

**CABINET: THURSDAY, 17 SEPTEMBER 2020 at 2.00 PM**

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A Cabinet Meeting will be held remotely via Teams on Thursday 17 September at 2pm

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**A G E N D A**

**Scrutiny Matters**

- 1 To receive the report of the Policy Review & Performance Scrutiny Committee entitled Scrutiny Impact Assessment Model *(Pages 3 - 52)*

**Leader**

- 2 Welsh Language Standards: Annual Report 2019-20 *(Pages 53 - 126)*

**Leader & Finance, Modernisation & Performance**

- 3 Cardiff Council Annual Statutory Wellbeing Report *(Pages 127 - 332)*

**Education, Employment & Skills**

- 4 School Organisation Planning: 21st Century Schools Band B: Redevelopment of Cantonian, Riverbank and Woodlands Schools *(Pages 333 - 378)*

**Finance, Modernisation & Performance**

- 5 Senior Management Arrangements *(Pages 379 - 394)*
- 6 Budget Monitoring - Month 4 report *(Pages 395 - 460)*
- 7 Budget Strategy Report 2021/22 and the Updated Medium Term Financial Plan *(Pages 461 - 512)*
- 8 Corporate Risk Management Quarter 4 2019/20 *(Pages 513 - 546)*
- 9 Equality & Inclusion Strategy *(Pages 547 - 664)*
- 10 Review of Cardiff Works and Matrix Agency Provision *(Pages 665 - 672)*

**Housing & Communities**

- 11 Redecoration of Plasnewydd Additional Licensing Scheme *(Pages 673 - 758)*

## **Investment & Development**

12 Disposal of Land at Dumballs Road (*Pages 759 - 834*)

13 Dumballs Road- Use of Compulsory Purchase Powers (*Pages 835 - 846*)

## **Social Care, Health & Wellbeing**

14 Extra-Care and Supported Living Services for Older People and Adults With Disabilities (*Pages 847 - 862*)

## **Social Care, Health & Wellbeing and Children & Families**

15 Local Authority Annual Social Services Report (*Pages 863 - 920*)

## **PAUL ORDERS**

Chief Executive

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



An inquiry report of the:

## Policy Review & Performance Scrutiny Committee

# Scrutiny Impact Assessment Model

May 2020



Cardiff Council

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## CHAIR'S FOREWORD

Twenty years ago the Local Government Act of 2000 introduced the Executive (Cabinet and Scrutiny Committee) model of local government, offering a tangible role for all elected Members of a Council in the decisions made by its ruling administration. Cardiff Council was a leading and enthusiastic adopter of the model. I have been fortunate to hold a Chair of Scrutiny role for a number of those years and have often felt that scrutiny lacks a mechanism for truly capturing the value it adds to the governance and decision-making of the Council.

What became clear, particularly throughout financially challenging years, is how difficult it is to evaluate and measure the contribution good scrutiny makes. I was therefore keen that the Committee undertake an inquiry that explored the extent to which the agreed recommendations of Task and Finish reports were implemented and, where they had been introduced, the outcomes that they achieved.

We therefore set ourselves the task of carrying out research into good practice elsewhere and developing a mechanism for capturing the impact of the work of all five scrutiny committees, and the value of the scrutiny function to the organisation resulting from the implementation of its recommendations.

The key output of the inquiry is a practical model that, when applied, will collect data and evidence throughout the municipal year. This evidence will provide the basis for performance assessment of the scrutiny function and an evidence based annual report to Council. The self-assessment process outlined in the proposed model extends beyond the scrutiny function to service areas, requiring their own self-assessment and reporting of the implementation of accepted scrutiny recommendations. Data collected will enable service areas to review how well they action scrutiny recommendations and assess the outcomes, thereby assisting the Council in meeting the self-assessment requirements of the forthcoming Local Government (Wales) Act.

The work of this Task and Finish inquiry is firmly based on research following reference to organisations such as the National Assembly for Wales, UK Parliamentary Select Committees, the Centre for Public Scrutiny, the Association for Public Service Excellence, the House of Commons Communities and Local Government Committee, the Constitution Unit of University College London and the Welsh Local Government Scrutiny Officer network.

We did not locate evidence of work in these organisations which replicated exactly our terms of reference and objectives to evaluate implementation and outcomes. Our work therefore explores new ground which, in our view, could provide new insights with the ambition to become a practical and universally applicable model.

We recognise the value of capturing quantitative and qualitative impact, introducing the concept of 'substantiveness' as a key measure in determining the level of influence or impact that scrutiny recommendations have on corporate policy.

We are recommending that Cabinet pilots and adopts the model for capturing the impact of scrutiny. We will closely evaluate the success of the pilot, refine the model and aspire to share it as best practice with other public bodies and local authorities.

My sincere thanks go to my committee colleagues Councillors Norma Mackie and Joe Boyle for their timely, informed and balanced contributions. I also offer my appreciation to Principal Research Officer, Gladys Hingco, who has established the base evidence for the Model we now commend as a Committee, and to Principal Scrutiny Officer, Nicola Newton, who provided invaluable support in shaping the final report and its recommendations.



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

**Councillor David Walker**  
**Chair, Policy Review & Performance Scrutiny Committee**

## TERMS OF REFERENCE

1. The Policy Review and Performance (PRAP) Scrutiny Committee, as part of its 2018/19 work programme, committed to a Task and Finish Inquiry that would review the impact of Cardiff Council's Scrutiny function to date, and develop a model to capture the benefits of scrutiny in the future. The Terms of Reference for the inquiry were agreed as follows:

To evaluate the impact of the scrutiny function on the delivery of Council services, by:

- Reviewing existing evidence of scrutiny impact on Council decision-making and service development since 2012.

To propose a mechanism for capturing the future impact of scrutiny, by:

- Identifying theoretical models for recording and capturing scrutiny impact;
- Seeking evidence of successful approaches to monitoring impact by other Councils and public bodies in England and Wales;
- Identifying a practical model for recording and capturing scrutiny impact, appropriate for use in Cardiff.
- Acknowledging that calculating impact/ value of scrutiny can be subjective and there are differing types of impact – immediate, short term, longer term, strategic, operational, financial, and quality of service delivery

2. The key output from this investigation was to be a practical model for recording and capturing scrutiny impact appropriate for use in Cardiff. The model should also be applicable for use by other Authorities and public sector bodies who share an interest in using a mechanism for capturing the benefits and outputs of scrutiny.
3. The Committee agreed that membership of the task & finish group would comprise:  
Councillor Joe Boyle<sup>1</sup>  
Councillor Norma Mackie  
Councillor David Walker (Chair)

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<sup>1</sup> Following a change in the balance of the Council in June 2019 Councillor Boyle was unable to retain his seat on the PRAP scrutiny committee, he contributed to early research and discussion.

## CONTEXT

4. Cardiff Council has a long held reputation for committed and successful scrutiny arrangements. The function has previously been recognised for its best practice both nationally and locally. Organisational processes and procedures are in place that routinely factor scrutiny into the decision making process. The arrangements in place aspire to equality between scrutiny and policy making, resulting in what can be considered a positive scrutiny culture. Maintaining this culture requires all parties, Scrutiny, Cabinet and senior managers to understand and commit to the value and impact of scrutiny within the organisation.
5. Over the past five years Scrutiny has been the subject of two national Wales Audit Office (WAO) reviews. In July 2018 the Overview and Scrutiny – *Fit For the Future?* Review concluded that “*scrutiny arrangements in Cardiff are well-developed and supported by a culture that makes them well-placed to respond to current and future challenges.*” The auditor found evidence that the Council recognises and values the importance of its scrutiny function; scrutiny committee meetings are well-run; the Council proactively engages key stakeholders in the work of its task and finish groups whilst recognising it could improve public involvement in its scrutiny activity; and the Council could explore different ways of working to improve the impact of scrutiny activity and maximise the resources available.
6. Prior to the 2018 review, in 2014 the WAO *Good Scrutiny? Good Question!* Scrutiny improvement study recommended that all councils ensure that the impact of scrutiny is properly evaluated and acted upon to improve the function’s effectiveness; including following up on proposed actions and examining outcomes.
7. In November 2019 the Welsh Government published the draft Local Government and Elections (Wales) Bill. The Bill has implications for the performance and governance of all Councils, requiring an increased focus on self-assessment and peer review. It also recommends that scrutiny committees receive prior notice of ‘key decisions’ with a significant financial implication or effect on local communities.

8. Given the current context, the WAO recommendation that all councils ensure that the impact of scrutiny is properly evaluated and acted upon to improve the function's effectiveness (*including following up on proposed actions and examining outcomes*), and the forthcoming Local Government & Elections (Wales) Bill (*in which Welsh Government propose an increased focus on self-assessment and peer review*), it is timely that the Committee has prioritised the development of a mechanism and model to evaluate the benefit of a commitment to scrutiny.
9. The key practical output of this inquiry has therefore been the development of a model to record and capture the impact of scrutiny in Cardiff Council. It aims to provide a framework on which scrutiny can demonstrate its value in line with the growing self-assessment agenda.
10. The self-assessment process outlined in the proposed model extends beyond the scrutiny function and will also enable service areas to self-assess the extent to which they have implemented accepted scrutiny recommendations and evaluated the outcomes.
11. This report will focus on a proposed model, developed following primary research, to evaluate scrutiny's impact and the outcomes resulting from the implementation of its recommendations. That process of evaluation should, in itself, facilitate a process of self-assessment by service areas involved and by the scrutiny function. A full summary of the evaluation of scrutiny impact to date within Cardiff Council is linked at **Appendix 3**.
12. Members subsequently commissioned the scrutiny research function to review the methodologies used by Local Government Scrutiny Committees; National Assembly for Wales Committee and Research Services, UK Parliamentary Select Committees and related organisations. The aim was to identify approaches relevant to assessing the impact of scrutiny in a local government context. The findings reflected in the model presented in this report have referenced and adapted some of the successful methodologies used in scrutiny impact assessment by the various sources listed above. The full review is linked at **Appendix 4**.

13. The proposed model, developed following this research, enables the measurement and analysis of the quantity *and* types of scrutiny activity within Local Authorities. Importantly, it sets out to assess and measure the impact and outcomes achieved in the planning and delivery of Council services.

## REVIEW OF SCRUTINY IMPACT TO DATE

14. There are currently five Scrutiny Committees in Cardiff Council, each with clearly defined Terms of Reference. They are:

- Community and Adult Services Scrutiny Committee (CASSC)
- Children and Young People Scrutiny Committee (CYP)
- Economy and Culture Scrutiny Committee (E&C)
- Environmental Scrutiny Committee (ENV)
- Policy Review and Performance Scrutiny Committee (PRAP)

15. The Chair of the PRAP task group commissioned primary research to inform the inquiry of the impact of Cardiff Council's Scrutiny function during the previous and current political terms. The research methodology took three reports for each of Cardiff's five scrutiny committees, their corresponding Cabinet responses, and progress report updates from the service areas involved and analysed different types of impact achieved following each report where evidence of impact existed. The scrutiny topics and inquiries selected for the review are those considered to have made a significant impact on service provision in Cardiff Council. The full report can be referenced by clicking on the link at **Appendix 3**.

16. It is widely recognised that determining the impact of scrutiny is not a simple process. Scrutiny delivers both quantitative and qualitative outputs and results as well as direct and indirect impacts. A key challenge in determining scrutiny impact is the causality between *scrutiny activity* and the range of *outcomes* that stem from the scrutiny activity. For the purposes of the research, we evidenced and analysed findings on the impact of Cardiff's scrutiny function using the three key outcomes identified and endorsed by the Centre for Public Scrutiny (CFPS) and the Wales Audit Office (WAO) as indicators of effective scrutiny. These are:

- Driving improvement by raising awareness, highlighting key local issues, and improvements in policies and processes – *Better Outcomes*

- Holding to account by identifying poor service performance and policies and decisions – *Better decisions*
- Contributing to and facilitating democratic debate and in ensuring engagement with the public and key stakeholders. – *Better engagement*

17. The initial review of scrutiny impact used this CfPS framework for effective scrutiny to analyse the impact to date. A number of headlines emerged to capture the ways in which scrutiny can make an impact, as summarised below. Here we briefly outline the success of Cardiff's scrutiny function, however examples of scrutiny outputs that illustrate each headline can be seen in the full research report, [A Review of Cardiff Council's Scrutiny Impact \(Appendix 3\)](#). The key types of scrutiny impact in Cardiff to date are:

- i. **A Spotlight on important issues** - the review of selected evidence found that scrutiny has made significant impact in driving improvement in Cardiff Council by placing a "spotlight" on important local issues. The Cabinet has considered issues highlighted by scrutiny, both in reviewing existing policies and in developing new policies and strategies.
- ii. **Highlighting key stakeholder issues** - Scrutiny activities have brought forward key stakeholder issues, such as the support needs of adult carers and public perceptions of the Council's effectiveness in litter enforcement.
- iii. **Highlighting the need to develop new strategies and areas for improvement in existing service performance to address current demand for service** - in driving improvement within the Council, the evidence reviewed demonstrated that scrutiny activities have made significant impact in identifying key improvement areas in service provision.
- iv. **Identifying areas of improvement for service area staffing and leadership**, such as highlighting the need for appropriate management arrangements to co-ordinate improvements to the Central Market.
- v. **Highlighting workforce areas for improvement** - scrutiny inquiries have highlighted workforce improvement areas, identifying subject areas where

knowledge and skills sets of, for example, social care staff, key external partners and vulnerable groups could be improved.

- vi. **Highlighting best practice in service provision** - where scrutiny makes a significant contribution in highlighting internal or external best practice in service provision or in generating member and officer awareness of innovative arrangements and practices.
- vii. **Holding to account decision making** - scrutiny's role in holding to account decision making within the authority is evidenced by its effectiveness and impact in terms of performance review and monitoring, such as the scrutiny of the budget and the use of scrutiny call in.
- viii. **Creating opportunities for stakeholders, partners, voluntary organisations and members of the general public to be involved in a democratic debate** on the effectiveness of current service provision and in shaping future policies and strategies on service delivery. Scrutiny Committee Meetings, Task and Finish inquiries and their research activities provide opportunities for external groups to have their views and concerns heard and considered in making recommendations on a range of issues relating to service provision. Through the conduct of research using qualitative and quantitative methodologies and document reviews, the views of the general public and selected stakeholders are brought to scrutiny for consideration as evidence to inform and challenge recommendations made to the Cabinet.

18. Overall, this review of the effectiveness of scrutiny in Cardiff illustrates that the service has made significant contributions to date. Its key strength lies in:

- Raising member and officer awareness of key issues affecting stakeholders and service provision;
- Highlighting improvement opportunities in policies and service delivery;
- Supporting the development of policy and strategy;

- Its role and contribution to the Council's performance monitoring and self-assessment processes;
- Highlighting innovative arrangements and best practice.

19. In summary, performance monitoring, scrutiny of the budget proposals and scrutiny call-ins have presented constructive challenge to service performance and to the decision making process within the Council. Monitoring of such challenges as sickness absence has contributed to the raising of awareness and to some shifts in policy and performance. Additionally, the scrutiny of budget proposals has helped in the reconsideration of proposed spending and cuts affecting vulnerable service users which have been re-considered. Similarly, the scrutiny call-in example cited in the initial research report demonstrates a constructive challenge that resulted in a recommendation to strengthen the Council's processes around disposal of Council owned land and resources.

20. Finally, the scrutiny process facilitates and provides opportunities for backbench Members, stakeholders, and key partners to be involved in democratic debate on the effectiveness of current service provision and the future of Council services. Through its task and finish inquiries and scrutiny of specific items, scrutiny brings to democratic debate specialist knowledge and expertise as well as the issues and concerns of stakeholders, service users and the general public. Scrutiny research has enabled Scrutiny Committees to access robust independent information and evidence including citizens' and service users' views and perspectives on key issues being considered by scrutiny.

21. Notwithstanding the usefulness of the CfPS model for assessing the effectiveness of scrutiny, this report now seeks to develop a more formalised approach to capturing the impact of scrutiny, taking a further step forward by focussing more closely on the *types of impact* that scrutiny can achieve by developing and applying a new model. The rationale for this proposed new model is that it attempts to construct quantitative and qualitative measures of the impact of scrutiny on policy development and performance.

