District Heat Network forward; for reference a copy of the cover report is attached to this paper as **Appendix 1**.
5. Following consideration by Cabinet of the 'Cardiff District Heat Network' report on the 19th April 2018, it was resolved that:
 - i. *The Outline Business Case for the Cardiff Heat Network be approved in principle, and the further development of a Final Business Case for Cabinet approval be authorised subject to securing the appropriate funding as set out in the report;*
 - ii. *The project team be authorised to proceed with the grant applications in respect of HNDU and HNIP as set out in the report;*
 - iii. *The project team be authorised to progress further engagement with stakeholders referred to in the report;*
 - iv. *Authority be delegated to the Director Planning, Transport and Environment in consultation with the Cabinet Member for Clean Streets, Recycling and Environment and with the S151 and Monitoring Officer to (i) finalise the procurement strategy and commence procurement of a Design, Build, Operate and Maintain (DBOM) contractor for the project, generally deal with all aspects of the project and award the DBOM contract after Cabinet has approved the Final Business Case and (ii) Agree minor amendments to the OBC which the Director in consultation with those as referred to above view desirable in the interests of the Council provided that if in either case the nature of the project is substantially altered from that set out in the OBC that the matter referred back to Cabinet.*
6. The presentation delivered at the scrutiny meeting on the 17th April 2018 included a set out the steps required to award the contract to build Cardiff's District Heat Network. These were:
 - Determine the Heat Network Delivery Unit (HNDU) development grant outcome;
 - Obtain approval of Welsh Government stake;

- Preparation of the Design Build Operate & Maintain (DBOM) Invitation to Tender (ITT);
 - Heat Networks Investment Project (HNIP) Capital Grant Application Funding round opens;
 - Short listing potential Design Build Operate & Maintain (DBOM) contractor;
 - Approval of Council funding element through Council Budget;
 - Outcome of Heat Networks Investment Project (HNIP) Capital grant funding round known;
 - Issue Invitation to Tender;
 - Final evaluation of potential Design Build Operate & Maintain (DBOM) contractors;
 - Final Business Case submitted to Cabinet for approval;
 - Award of Design Build Operate & Maintain (DBOM) Contract.
7. During the meeting officers will present Members with an update on the actions that have been achieved and those that still need to be delivered.
8. Following the meeting on the 17th April 2018 a letter was sent on behalf of the Committee to the Cabinet Member for Clean Streets, Recycling & Environment. This set out the comments, observations and recommendations of Members relating to the delivery of Cardiff's District Heat Network. A copy of this letter is attached to this report as **Appendix 2**.

Way Forward

9. Councillor Michael Michael, Cabinet Member for Clean Streets, Recycling & Environment has been invited to attend for this item. He will be supported by officers from the Planning, Transport & Environment Directorate.

Legal Implications

10. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal 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. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

11. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATION

The Committee is recommended to:

- (i) Consider the information in this report and the information presented at the meeting;
- (ii) Determine whether they would like to make any comments, observations or recommendations to the Cabinet on this matter; and,

(iii) Decide the way forward for any future scrutiny of the issues discussed.

DAVINA FIORE

Director of Governance & Legal Services

25th September 2019

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**CYNGOR CAERDYDD
CARDIFF COUNCIL**

ENVIRONMENTAL SCRUTINY COMMITTEE

17 APRIL 2018

CARDIFF DISTRICT HEAT NETWORK

Reason for the Report

1. A report titled 'Cardiff Heat Network' is due to be received by Cabinet at its meeting on the 19 April 2018. The reasons for taking the report to Cabinet are described as:
 - To report the outcome of a Detailed Feasibility Study on District Heat Networks in Cardiff.
 - To present the Outline Business Case (OBC) for the proposed Cardiff Heat Network (CHN) recommended in this study.
 - To seek authority to commence with the next steps of the project including grant applications and the development of a Final Business Case (FBC) for further consideration by the Cabinet.
 - To signal a future Council Capital Bid for £4m of Public Works Loan Board (PWLB) Invest to Save borrowing for the CHN, subject to other funding confirmation and approval of a Full Business Case.

Background

2. A heat network – sometimes called district heating – is a distribution system of underground, insulated pipes that takes heat from a central source and delivers it to connected buildings, therefore, reducing their reliance on fossil fuels for heat. The heat source is often a facility that provides a dedicated heat supply to the network, such as a combined heat and power plant. Other potential heat sources include waste heat recovered from industry and urban infrastructure, heat generated at

energy from waste plants, and heat harvested from natural resources such as canals, rivers and underground water sources.

3. Heat Networks can reduce reliance on fossil fuels for the heating of buildings and so form an important part of Government plans to reduce carbon and cut heating bills for customers. The Department of Business, Energy and Industrial Strategy (BEIS) established the Heat Network Delivery Unit (HNDU) to support action nationally on this agenda. More recently this has been supplemented through the addition of their Heat Network Investment Project (HNIP) which is providing grants and loans to kick start schemes in many cities in the UK. In turn, Welsh Government (WG) is also very supportive of heat networks in Wales and has provided support for Cardiff's project through its Green Growth Programme.
4. The Council's Capital Ambitions document commits the Council to develop Sustainable Heat network proposals for the City. This ambition relates to our climate change and carbon reduction commitments, especially the more recent WG target for all public sector organisations in Wales to be carbon neutral by 2030.
5. The development of a successful heat network would also provide an opportunity to create a major new localised economic activity in the city as well as helping to develop Cardiff's position as a forward thinking, low carbon business destination.
6. The Council's long term strategic objectives can be summarised as:
 - To use Cardiff's multiple heat sources to provide low cost heat supplies;
 - To establish infrastructure allowing the long term decarbonisation of heat supplies;
 - To provide long term, secure and locally sourced heat supplies;
 - To provide low cost heat as an economic development benefit for new and existing businesses;
 - To provide benefits to the overall economy in Cardiff and Wales more broadly.

Feasibility Study

7. In 2014, the Council applied to the Department of Business, Energy and Industrial Strategy's (BEIS) Heat Network Delivery Unit (HNDU) for grant funding to investigate

the potential for heat networks in the city. The Council was subsequently awarded a grant of £245,000 from HNDU. A small part of this funding was initially used to evaluate a private sector offer that was made to the Council and other public sector partners to deliver a heat network with the local public sector as anchor customer. However, that offer was never formalised by the private sector provider and so the Council was unable to assess its viability.