22. To develop this proposed model, a second research project was undertaken that reviewed the various approaches and methodologies used by various local

government Scrutiny Committees, the National Assembly for Wales Committee and Research Services, the UK's Parliamentary Select Committees and related organisations to assess the impact of scrutiny activity. The key findings of this report can be found in the full research report [Assessing Scrutiny Impact](#) (**Appendix 4**), which identifies and describes a range of key methodologies and approaches that could be adopted to establish the impact of scrutiny activity in local government. The model that follows has been tailored to deliver a practical option for application in Cardiff Council.

## THE MODEL

23. Pages 14-35 of this report present in detail a model for gathering a quantitative and qualitative picture of the impact of scrutiny's work. It requires the recording of data by both the Scrutiny function and the Cabinet or service area in terms of actions taken in response to the accepted recommendations made by Scrutiny. It aspires to validate the effectiveness of scrutiny, provide frameworks for measuring the substantiveness of recommendations and their delivery and to offer a way of measuring scrutiny impact in the future.
24. In applying this model the resulting analysis of performance will provide a framework to address forthcoming Welsh Government legislative requirement for greater self-assessment and develop a mechanism for evaluating the responsiveness of Cabinet to Scrutiny.
25. Importantly, definitions of the terms and measurements used in the Model can be found in the Glossary of Terms at **Appendix 1**.
26. For clarity, the purpose and potential uses of the Scrutiny Impact Model are:
- To **assist self-assessment** of each scrutiny committee's performance.
  - To **assist service area self-assessment** of the implementation of accepted scrutiny recommendations.
  - To **assess scrutiny impact** on Council policy and performance
  - To feed into the Council's performance monitoring framework to **evaluate the performance** of the scrutiny function.
  - To provide a **quantitative base**, and a **qualitative overview**, for the publication of one scrutiny annual report to Council, to be supplemented by five bespoke committee summaries.

27. For illustrative purposes the model uses SC1–SC5 (Scrutiny Committees 1-5) in tables used to collect data sets. The model can be adapted for use in other Local Authorities or bodies where there are more or fewer scrutiny committees.

28. The proposed model that follows has three components:

**Part A: Assessment of Scrutiny Output:** this part has two clear sections:

- **Section 1** of Part A - involves *a quantitative assessment of the types of scrutiny activities and outputs* that are achieved during the year.
- **Section 2** of Part A - involves the *monitoring of the number of recommendations made* and the immediate outcome that is achieved as demonstrated by the acceptance or rejection of these recommendations. The concept of “**substantiveness**” will be used as a key measure in determining the level of influence or impact that these recommendations have on policy.

**Part B: Recording and Tracking the Implementation of Recommendations.**

This section of the model proposes that service areas record the extent to which they have implemented scrutiny recommendations accepted by the cabinet. It will require the co-operation of service areas, and an agreed process for tracking the implementation of recommendations between scrutiny and service areas.

**Part C: Non-quantifiable Measures of Scrutiny Impact**

This section attempts to broaden the concept of capturing scrutiny’s impact, by recognising that its influence is not always quantifiable, and yet it can make a tangible qualitative difference to the way in which the Council delivers its services

## Part A – Assessment of Scrutiny Output – *scrutiny self-assessment*

### A1. Scrutiny Outputs - Volume and Type of Work

#### A1.1 Number and Types of Scrutiny Activity

This involves the collection of data on the number and types of scrutiny activity undertaken and the tasks that are completed throughout the year. This information is important because it will **illustrate the volume of work** undertaken by scrutiny committees. Data will be collected monthly on the various activities and tasks, and will be summarised to reflect the volume of work undertaken in each year. It will also provide comparative data on the activities undertaken by the different scrutiny committees in the year.

**Table 1:** Annual number of scrutiny meetings

Number of scrutiny meetings	SC1	SC2	SC3	SC4	SC5
Formal Committee Meetings					
Task and Finish Meetings					
Panel Meetings					
Call-ins					
Informal Committee Meetings					
Other					
Total Number of Meetings					

**Table 2:** Annual summary of scrutiny activity by type

Type of Scrutiny Activity	SC1	SC2	SC3	SC4	SC5
Policy Development/Review					
Pre-decision Scrutiny					
Performance Monitoring					
Briefing/update					
Short Scrutiny					
Task and Finish Inquiry					
Call-in					
Primary Research					
Other					
Total Scrutiny Activity					

(Note: SC: Scrutiny Committee. Definitions of Types of Scrutiny Activity set out in **Appendix 1, Table A**)

## A1.2 Number and Types of Scrutiny Output

Additionally, a summary of the types of output produced by the various scrutiny activities can be collated. This information is important as these outputs represent each Committees' substantive intervention in the policy process.

**Table 3.** Number and Types of Scrutiny Output.

Type of Scrutiny Output	SC1	SC2	SC3	SC4	SC5
Committee Letter to Cabinet Member					
Task & Finish Inquiry Report to Cabinet					
Total					

(Notes: 1. Committee Letters include decision letters issued to a Cabinet member following a call-in.  
2. Task & Finish Reports include Short Scrutiny Reports.)

## A1.3 Types of Committee Engagement in Policy Process

A key role of scrutiny inquiries is to influence policy and hold the Cabinet to account. Data can be collected on the specific ways that scrutiny activities (committees, inquiries and panels) engage with the policy process, providing information on how much of the work undertaken by scrutiny committees shapes the Council's agenda, or reviews progress that has been made. The data will also indicate whether a committee's work in influencing policy is proactive or reactive, driven by the corporate agenda or reflective of challenges and shortcomings identified independently by the committee.

**Table 4.** Type of Scrutiny Engagement in Policy Process, by Committee

Type of Engagement in Policy	SC1	SC2	SC3	SC4	SC5
Inquiry Title					
Opening debate in new policy areas					
Examining cabinet or directorate proposals e.g. policies, projects, strategies					
Responding to perceived policy failures					
Responding to external policy initiatives					
Follow-up from previous inquiry					

(Note: Definitions of Types of Scrutiny Engagement in Policy are set out in **Appendix 1, Table B**)

#### **A1.4 Stakeholder Contributors to Scrutiny**

A key role of scrutiny is to provide an opportunity for the public and stakeholders to have their views and perspectives considered in the Council's decision making process. This can be achieved by gathering data on internal and external contributors to scrutiny activities.

**Table 5:** Number of Stakeholders and Contributors to Scrutiny Activities

<b>Quarter 1 Committee</b>	<b>External contributors</b>	<b>Internal contributors</b>	<b>Total contributors</b>	<b>Webcast hits</b>	<b>Social media hits</b>
SC1					
SC2					
SC3					
SC4					
SC5					

#### **A2. Committee Recommendations - Monitoring the Number and Types of Recommendations**

Scrutiny recommendations are regarded as the primary means by which committees can require the cabinet to address a specific issue, consider a course of action, disclose or provide information or provide an update to the committee on a particular area. The current Cardiff Council Constitution requires the cabinet to provide a formal written response to scrutiny committee recommendations as soon as is practicable.

The collection and monitoring of scrutiny committee recommendations is key to enabling a quantifiable assessment of the influence and impact made by scrutiny committees. The research that was undertaken endorses the use of the quantitative approach previously applied by the UCL Constitution Unit in determining the impact of Parliamentary Select Committees in 2011 in the collection and monitoring of the success achieved by scrutiny committee recommendations.

Importantly, recommendations can be generated following a formal Committee meeting by letter, following a Short Scrutiny by extended letter, following a full Task & Finish

inquiry by publication of a report; or by letter following an informal Panel meeting or Call-in.

The following Tables illustrate the data that would need to be collected to evidence the actions, influence and impact that Scrutiny Committees are seeking to achieve from recommendations.

### A2.1 Number of Recommendations

**Table 6:** Number of scrutiny committee recommendations (outputs) by activity per month, totalled to provide annual data.

Committee	Mtg 1	Mtg 2	Mtg 3	Mtg 4	Mtg 5	Mtg 6	Mtg 7	Mtg 8	Mtg 9	Mtg 10	Mtg 11	Annual Total
SC1												
Committee Letter to Cabinet Member												
Task & Finish Report to Cabinet												
Total												
Repeat for all 5 Committees												
Monthly TOTAL												

(Note: Committee Letters include any decision letter issued to the Cabinet following a Call-in)

### A2.2 Type and Nature of Recommendations

In monitoring recommendations, it is important that we establish the type or the nature of recommendations made. Data on the nature of recommendations can be captured using the concept of the “**Substantiveness of Recommendations**”. The UCL Constitution Unit considers this is a key measure to enabling **a meaningful assessment and analysis of the levels and the scope of influence** that recommendations can have on the policy process. “Substantiveness” can be determined using the following two components.

- **Level of policy change** - the level of alteration that a recommendation calls for.
- **Level of policy significance** - the scope or significance of the policy that the change will be applied to.

### A2.2.1 Recommendations by Level of Policy Change called for

Collecting this data will **provide a measure of the level of policy change that scrutiny recommendations are seeking to achieve**. The types of change called for can be categorised as follows and can be allocated the corresponding numerical values:

Policy change	Value
No change	0
Small change	1
Medium change	2
Large change and/or complete reversal of the policy	3

(Note: definitions of the level of change a recommendation may call for are set out in **Appendix 1, Table C**)

The data in Table 7 below provides a summary of the number recommendations made in relation to the types of action called for. These data sets will be indicative of the level of influence that each Committee is seeking/has sought to achieve. Note that some recommendations do not propose a policy change and therefore are not allocated a numerical value.

**Table 7:** Number of Recommendations by the level of change called for

Activity: Recommendations	Small change	Medium change	Large change
R1	x		
R2		x	
R3			x
R4	x		
R5			x
Total Recommendations	2	1	2

(Note: Activity can be either a committee letter or a task and finish report)

This analysis should be completed for each scrutiny activity (written in a letter or report) that generates recommendations. This can be summarised in an annual report at the end of the municipal year.

### A2.2.2 Recommendations by Level of Policy Significance

Collecting this data will **provide a measure of the relative importance or significance of the specific policy that scrutiny recommendations will impact on.**

The level of policy significance that scrutiny recommendations will impact on can be allocated a corresponding numerical value.

Policy Significance	Value
Minor policy	1
Medium policy	2
Major policy change and/or complete reversal of the policy	3

The data in Table 8 below provides a summary of the number recommendations made in relation to the significance of the policy that it will impact on. This data set will be indicative of the influence that recommendations are seeking to achieve in relation to the importance or significance of the policy

**Table 8:** Number of recommendations by policy significance

Activity : Recommendation	Minor policy	Medium policy	Major policy
R1		x	
R2		x	
R3			x
R4			x
R5			x
R6		x	
<b>Total Recommendations</b>	<b>0</b>	<b>3</b>	<b>4</b>

(Note: definitions of the level of policy significance recommendations will impact upon are set out in **Appendix 1, Table D**)

Each activity that generates recommendations should be recorded and an annual summary collated at the end of the municipal year.

### A2.2.3. Recommendations by Substantiveness

The use of the term ‘substantiveness’ refers to the overall policy importance of scrutiny committee recommendations. This is a combined measure of the two components, *level of policy change* and *level of policy significance*, that determine the policy importance of a recommendation. This measurement will enable an analysis and measure of the overall policy importance of recommendations that have been formulated by scrutiny committees each year.

**Substantiveness = (Level of policy change called for) x (policy significance)**

The substantiveness of a recommendation is calculated by multiplying the values associated with the different categories of policy change by the values associated with the different levels of policy significance on which the recommendation would impact.

The resulting categories of substantiveness of recommendations are as follows;

0	No change regardless of policy significance
1	Small change to a minor policy
2	Small change to a medium policy Medium change to a minor policy
3	Small change to a major policy Large change to a minor policy
4	Medium change to a medium policy
6	Medium change to a major policy Large change to a medium policy
9	Large change to a major policy

The data in Table 9 below will enable analysis of the number of recommendations and the policy importance of recommendations made by the each Scrutiny Committee.

**Table 9.** Annual summary of number of substantive recommendations

Committee	Number of Substantive Recommendations							Total	% 0-2	% 3-6	% 9
	0	1	2	3	4	6	9				
SC1											
SC2											
SC3											
SC4											
SC5											
Total											

To enable this analysis, each recommendation in a Letter or Report will need to be allocated a substantiveness rating. These ratings can then be collated for each scrutiny committee monthly and annually, and for the whole scrutiny function by adding together the ratings for all five committees. If required it will be possible to make a comparative analysis of the work of different scrutiny committees for performance measurement purposes by virtue of numbers of recommendations and their substantiveness. A framework for the allocation of a substantiveness rating to a recommendations will be developed by the scrutiny team and applied consistently across all committees. This will avoid the risk of subjective assessment, establishing clear parameters of what constitutes each level of change, and clarity on the categories of policy significance.

**A3. Tracking the Success of Recommendations– *acceptance and implementation***

The model has established that recommendations generated by scrutiny activity constitute potential service area outputs. Tracking the acceptance and implementation of scrutiny recommendations is therefore an important aspect of determining the impact of scrutiny as it provides evidence of the degree of success that scrutiny recommendations have achieved in influencing Council Policy and effecting change. The work of Rush (1985) as cited in the scrutiny research undertaken, stated that ‘tracing the fate of recommendations’ is ‘no doubt one of most important measures of the impact of the Committee’.

The Cabinet formal response to scrutiny recommendations provides immediate confirmation of scrutiny’s influence on policy and performance. However, the take-up or acceptance of recommendations, only represents a partial or limited measure of a committee’s influence, it does not provide definitive evidence that recommendations are acted upon nor the outcomes that their implementation achieves or fails to achieve. Scrutiny’s influence can be over-estimated when only acceptance of recommendations is taken into account. When service areas fail to implement accepted recommendations or when scrutiny makes recommendations that are less than challenging this can lead to low levels of impact on the Council’s performance.

The acceptance of recommendations, even with its limitations, is worthy of measurement however as it enables committees to evaluate their influence. It also provides a direct comparison between committees on this key starting point in the process of making impact.

The acceptance of recommendations can be tracked via a Cabinet formal response to a Scrutiny task and finish report or a Cabinet Member response to a Committee letter. The categories that can be used to track immediate acceptance are determined as:

• Fully Accepted
• Partially Accepted
• Rejected

(Note: definitions of the above responses are set out in **Appendix 1, Table E**)

Once a data set of recommendation responses has been recorded over time, a variety of analyses can be generated, as illustrated in the following two tables.

Each set of recommendations accepted, partially accepted or rejected, can be transformed into implementation goals and action plans by the relevant service area. Part B of the Model therefore requires the service area to track its own implementation of scrutiny recommendations.

**Table 10:** Annual summary of recommendations by committee

Committee	Accepted	Partially Accepted	Rejected	Total	Accepted/Partially Accepted (%)	Rejected (%)
<b>SC1</b>	45	10	20	75	73%	27%
SC2						
SC3						
SC4						
SC5						
<b>Total</b>						

(Figures used for illustrative purposes only)

Establishing the substantiveness of accepted recommendations, as illustrated in the Table below, provides a more accurate picture of the level of influence that scrutiny recommendations have achieved.

**Table 11:** Annual summary of the substantiveness of accepted recommendations.

Committee	Substantiveness Activity						Total Accepted	Substantiveness 1-3 (%)	Substantiveness 4-6 (%)	Substantiveness 9 (%)
	1	2	3	4	6	9				
SC1		35		20	5	5	65	54%	38%	8%
SC2										
SC3										
SC4										
SC5										
<b>Total</b>										

(Figures used for illustrative purposes only)

## Part B – Tracking of Implementation – *service area self-assessment*

### Tracking Implementation of Recommendations

In addition to monitoring the acceptance of scrutiny recommendations, this model proposes recording the extent to which they have been implemented by the cabinet through service areas. Such monitoring provides further evidence of the degree of impact of scrutiny recommendations, and evidence of a committee's longer-term influence.

The process for tracking the implementation of scrutiny recommendations within the Council will need to be agreed between scrutiny and the cabinet, and then in detail through directors and service area management teams. Responsibility for capturing such detail and relaying it to scrutiny could possibly sit with service area performance leads and compliment a refreshed performance and planning framework introduced to meet the requirements of the Local Government and Elections (Wales) Bill. It will be important to clarify the *types of evidence* required to confirm implementation of a recommendation, and the timescales for reporting on progress made towards implementing recommendations. Where appropriate, evidence would constitute a summary of actions taken or intended to address the implementation of a recommendation.

The following implementation categories are proposed:

• Fully implemented
• Partially implemented and in progress
• Not yet implemented

(Note: definitions of the above categories are set out in **Appendix 1, Table F**)

Once a data set of responses for recommendations implemented has been accumulated a variety of analysis can be generated. It is suggested that the service

area concerned should prepare a report within 6 months of Cabinet formally accepting a set of recommendations resulting from an inquiry. Such a report should take each accepted or partially accepted recommendation and provide an assessment of progress towards its implementation. To clearly identify outputs as a result of the implementation of scrutiny recommendations in reporting implementation status a progress update should support the analysis. The following 2 tables illustrate how the implementation of scrutiny recommendations can be analysed. It is therefore proposed that the following two tables are populated by the service area receiving a scrutiny recommendation for improvement:

**Table 12:** Analysis of recommendations by acceptance and implementation status.

Report Title/Letter Topic:	Acceptance Status	Implementation Status	Progress update
R1	Accepted	Full	
R2	Partially Accepted	Not Implemented	
R3	Accepted	In progress	
R4	Accepted	No Evidence	

Such an analysis for a set of recommendations can later be summarised on an annual basis.

**Table 13:** Annual summary of implementation of accepted recommendations by committee

Committee	Number of Accepted Recommendations	Full	Partial	No Evidence	Not Implemented	Total	Fully and Partially Implemented (%)
SC1							
SC2							
SC3							
SC4							
SC5							
Total							

## **Part C – Non-quantifiable measures of Scrutiny Impact**

The third element in measuring the impact of scrutiny acknowledges that scrutiny's influence is not always quantifiable, and yet its influence can make a tangible qualitative difference to the way in which the Council delivers its services. The primary research cites various reports that note the limitations of tracking Scrutiny committee recommendations as the sole means for assessing Committee influence within the local authority. Simply relying on tracking the take-up of recommendations can exaggerate a committee's influence, for there is a risk that Committees can tailor recommendations to make them easier for the Cabinet to accept, thereby inflating the acceptance rate. Additionally, it must be recognised that a positive formal response from the Cabinet to a Committee report or Committee letter to the Cabinet will not necessarily translate into immediate action. The success rate of Scrutiny Committee recommendations only accounts for part of a Committee's influence. Various aspects of a Committee's work, such as the conduct and process of running an inquiry and other non-inquiry work can effect change in the organisation.

The assessment of the influence or impact of scrutiny should therefore examine various areas of scrutiny influence and contribution to policy work in the authority. Research undertaken by the UCL Constitution Committee, the Institute for Government (2015) and by CFPS and APSE (2017), has identified and highlighted several key areas where scrutiny makes significant positive contributions and impacts on policy within local government. It is recognised that most scrutiny activities will have contributed to or achieved some success in at least one or a combination of these impact areas. It is also noted that the extent to which these types of influence are achieved varies between committees, varies over time and could be affected by factors such as the nature of policy issues and the character/style of the Committee Chair.

This Model proposes that the beneficial impacts and contributions of scrutiny should be monitored using such tangible qualitative impacts as:

- Evidence Contributions
- New Analysis of Issues and Evidence
- Transparency

- Spotighting
- Learning
- Process Impact
- Holding to Account
- Context and Relationships
- Indirect and Less Tangible Scrutiny Impact; and
- Staff and Member Feedback on Effectiveness of Scrutiny Support

Data for the above can be collected from various scrutiny stakeholders and participants on whether the scrutiny they have been involved in has made an impact in these areas. Responses must be sought from the three key parties involved in the conduct of scrutiny: those conducting the scrutiny, those subject to scrutiny, and other interested stakeholders.

The data to establish the contributions and impact of scrutiny in these areas could be collected using qualitative research methods such as focus groups or interviews. However for ease of data collection, a short annual survey can be sent out to Members, participants and witnesses to seek their views on how well scrutiny has achieved these various forms of influence and impact.

The following set of tables address each of the above tangible impact measurements:

**Evidence Contributions** - identifying new evidence that improves the Council's evidence base for decision-making, including related issues, risks or opportunities.

**Table 14:** Evidence contribution to democratic debate

Evidence contribution to democratic debate	YES	NO
Raised Member or Officer awareness and contributed new, original or independent information or evidence for consideration in policy development or operational review		
Presented new or original research on policy in question		
Brought forward new evidence from stakeholders and service users who have not previously been in contact with the Council		
Highlighted best practice arrangements from other bodies		
Raised Officer and Member understanding of a key policy or operational issue or problem		
Raised Member and Officer awareness of a key governmental		

Evidence contribution to democratic debate	YES	NO
consultation in a policy area		
Prompted the Council and its key partners, to gather different or more up to date evidence to inform policy and practice.		
Other		

(Note: whilst 7 key areas are outlined in this table, categories can be edited and defined as required by Members and key officers in the Council.)

**New Analysis of Issues and Evidence** - providing a new or different analysis of the available evidence (including political opinion) which influences the Council's view about what it is doing.

**Table 15:** New analysis of issues and evidence

New analysis of issues and evidence	YES	NO
Provided new analysis of evidence, previously unrecognised trends in evidence informing policy development		
Highlighted a weight of opinion on the evidence of which the Council was unaware		
Changed the understanding and perspective of key decision makers (Cabinet Members and Service area Managers) on an issue		
Other		

**Transparency** - facilitating government openness by obliging Council Officers, Managers and Cabinet Members to explain and justify what they have done.

**Table 16:** Transparency

Transparency	YES	NO
Improved the quality of information that the Council has made publically available		
Increased the quantity and breadth of information provided by the Council		
Facilitated transparency or disclosure of service plans, information and decision making to the public.		
Other		

**Spotlighting** - scrutiny's role in drawing attention to policy issues that may not be receiving adequate attention. These could be relatively smaller areas of government policy, rather than large flagship policies (or they may relate to overlooked details of more central policy topics). When committees focus on these issues this can have the result of changing policy priorities within the department. It has been noted in previous research that committees can have the effect of putting the 'spotlight on certain things and raising them up the departmental and/or corporate agenda'.

**Table 17:** Spotlighting to drive improvement

Spotlighting to drive improvement	YES	NO
Made the Council, other stakeholders and the public aware of a previously, unrecognised issue		
Enabled stakeholders to change or broaden views or the evaluation of an issue		
Identified improvements needed in existing policies and strategies		
Highlighted service user and stakeholder needs that are relevant to policy and service improvements		
Other		

**Learning** - the impact of scrutiny in identifying lessons and learning from previous mistakes or successes by reviewing the development and implementation of policy, operational processes, resources and expenditure.

**Table 18:** Learning

Learning	YES	NO
Enabled the Council and its service areas to review or question its own actions or policies		
Identified lessons or learning areas that can improve policies and how they can be implemented		
Created a positive environment in which lessons can be learned		
Other		

**Process Impact** - scrutiny prompting higher standards or better processes in government through the act of conducting effective scrutiny.

**Table 19:** Process impact

Process impact	YES	NO
Identified and facilitated improvements in the Council or service area's operational processes, performance or policy implementation.		
Identified improvements in staffing resources or workforce development		
Identified improvements in guidance materials for service users and frontline staff and practitioners.		
Assisted the Council in identifying and managing risks.		
Made officers and cabinet prioritise and review their effectiveness.		
Other		

## Holding to Account

**Table 20:** Holding to account

Holding to account	YES	NO
Challenged service performance and performance targets		
Provided opportunity for Cabinet and Council managers to report on progress made on policy development and operational review		
Enabled the representation of stakeholders, public and other external bodies and their views to support the challenge of policy and operational processes and have their views considered by the Council and its services		
Challenged decision making or decisions made for reconsideration		
Exposed wrong doing or poor policies or operational practice		
Other		

## Context and Relationships

**Table 21:** Context & Relationships

Context & Relationships	YES	NO
Helped build relationships or coalitions to support or challenge an issue – brokering role between Council and stakeholder groups		
Helped to improve stakeholders views, relationship and trust in the Council		
Other		

## **Other Indirect and Less Tangible Scrutiny Impact**

Other less tangible and less measurable impacts of scrutiny include:

**Brokering between stakeholders** – Scrutiny can deliver a role in mediating between competing interests, and/or reviewing differing points of view to identify mutually acceptable solutions. Committees can bring discussion from different perspectives together in the public arena. This is not limited to a “brokering role” between backbench members, the Cabinet and Senior Managers, but also involves brokering between the Council, external stakeholders and key partners. For example, this can involve putting forward to the Council a pressing case for policy change on behalf of external stakeholder groups. This can also work in the way that the evidence presented by the Committee can legitimise the Council’s position or delegitimise the claims of critics.

**Indirect/Less Tangible Impact** – Generating Fear is <sup>2</sup>perhaps the least tangible impact of scrutiny, but is often regarded as the most important form of a Committee’s influence, associated with its role in holding to account and exposing poor decision making, wrong doing or questionable policy in the public arena. Such impact specifically relates to how the Cabinet, and its Officers (partners or outside bodies) react and adjust their behaviours in anticipation of how the Committee might respond or react should a certain course of action be taken. This is regarded as a mainly negative form of influence in “discouraging” the local authority (and to a certain extent, outside bodies) from behaving in certain ways, for fear of how the relevant scrutiny committee(s) may react in the future. For example, it has been cited that the anticipation of “appearing before the Committee” has a much bigger influence, with many officers wanting to avoid criticism from the Committee. The knowledge that an action or decision taken by the Cabinet and Officers could lead to defending this at a Scrutiny Committee leads to some degree of “risk management”. However, on some occasions this effect can also “encourage them to adopt a policy, when they know that it is likely to receive a backing” from Committee Members.

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<sup>2</sup> Selective Influence: The Policy Impact of House of Commons Select Committees. UCL Constitution Unit, June 2011, Meg Russell & Meghan Benton.  
Select Committees under Scrutiny: The impact of parliamentary committee inquiries on government. Institute for Government 2015, Dr Hannah White.

Scrutiny’s “preventative influence” as a result of its capacity to “generate fear” would be more difficult to assess and evidence. It is therefore suggested that the use of more in-depth qualitative methods such as key informant interviews and case studies would be useful tools in illustrating how “generating fear” and “brokering between stakeholders” affect policy work and decision-making.

### Staff and Member Feedback on Effectiveness of Scrutiny Support

The effectiveness and influence of the scrutiny process is also affected by the level of support that is available to deliver scrutiny and its processes. It is therefore important that feedback is sought on the effectiveness of the support provided by the Scrutiny team to deliver the Scrutiny service. This data will provide further evidence in determining the effectiveness and influence of scrutiny. Such measures are currently used by the Research and Committee Services of the National Assembly for Wales to monitor the effectiveness of its services.

**Table 22:** Effectiveness of scrutiny support

Area of Support	1 Poor	2	3	4	5 Excellent
Committee Support					
Overall support for Scrutiny Committees					
Support for Committee meetings					
Support for Task and Finish meetings					
Research and independent evidence collection support for Committee work					
Support in developing Member skills in the conduct of scrutiny					
Engagement with the Public and Stakeholders					
Effectiveness in Engaging with Cardiff Council service users and members of the public to be involved in scrutiny					
Effectiveness in engaging with external partners and voluntary organisations					
Effectiveness in promoting the work of scrutiny on media and social media platforms championing the scrutiny function and service with stakeholders and partners					

Feedback on the effectiveness of support can be evaluated on an annual basis by internal and external scrutiny stakeholders, for example scrutiny chairs and members, senior management, cabinet members, and external evidence providers. Such data can be used by the Head of Democratic Services to set performance targets that meet officer and member needs in the delivery of scrutiny services.



## RECOMMENDATIONS

The task group recommends:

1. That Cabinet adopts this Model for capturing the impact of scrutiny acknowledging that it represents early compliance with the self-assessment requirements set out in the forthcoming Local Government Election (Wales) Bill. This self-assessment has implications for each Scrutiny Committee, the Scrutiny Function, and for the Service Areas / Directorates accepting scrutiny recommendations that require implementation.
2. That the Scrutiny Function pilots the Model developed by the committee to provide a framework and database on which a quantitative assessment of its impact on Council services can be captured and reported to Full Council annually. This pilot should be reviewed one year from implementation. In addition to the quantitative assessment a non-quantifiable assessment of scrutiny should add value to the overall evaluation of impact, embracing the achievements of all five scrutiny committees.
3. An extension of the governance arrangements currently in place for responding to the recommendations of a scrutiny inquiry, to recommendations generated by the committee in correspondence following scrutiny of a matter at a formal committee. Cabinet is currently required to respond to scrutiny inquiry recommendations as soon as is practicable. Where a scrutiny committee is making a recommendation to a Cabinet Member, that recommendation will be stated clearly at the end of the letter. The Cabinet Member is requested to respond to the letter as a whole, and clearly indicate their response to any recommendations included as being *accepted, partially accepted or rejected*.
4. That the Cabinet Office and Service Areas make arrangements to track and report on the implementation of accepted scrutiny recommendations. A progress report on recommendations made via report or letter would be

expected to be available for presentation to the scrutiny committee within 6 months of the report being approved by Cabinet.

5. That Directors are accountable for reporting progress on the implementation of accepted scrutiny recommendations.
6. That service area tracking of the implementation of accepted scrutiny recommendations needs to integrate with the Council's planning and performance framework. This will enable recommendations to be monitored and their successful implementation evidenced.
7. That Cabinet endorse and support the development and branding of this model as the Cardiff Scrutiny Impact Model for potential sharing as best practice with other public bodies, and other local authorities through a variety of scrutiny networks. This would be offered when the model has been fully piloted and evaluated.

## **INQUIRY METHODOLOGY**

29. This report is delivered following a research-intensive inquiry. The task group commissioned two pieces of primary research to meet the requirements of the Terms of Reference. Both research commissions were delivered by the Scrutiny Research function. The final report agreed for submission to the full committee, and subsequently to cabinet, has been drafted taking account of both extensive research exercises, whilst acknowledging the practicalities of delivering a model that has resourcing implications against a challenging financial backdrop. A full list of reference materials is included within the published research reports.

## **LEGAL IMPLICATIONS**

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

## **FINANCIAL IMPLICATIONS**

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

**POLICY REVIEW & PERFORMANCE SCRUTINY COMMITTEE**



Councillor David Walker  
**Chair**



Councillor Rodney Berman



Councillor Bernie Bowen Thomson



Councillor Jane Henshaw



Councillor Ashley Lister



Councillor Norma Mackie



Councillor Ali Ahmed



Councillor Rod McKerlich

## **TERMS OF REFERENCE**

To scrutinise, monitor and review the overall operation of the Cardiff Programme for Improvement and the effectiveness of the general implementation of the Council's policies, aims and objectives, including:

To scrutinise, monitor and review the effectiveness of the Council's systems of financial control and administration and use of human resources.