8. Following this outcome the Council reshaped the use of the grant funding in consultation with HNDU and commissioned external consultants to conduct a series of technical feasibility and business case development studies. This aimed to identify and test specific opportunities and options for the city, as well as identifying a recommended network to pursue.
9. Welsh Government (WG) provided additional support for this phase of the project as part of their Green Growth Wales Agenda. It should be noted that WG has been included as a key stakeholder throughout the project and has helped to shape it through regular attendance at the project's steering board and other stakeholder meetings. An issue of particular importance to WG has been to ensure that the benefits of any heat network that is supported by public funds are retained for the local economy as far as is possible.
10. The commissioned work programme arising from this has delivered:
 - A Heat Mapping Report (May 2017) cataloguing existing and potential heat sources and identifying large user customer clusters that might be served by these;
 - An Energy Masterplan (November 2017) outlining a number of potential areas across the city where heat networks might be feasible;
 - A Detailed City Centre Feasibility Study (November 2017) focussing on the immediate and specific opportunity presented by the Trident Park EfW heat source; and,
 - An Outline Business Case for the Cardiff Heat Network based on the EfW scheme.

11. The Heat Mapping and Energy Masterplanning exercise identified a number of areas in the city where heat networks could be viable. Amongst these, the analysis identified that a network serving parts of the Bay and south City Centre was the most feasible and deliverable of these options. Detailed feasibility work then focussed on this preferred option.
12. These studies have culminated in the production of an Outline Business Case (OBC) for this recommended network for the Council to consider and take forward. A summary of this is presented in **Appendix A**. The heat network proposed in the OBC will require a specific mix of grant, equity and direct Council loan funding to make it viable and the OBC has developed options around this. It should be made clear, however, that the network is only feasible if its initial start-up phase is supported by successful applications for direct Government funding.
13. This report draws from the OBC and gives details of the proposed network, the recommended delivery model, and the next steps the Council will need to take to secure the relevant funding and take decisions on a final scheme.

The Cardiff Heat Network

14. The proposed Cardiff Heat Network is envisaged to begin at the EfW plant in Cardiff Bay and run through large parts of the Bay area before crossing the main Cardiff to London railway line. It will then skirt the southern edge of the city centre and finally end in the western parts of Newport Road.
15. The proposed primary heat source for the network is envisaged to be the Trident Park Energy from Waste (EfW) plant. Low pressure steam from the EfW plant will be used to heat water which will then circulate in the distribution network at a temperature of around 90°C. A heat exchange process will ensure physical separation of the fluid at the EfW plant from those in the distribution network. Similarly, heat exchangers will be installed in customer buildings to ensure physical separation of building heat fluids and those in the network.
16. A separate “energy centre” containing top-up/back-up gas boilers will also be required to ensure resilience for the network. This facility will step in to guarantee

heat supplies in the event that the EfW cannot deliver sufficient heat as a result of routine maintenance requirements or other operational issues.

17. Over time it is expected that other heat sources will provide heat into the network, in a similar manner to the multi-source heat networks found in Scandinavia. These may include waste industrial heat and other water source and ground source heat supplies, subject to detailed technical and financial analysis.
18. The feasibility study work to date has focussed exclusively on public sector customers. This is because these organisations are more able to commit to the long term heat supply contracts required to instigate a network. They are also bound by the same carbon reduction targets outlined above and so have other non-financial motivations to participate. This committed and stable customer base is a particular feature that potential funders will be looking for to give confidence that any scheme is financially stable and sustainable in the longer term.
19. The envisaged route of the network is shown in **Figure 1**. The plan identifies the potential public sector customers along this route. There is, also a considerable private sector customer pool in the vicinity of the proposed network. The potential upside of this additional customer base is discussed below, but is not included in the Outline Business Case for the project.
20. The public sector connections shown on the figure have a combined annual heat demand of 34 GWh. Adjacent to the full network but not shown are private sector buildings with a combined annual demand of around 22 GWh (see **Appendix B** for details). From a technical perspective the existing EfW plant could supply over 85% of the total combined public and private heat demand of buildings in close proximity to the distribution pipes. The network will, therefore, be sized to allow the potential connection of these private sector loads from the outset.
21. The delivery model envisages that the network will be developed in two key phases. Phase 1 will reach to the area immediately south of the railway line, and Phase 2 will complete the network to points north and east of this as well as providing further reach into the southern Bay area. Phase 1 will be the focus of the initial grant and equity funding route described below. This is the most expensive phase as it

contains all of the costs of initial connections to the EfW plant, the development of the backup energy centre and the costs of “future proofed” heat distribution pipes to accommodate future growth.