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

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

**A: Types of Scrutiny activity in policy process**

Type of Scrutiny Activity	Definition
Policy Development	Where the Committee has contributed to the Council's policy development processes by considering draft policy documents.
Pre-decision Scrutiny	Where the Committee has evaluated and commented on policy proposals before they are considered by the Cabinet, providing the Cabinet with an understanding of Scrutiny Member's views prior to making their decision.
Performance Monitoring	Where the Committee has undertaken monitoring of the Council's performance and progress in implementing previously agreed actions.
Briefings	Where timescales have not allowed for pre-decision or policy development scrutiny, and to ensure the Committee is kept informed of developments, proposals or progress
Short Scrutiny	Where a Committee chooses to undertake a short scrutiny as opposed to a task & finish inquiry. A short scrutiny takes place over a period of two or three consecutive Committee meetings in a public setting.
Task & Finish Inquiry	Where the Committee considers there is an opportunity to examine in detail the issues and wider options available, to assist the Council in improving the way a service is delivered:
Call-in	Where a Committee considers a matter called in for scrutiny by a non-executive Member in respect of an Executive Decision

## B: Types of Scrutiny engagement in policy process

Types of Scrutiny Engagement	Definition
Opening Debate	Where a committee proactively seeks to explore new policy directions, fact-find or open debate. The issue may not be an obscure or neglected one but could be something that has become fashionable, and perhaps been promoted by interest groups, but on which the government has not yet reacted substantively. Shaping the agenda by bringing this under-examined area to the attention of a new administration.
Examining proposals	Inquiries responding to government announcements of projects, plans, programmes or funding packages, including publication of initiatives and strategies, white papers, green papers and occasionally legislation
Responding to perceived failures	Inquiries reacting to perceived failures of government action or inaction/negligence. Although other types of inquiry might have identified failure during their investigations, this category was only used for inquiries which were explicitly motivated by a crisis or political storm
Responding to policy initiatives by others	Inquiries which responded to reviews, consultations or initiatives by other bodies, for example Climate Change and the Stern Review: The Implications for Treasury Policy
Responding to external events	Where the committee was responding to an external event that was outside the government's control, eg Brexit, Grenfell
Picking up previous inquiries.	Where the purpose of the report was solely to follow up a previous inquiry

**C: Level of Change a Recommendation Calls for:**

Level of Change	Value	Definition
Small change	0	Recommendations which support or endorse existing Council policy, or recommend at most tweaking or small modifications. Recommendations for disclosure are placed in this category, particularly when this asks the Council to set out its policy on a matter in its response. This code is allocated to recommendations calling on the Council to merely 'consider' something, as well as those calling for a continuation of the status quo.
Medium Change	1	Recommendations that go further, but fall short of a reversal of a Council policy. These recommendations call for new action that is significantly different in terms of policy direction, priority or resources, or call for exploration in areas where policy did not currently exist. Disclosure recommendations can be placed in this category if they called for a change to the department's information policy or for the release of information usually kept out of the public domain.
Large Change or complete reversal of policy	2	Recommendations which significantly deviate from current policy or explicitly call for a reversal of current policy, such as the shutting down of programmes, dropping of targets, ending of funding, or adopting new action or a new policy in clear conflict with existing policy direction

**D: Level of Policy Significance a Recommendation will Impact upon.**

Three different categories of policy significance are suggested as follows:

Policy Significance	Value	Definition
Minor policy area	1	Recommendations to policies that are not referenced in the corporate plan or partnership plan or manifestos of the current ruling political group. These recommendations would impact on policy areas that are not mentioned or would fall within a broad/vague policy area.
Medium-level policy area	2	Recommendations associated with a policy area in the corporate plan or a WAG policy area. These policy areas will not fall under those that are considered as major policy areas.
Major policy area	3	Recommendations on policies that are explicitly mentioned in the corporate plan, PSB plan and other key policy documents of the Council or WAG

## E: Acceptance Categories for recommendations

Categories	Definition
Fully Accepted	Responses where the Cabinet expresses agreement with the committee's recommendation, is explicitly committed to taking the action requested, and makes no suggestion that they would have done so in any case. Also includes 'disclosure' recommendations where the committee requested information, which was provided in the response.
Partially Accepted	Responses which expressed agreement with the general thrust of the recommendation but not to the level of detail required by the committee, or accepted the recommendation in part but ignored (but did not reject) another part. This code is used in cases where the Cabinet claims that what the committee wanted was already in progress, but where there was evidence that the action had been started only after the committee's inquiry began. The assumption in these cases is that the Cabinet had anticipated the content of certain recommendations from the inquiry, and acted prior to publication of the report.
Rejected	This is used for responses where the Cabinet explicitly describes itself as 'rejecting' or 'disagreeing'. It is restricted to cases where the Cabinet says nothing positive or lukewarm at all, and has not suggested it was doing something similar already or that its position might change in the future

## F: Implementation Categories for recommendations

Implementation Status	Definition
Fully implemented	This is used in cases where there is clear evidence of implementation. Evidence of implementation can be provided by the Cabinet either as part of a formal response to an inquiry, or by a periodical update to the Committee e.g. where a recommendation calls for disclosure of information, amended policy, amended guidance, action planning, commissioned research.
Partially implemented (in progress)	This would apply to recommendations where evidence is provided that the Cabinet has implemented the recommendation but not to the degree of specificity required by the committee. This could also apply to evidence of some limited attempts to implementation or where the Cabinet has confirmed that steps are being taken to implement but no further evidence is available to confirm this.
Not yet implemented	Where there is simply no evidence that suggests the Cabinet has taken on board or actioned a recommendation.

**Part A – Assessment of Scrutiny Outputs**

<b>Table</b>	
1	Annual number of scrutiny meetings
2	Annual summary of scrutiny activity by type
3	Number and types of scrutiny output
4	Types of scrutiny engagement in policy process, by committee
5	Number of stakeholders and contributors to scrutiny activities
6	Number of scrutiny committee recommendations by activity per month and annually.
7	Analysis of recommendations by the level of change called for
8	Analysis of recommendations by policy significance
9	Annual summary of number of substantive recommendations
10	Annual summary of recommendations by committee
11	Annual summary of the substantiveness of accepted recommendations

**Part B – Tracking Implementation**

12	Analysis of recommendations by acceptance and implementation status
13	Annual summary of implementation of accepted recommendations by committee

**Part C – Qualitative Measures of Scrutiny Impact**

14	Evidence contribution to democratic debate
15	New analysis of issues and evidence
16	Transparency
17	Spotlighting to drive improvement
18	Learning
19	Process impact
20	Holding to account
21	Context & relationships
22	Effectiveness of scrutiny support

## scrutiny



### Scrutiny Research

Click on link to access report:

## [A Review of Cardiff Council's Scrutiny Impact](#)

Research report for the  
Policy Review and Performance Committee

December 2018



The City and County of Cardiff

# scrutiny



**Scrutiny Research Team**

**Click on link to access report:**

**[Assessing Scrutiny Impact](#)**

**Research report for the  
PRAP Committee**

**18 September 2019**



The City and County of Cardiff

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**WELSH LANGUAGE STANDARDS: ANNUAL REPORT 2019-20**

**LEADER (COUNCILLOR HUW THOMAS)**

**AGENDA ITEM: 2**

**Reason for this Report**

1. To agree and approve the content of the Welsh Language Standards Annual Report 2019-20, prior to formal publication in accordance with the Welsh Language Standards, under the Welsh Language (Wales) Measure 2011.

**Background – Welsh language standards Annual Report 2019-20**

2. Local authorities in Wales have a statutory duty to comply with Welsh Language Standards Regulations that explain how they as organisations must use the Welsh language in different situations. The Welsh Language (Wales) Measure 2011 established a legal framework to impose duties on certain organisations to comply with standards in relation to the Welsh language by way of sub-legislation (Welsh Language Regulation (No.1) Standards 2015).
3. The standards issued to Cardiff Council are listed in 'The Cardiff Council *Compliance Notice – Section 44 Welsh Language (Wales) Measure 2011*. A copy of the standards, which is referred to in this report, is available from:

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

4.

**The principal aim of the legislation (standards) is to ensure that the Welsh language is treated no less favourably than the English language with the emphasis on actively offering and recording language choice rather than the onus being on the individual service user or employee to request information or services in Welsh.**

5. The Welsh Language Standards have been drafted with the aim of:
  - improving the services Welsh-speakers can expect to receive from organisations in Welsh;

- increasing the use people make of Welsh-language services;
  - making it clear to organisations what they need to do in terms of the Welsh language; and
  - ensuring that there is an appropriate degree of consistency in terms of the duties placed on organisations in the same sectors.
6. Each local authority was issued with a compliance notice from the Welsh Language Commissioner in September 2015, which lists the standards and compliance date which the organisation is expected to comply with. Cardiff Council was issued with **171 standards**.
7. The Council has a statutory duty to comply with the Welsh Language Standards, which includes the requirement to produce an annual report on compliance with these standards.
8. Each local authority is required to publish each year an annual report detailing the following information.

<b>Complaints</b>
The number of complaints received during that financial year relating to compliance with the Welsh language standards.
<b>Employees Welsh language skills</b>
The number of employees who have Welsh language skills at the end of the financial year in question.
<b>Welsh Medium Training</b>
<ul style="list-style-type: none"> <li>➤ The number of members of staff who attended training courses offered in Welsh during the year.</li> <li>➤ If a Welsh version of a course was offered by you during that year, the percentage of the total number of staff attending the course who attended the Welsh version.</li> </ul>
<b>Posts Advertised</b>
<p>The number of new and vacant posts that were advertised during the year which were categorised as posts where:</p> <ul style="list-style-type: none"> <li>• Welsh language skills were essential;</li> <li>• Welsh language skills needed to be learnt when appointed to the post;</li> <li>• Welsh language skills were desirable, or</li> <li>• Welsh language skills were not necessary.</li> </ul>

9. The Welsh Language Commissioner can investigate a failure to comply with the Welsh Language Standards, and can take enforcement action, including imposing a civil penalty, requiring an action plan to remedy the breach or publicising the breach.
10. As a result of the exceptional circumstances brought about by the Covid-19 emergency, it was not possible to formally present the report to Cabinet for approval prior to the statutory publication date of 30<sup>th</sup> of June 2020. However, a draft report was published by the statutory deadline date with a proviso stating that the final report is expected to be presented to Cabinet for formal approval in September 2020 and published on the Council's website thereafter.

### **Background – Bilingual Cardiff Strategy 2017-22**

11. Standard 145 of the Welsh Language Standards (No.1) Regulations 2015 requires the Council to produce and publish a five year strategy by the 30<sup>th</sup> of September 2016 which sets out how we will promote and facilitate the use of Welsh. This strategy includes a target to increase the number of Welsh speakers within Cardiff as well as specific actions to facilitate the use of the language in line with the Welsh Government's Welsh Language Strategy *Cymraeg2050*

Welsh Language Standard 145 states:

**You must produce, and publish on your website, a 5-year strategy that sets out how you propose to promote the Welsh language and to facilitate the use of the Welsh language more widely in your area; and the strategy must include (amongst other matters) (a) a target (in terms of the percentage of speakers in your area) for increasing or maintaining the number of Welsh speakers in your area by the end of the 5 year period concerned, and (b) a statement setting out how you intend to reach that target; and you must review the strategy and publish a revised version on your website within 5 years of publishing a strategy (or of publishing a revised strategy).**

12. Over the last 25 years, the number of Welsh speakers in Cardiff has more than doubled with the latest 2011 census figures indicating that over 16% of the city's population have one or more skills in the language. As the city grows our aim in this strategy is to increase the number and percentage of Welsh speakers and learners in Cardiff, as well as increase the use of the Welsh language in the city.
13. The Council has a statutory duty under standard 145 to include in the strategy a target for increasing or maintaining the number of Welsh speakers by the end of the 5 year period concerned. To support the Welsh Government's vision for a million Welsh speakers by 2050, and in order for Cardiff to play its part in achieving this vision, we would need to increase the number of Welsh speakers (aged 3+) in Cardiff by 15.9% from

36,735 (2011 Census) to 42,583 (2021 Census). This target has been included in the Bilingual Cardiff Strategy.

14. The methodology used for this target was to apply the percentage increase required each year in the number of Welsh speakers to reach a million by 2050 (from 562,016 in 2011 Census). This 1.5% per annum growth rate if applied to Cardiff would increase the number of Welsh speakers to 42,584 by the 2021 Census; an increase of 15.9% on the 2011 Census figure.
15. The Bilingual Cardiff Strategy sets out our priorities under 3 strategic areas:
  - 1) The Family, Children and Young People
  - 2) Community and Infrastructure
  - 3) Welsh Language Services and the Workplace

and identifies the change that we will need to make to realise the vision set out in the strategy.

16. Supporting young people, families and communities to learn and speak Welsh is also at the heart of delivering our ambitions. Recent years have seen a significant increase in the growth of Welsh medium education in the city with an ever increasing number of our children and young people now receiving their education in Welsh. The education system and the Council's Welsh in Education Strategic Plan will play a key role in ensuring the future growth of the language as we aim to increase the number of children – and parents – who have the opportunity to learn and speak Welsh, and have opportunities to use the language outside the school gates.
17. This is a strategy for the city as a whole, not for any one organisation. Delivering the strategy will rely on partnership working: between public sector partners; between the public, private and education sectors; as well as the citizens.
18. The Bilingual Cardiff Strategy Action Plan (2019-20) is attached as **Appendix 2** and outlines progress made against all relevant actions within the reporting year as part of the overall Welsh Language Standards Annual Report.

### **Financial Implications**

19. The Annual Report sets out a series of proposed actions and recommendations in accordance with the Welsh Language Standards. In the event of any of these actions resulting in costs then the funding will need to be identified from within the current budgetary allocation of the relevant individual directorates. The covering report highlights the potential for financial sanctions to be incurred as a result of non compliance with the Welsh Language Standards. Any financial penalties incurred will need to

be found within the overall budgetary allocation of the appropriate directorate.

### **Legal Implications**

20. The Council has to be mindful of the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards when making any policy decisions and consider the impact upon the Welsh language and the report deals with all these obligations.
21. The Council has to consider the Well-being of Future Generations (Wales) Act 2015 and how this strategy may improve the social, economic, environmental and cultural well-being of Wales. The Well-Being of Future Generations (Wales) Act 2015 ('the Act') places a 'well-being duty' on public bodies aimed at achieving 7 national well-being goals for Wales - a Wales that is prosperous, resilient, healthier, more equal, has cohesive communities, a vibrant culture and thriving Welsh language, and is globally responsible.
22. In discharging its duties under the Act, the Council has set and published well-being objectives designed to maximise its contribution to achieving the national well-being goals. The well being objectives are set out in [Cardiff's Corporate Plan 2019-22](#).

When exercising its functions, the Council is required to take all reasonable steps to meet its well-being objectives. This means that the decision makers should consider how the proposed decision will contribute towards meeting the well-being objectives and must be satisfied that all reasonable steps have been taken to meet those objectives.

23. The well-being duty also requires the Council to act in accordance with a 'sustainable development principle'. This principle requires the Council to act in a way which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. Put simply, this means that Council decision makers must take account of the impact of their decisions on people living their lives in Wales in the future. In doing so, the Council must:
  - look to the long term;
  - focus on prevention by understanding the root causes of problems;
  - deliver an integrated approach to achieving the 7 national well being goals;
  - work in collaboration with others to find shared sustainable solutions; and
  - involve people from all sections of the community in the decisions which affect them.

24. The decision maker must be satisfied that the proposed decision accords with the principles above; and due regard must be given to the [Statutory Guidance issued by the Welsh Ministers](#).
25. The Council has to satisfy its public sector duties under the Equalities Act 2010 (including specific Welsh public sector duties) – the Public Sector Equality Duties (PSED). These duties require the Council to have due regard to the need to
  - eliminate unlawful discrimination;
  - advance equality of opportunity; and
  - foster good relations on the basis of ‘protected characteristics’.

The ‘Protected characteristics’ are:

- age;
- gender reassignment;
- sex;
- race (including ethnic or national origin, colour or nationality);
- disability;
- pregnancy and maternity;
- marriage and civil partnership;
- sexual orientation; and
- religion or belief (including lack of belief).

### **HR Implications**

26. The Welsh Language Standards Annual Report includes compliance with those standards that relate to the Council’s role as an employer. The HR implications arising from the approval of the report are mainly within the area of training. The specifics are detailed in the Action Plan and include:
  - ensuring continued training provision to increase the numbers of Welsh language speakers across the Council in line with the Council’s proposed Workforce Strategy;
  - the provision of Welsh language training for all employees;
  - the provision of other training such as First Aid and Health and Safety courses in Welsh;

- ensuring that employees working in receptions have Welsh language awareness training and are able to provide greetings in Welsh;
- promoting job opportunities to groups proficient in the Welsh language; and
- ensuring that the number of posts which have Welsh language as a desirable criteria are increased.

## RECOMMENDATIONS

Cabinet is recommended to recommend that Council approve the Welsh Language Standards Annual Report 2019-20 (attached as **Appendix A**) prior to formal publication in accordance with the Welsh Language Standards (Welsh Language (Wales) Measure 2011).