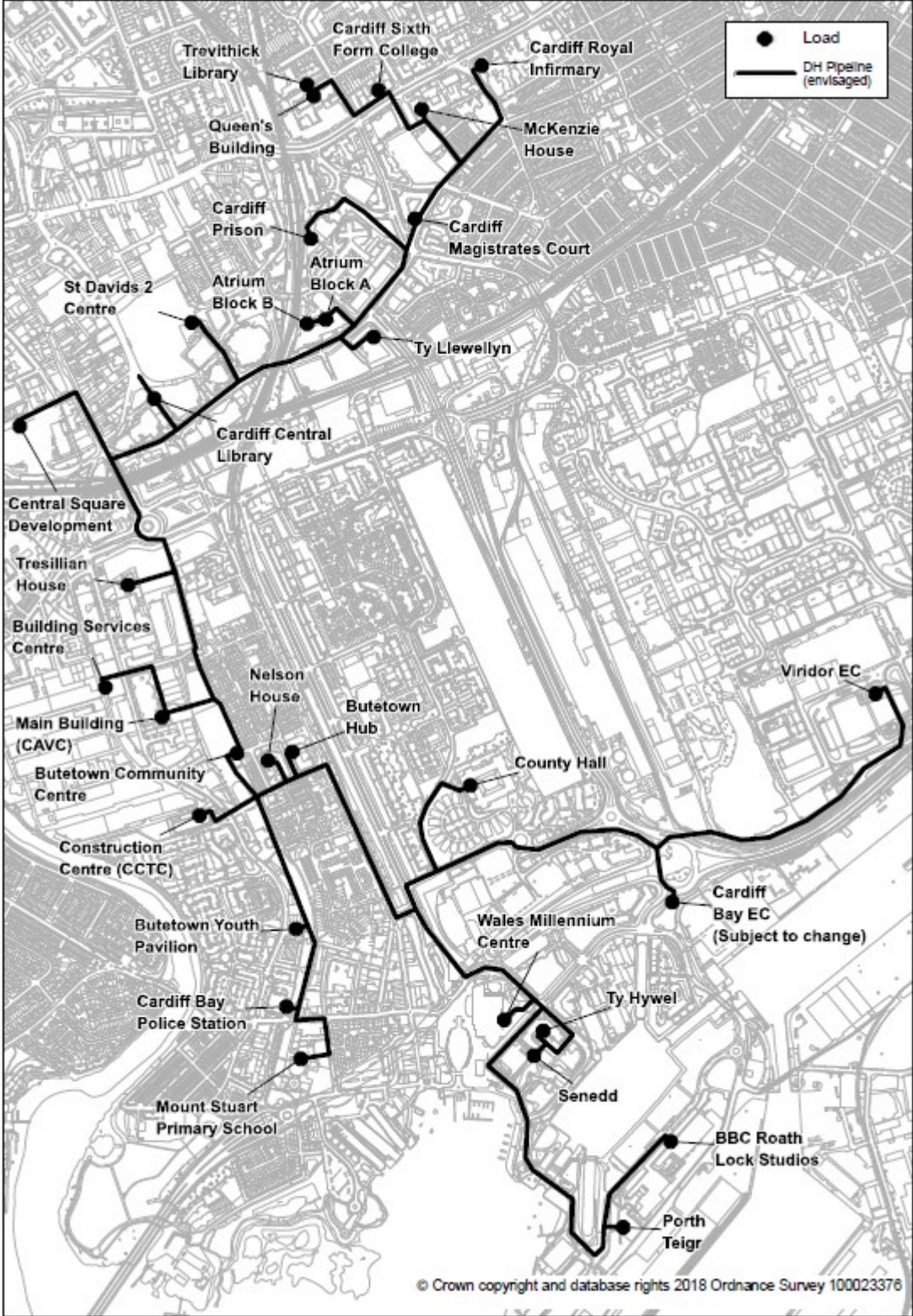


Figure 1: The Cardiff Heat Network (Full Heat Network)

Outline Business Case

22. An Outline Business Case (OBC) has been developed which considers the case for investment in a heat network in Cardiff city centre. It follows the Five Case Model in accordance with HMT's Green Book and considers the viability of investment from five perspectives: strategic, economic, commercial, financial and management. **Appendix A** to this report contains a detailed summary of the OBC. The findings of this OBC give confidence that the Cardiff Heat Network is a viable prospect subject to securing the correct funding structure to support its inception. The paragraphs below highlight the key findings and recommendations from the OBC.
23. **Appendix C** contains the full detail of the Outline Business Case for the Cardiff District Heat Network. The document is deemed exempt from publication as it contains information pursuant to paragraphs 14 and 21 of schedule 12A Local Government Act 1972. This document has been provided to Member on a confidential basis on yellow papers. Should any Members of the Committee wish to discuss the content of **Appendix C** then the public meeting will need to be closed and any relevant discussion will need to take place in a private session.

Costs

24. The total capital cost for the full network has been estimated at £26.2m, with the first phase estimated to have a capital cost of £14.4m This includes the connection to the EfW plant, the back-up energy centre, oversized/future-proofed distribution pipes and the heat exchangers required in each connected building. It also includes the various costs associated to setting up and procuring a body to manage, maintain and operate the network.
25. A 40 year life span has been assumed for the network for modelling purposes, although, with good maintenance and the eventual integration of additional heat sources and customers this could be significantly extended.

Funding

26. The development of the OBC included an options appraisal on potential funding routes and delivery structures for the project. This fixed on three potential funding sources for Phase 1 that could meet the various aspirations for the project including

the delivery of low cost sustainable energy whilst retaining as much of the benefit of the system within the local economy. These are:

- Grant funds available from Central Government's Heat Network Investment Programme (HNIP) - a £320m capital funding pot for investing in district heating networks;
- An offer of direct financial investment from WG, either in the form of an Equity stake or loan on bespoke and favourable terms; and,
- Borrowing through an invest to save loan from the Council.

27. The precise distribution of this would be subject to future grant applications and other negotiations, however, it is envisaged that funding would be distributed roughly as follows, i.e. a £5.4m grant from HNIP, a £5m stake from WG and a £4m stake from the Council.

28. Funding options for Phase 2 have also been investigated. With Phase 1 established, operational and de-risked using the structure above, it is envisaged that Phase 2 will be a bankable proposition for a range of other private sector investors such as pension funds and equity investors. Soft market testing with these sorts of organisations was undertaken as part of the feasibility study which confirmed this interest.

Operational Costs & Cash Flows

29. Forecast cash inflows and outflows for Phase 1 have been prepared by the financial advisors for the project. Key points of their detailed funding and financing model and recommendations for the project as summarised in the OBC have been presented to the Council's Investment Review Board (IRB).

30. The work identified that the Phase 1 project would be cash positive over its lifespan but with only a very marginal overall rate of return due to the high set up costs. It also identified that this scenario was only achievable with the specific mix of grant, equity and Council funding outlined above. This outcome is not unusual for a start-up heat network and similar results on schemes elsewhere in the United Kingdom have been a key motivation for the government in establishing its HNDU and HNIP organisations and associated support funds.

31. It should be remembered that the OBC has delivered a “worst case scenario” which has taken into consideration only those public sector customers who can provide the security of long term sign-up to the scheme. Additional analysis shows that the inclusion of private sector customers immediately adjacent to the first phase alone could more than double the heat demand of Phase 1, for less than a 10% increase in capital expenditure. However, the OBC has not relied on this additional customer potential since it cannot satisfy target funders by guaranteeing income for a sufficient portion of the 40-year lifespan of the project.
32. Regular stakeholder engagement has taken place with potential public sector customers identified for Phase 1, including introductory letters, email exchanges and site visits undertaken as part of the feasibility study. One to one meetings have been routinely held between the Council and potential public sector customers. Additionally, the Council is in the process of agreeing a draft Memorandum of Understanding (MoU) with each of the initial public sector customers in the first phase. This follows informal confirmation already in place from each of the Phase 1 partners that they are interested, in principle, in participating as customers to the project. The final MoU will be the subject of further discussion and approval as the project progresses.
33. Alongside this, meetings have been held with the EfW operators to discuss the technical parameters for the heat off-take arrangements. The approach to the technical and commercial arrangements has been captured in a draft Heads of Terms (HoT) document which is currently with the EfW operators for comment. This will build on an “in principle” commitment to investigate opportunities to make use of heat in this way that are included in the various contractual arrangements under Prosiect Gwyrdd (PG) which delivered the EfW scheme. The PG partnership will need to sign off the contractual arrangements.

Project Delivery

34. A Public Sector Partnership delivery model with the Council working in conjunction with Welsh Government has been identified as the preferred delivery option for the project. This conclusion followed an analysis of the relative benefits and advantages of different options. In particular, WG’s funding interests were constrained by a

requirement to ensure that the benefit of substantial public sector investment in the project was retained locally to support local socio-economic objectives.

35. A separate “arm’s length” delivery body, in the form of a special purpose vehicle (SPV), was recommended to take specific control of project delivery. This recommendation took into account funding, project risk, management and governance considerations.
36. The SPV would be an independent body, separate from the Council and, therefore, able to make the best decisions to meet the overall objectives of the energy business without having to manage competing Council constraints. However, it is envisaged that the Council will be represented in the governance arrangements and step in rights would be established so that the Council or Welsh Government, as the proposed initial owners of the company, could take over the project should that be required at any stage. The precise definition of the establishment mechanisms for the SPV, along with its constitution and governance will be the subject of a detailed piece of work in the next stages of the project development.
37. It was also recommended that the heat network will be implemented through a “Design, Build, Operate and Maintain” (DBOM) contract, thereby ensuring that the appropriate skills and delivery capacity are in place, and achieving an acceptable level of risk transfer to private sector contractors.
38. The OBC’s development, including the commissioning of all technical, financial and commercial advice, has been overseen by the Cardiff Heat Network Study Board. This was established in the spring of 2017 and has met on a monthly basis since. Welsh Government representatives sit on this board as key stakeholders. The governance structure for the commercialisation phase of the network will mirror those adopted for the development of the OBC. The implementation of the network will continue to be overseen by a Project Board led by the Director for Planning, Transport and Environment.

Other Background Issues for Phase 1

39. The Council is currently considering options around the future of its County Hall building that is one of the key customers of Phase 1. The assumption has been

made in the modelling exercise that, if a decision to relocate is taken at a future point, any replacement site for County Hall would be likely to be within one of the designated redevelopment areas that are in reach of the network established in Phase 1, i.e. within the redevelopment areas south of the railway line. In such a circumstance, it will be necessary to ensure that any replacement County Hall building is district heating enabled and that the Council, as key anchor tenant, is completely committed to its connection. Ensuring by way of a covenant that the current site of the existing County Hall would be sold/let on the basis that the building occupying the site will be heated via the network (cost neutrally) could also provide a significant additional upside, as could a similar arrangement in relation to the proposed new Indoor Arena. These will be key areas for discussion as the Council moves forward with both projects.

40. The Heat Network project will involve disruption to traffic during the installation of the pipe network. This issue was considered during a risk workshop involving the Council's Highways service which was facilitated by the project's technical consultants. It was also explicitly addressed in the feasibility study sections covering network routing. There will be a need to ensure good governance and communications between the contractor responsible for development of the network and those responsible for other planned highway maintenance and upgrade proposals. The aim will be to identify potential synergies to reduce cost and disruption.
41. The network will need to cross private land in order for the full envisaged route to be developed. Discussions have been held with land owners where this is the case and in relation to the highest risk elements of the route, draft HoT have been issued for discussion.
42. Once a clear project plan and funding structure for the delivery of the heat network is approved, it will be possible to develop Planning Policy and Supplementary Planning Guidance to ensure that future development proposals are District Heat enabled, ensuring that they are able to connect to the network in the longer term.

Way Forward & Next Steps

43. The work done to date has produced an 'Outline Business Case' that identifies a viable heat network for Cardiff. This Cabinet report is intended to formalise the Council's support for the scheme in principle.
44. Further Council decisions will be required to approve of a Full Business Case for the project and this will be subject to securing the correct mix of grant, equity and invest to save loan funding needed to underpin the assumptions made in the OBC.
45. The next steps for the project, therefore, will be to develop the scheme proposal to a 'Full Business Case' position. This will trigger a series of work streams to:
- Secure the funding position by:
 - i. submitting the relevant grant funding application to HNIP by Autumn 2018;
 - ii. formalising a position with WG on the detailed structure of their investment element; and,
 - iii. making a formal application for a Council Invest to Save or other capital allocation as part of the 2019-20 budget setting process.
 - Formalise / agree a position with the EfW plant and PG on the terms of the heat supply contract, and reach an 'in principle' contractual position with heat customers.
 - Develop in detail the process required to constitute and establish a Special Purpose Vehicle for the delivery of the scheme, and initiate a procurement of associated DBOM contractor as well as longer term procurements for external advisers (as detailed in the table below).
 - Develop and populate the various detail of the Outline Business Case to achieve a final and approved 'Full Business Case'.
46. It is the intention to extend the project management arrangements currently funded by HNDU and WG to steer and deliver this phase of work over the next 18 to 24 months. An application has already been made to HNDU for a further grant of £150k

to fund this stage and, if successful, this will be match funded using £150k from the Council's energy reserve budget.

47. Once complete, this work will form the basis of another Cabinet report that will seek final authority to proceed with the project.
48. A Local Member briefing session on the Cardiff Heat Network took place on the 20 March.