<b>SENIOR RESPONSIBLE OFFICER</b>	<b>SARAH MCGILL</b>  <b>Corporate Director People &amp; Communities</b>
	11 September 2020

*The following appendices are attached:*

<b>Appendix A</b>	Welsh Language Standards Annual Report 2019-20
<b>Appendix 1</b>	Welsh Language Standards Investigations 2019-20
<b>Appendix 2</b>	Bilingual Cardiff Strategy Action Plan 2019-20

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Caerdydd  
Ddwyieithog



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# Welsh Language Standards Annual Report 2019-20

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

Local authorities in Wales have a statutory duty to comply with regulation Welsh language standards that explain how they as organisations should use the Welsh language in different situations. The Welsh Language (Wales) Measure 2011 established a legal framework to impose duties on certain organisations to comply with standards in relation to the Welsh language by way of sub-legislation (Welsh Language Regulation (No.1) Standards 2015). The standards issued to Cardiff Council are listed in ‘The City of Cardiff Council Compliance Notice – Section 44 Welsh Language (Wales) Measure 2011’.

A copy of the standards, which is referred to in this report, is available from [www.cardiff.gov.uk/bilingualcardiff](http://www.cardiff.gov.uk/bilingualcardiff)

## 1. Introduction

The principal aim of the legislation (standards) is to ensure that the Welsh language is treated no less favourably than the English language, with the emphasis on actively offering and recording language choice rather than the onus being on the individual service user or employee to request information or services in Welsh. Each local authority is required to publish each year an annual report detailing the following information

<b>Complaints</b>
The number of complaints received during that financial year which relating to compliance with the Welsh language standards.
<b>Employees Welsh language skills</b>
The number of employees who have Welsh language skills at the end of the financial year in question.
<b>Welsh Medium Training</b>
<ul style="list-style-type: none"> <li>• The number of members of staff who attended training courses offered in Welsh during the year.</li> <li>• If a Welsh version of a course was offered by you during that year, the percentage of the total number of staff attending the course who attended the Welsh version</li> </ul>
<b>Posts Advertised</b>
<p>The number of new and vacant posts that were advertised during the year which were categorised as posts where—</p> <ul style="list-style-type: none"> <li>• Welsh language skills were essential,</li> <li>• Welsh language skills needed to be learnt when appointed to the post,</li> <li>• Welsh language skills were desirable, or</li> <li>• Welsh language skills were not necessary.</li> </ul>

Each local authority was issued with a compliance notice from the Welsh Language Commissioner, which lists the standards, and the compliance date for each of the standards.

The Welsh Language Standards Annual Report will be agreed and approved by full Council prior to being published on the Council's website in accordance with the statutory requirements of the standards.

The report will be considered in Cabinet on 17<sup>th</sup> of September 2020 and full Council on 24<sup>th</sup> of September 2020 after which it will be available to download on the Council's website [www.cardiff.gov.uk/bilingualcardiff](http://www.cardiff.gov.uk/bilingualcardiff)

## 2. Achievements

- **37,000** people attended the Tafwyl festival in July 2019 with an estimated **£1,832,485** economic impact for Cardiff. Tafwyl festival is traditionally held in Cardiff Castle and supported by Cardiff Council.
- Bilingual Cardiff translated a record breaking **12,632,732 words** during 2019-20 (**98.6%** of all requests returned to the client by the agreed deadline date). The team translated more words than any previous year; a **10%** increase in the number of words translated compared to 2018/19.
- Cardiff Council's new Street Naming Policy, which ensures parity between Welsh and English street names in the city was approved on **24 October 2019**.
- The Welsh Language Commissioners Assurance Report 2018-19 results for Cardiff Council were especially positive, please see **Section 12** for further details.
- Cardiff's first ever Welsh language recruitment fair, Gyrfa Gymraeg, was held on 2<sup>nd</sup> March in City Hall with over 200 pupils from the city's three Welsh secondary schools in attendance.
- Dydd Miwsig Cymru (07/02/2020) and Diwrnod Shwmae (15/10/2019) were successfully promoted across the Council.
- The number of staff with Welsh language skills has increased by **48.4%** since 2018-19.
- **955** staff completed Welsh language awareness training in 2019-20, and a total of **914** staff have completed the corporate Welsh Language Awareness online training module to date (31/03/2020).

- The Council advertised **35** posts where Welsh language skills were an essential requirement and a further **93** posts where Welsh was desirable.

### 3. Cardiff Council's Street Name Policy

Cardiff Council's new Street Naming Policy, which ensures parity between Welsh and English street names in the city, was approved on **24 October 2019**.

Following approval, work has commenced validating current bilingual street names, preparing and standardising a list of additional bilingual street names, and devising new bilingual and Welsh street names.

The first two aspects above are nearing completion. Once approved the information will be added to the Council's official Gazetteer.

As part of the standardisation process, green spaces and parks in the City have received bilingual names in addition to areas of special scientific interest and areas of conservation.

Cardiff's citizens will have access to a resource within the Council's iShare map in which they will be able to hear the street name's pronunciation and view a concise summary of the name's history.

Cardiff Council's Street Naming Policy may be viewed [here](#) or by inputting the web address below:

<https://www.cardiff.gov.uk/ENG/resident/Parking-roads-and-travel/transport-policies-plans/Street-naming/Pages/default.aspx>

### 4. Welsh in Education Strategic Plan 2017-2020

#### WESP Mission Statement

Every child in our city feels confident in Welsh by 2050 to contribute towards creating a truly bilingual Cardiff where the Welsh language is protected and nurtured for future generations to use and enjoy.

#### WESP Vision

Cardiff's education system will act as a key driver to ensure that children are able to develop their Welsh skills, and create new speakers, to support Welsh Government's vision of having a million Welsh speakers by 2050.

Whilst the number and percentage of pupils enrolled at entry to Reception in Welsh-medium grew consistently between 2004/05 – 2012/13, numbers fluctuated during the period from 2012/12 to 2016/17 and have fallen since. The percentage of pupils enrolled in 2017/18 represented Cardiff's highest percentage of pupils enrolled in Welsh-medium Reception classes. The number of pupils enrolled in 2019/20 has reduced slightly while the percentage in Welsh medium education has remained constant (16.6% in 2019/20 compared to 16.9% in 2018/19). As the number of pupils enrolled in Welsh-medium classes directly relates to the pupil population, which may rise or fall, an increase in the percentage is a more appropriate measure of the success in promoting Welsh-medium education.

See table 1 below:

School Year	Actual Intake (WM)	Actual Intake (WM, EM and Faith)	% Actual Intake (WM)	School Year	Actual Intake (WM)	Actual Intake (WM, EM and Faith)	% Actual Intake (WM)
2004/05	421	3,333	12.6%	2012/13	686	4,221	16.3%
2005/06	455	3,402	13.4%	2013/14	678	4,256	15.9%
2006/07	465	3,257	14.3%	2014/15	706	4,246	16.6%
2007/08	519	3,463	15.0%	2015/16	690	4,335	15.9%
2008/09	555	3,474	16.0%	2016/17	744	4,340	17.1%
2009/10	572	3,683	15.5%	2017/18	707	4,098	17.3%
2010/11	594	3,859	15.4%	2018/19	702	4,125	16.9%
2011/12	651	4,019	16.2%	2019/20	683	4,119	16.6%

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**Table 1: Numbers and Percentage of pupils admitted to Welsh-medium education from 2004/05 to 2017/18**

As of 15 June 2020, 768 pupils have been allocated Reception places at Welsh-medium primary schools for September 2020. This significantly exceeds recent intakes and amounts to 18.7% of the projected total intake.

A reduction in total pupil numbers entering primary education as a consequence of a fall in the birth rate is projected between September 2021 and 2023, which would allow for a greater proportion of the population to enrol in Welsh-medium primary education. The total number of Welsh-medium places available at entry to primary education city-wide could therefore accommodate approximately 22% of the projected pupil population in 2022 and 2023. There is sufficient capacity within the Welsh-medium primary sector to allow for a significant increase in take up.

It is important to recognise that financial resources are limited, so there is a real focus on ensuring effective and efficient use of public funds, and in developing strong partnerships to enable the delivery of improving outcomes from a reducing resource base. Cardiff's Welsh Education Forum

are key partners in helping to guide and steer the development of Welsh-medium education across the city and are playing a key role in delivering the ambitions within the WESP 2017-2020.

The approved Welsh in Education Plan can be found on the Council's website at:

<https://www.cardiff.gov.uk/ENG/Your-Council/Strategies-plans-and-policies/Education/Pages/default.aspx>

## Objectives 2019/20

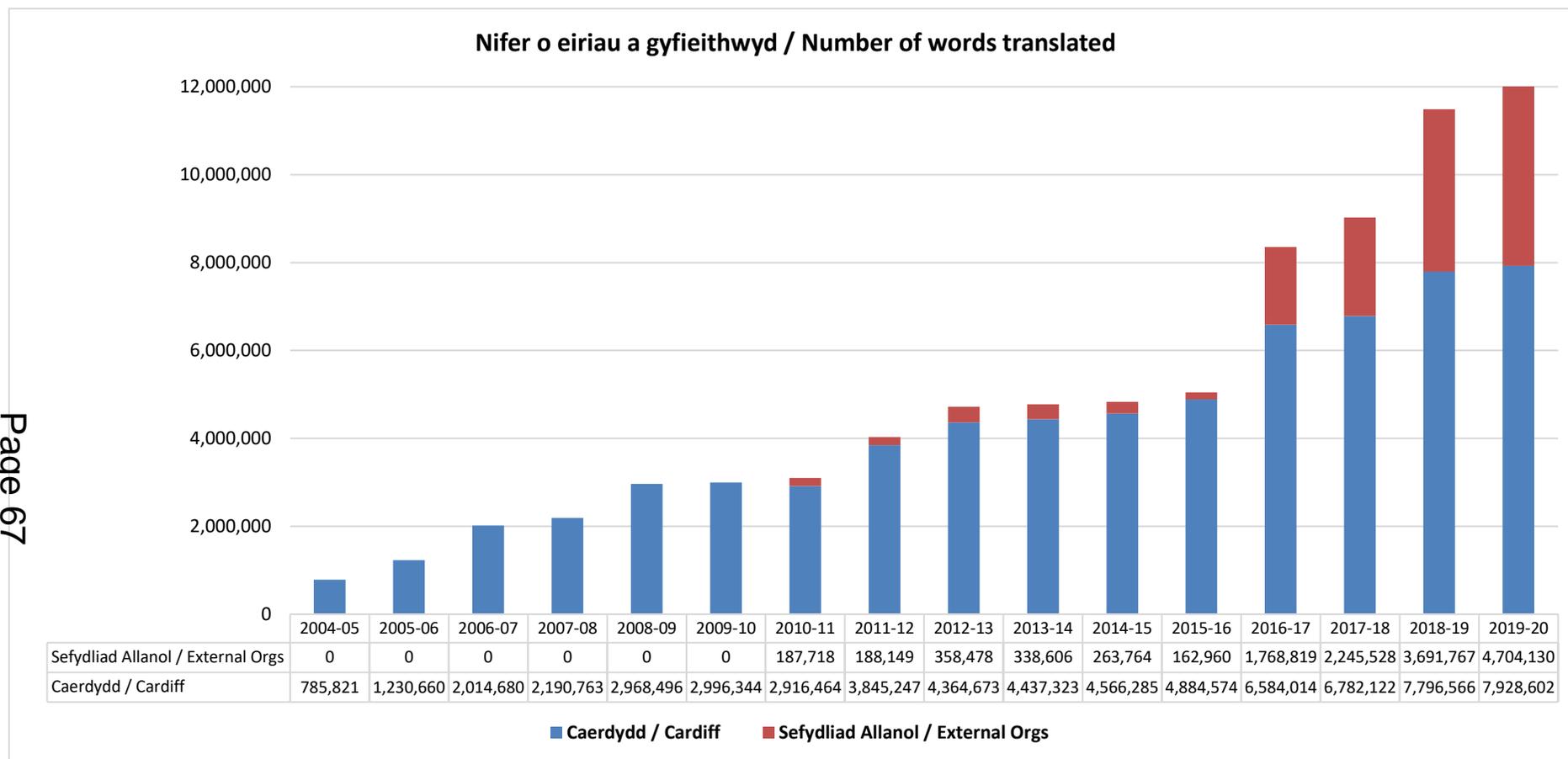
- The establishment of a catchment area for Ysgol Gynradd Gymraeg Hamadryad;
- Changes to the catchment areas of Ysgol Mynydd Bychan, Ysgol Gymraeg Nant Caerau, Ysgol Gymraeg Pwll Coch and Ysgol Gymraeg Treganna.
- The transfer of the Ysgol Glan Morfa catchment from Ysgol Gyfun Gymraeg Glantaf to Ysgol Gyfun Gymraeg Bro Edern
- Consult and progress to establish a new Welsh medium Primary School to serve the area of the Plas Dŵr Development in Morganstown/Radyr.
- The expansion of Ysgol y Wern – funded by Welsh Government Capital Grant funding.
- Progress proposals to improve *meithrin* provision across Cardiff.
- Develop proposals to improve primary provision in central Cardiff.

## 5. Welsh Translation

Bilingual Cardiff returned **98.6%** of translation requests by agreed deadlines (**12,632,732 words**). The team translated more words than any previous year and a **10%** increase in the number of words translated compared to 2018-19. As well as providing Welsh translation services to Cardiff Council, Bilingual Cardiff have service level agreements or contracts in place with a number of other public organisations to provide their translation services and solutions.

## Number of words translated by Bilingual Cardiff 2004/5 – 2019/20

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## 6. Complaints against the Welsh Language Standards 2019-20

During 2019-20, a total of **13** complaints were received from the public in relation to the Welsh Language Standards. Whether the complaints were received in English or Welsh, they were dealt with in accordance with the corporate complaints procedure.

The Council was also subject to **11** new investigations into the possible failure to comply with standards under section 71 of the Welsh Language Measure (Wales) 2011 by Welsh Language Commissioner.

In 2019-20, the Council received:

- 1 final decision confirming the Council failed to comply with the Welsh language standards. This remains ongoing.
- 1 provisional decision confirming the Council failed to comply with the Welsh language standards. This remains ongoing.
- 1 investigation awaiting provisional decision. This remains ongoing.
- 1 investigation awaiting Terms of Reference. This remains ongoing.
- 1 investigation where the Council has informed the Welsh Language Commissioner that the subject of the investigation did not fall within its areas of responsibility. This remains ongoing.
- 1 investigation where verification has been requested. This remains ongoing.
- 1 final decision confirming the Welsh Language Standards were not breached. This has been closed.
- 4 final decisions confirming that an investigation was unnecessary or invalid. These have been closed

A register of enforcement action is available to view on the [Welsh Language Commissioner's website](#)

The number of new investigations received by the Welsh language commissioner (**11**) is lower than in 2018-19 (**12**).

## 7. Posts advertised in 2019-20

During 2019-20 **1226** posts were advertised.

- **35** posts were advertised where Welsh language skills were essential.
- **93** posts were advertised where Welsh language skills were desirable.
- **1098** posts were advertised where Welsh language skills were not deemed necessary at present.

Please note that these figures also include re-advertised post, **and relate to non-school posts**

The Council does not currently hold information regarding Welsh language skills that need to be learnt when appointed to posts, as under the Council's Welsh Language Skills Strategy posts are either designated Welsh essential, desirable or not required. There have been occasions where posts have been re-advertised with the requirement for the successful applicants to attend Welsh language training.

## Page 69 8. Welsh Language Training & Welsh Medium training courses

In 2019-20, **158** staff participated in Welsh language training courses, of which:

- **11** staff have completed a 10-hour online 'Welcome Welsh' course and **5** of these have undertaken Welcome Back follow up modules.
- **15** staff attended Welsh courses through Cardiff University.
- **3** staff attended 5-day residential courses through the 'Working Welsh' scheme.
- **110** staff attended internally developed Welsh training including taster and short courses (**40** attended) intensive 120 hour courses (**39** attended) bespoke reception staff training (**39** attended) (some staff attended more than one course).
- **26** staff attended intensive 120 hour courses through the 'Working Welsh' scheme.