Cabinet Paper Financial Implications

49. The Cabinet report on the Cardiff Heat Network contained a financial implications section, the details of which are set out below in this report.
50. In producing an OBC the project is at an early stage of development and as covered in the report points to areas where a significant amount of additional work is required to move towards a Full business Case (FBC). In a financial context this includes, but is not limited to, further work to confirm :
 - Funding - to include confirmation of the terms of WG funding and the outcome of the HNIP grant application;
 - Construction & Operation – commencing procurement to allow dialogue to inform estimates for the costs of installing and operating the network and associated infrastructure;
 - The terms on which Viridor will supply heat to the network from its Trident Park ERF facility.
 - The terms, including the length of contracts, on which customers agree to buy heat.
51. The proposed delivery model for the Heat Network is by the creation of a Special Purpose Vehicle (SPV). This is expected to be in the form of a trading company but again further work is required to bring together more detailed proposals into the FBC. One of the areas that will need to be considered is the ownership and governance of the SPV that will need to consider the composition of the Board of Directors and Reserve Matters where decisions will need to be referred back to the Council.

52. The potential financial benefits to the Council arise from the Cardiff Heat Network are:

- Savings on the price of Heat from the Network compared to the gas equivalent.
- To avoid State Aid implications any funding the SPV receives from the council will need to be at “market rates” appropriate to a newly formed SPV with no trading history. These are likely to be higher than the rates the council pays to acquire this funding. The allocation of this margin will be influenced by the FBC funding discussions with the WG and in particular the mix of equity and loan in the WG funding package.

53. A grant application to HNDU for £150,000 has been made to fund the additional work required to take this project forward to the FBC stage. The council will be required to match fund this grant and it is proposed that this expenditure is funded by a draw down from the Energy Reserve. The current balance of the Energy Reserve is £450,000 but as with the use of any reserve this will have implications for the financial resilience of the Council.

Cabinet Paper Legal Implications

54. The project has had the benefit of external advisers (including legal) who have provided advice in respect of the project generally and the Outline Business Case (OBC).

Procurement Strategy

55. The general procurement strategy is set out in the report and includes:

- **Procurement for DBOM Contractor** – It is understood that this is to be competitively procured using a Competitive Dialogue process. The competitive dialogue process has advantages in that it enables the authorities to enter into dialogue with bidders as to the solutions available to meet their requirements, and disadvantages in that it is a resource intensive process that is costly to both the authorities and bidders. The amount of transfer of risk will be subject to the conclusion of the procurement process.

- **Budgetary Framework** – It is understood the cost/funding of any proposed solution will be subject to further approvals. Accordingly it is advised, as is standard in procurements, that if the procurement has commenced before this process has been completed that the Council reserves the right to withdraw or abandon the procurement and not to award the contract and that the Council will have no liability should they exercise such rights. It should be noted that there will be an expectation from bidders that the Council will proceed with any procurement unless there are reasonable and justifiable reasons not to.
- It is understood there will be procurement of further advisers, which will be the subject of officer decisions report. With respect of the other proposed contracts referred to in the OBC, it is understood further decisions will be sought at the appropriate time (in accordance with the Council's constitution).
- **State Aid** – Legal Services has instructed there are potential state aid implications in relation to the project that need to be addressed and the proposals for the project have been designed to address those implications. However, further detailed assessment is required.
- **Special Purpose Vehicle (SPV)** – It is understood the OBC makes reference to a creation of a separate trading company and the costs and resources required for that company. In order to set up a trading company a business case will be required. It is understood that a formal decision to set up a trading company will be sought at the same as the Final Business Case. Further legal implications on the trading company will be detailed in that future report.
- **Procurement of bulk heat supply onto the network** – In addition to considering any implications of this procurement, Cardiff, as a partner authority under the Project Gwyrdd (PG) Contract, would need to consider the implications on the PG contract separately. Whilst it is appreciated that Cardiff is one legal entity, Cardiff will need to make decisions regarding the heat network proposals from the perspective of the Council and from the perspective of being a partner authority in the PG contract.

- **Grant Conditions** – if the council is in receipt of any grant money then the council will need to comply with the terms of those Grants.

General

56. In considering this matter the decision maker must have regard to the Council's duties under the Equality Act 2010. Pursuant to these legal duties Councils must, in making decisions, have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. Protected characteristics are: (a). Age,(b) Gender reassignment(c) Sex (d) Race – including ethnic or national origin, colour or nationality, (e) Disability, (f) Pregnancy and maternity, (g) Marriage and civil partnership, (h)Sexual orientation (i)Religion or belief – including lack of belief.
57. The decision maker should also have regard when making its decision to the Council's wider obligations under the Wellbeing of Future Generations (Wales) Act 2015.
58. **Appendix D** contains a number of exempt legal implications that relate to the Cardiff District Heat Network. The document is deemed exempt from publication as it contains information pursuant to paragraph 16 of schedule 12A Local Government Act 1972. This has been provided to Member on a confidential basis on yellow papers. Should any Members of the Committee wish to discuss the content of **Appendix D** then the public meeting will need to be closed and any relevant discussion will need to take place in a private session.

Way Forward

59. The Cabinet Member for Clean Streets, Recycling & Environment and officers from the Planning, Transport & Environment Directorate have been invited to provide a presentation on the item and answer any questions that Members may have.

Legal Implications

60. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal

implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal 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. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

61. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATION

The Committee is recommended to:

- i. Note the contents of the report and pass on to the Cabinet any comments, observations or recommendations that they might have.

DAVINA FIORE
Director of Governance & Legal Services
11 APRIL 2018

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Ref: RDB/RP/MM/17.04.2018

19 March 2018

Councillor Michael Michael,
Cabinet Member for Clean Streets, Recycling & Environment,
County Hall,
Atlantic Wharf,
Cardiff CF10 4UW.



Dear Councillor Michael,

Environmental Scrutiny Committee – 17 April 2018

On behalf of the Environmental Scrutiny Committee I would like to thank you and the officers for attending the Committee meeting on Tuesday 17 April 2018. As you are aware the meeting received items titled 'Update to the Recycling & Waste Management Strategy' and 'Cardiff District Heat Network'. The comments and observations made by Members following these items are set out in this letter.

Update to the Recycling & Waste Management Strategy

- The Committee thank you and the officers for delivering the presentation titled 'Recycling & Waste Management Strategy – 2018 to 2021, it provided much needed detail around the proposals currently being considered for the revised Recycling & Waste Management Strategy. Members look forward to receiving draft Cabinet papers on the Recycling & Waste Management Strategy at the Environmental Scrutiny Committee meeting on the 15 May so that they can undertake pre decision scrutiny.
- During the meeting it was explained that the glass pilot would be delivered on a cost neutral basis. A Member challenged this statement and asked for details of the extra man hour costs required for delivering the pilot. Officers were unable to confirm this figure at the meeting, therefore, I would be grateful if you could arrange for details of the extra man hour costs to be provided to the Committee.

- A Member emphasised the point that there were large differences between the recycling challenges experienced across Cardiff's 29 wards. With this in mind the Committee believe that a flexible approach should be applied to the development of the revised Recycling & Waste Management Strategy, and that if a recycling proposal isn't successful in one ward it doesn't necessarily mean that it won't work well in another.
- Members were concerned by your comment that the Commercial Waste Service was only achieving recycling rates of approximately 25% and that this was having a direct impact on Cardiff's overall recycling rate. The Committee feels that this is something that needs to improve to ensure that recycling rates increase. They plan to explore this issue further at the meeting on the 15 May and will consider it alongside a number of other competing waste strategy priorities for future scrutiny during the consultation window.
- Members agree that it is important to run a very thorough consultation exercise for a strategy of this importance and welcome the three month consultation window that you are proposing. They also stress the importance of detailed consultation with local ward Members who hold significant amounts local information about the wards that they represent. The Committee believe that this information will be essential in delivering a flexible bespoke Recycling & Waste Management Strategy for Cardiff.

Cardiff District Heat Network

- Broadly speaking the Committee were content with the proposals contained within the Outline Business Case for Cardiff's District Heat Network. Members noted that the commercial case for Phase 1 of the scheme was financially tight based on the assumption of only supplying heat to public sector providers, with public sector grants being essential to make the scheme viable.
- Members note the 'Key Milestones' slide in the presentation that contains a long list of actions that will need to be achieved to deliver the Final

Business Case and award of the DBOM contract. I would appreciate it if you could keep the Committee informed on the progress of the project so that future scrutiny can be built into our work programme.

I would be grateful if you would consider the above comments and provide a response to the content of this letter.

Regards,

A handwritten signature in black ink, appearing to read 'Ramesh Patel', written in a cursive style.

Councillor Ramesh Patel
Chairperson Environmental Scrutiny Committee

Cc:

- Andrew Gregory - Director of City Operations
- Gareth Harcombe – Commercial Manager, Energy & Sustainability
- Tara King – Assistant Director, Commercial Services
- Jane Cherrington – Operational Manager, Strategy & Enforcement
- Davina Fiore - Director of Governance & Legal Services
- Members of Cardiff's Environmental Scrutiny Committee

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**CYNGOR CAERDYDD
CARDIFF COUNCIL**

ENVIRONMENTAL SCRUTINY COMMITTEE

01 OCTOBER 2019

MEMBER BRIEFING NOTE: HIGHWAYS RESURFACING PROGRAMME

Reason for the Report

1. To provide Members with an opportunity to review the content of the draft 'Highways Resurfacing Programme'. In particular to consider the following sections:
 - Draft Resurfacing Sites – 2019/20 (attached as **Appendix 1**);
 - Draft Reconstruction Sites – 2019/20 (attached as **Appendix 2**);
 - Draft Micro Sites – 2019/20 (attached as **Appendix 3**);
 - Draft Grouted Macadam Sites – 2019/20 (attached as **Appendix 4**).

Background Information

2. At the meeting on the 2nd April 2019 the Committee received a report titled 'Highways Resurfacing Programme'. This provided Members with an opportunity to ask questions on the 'Planned Maintenance Identified Scheme List' and the methodology that is used to prioritise the highways schemes for this list.
3. After the meeting a letter was sent to the Cabinet Member for Strategic Planning & Transport setting out the comments and observations of the Committee in relation to the Council's 'Highways Resurfacing Programme'. A copy of this letter is attached as **Appendix 5**. The main points made in the letter were:
 - *In previous years, when the 'Highways Resurfacing Programme' was published the complete list of schemes in Cardiff was provided to all Members. This didn't happen in 2018/19 and Members were only provided with details of schemes in their wards; this made it difficult to find out where the Council was planning to carry out other highways resurfacing work. Members felt that receiving*

information for all of Cardiff was particularly useful since, for example, it would help them see where schemes were being delivered that might have a direct impact on their ward. The Committee asks that you provide all Members with a complete list of the 'Highways Resurfacing Programme' for 2019/20.

- *Members ask that you make the 2019/20 'Highways Resurfacing Programme' available for scrutiny before it is published so that they can review the proposals and provide feedback. I would be grateful if you could provide the Committee with this information as soon as it becomes available.*
- *During the meeting a Member asked what happened to the proposed schemes that were included on the 'long list' for 2018/19, and asked if these would be prioritised for the 'Highways Resurfacing Programme' in 2019/20. An officer explained that it would be reconsidered for the 2019/20 'Highways Resurfacing Programme', however, it would be assessed on its merits against other proposed schemes. Members understood the rationale behind the response, but for the purpose of clarity have asked for:*
 - *A copy of the 2018/19 'long list' for the 'Highways Resurfacing Programme';*
 - *A copy of the process that is used when creating the 'Highways Resurfacing Programme' that includes detail on how schemes on the 'long list' are managed from year to year.*

4. A copy of the cover report for the 2nd April 2019 item titled 'Highways Resurfacing Programme' is attached to this paper as **Appendix 6**. It provides background information to this report and includes:

- Information on how the Planned Maintenance Identified Scheme List is developed;
- Details of the techniques and processes that are used to create the Planned Maintenance Identified Scheme List, for example details on the Scanner, SCRIM, AEI inspection, safety inspections, customer & councillor requests;
- Planned Maintenance – Detailed Scheme Selection – this includes information on engineers site inspections; creation of the “short list”; production of tender

documentation & tender process; construction & site supervision; post construction inspections.

Way Forward

5. Members are to note the contents of the Member Briefing Note.

Legal Implications

6. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal 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. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

7. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATION

The Committee is recommended to:

- i. Note the content of this Member briefing note.