In 2019-20, **955** staff completed Welsh language awareness training; of which:

- **25** staff from Adult and Children's services attended face to face Welsh Language Awareness training provided by the Welsh language coordinator for Adult Services.
- **16** corporate apprentices undertook Welsh Language Awareness training as part of the Apprentice Training Week.
- **914** Staff completed the Corporate Welsh language awareness online training.

Furthermore:

- **3441** staff have completed the Welsh language awareness module since its launch in September 2015.

The number and percentage of staff who received Welsh language and Welsh language awareness training is monitored closely and individual records kept on the Council's internal HR System (DigiGOV).

Cardiff Council has been issued with standard 128, which states that we are required to provide training in Welsh for staff in the following areas, they are provided in English:

- Recruitment and interviewing;
- Performance management;
- Complaints and disciplinary procedures;
- Induction;
- Dealing with the public; and
- Health and safety.

Arrangements are in place to ensure that staff can request to receive their training through the medium of Welsh in accordance with standard 128. In 2019-20 **there were no** requests for training in Welsh and the following courses were delivered in Welsh:

- Violence against Women and Domestic Violence (online module)

- Cyber Security 1, 2 and 3 (online module)
- Children’s Rights (online module)
- Welsh Language Awareness (online module)
- Customer Service (online module)
- Bob’s Business: GDPR (online module)

Cardiff Academy intends to add a specific question on medium of delivery to the registration process in future to ensure that training in Welsh is actively promoted and that staff are aware of their right to receive training within the above areas, in Welsh. Where demand is sufficient, we will ensure that in-house training is delivered in Welsh.

## 9. Employees Welsh Language Skills

The development of the HR System (DigiGOV) and the opportunity for staff to validate their own personal data, has enabled the Council to record the Welsh language ability (and other languages) of staff. As of 31st March 2020, **6410** (non-school based) staff are employed by Cardiff Council, and of these a total of **3102** staff have validated their entries on the HR system. From these, **776** staff have stated they have a level of Welsh language skills. This represents **25%** of those registered on the system.

Count of Welsh language Proficiency	Welsh language Proficiency					
	Entry Level	Foundation	Intermediate	Advanced	Proficient	Grand Total
ECONOMIC DEVELOPMENT	32	12	14	6	10	74
EDUCATION & LIFELONG LEARNING	37	7	11	8	18	81
GOVERNANCE & LEGAL SERVICES	11	3	5	4	4	27
HOUSING & COMMUNITIES	108	40	21	17	26	212
PERFORMANCE & PARTNERSHIPS	5	4	4	1	16	30
PLANNING TRANSPORT & ENVIRONMENT	37	8	9	4	10	68
RESOURCES	51	24	13	9	21	118
SOCIAL SERVICES	82	32	18	15	19	166

<b>Grand Total</b>	<b>363</b>	<b>130</b>	<b>95</b>	<b>64</b>	<b>124</b>	<b>776</b>
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The number of staff with Welsh language skills has increased by **48.4%** since 2018-19 (**776** compared with **523**). The increase is attributed to improved recording arrangements and awareness raising, the Bilingual Cardiff Strategy (which includes a target to increase the number of staff with Welsh language skills) and Welsh courses provided internally through our in-house Welsh language tutor as well as well as the 'Working Welsh' Scheme). Staff are reminded regularly to update their personal detail records on DIGIGOV, which includes Welsh language proficiency.

## **10. Mwy na Geiriau / More than just Words**

### **Strategic Framework for Welsh Language in Health, Social Services and Social Care**

Cardiff Council – in partnership with Vale of Glamorgan Council, Cardiff and Vale University Health Board, and Felindre University NHS Trust - operates a Welsh Language Forum to take forward the objectives of More than Just Words.

The Forum met twice during the year to share practice and learning. The group is taking forward the following themes under the More than Just Words objectives. The group has collectively taken the associated actions forward during 2019/20.

## **11. Monitoring & Overseeing Compliance with the Standards**

### **WELSH LANGUAGE COORDINATORS & CHAMPIONS**

The Council has a network of Welsh language coordinators and champions across our various Directorates and Service Areas, who support the work of the Bilingual Cardiff team in implementing the Welsh Language Standards and promoting the use of the Welsh language internally. The role of the coordinators network includes:

- Assisting their service area or directorates to comply with the Council's Welsh language policies and legal obligations.
- Providing feedback on issues relating to the Welsh language from the service area to the group, and vice versa if necessary.
- Providing feedback on any complaints or issues regarding the Welsh language from services users to the group.
- Distributing relevant documentation and information within service areas.
- Coordinating their service area's response for the Annual Report on the implementation of the Welsh Language Standards.

Coordinators and Champions do not need to speak Welsh, and each directorate is responsible for nominating at least one Coordinator, and one Champion, at Operational Manager level or above, to represent their directorate.

The Champion acts as a point of contact at a senior management level concerning directorate specific Welsh language issues. They also monitor senior management group agendas for items with Welsh Language Standards implications and support their service area's Welsh Language Coordinator with their work on facilitating the implementation of the Welsh language standards within their directorates. Welsh Language Coordinators meetings are held monthly and chaired by Bilingual Cardiff.

### **DIRECTORATE DELIVERY PLANS**

To monitor compliance with the Welsh language standards, each directorate is required to include an objective/objectives relating to delivering the Welsh language standards within their Directorate Delivery Plans annually to ensure corporate ownership of the requirements of the standards.

### **SENIOR MANAGEMENT TEAM**

Matters relating to the Welsh language standards including information on Welsh Language Commissioner investigations are regularly taken to SMT meetings for information and steer.

### **BILINGUAL CARDIFF MEMBER GROUP**

The Bilingual Cardiff Member Group is a cross-party group established to take a lead role in developing a truly bilingual Cardiff where citizens and Cardiff Council staff can access services and support in either language equally through improved partnership working. During 2019-20 the group met 4 times to discuss Welsh language matters, including the implementation of the Welsh Language Standards and the Bilingual Cardiff Strategy 2017-2022 (Standard 145) as well as a number of external presentations from partners in the Bilingual Cardiff Forum including the Welsh Language Commissioner, the Welsh Government and Canolfan Bedwyr (Bangor University).

### **CABINET & FULL COUNCIL**

Cardiff Council's Welsh Language Standards Annual Report is considered by the Cabinet and full Council to ensure scrutiny at the highest level.

## **12. Welsh Language Commissioner's Assurance Report 2018-19**

In August 2019, the Welsh Language Commissioner published the latest Annual Assurance Report "*Rights in Use*" to show how organisations are performing and what are users' experience. The findings of the Assurance Report were presented to Cardiff Council's Senior Management Team on the 22<sup>nd</sup> of February 2020.

The intention of the report is to prompt organisations to ensure that their provision guarantees people's right to receive Welsh language services,

and to increase the use of those services.

The Commissioner gathers and analyses quantitative and qualitative data from various sources to the findings.

The sources include:

- **monitoring** – user experience surveys, verifying annual reports and records, and thematic reviews;
- **public engagement** – discussion groups, opinion survey, user shadowing sessions;
- **engagement with organisations** – feedback meetings, workshops, complaints and investigations

A copy of the full report is [available online](#)

### **National Overview**

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Users are less likely to be able to receive more personal, or time-sensitive, services in Welsh.

Many examples of a Welsh language service being offered or advertised, but not actually available, for example non-Welsh speaking staff wearing the *laith Gwaith* logo, or lack of language continuity between different stages of a service.

- It is encouraging that reception services have improved, but the level of performance remains unacceptable.
- The regression in telephone services is a cause for concern, and this is compounded by discourteous behaviour of staff answering the phone, a Tribunal case where an organisation had misinterpreted a standard relating to phone service, and organisations' concerns about recruiting frontline staff.

**(Welsh Language Commissioner)**

### **Main results of Cardiff Council's inspection checks 2018-19**

The Welsh Language Commissioner shared Cardiff Council's specific results with officers from Bilingual Cardiff in November 2019. The user experience results for Cardiff Council is extremely positive and reflects nearly full compliance with the standards.

### **Correspondence**

- Three Welsh language e-mails and three English language e-mails sent to the following addresses: [c2c@caerdydd.gov.uk](mailto:c2c@caerdydd.gov.uk) between June and December 2018.
- Three Welsh responses to three Welsh e-mails were received.
- Three of the responses to the Welsh e-mails included a statement welcoming correspondence in Welsh.
- Three responses were received to the English e-mails.
- Three of the responses to the English e-mails included a statement welcoming correspondence in Welsh.

#### Phone calls

- Three phone calls were made to the Council's 02920 872088 number during August and December 2018.
- There were automatic Welsh language options available during all these calls **(100%)**.
- The council managed to deal with all the calls in Welsh in their entirety and managed to provide a full answer in Welsh to the enquiries.

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#### Documents

- Agendas, papers and minutes of the latest management board/cabinet: 3/3 were available *partly* in Welsh.
- Booklet, leaflet, pamphlet or card: 3/3/ available in Welsh.
- Policy/ strategy / annual report / corporate plan: 3/3/ available in Welsh.
- Guideline/ code of practice: 3/3/ available in Welsh.
- Consultation papers: 3/3/ available in Welsh.
- Rules: 1/1/ available in Welsh.
- Press releases: 3/3/ available in Welsh.

- Forms: 3/3/ available in Welsh.

### **Website**

- The council's website proactively offers Welsh.
- The establishment's main homepage is available in Welsh.
- Of the 30 web pages that were subject to the inspection, all of them worked fully in Welsh.

### **Apps**

- Of the 10 pages that were inspected each one worked fully in Welsh.

### **Social media**

- Facebook: 14/15 posts were available in Welsh.
- Twitter: 15/15 tweets were available in Welsh.

### **Corporate Identity**

- Three examples of the council's corporate identity were searched for – each one was available in Welsh.

### **Jobs**

- During the inspection period, 118 new/existing vacancies were inspected.
- Welsh was mentioned in 44 (37%) of the posts.
- Welsh was included as an essential skill for **11** of the posts in question.
- Welsh was included as a desirable skill for **29** of the posts in question.
- All of the posts were advertised in Welsh.

- It was possible to make a Welsh application for all the posts.

## 13. Promoting & Facilitating the Standards

### STAFF GUIDELINES

In order to promote and facilitate the implementation of the standards, the Council has created and updated guidelines for staff. These include:

- A summary of the 'Service Delivery Standards'
- Communicating Bilingually
- Bilingual Reception Service
- Holding Meetings Bilingually
- Welsh Language Calls
- Guidance Note: Bilingual Signage & Official Notices
- Translation Guidelines
- Welsh Language Standards: Quick Wins Guide
- Welsh Language Standards: Guide to Third Parties

These guidelines are available for staff on the Bilingual Cardiff Intranet page and have been regularly promoted to staff through established communication channels including the monthly Core Brief and 'Welsh Matters' newsletters which are distributed to all staff. Regular articles have also appeared on the Council's intranet homepage.

Reception signs (standard 67) and email signature logos (standard 134) are also available to staff on the Bilingual Cardiff intranet page as well as a copy of the full standards, annual reports, and online translation request form.

The web content and translation request form have both been updated to remind staff to include the corporate statements to comply with standards 2, 3 & 7 (Correspondence), 49 (forms) and 50A (documents).

### **'WELSH MATTERS' BRIEF**

The Welsh Matters brief is distributed to staff via the Welsh language coordinators network. The brief contains policy advice on complying with the Welsh language standards, information on Welsh training and other articles relating to the Welsh language agenda.

### **BILINGUAL CARDIFF: TRANSLATION & POLICY ADVICE**

Bilingual Cardiff provides a full Welsh language translation and simultaneous translation service for all Council Directorates.

The team offer guidance and advice to all Council staff, along with organisations, companies and individuals who provide services on behalf of the Council, on issues regarding the Welsh language, translation and the Council's commitment under the statutory Welsh Language Standards.

### **CORPORATE WELSH LANGUAGE SKILLS STRATEGY**

In order to ensure that the Council can meet its statutory duty to provide a complete bilingual service it has a Corporate Welsh Language Skills Strategy (WLSS). This revised strategy was approved by Cabinet in March 2014 and brings together our staffing, training and recruitment procedures in order to ensure that the people of Cardiff have equal access to our services whether they choose to deal with us in English or Welsh.

All team managers are responsible for ensuring that their teams are able to guarantee an equal service to both Welsh and English-speaking customers. The WLSS includes a linguistic assessment tool which managers should complete when recruiting to determine whether posts should have Welsh language skills as an essential criteria ('Welsh essential') when advertised.

Since 2017, the WLSS linguistic assessment tool is now integrated into the DigiGOV recruitment process to comply with standard 136, which requires the Council to assess whether Welsh language skills are required before advertising any vacant post. This allows the Council to accurately report and monitor how many posts are designated Welsh essential or desirable.

In order to guarantee a bilingual service at first point of contact at all times (for teams with regular public contact) this would require:

- a minimum of 10% of staff in larger teams (over 20 members of staff) with the necessary Welsh skills, or
- a minimum of 2 members of staff in smaller teams, in accordance with the WLSS.

If a team which deals regularly with the public cannot guarantee a bilingual service (as defined above), posts will be designated Welsh essential (level 1 [entry] to 5 [proficient]) based on the duties of the posts. All Welsh essential reception posts are designed at a minimum of level 3

'intermediate', and information on how to complete the Welsh language requirement assessment in DigiGOV is available for managers on the HR intranet pages.

All external Welsh Essential posts are routinely advertised on [www.lleol.cymru](http://www.lleol.cymru) a website specialising in Welsh essential posts for organisations across Wales.

### **WELSH LANGUAGE TRAINING**

Staff are supported to use their Welsh language skills when communicating with the public. Currently staff can choose from over 100 approved courses in Cardiff University or in the community, varying from total beginners to fluent speakers at a time and location that best suits them. As of September 2018, Cardiff Academy have appointed a trainer who is responsible for providing Welsh training to Council staff.

There is a corporate budget for Welsh language training, therefore there is no individual cost to Council staff or their directorates and staff have their hours credited for time attending courses. Priority is given to frontline staff.

Through the 'Working Welsh' scheme, Council staff have attended a number of Welsh courses including a 10-hour online 'Welcome Welsh' course, 5-day residential Welsh courses and new intensive Welsh courses. These courses are all fully funded by the National Centre for Learning Welsh.

### **WELSH LANGUAGE AWARENESS TRAINING**

An online Welsh Language Awareness training module has been developed for Cardiff Council staff, and is available Cardiff Academy Learning Pool site.

The aim of the training is for staff to:

- Understand of the importance of the Welsh language in the delivery of Council services within Wales.
- Understand their own role and responsibilities in delivering Welsh language and bilingual services.
- Assess how they currently deliver Welsh language services and identify areas for improvement.
- Understand and be able to use simple Welsh words and phrases that may be useful when dealing with Welsh speaking service users.

### **'IAITH GWAITH' LANYARDS & BADGES**

Iaith Gwaith lanyards are produced by the Welsh language commissioner for Welsh speaking staff in order to show service users and colleagues that staff speak Welsh. These lanyards along with Welsh learner lanyards are offered to staff when they receive or renew their staff ID cards, or

available at any time from Bilingual Cardiff. Each monthly 'Welsh Matters' brief which is distributed to all staff via their directorate or service area Welsh language coordinator includes a reminder for staff to request the lanyards from Bilingual Cardiff.