DAVINA FIORE

Director of Governance & Legal Services

25 September 2019

All Carriageway Works 2019/20

Ward	Street name	Treatment	Estimated Area m2	Bus Route	Cycling Route ?
CYNCO	NANTFAWR CRESCENT	Reconstruction	1300		
RUMNE	GREENWAY ROAD	Reconstruction	600	Y	*
RUMNE	NEW ROAD	Reconstruction	600	Y	
			2500		

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All Carriageway Works 2019/20

Ward	Street name	Treatment	Estimated Area m2	Bus Route	Cycling Route ?
ADAMS	ORBIT STREET	Micro Asphalt	1600		
ADAMS	PIERCEFIELD STREET	Micro Asphalt	1800		
CAERA	RIVERSIDE TERRACE	Micro Asphalt	1963		Y
CAERA	TIDENHAM	Micro Asphalt	2730		
CANTO	EARLES PLACE	Micro Asphalt	618		
CANTO	ST JOHNS CRESECENT	Micro Asphalt	1353		
CATHAY	RUTHIN GARDENS	Micro Asphalt	1100		
CYNCO	BRIARWOOD DRIVE	Micro Asphalt	1100		
CYNCO	CEFN COED ROAD	Micro Asphalt	2000	Y	
CYNCO	HEOL ESGYN	Micro Asphalt	1500		
ELY	GREEN FARM ROAD	Micro Asphalt	1200	Y	
ELY	PETHYBRIDGE ROAD	Micro Asphalt	3400		
FAIRW	PEACH CLOSE	Micro Asphalt	535		
FAIRW	WILLOWDALE CLOSE	Micro Asphalt	250		
FAIRW	FAIRWOOD ROAD	Micro Asphalt	1300		
FAIRW	ST FAGANS RISE	Micro Asphalt	1100		
GRANG	MARDY STREET	Micro Asphalt	2350		
GRANG	UNIVERSAL STREET	Micro Asphalt	1000		
GRANG	WARWICK PLACE	Micro Asphalt	2100		
HEATH	MURRAYFIELD ROAD	Micro Asphalt	1200		
LISVA	RIDGEWAY	Micro Asphalt	3500		
LLANDAFF	PWLLMELIN LANE	Micro Asphalt	1094		
LLANDAFF	PWLLMELIN ROAD	Micro Asphalt	1500	Y	
LLANDAFF NTH	CATHEDRAL VIEW	Micro Asphalt	1227	Y	
LLANDAFF NTH	GABALFA AVENUE	Micro Asphalt	2600	Y	Y
LLANI	NEWBOROUGH ROAD	Micro Asphalt	2300		
LLANR	ARNOLD AVENUE	Micro Asphalt	1374		
LLANR	BOSWELL CLOSE	Micro Asphalt	761		
LLANR	BRONTE CRESCENT	Micro Asphalt	2300		
LLANR	HAZLITT CLOSE	Micro Asphalt	885		
LLANR	HOUSMAN CLOSE	Micro Asphalt	660		
PENTW	SPRINGWOOD	Micro Asphalt	3400		
PENTW	GLENWOOD	Micro Asphalt	2500		
PENYL	NEWMINSTER	Micro Asphalt	948		
PENYL	ST MARGARETS CRESCENT	Micro Asphalt	585		

PENYL	TRAFALGAR ROAD	Micro Asphalt	1200		
PLASN	BYRON STREET	Micro Asphalt	1800		
PLASN	COTTRELL ROAD	Micro Asphalt	3450		
PLASN	SOUTHEY STREET	Micro Asphalt	897		
RADYR	PARK ROAD	Micro Asphalt	1225	Y	
RADYR	WINDSOR ROAD	Micro Asphalt	3700		Y
RHIWB	HEOL Y BONT	Micro Asphalt	2410		
RHIWB	TY-GWYN ROAD	Micro Asphalt	4200		
RIVER	SOPHIA WALK	Micro Asphalt	700		
SPLOT	COVENY	Micro Asphalt	3050		
SPLOT	WILLOWS AVENUE	Micro Asphalt	3200	Y	
TROWB	CRICKHOWELL ROAD	Micro Asphalt	1950	Y	
TROWB	JASMINE DRIVE	Micro Asphalt	2450		
WHITC	HEOL Y GORS	Micro Asphalt	3200		
WHITC	KELSTON PLACE	Micro Asphalt	970		

90235

All Carriageway Works 2019/20

Ward	Street name	Treatment	Estimated Area m2	Bus Route	Cycling Route ?
CAERA	HAVERFORD WAY	Grouted Macadam	1500		
CANTO	ROMILLY ROAD WEST	Grouted Macadam	1850	Y	Y
CATHAY	MUNDY PLACE	Grouted Macadam	1500		
HEATH	HEOL GWENT	Grouted Macadam	300		
HEATH	HEOL GWYNEDD	Grouted Macadam	1000		
HEATH	PANTBACH ROAD	Grouted Macadam	4000	Y	Y
TROWB	HENDRE ROAD	Grouted Macadam	1750	Y	
			11900		

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Ref: RDB/RP/CW/02.04.2019

30 April 2019

Councillor Caro Wild,
Cabinet Member for Strategic Planning & Transport,
County Hall,
Atlantic Wharf,
Cardiff CF10 4UW.



Dear Councillor Wild,

Environmental Scrutiny Committee – 2nd April 2019

On behalf of the Environmental Scrutiny Committee I would like to thank you and the officers for attending the Committee meeting on Tuesday 2nd April 2019 to discuss the 'Highways Resurfacing Programme'. The comments and observations made by Members on the areas relevant to your portfolio of responsibility are set out in this letter.

Highways Resurfacing Programme

In previous years, when the 'Highways Resurfacing Programme' was published the complete list of schemes in Cardiff was provided to all Members. This didn't happen in 2018/19 and Members were only provided with details of schemes in their wards; this made it difficult to find out where the Council was planning to carry out other highways resurfacing work. Members felt that receiving information for all of Cardiff was particularly useful since, for example, it would help them see where schemes were being delivered that might have a direct impact on their ward. The Committee asks that you provide all Members with a complete list of the 'Highways Resurfacing Programme' for 2019/20.