**APPENDIX 1**  
**Welsh Language Commissioner Complaint Investigations 2019-2020**

REF	DESCRIPTION	DIRECTORATE	DECISION / STATUS	DATE RECEIVED	FINAL DECISION DATE
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 81</p> <p><b>CSG547</b></p>	<p><b>i.</b> An allegation regarding signage on the vehicle CU67 V XK and other Council vehicles (no tools kept, mph and PSI).</p> <p><b>ii.</b> An allegation that the Council’s corporate logo treats the Welsh language less favourably than the English.</p> <p><b>iii.</b> An allegation that the following matrix signs treat the Welsh language less favourably than the English:</p> <ul style="list-style-type: none"> <li>➤ Sign on the A48 towards the East on 6 March 2019 at around 19:00 noting “Delays Ahead” in English only.</li> <li>➤ Sign on the A48 towards the West on 6 March 2019 at around 21:30 displaying “Gyrrwch yn AFOSUL”.</li> <li>➤ Sign on the A4243 at around 12:30 on 9 May 2019 displaying “CARDIFF WEST, PARK + RIDE, NEXT LEFT”.</li> </ul> <p><b>iv.</b> An allegation that an English only public notice has been placed near City Hall covering the Welsh version of the notice.</p>	<p>Planning, Transport &amp; Environment (Central Transport Services, Street Scene)</p>	<p>Standard(s) Breached.</p>	<p>10/05/2019</p>	<p>19/03/2020</p>
<p><b>CSG574</b></p>	<p>English only newsletter sent by the Cardiff Research Centre (<i>Welsh version followed 1 day later</i>)</p>	<p>Cardiff Research Centre, Policy &amp; Partnerships</p>	<p>No Investigation</p>	<p>19/06/2019</p>	<p>N/A</p>

<b>CSG610</b>	Allegation that the complainant had received English only letters from the Council's Parking Services.	Planning, Transport & Environment (Parking)	Provisional Decision Received - Standard(s) Breached.	13/08/2019	ONGOING
<b>CSG638</b>	Allegation that parts of the Council's website for renewing parking permits do not function fully in Welsh. The website in question is <a href="https://www.councilparking.org/cardiff/cym/pages/home.aspx">https://www.councilparking.org/cardiff/cym/pages/home.aspx</a>	Planning, Transport & Environment (Parking)	No Investigation	10/09/2019	28/04/2020
<b>CSG647</b>	Allegation that: <ul style="list-style-type: none"> <li>i. English only text ('date time stamp') appears on photos by the Parking Team.</li> <li>ii. A Parking Charge Notice appeal submitted in Welsh was 'dealt with in English' which lead to a delay in responding.</li> </ul>	Planning, Transport & Environment (Parking)	Awaiting Provisional Decision - evidence submitted to WLC 19/02/20	04/10/2019	ONGOING
<b>CSG648</b>	Allegation that a Welsh email sent to Parking.permits@cardiff.gov.uk 27/09/2019 did not receive a reply	Planning, Transport & Environment (Parking)	Verification request received 14/05/20	04/10/2019	ONGOING
<b>CSG656</b>	Allegation that a set of temporary electronic signs placed on Newport Rd and Castle St notifying the public that Westgate St was closed displayed text in English only.	External (Dŵr Cymru)	No Investigation	21/10/2019	20/12/2019

<b>CSG673</b>	An English only sponsored Facebook post by Visit Cardiff regarding the Volvo Ocean Race	Economic Development	No breach of Standards	03/12/2019	28/04/2020
<b>CSG674</b>	Complaint regarding an allegation that the Council will charge students who live within 3 miles of Ysgol Gymraeg Glantaf for transport to the school.	Education & Lifelong Learning	No Investigation	03/12/2019	22/01/2020
<b>CSG708</b>	<p>Allegations that:</p> <ul style="list-style-type: none"> <li>i. The Council responded to a Welsh email in English.</li> <li>ii. The standard disclaimer on Council emails place the English text above the Welsh text.</li> <li>iii. The Council uses @cardiff.gov.uk address as the display address, treating the Welsh language less favourably</li> </ul>	Corporate	A response to the initial letter has been provided. Awaiting the Welsh Language Commissioner's proposed Terms of Reference.	18/02/2020	ONGOING
<b>CSG712</b>	English only temporary road sign on Salisbury Rd Cathays	Highways	Investigation demonstrated that none of the signs in place were the responsibility of Cardiff Council and the Welsh Language Commissioner has been informed that this is the case.	25/02/2020	ONGOING

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**APPENDIX 2**  
**Bilingual Cardiff Strategy Action Plan 2019/20**

**Section 1: Families, Children and Young People**

REF	PRIORITY	OBJECTIVES	TARGET	TIMESCALE	UPDATE
1.1	<b>Promote the benefits of Welsh Medium education to all Cardiff communities and implement the Welsh in Education Strategic Plan.</b>	Share information with prospective parents and new parents, regarding Welsh education and childcare through the health sector.	Cymraeg i Blant to arrange two visits per month to ante-natal clinics or groups across the health board.	April 2019 – April 2020	<p><i>Fy Mabi a Fi</i> courses have been presented virtually to 20 parents during the lockdown period.</p> <p>Welsh language practice pilot sessions have also been held virtually for 14 parents as a follow-up to the above course.</p> <p>The courses are expected to continue in September 2020 and January 2021. <b>Mudiad Ysgolion Meithrin</b></p>
		Pilot a 'one in a million' event targeting year 8 and 9 pupils at Ysgol Plasmawr demonstrating the value of Welsh medium education and benefits of bilingualism at this crucial age. Roll out to other Welsh medium secondary schools depending on impact.	Language psychology questionnaires before and after the event.	November 2019	<p>The event was held in October 2019 with Year 8 pupils offering various workshops held by Ameer Rana-Davies, Betsan Powys, The Urdd, the Millennium Centre, Menter Iaith Caerdydd and the school's Tafod crew.</p> <p>A language charter questionnaire was completed by all pupils at the school prior to the event but the submission of the questionnaire after the event had to be postponed due to Covid 19.</p>

					A number of other activities were held across the year including a trip to Glan-llyn, various gigs, takeover of the school radio and the activities of Welsh Music Day, St Dwynwen's Day and Shwmae Sumae Day. <b>Plasmawr School</b>
		Take part in the celebratory procession to mark 70 years of Welsh medium education in Cardiff.	All partners to report back to Bilingual Cardiff Forum meeting	June 2019	Cardiff Bilingual partners contributed to this successful march, the Leader of the Council addressed the gathering and pupils from all Welsh-medium schools in Cardiff attended this historic parade. <b>Cardiff Council, Bilingual Cardiff Forum</b>
		Offer a comprehensive programme of Welsh for the Family courses and courses for families in regeneration areas	6 courses	September 2019- August 2020	<p>Ti a Fi sessions held at:</p> <ul style="list-style-type: none"> <li>• Canton Library</li> <li>• Rhiwbina</li> <li>• Roath</li> <li>• Llandaff North Hub</li> <li>• St Fagan's Museum</li> <li>• Taff's Well</li> <li>• Glan Morfa School</li> <li>• Creigiau</li> <li>• Llanrumney</li> </ul> <p>The sessions had to be paused as a result of the Covid 19 emergency and it is not anticipated they will restart until after Christmas. We are considering outdoor Ti a Fi sessions in October as an experiment.</p> <p>During lockdown a virtual Ti a Fi page was created for South East Wales.</p> <p>Mudiad Meithrin's work during lockdown:</p>

					<ul style="list-style-type: none"> <li>• Regular updates to Meithrin circles concerning the furlough scheme and Covid 19. Health and safety assessments to be prepared for re-opening. H&amp;S policies and guidelines are also being prepared for our members.</li> <li>• Entertainment leaflet details – see above. Shared with parents on websites and social media.</li> <li>• Cardiff’s Ti a Fi officer’s work – hold sessions on Facebook. Sessions target SAS ( a new Meithrin Circle will open on the Pwll Coch school site in September) – Virtual Ti a Fi South East Wales</li> <li>• Welsh for Children across social media platforms – sessions held daily.</li> <li>• Clwb Cylch – Meithrin Circle sessions</li> <li>• Dewin a Doti Festival with Martin Geraint ( 1-5 June)</li> <li>• Welsh at Home Week</li> <li>• #Syniadau Sydyn by the Mudiad Meithrin Academy – ideas for children’s activities shared with parents.</li> <li>• SAS work (Sefydlu a Symud (Establish and Move) – i.e. opening new Meithrin Circles as a result of #Welsh/Cymraeg 2050) continues</li> </ul>
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					<p>through social media and other contacts.</p> <ul style="list-style-type: none"> <li>Some staff placed on furlough. Working with circles to prepare for re-opening in September 2020.</li> </ul> <p>Generally we have reached out to circles (both staff and committees) to the best of our ability through e-mail, Teams, Zoom, Facebook, Twitter and Instagram.</p> <p><b>Mudiad Meithrin</b></p> <p>Welsh Language Family courses were provided in Splott, Grangetown a Llanrumney.</p> <p><b>Cardiff University</b></p>
		Work with schools and the Welsh medium nursery units in order to offer lessons to parents and prospective parents	6 courses	Sept 2019-Aug 2020	See above. <b>Cardiff University</b>
		Develop a new Welsh Medium Education Strategy for whole of University to increase Welsh medium provision. Intention is to create strategy by end of 2019. Coleg Cymraeg Cenedlaethol as a partner	Approve a new Welsh Medium Education Strategy by end of 2019 then seek approval for new Welsh Education Strategy	End of 2019	The process of developing the new Welsh Education Strategy had been completed but it was not possible to launch it formally as a result of the lockdown period. <b>Cardiff University</b>

1.2	<b>Improve provision and standards in Welsh in both Welsh medium schools and English medium schools through the Welsh in Education Strategic Plan.</b>	Implement the Welsh in Education Strategic Plan 2017 – 2020.	Increase the percentage of learners who achieve A*- C in Welsh first language GCSE by the end of Key Stage 4 to 85% by 2020.	2020	We no longer report on threshold of key stage 4 measurement (A*-C, L1, L2, L2+).  The main measurement for this will be Average Literacy Points from summer 2019. The new measures are point-based. <b>Cardiff Council</b>
			Increase the number of learners who study the full time Welsh second language GCSE course to at least 80% by 2020.	2020	The final performance results for 2019 will be available in January 2020. No further updates received. <b>Cardiff Council</b>
			Increase the percentage of the year 11 cohort who achieve grades A*-C in Welsh second language GCSE to 40% by 2020.	2020.	In 2017-18 the result was 86.7% A*-C for Welsh First Language compared to 74.3% across Wales. <b>Cardiff Council</b>
		Offer CPD courses to teachers and teaching assistants in the Welsh and English Medium sector through the National Sabbatical Scheme.	Sabbatical programme: 2 year long courses for 14 education practitioners from South Central Consortium and South East Consortium +	Sept 2019- Aug 2020	Two one year courses for teachers (Central South Consortium and EAS) were held with 28 attendees. One shorter course for teaching assistants (Central South Consortium) was held with 12 attendees. Two courses had to be postponed due to the lockdown period. <b>Cardiff University</b>

			supplementary courses where there's demand		
		Hold revision classes and master classes for First and Second Language A-level students	Subject to demand (not yet ascertained, but usually at least one masterclass held in Cardiff )	Sept 2019- Aug 2020	<p>Master-classes (Yrs.12 and 13) were held with: Ysgol Bro Teifi (04/11/2019); Ysgol Glan Clwyd (07/11/2019); David Hughes School (08/11/2019); and Ysgol Bro Ederm (21/01/2020).</p> <p>120 pupils attended the master-classes at Ysgol Bro Ederm and a Second Language Review Conference (Yrs. 12 and 13) was held at Cardiff University on 24/01/2020 with 59 in attendance. <b>Cardiff University</b></p>
1.3	<b>Promote the benefits of transferring the Welsh language within the family, and give children and young people the</b>	Visit 50% of all Welsh medium schools in Cardiff to present Menter Caerdydd's services and the advantages of Welsh to all parents of children starting in the reception class in September 2019.	Keep records of 50% of schools visited in 2019 (50% in 2020)	June – September 2019	<p>Visited 11/17 schools during the summer term 2019, and then continued to engage with the schools in the promotion of not only Menter Caerdydd's offer (school term and school holidays) but also the offer from all the Forum's partners. <b>Menter Caerdydd</b></p>

<p><b>opportunity to become confident bilingual adults.</b></p>	<p>Develop comprehensive face-to-face sessions across Cardiff for families summarising the advantages of bilingualism as well as providing concise materials/videos information on Welsh nurseries and schools.</p>	<p>4 sessions per year.</p> <p>Collate (or produce) 4 short introductory social media videos each year from 2019-22 (16 in total), addressing issue at critical choice periods. Videos available on-line and promoted on social media. (Education/Bilingual Cardiff)</p>	<p>From September 2019 - 2022</p>	<p>It was agreed at the Welsh Education Forum meeting in September 2019 to establish a marketing sub-group, to be responsible for this objective.</p> <p>A meeting has been arranged in December 2020 to review the objectives and approve a timetable.</p> <p><b>Cardiff Council</b></p> <p>Mudiad Meithrin has held Ti a Fi sessions. The Ti a Fi officer offers information about the advantages of bilingualism and answers questions and any concerns that non-Welsh speaking parents have about sending their children into Welsh-medium education</p> <p><b>Mudiad Meithrin</b></p>
	<p>Promote Radio Platform (the Centre's radio station which is run by young people) A 6 week course with an OPEN qualification for young people aged 14 – 25. Welsh and English stream available.</p>	<p>April to March 2019/20 - 2 x Welsh streams for 6 week course accommodating total of 20-30 young people age 14-25 (inc. Ysgol Plasmawr).</p> <p>2020/21 and 2021/22 - 3 x Welsh streams for 30-45 young people 14-25 each year (in South East Wales)</p> <p>In addition, in 2019/20 a minimum of three</p>	<p>Each year 2019-2022</p>	<p>44 Welsh language programmes broadcast on Radio Platform between October 2019 and July 2020 offering young people the opportunity to develop their broadcasting skills through the medium of Welsh. A new Welsh language radio programme is being developed and every Saturday afternoon is dedicated to Welsh language music.</p> <p><b>Wales Millennium Centre</b></p>

			outreach workshops a year in WM schools, rising to six workshops each year in 2020/21 and 2021/22		
		Provide opportunities to children and young people in Cardiff to develop their Welsh medium skills through Eisteddfodau / Camps / Sports and opportunities in the community.	4500 children and young people enrolled	April 2019 – March 2020	<p>10 sports tournaments and 14 Eisteddfodau organised to offer activities for children of all ages.</p> <p>4,700 children and young people are members of the Urdd in the region The Urdd National Eisteddfod in Cardiff Bay in June with over 90,000 attending and 15,000 competing</p> <p>Over 3,000 Cardiff children and young people attended Urdd camps Over 200 children attend the Urdd's weekly activities in Cardiff ( <i>adrannau / uwch adrannau / aelwydydd</i> ) <b>The Urdd</b></p>
		Offer Welsh For Adults taster sessions to improvers/proficiency courses.	1000 learners	Sept 2019-Aug 2020	<p>During this period, a range of mainstream courses, workplace courses and the summer course were organised. <b>Cardiff University</b></p>
		Lead on developing the first Welsh medium Cardiff Youth Forum for young people (16+) in the city.	Hold 4 annual events and report to the Bilingual Cardiff Forum.	June 2019	Menter Caerdydd continues to support the existing Urdd Youth Forum to understand what kind of provision the city's young people would like to see and have the opportunity to share their views on what is important to them. Holding a gig for the young people of Cardiff.