Members ask that you make the 2019/20 'Highways Resurfacing Programme' available for scrutiny before it is published so that they can review the proposals and provide feedback. I would be grateful if you could provide the Committee with this information as soon as it becomes available.

During the meeting a Member asked what happened to the proposed schemes that were included on the 'long list' for 2018/19, and asked if these would be prioritised for the 'Highways Resurfacing Programme' in 2019/20. An officer explained that it would be reconsidered for the 2019/20 'Highways Resurfacing Programme', however, it would be assessed on its merits against other proposed schemes. Members understood the rationale behind the response, but for the purpose of clarity have asked for:

- A copy of the 2018/19 'long list' for the 'Highways Resurfacing Programme';
- A copy of the process that is used when creating the 'Highways Resurfacing Programme' that includes detail on how schemes on the 'long list' are managed from year to year.

To help understand the approach taken in prioritising schemes for the 'Highways Resurfacing Programme' Members felt that they would benefit from job shadowing a Highways Engineer while he or she assessed a length of road. I would be grateful if you could ask someone from the Planning, Transport & Environment Directorate to liaise with Scrutiny Services to arrange a suitable time such a visit.

At the meeting I asked if it would be possible for the Planning, Transport & Environment Directorate to provide a list of pavements currently in need of repair. An officer explained that this could be done. I would be grateful if you could arrange for a copy of this list to be provided to the Committee.

I would be grateful if you would consider the above comments and provide a response to the content of this letter.

Regards,



Councillor Ramesh Patel
Chairperson Environmental Scrutiny Committee

Cc:

- Andrew Gregory - Director of Planning, Transport & Environment
- Matt Wakelam – Assistant Director, Street Scene
- Gary Brown - Operational Manager Assets, Engineering & Operations
- Davina Fiore - Director of Governance & Legal Services
- Members of Cardiff's Environmental Scrutiny Committee

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**CYNGOR CAERDYDD
CARDIFF COUNCIL**

ENVIRONMENTAL SCRUTINY COMMITTEE

02 APRIL 2019

HIGHWAYS RESURFACING PROGRAMME

Reason for the Report

1. To provide the Committee with an opportunity to ask questions on the current Planned Maintenance Identified Scheme List (attached as **Appendix 1**) and the methodology that is used to prioritise the highways schemes for this list.

Background

2. **Planned Maintenance – Outline Scheme Identification** – The creation and management of the Planned Maintenance Identified Scheme List (attached as **Appendix 1**) is the responsibility of the Section Leader – Public Rights of Way (PROW) & Assessment. This dynamic scheme list is referred to as the “matrix” and is updated on an ongoing basis by the PROW & Assessment team as new data sets become available. Data that is used to create the matrix and inform the annual scheme list is gathered using the following methods:

- **SCANNER** – This machine survey collects data that is processed by the United Kingdom Pavement Management System (UKPMS), which provides a report detailing all the sections of road with red and amber levels of condition. Portions of the network are surveyed on an annual basis, i.e. A, B and C class networks. Due to geographic constraints, it is felt that this survey methodology does not provide robust output for the U class network, therefore, alternative survey methods are used on this category.
- **SCRIM** – This machine survey assesses skid resistance on the classified road network (A, B & C), with results being processed, assessed and prioritised by

need. Areas identified as having sub-standard skid resistance will be prioritised for treatment.

- **AEI** – The AEI is a driven visual condition inspection of the carriageway that is carried out on all roads within the Councils Adopted Highway Network. It is designed to highlight only major carriageway defects (as defined by the UKPMS User Manual) and is carried out annually over a period of approximately four to six weeks by two highway inspectors. It provides a replicable and effective means of assessing the entire carriageway network, from which a list of the poorest condition carriageway sections is generated.
- **Safety Inspections** – The output from highway safety inspections is generally used to identify defects likely to create short term danger or serious inconvenience to users of the network. Inspectors will sometimes identify areas of deterioration that are better treated through planned maintenance, these observations are passed to the PROW & Assessment team and logged against the matrix.
- **Customer & Councillor requests** – These requests for treatment are logged onto the matrix. In order to promote a customer focussed service these requests for treatment add a factor to the more rigid condition based data and, help inform the overall process.

Planned Maintenance – Detailed Scheme Selection

3. Once all of the data sets are input into the matrix, a detailed scheme selection process is started. The first draft of the programme of schemes referred to as the “long list” is confirmed when the planned maintenance budget is approved; the long list contains more schemes than there is available budget allowing for refinement at later stages. The following steps are then followed:

- **Engineers Site Inspection** – All previous data being used to generate the long list is provided from machine or driven surveys, and an inspection is undertaken on foot by the supervising engineer. This inspection considers many criteria and will confirm treatment selection, location, length area and overall cost. Other aspects are considered at this time, for example, scheme collaboration or

contribution to other Council works programmes, to ensure maximum benefit is achieved. This information is transferred to the matrix so overall scheme costs can be viewed.

- **Creation of the “short list”** – The output from the Engineers site inspection allows a “short list” to be compiled which will generally form the scheme list for that year, and is subject to Cabinet Member review.
- **Production of Tender Documentation & Tender Process** – A competitive tender process is undertaken. The successful contractor is appointed following an appropriate tender evaluation.
- **Construction & Site Supervision** – Site construction information is recorded.
- **Post Construction Inspections** – This is done to ensure that any defects not apparent during the construction phase are identified. Post construction inspections are undertaken by the PROW & Assessment team at 1 month, 6 month and 10 month intervals. This process is managed and data stored in the AMX asset management system. It should be noted that in accordance with the ICE conditions of contract contractors guarantee periods for this type of work are for a 12 month period only.

Way Forward

4. Councillor Caro Wild, Cabinet Member for Strategic Planning & Transport has been invited to attend for this item. He will be supported by officers from the Planning, Transport & Environment Directorate.

Legal Implications

5. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be

within the legal 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. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

6. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATION

The Committee is recommended to:

- (i) Consider the information in this report and the information presented at the meeting;
- (ii) Determine whether they would like to make any comments, observations or recommendations to the Cabinet on this matter; and,
- (iii) Decide the way forward for any future scrutiny of the issues discussed.

DAVINA FIORE
Director of Governance & Legal Services
27 March 2019