					<b>Urdd &amp; Menter Caerdydd</b>
1.4	<b>Provide opportunities for families to use Welsh together.</b>	Plan and develop specific projects to target mixed language families of all ages and map current provision, identify new partners and hold 3 events during the year.	Hold 3 events in 2019-20	By March 2020	Discussions have begun with St Fagans Museum about a family event during Easter/Summer 2020  Hosting Miri Haf 2019 with Cymraeg i Blant  Hosting Miri 'Dolig with CiB – 19-12-19  <b>Menter Caerdydd</b>
		Increase the number of reading out loud sessions or other Welsh activities for parents and children at all Cardiff hubs and libraries.	An increase of 25% by 2022.	From September 2018 and every year thereafter	257 events held in 2019/20. A further 38 events were cancelled as a result of the Covid 19 crisis and the lockdown.  295 events would have represented an increase of 4.6% compared to 2018/19 (282 to 295). <b>Cardiff Council</b>
		Develop and promote a calendar of events and activities for families so that children and parents can learn Welsh together.	One event per term	Sept 2019-Aug 2020	A weekend for families in Llangrannog was organised by the National Welsh Language Learning Centre. <b>Cardiff University.</b>

		<p>Develop a Network to use School Communication channels with partners to advertise Welsh language performances in the city (for Adults, children and families).</p>	<p>Memorandum of Understanding established with partners</p> <p>Alerts to go out</p>	<p>September 2019</p>	<p>Memorandum of Understanding drawn up and shared with the Urdd and Menter Iaith. Its agreement was deferred until February as a result of restructuring within the Urdd and this was postponed again as a result of the lockdown period. It is intended to be shared informally within the education sector for feedback and to be considered in the context of the review of the Language Charter.</p> <p>Research on marketing the Welsh language has been commissioned and the recommendations of the Elen ap Robert report to be included within an action plan to support the above work.</p> <p><b>Arts Council of Wales</b></p>
		<p>Develop a 'Night Out' Network in Cardiff – promoters and community locations, to attract more Welsh language performances to Cardiff and promote Welsh language events.</p>	<p>Art providers to be contacted to identify what can be delivered</p> <p>Partners to agree delivery plan through consultation with Welsh medium primary schools</p>	<p>September 2019</p>	<p>Night Out performances postponed as a result of the lockdown period. A report has been commissioned on marketing the Welsh language which will make recommendations as this network is established.</p> <p><b>Arts Council of Wales</b></p>

		Hold termly events to increase the social opportunities and raise awareness of the Welsh language for parents with small children across the city.	3 Miri Meithrin events to be held for pre-school children by Menter Caerdydd & Cymraeg i blant	April 2019 - April 2020	3 events were held in 2019-20 <b>Menter Caerdydd and Mudiad Meithrin</b>
1.5	<b>Increase the provision of Welsh-medium extra-curricular activities and opportunities for children and young people to use Welsh outside the school gates.</b>	Coordinate and administer the full programme of holiday care, play and leisure activities for children aged 4 – 11 including day care, open play session and leisure activities as well as various holiday activities for young people 11 – 16 years old.	10 weeks of holiday care attracting 400 children per week. 7 weeks of open play in 6 areas, attracting over 500 children per week A minimum of 8 leisure activities per term during school holidays, attracting 200 children/young people to register each year	From April 2019 and annually thereafter.	10 weeks of day Care plans held in 2019/20 with an average daily attendance of 43 children.  689 children on average attending Bwrlwm events (a free open play scheme for primary age children) each week in 2019/20 which is an increase on 2018/19.  Collaboration with a number of organisations and individuals e.g. Urdd Gobaith Cymru, Re-Create, Mewn Cymeriad and Green City Events to hold a schedule of varied and fun workshops.  Over 85% of the children attending come from families where Welsh is not the language of the home.  15 holiday activities (including, sushi workshops, origami, circus skills, yoga) were arranged for 4-11 year olds, offering the opportunity to more than 125 children to use Welsh within social situations during the school holiday school. <b>Menter Caerdydd</b>

	Develop a programme of Welsh workshops and activities for children and young people.	Co-ordinate a menu of opportunities and aim to deliver 15 per term, attracting a minimum of 200 children and young people	From April 2019 and annually thereafter	<p>Held 4 regular clubs for 0-4 year olds including Wake up the Senses, Cardiff Small Musicians and Small Dancers. 47 children (on average) attended weekly.</p> <p>6 regular clubs for 4-11 year olds including dance, drama, instructional and yoga clubs. 18 children (on average) attending each club.</p> <p><b>Menter Caerdydd</b></p>
	Use Dydd Miwsig Cymru (Welsh language Music Day) as a way of attracting young people to take part in the Welsh Music Scene both socially and as artists.	Create a new Action Plan for Dydd Miwsig Cymru (Welsh language music day)	By October 2019	<p>A new action plan has been created to promote Welsh Music Day and to support young people and Welsh and Welsh speaking artists. Unfortunately there are delays in implementing the scheme as a result of lockdown and the number of locations that have closed as a result. It is expected that this work will resume in 2020/21.</p> <p><b>Welsh Government</b></p>
	Employ a Youth Officer to work with young people in Cardiff's Secondary Schools to develop new opportunities for young people to use their Welsh.	New Officer in post from September 2019	September 2019 – September 2020	<p>Youth Officer working across Cardiff with Welsh and Second Language secondary schools</p> <p>Work including workshops, weekly clubs, youth forums, organising regular activities for the young people of Cardiff and humanitarian projects. In March during the lockdown period, digital youth projects for young people were developed</p> <p><b>The Urdd</b></p>

	<p>Establish a 'Ciw Awn i Weld' for children to attend Welsh performances in groups with chaperones including added value e.g. meeting the cast, discussing the show, write a short review, back stage access all in Welsh.</p>	<p>Agree and develop approach with partners</p> <p>Pilot with a primary school</p> <p>Roll out to other Welsh medium primary schools</p>	January 2020	<p>No progress to report as the centres have closed and staff are furloughed over the lockdown period.</p> <p><b>Arts Council of Wales</b></p>
	<p>Increase Welsh language arts provision to children in Cardiff through a series of courses &amp; events, feed into the Urdd Eisteddfod's Arts &amp; Crafts competitions.</p>	<p>Contact art providers including venues and Creative Learning Agents to identify what can be delivered</p> <p>Delivery plan agreed with partners through consultation with Welsh medium primary schools</p>	September 2019	<p>Research underway following the recommendations of the Elen ap Robert report on Welsh language arts provision across Wales.</p> <p>Welsh drama lessons offered to 7-11 year olds at the Chapter Actors Workshop but now on a break as a result of the lockdown period.</p> <p><b>Arts Council of Wales</b></p>
	<p>Develop a Welsh scene (theatre or Rock) between a number of schools using the 'Noson Allan yr Ifanc' Scheme and the 'Ewch i Weld' grant</p>	<p>1 performance arranged as a pilot</p> <p>Evaluate and share findings with other schools</p> <p>Establish a 'Noson Allan' community network – arrangers and venues</p>	December 2019	<p>No progress to report as the Noson Mas scheme is paused.</p> <p><b>Arts Council of Wales</b></p>

		Establish a sub-group to look at Welsh arts provision in the city.	Sub-group to report back to Bilingual Cardiff Forum each quarter	September 2019	Sub-group meeting postponed to October 2020 due to lockdown period. <b>Arts Council of Wales</b>
1.6	<b>Develop opportunities for children and young people in English medium settings to positively connect with the Welsh language.</b>	Collect progression data from Early Years provisions (nursery groups) for the Schools so the Welsh Government can share it with the county to support the WESP. Encourage transition between the nurseries and the schools they feed.	Collect transition data from Cylchoedd Meithrin to Schools on an annual basis. Data is available from Welsh Government for every Local Authority from October onwards of each year.	April 2019-20	Continue to collect progression data between Cylchoedd Meithrin and Cardiff's Welsh Primary Schools.  Meetings held to discuss wrap around care provision across a range of settings in Cardiff and through the support of 30 Hour Childcare capital grants on primary school sites. <b>Mudiad Meithrin</b>
		laith ar Waith qualification provided in numerous disciplines across the college.	1200 learners	By April 2020	The laith ar Waith qualification was provided to several areas of learning including Health and Care, Childcare, Public Services and Sport. The qualification was also provided for the first time to staff learning Welsh through our Work Welsh course. <b>Cardiff and Vale College</b>

		Provide opportunities for the children and young people of Cardiff in English settings to engage positively with the Welsh language through Eisteddfodau / Camps / Sports and opportunities in the community.	4,500 children and young people enrolled by end of March 2020	April 2019 onwards January – March 2020 - Eisteddfodau April 2019 – March 2020 Urdd camps April 2019 – March 2020 Sports Activities	10 sports tournaments and 14 Eisteddfodau organised to offer activities for children of all ages.  4,700 children and young people are members of the Urdd in the region The Urdd National Eisteddfod in Cardiff Bay in June with over 90,000 attending and 15,000 competing  Over 3,000 Cardiff children and young people attended Urdd camps Over 200 children attending the Urdd's weekly activities in Cardiff ( <i>adrannau / uwch adrannau / aelwydydd</i> ). <b>The Urdd</b>
		Collaborate with Cardiff's secondary schools through the Welsh Every Day project to provide positive opportunities for young people in English medium settings to use the Welsh language.	An offer of 40 activities each year for 40 schools affording an opportunity to over 1,000 children and young people to use their Welsh	April 2019 onwards	Activities have taken place with a number of schools in Cardiff including: <ul style="list-style-type: none"> <li>• Welsh Clubs;</li> <li>• Activities of the Urdd camps;</li> <li>• Volunteering opportunities at the Urdd National Eisteddfod;</li> <li>• A Welsh language award scheme for the most promising learners within the area;</li> <li>• After school clubs;</li> <li>• Outdoor training and qualifications; and</li> <li>• Oral practice sessions towards examinations.</li> </ul> A Welsh gig organised jointly by the Urdd field staff and Clwb Ifor Bach. <b>The Urdd</b>

1.7	<b>Improve rates of progression between early years to post-16 education.</b>	Work with the primary and secondary schools and higher education settings to ensure a clear progression of Welsh education.	Throughout the year  Attendance to option evenings/events at the three Welsh medium secondary schools, as well as practical skills events with primary and secondary schools.	By May 2020	Presentations about the importance of the Welsh language in the field of work offered by CCAF officers at all options events and the provision has remained in virtual form during the lockdown period. <b>Cardiff and Vale College</b>
		Promote Cardiff Council's established Welsh Immersion Unit (primary & secondary) which provides intense Welsh language learning enabling children to gain a level of fluency to transfer to education in a Welsh-medium School.	Annual presentation for new parents of children aged 3-7  Regular social media promotion	By September 2019	The Council has promoted the Welsh-medium immersion unit on the Council's website, in the Admissions to Schools booklet and in correspondence with parents during the school admissions process. The immersion unit has, in recent years, operated at full capacity. The Council, in partnership with Cardiff's Welsh Education Forum, plans to establish a sub-group in summer 2020 to identify and prioritise opportunities and measures to further promote Welsh-medium education including the immersion unit. <b>Cardiff Council</b>
		Implement the Welsh in Education Strategic Plan 2017 – 2020	Increase the number of seven year olds educated through the medium of Welsh by 1.2%, from 15.2% in	By 2020.	Percentage of seven year olds educated through the medium of Welsh in 2019/20 is 16.8% (691 of 4,103) <b>Cardiff Council</b>

			January 2016 to 16.4% by 2020.		
			Increase the number of learners in year nine being assessed in Welsh (First Language) by 1.5% to 14.4%	By 2020	Percentage of year 9 pupils who have learned Welsh who are assessed in Welsh (First Language) in 2019/20 is 14.9% (544 of 3,658) <b>Cardiff Council</b>
			Increase the percentage of 17 year old learners studying 2 or more subjects through the medium of Welsh by 4% to 95%	By 2020	Percentage of 17 year old learners studying 2 or more subjects through the medium of Welsh in 2019/20 is 96% (313 o 325). <b>Cardiff Council</b>
		Increase awareness and encourage Young people to consider Welsh as a skills when seeking employment and training through a series of 1:1 presentations by the Welsh Language in Business Officer.	Visit all 3 Welsh Medium secondary schools by October 2019	By end of October 2019	Cardiff's first Welsh language careers fair 'Gyrfa Gymraeg' was held on 2 March 2020 at City Hall with 300 pupils from the three Welsh-medium secondary schools present to hear presentations from the city's main employers and a panel of successful entrepreneurs sharing their experiences, and the benefits of bilingualism in terms of employability. <b>Cardiff Council</b>  Menter Caerdydd staff visited two Secondary schools to promote the benefit of the Welsh language and to glean ideas from the students as to what they would like to

					<p>see as Welsh language social offerings in the city.</p> <p>Menter Caerdydd staff support the three schools' Management and Leadership day with Cardiff University – 16/12/19</p> <p>Work to promote the Welsh language as a skill has begun with students at Cardiff Met University – presenting to groups of students and discussing the importance of the language and seeing it as a skill.</p> <p><b>Menter Caerdydd</b></p>
1.8	<b>Ensure that the Welsh language is seen as a valuable skill for training and employment.</b>	Provide regular and up to date information to young people pertaining to work and apprenticeship opportunities that call for bilingual skills.	Develop a strategy in partnership.	By April 2020	<p>University of South Wales (USW) to run a pilot scheme offering employability modules through the medium of Welsh to business students and the creative industries.</p> <p><b>Cardiff and Vale College</b></p>
		Increase employers' awareness of the Welsh skills that learners have when they leave College and the added value that these skills provide for employers.	BC partners to arrange/attend job fairs and report annually on the number of fairs arranged/attended.	April 2019 – March 2020	<p>Careers Wales, Cardiff's first Welsh language careers fair, was organised on 2 March 2020, in conjunction with the Bilingual Cardiff Forum and strong representation from all partners on the day.</p> <p><b>Cardiff Council</b></p> <p>CAVC's #SiaradDysguByw campaign emphasises students' Welsh/bilingual rights at the College.</p> <p><b>Cardiff and Vale College</b></p>

	Provide opportunities for Cardiff's young people to volunteer with the Urdd and secure Welsh medium jobs.	50 volunteers	Sept 2019- Aug 2020	Volunteering and training opportunities and accreditations offered to young people in Cardiff <b>The Urdd</b>
	Continue to work with and promote the National Centre's 'Working Welsh' strategy as well as offering Language Awareness lessons and sessions to staff in a variety of organizations in Cardiff	6 Working Welsh intensive courses – dependent on winning tenders	July 2019	7 tenders were awarded to teach 7 intensive Work Welsh courses to organisations across Cardiff. Although we offer language awareness sessions no application was received during this period. <b>Cardiff University</b>
	Share the advantages of speaking two languages with Midwifery and Health Visitor students at Cardiff University and with child care students at the Cardiff and Vale Further Education College and pupils at the Welsh Secondary Schools	<p>Presentation to midwifery students</p> <p>Presentation to Heath Visiting students</p> <p>Presentation to Child Care Students at Cardiff &amp; Vale</p> <p>Mudiad Meithrin staff will attend 'Diwrnod Pontio' at Ysgol Gyfun Plasmawr</p>	<p>July 2019</p> <p>January 2020</p> <p>October 2019</p> <p>July 2019</p>	No sessions were held during this period. <b>Mudiad Meithrin</b>

## Section 2: Community and Infrastructure

REF	PRIORITY	OBJECTIVES	TARGET	TIMESCALE	UPDATE
2.1	<b>Promote the Welsh language as a unique selling point for Cardiff as a capital and core city and promote the 'Bilingual Cardiff' brand.</b>	Arrange a variety of events such as an open evening and business events during the year to promote the benefits of bilingualism and the Bilingual Cardiff vision.	4 – 6 Events during the year	From July 2019	<p>The <i>Speaking, Learning, Living</i> project was promoted on results days, and during induction week and freshers' fairs. 5 vocational courses and 45 academic staff have requested Welsh lessons as a result.</p> <p>4 open evenings were held on the College campus and one virtual event at the end of 2019/20.</p> <p><b>Cardiff and Vale College</b></p>
		Ensure that economic, business and tourism marketing information includes a reference to Cardiff as a bilingual city.	Undertake spot checks of marketing materials once a year	By April 2020	<p>All the Council's marketing resources are created bilingually and there are Welsh and English versions of the Visit Cardiff website. The marketing resources also include the Bilingual Cardiff logo to inform the public and partners that Cardiff is a bilingual city.</p> <p><b>Cardiff Council</b></p>
		Encourage private businesses who support the Welsh language to show or display the Bilingual Cardiff brand in their businesses e.g. taxis, buses, hotels etc and offer Welsh language	Relevant businesses and organisations to use the Bilingual Cardiff logo	from April 2019	<p>BC logo and brand is part of the business world package for the Urdd and National Eisteddfod.</p> <p>The shop front and signs Supplementary Planning Guidance received Cabinet and full Council approval in June 2019 including encouragement for them to be in Welsh.</p>

		courses to taxi and bus drivers.			Information on the licences and planning website offering details and support for businesses to increase their Welsh. <b>Cardiff Council</b>
		Implement the Cardiff Blues Welsh Language Policy.	<p>All future signage around Cardiff Arms Park to be bilingual. Ensure casual staff at home games have simple greetings in Welsh (i.e 'croeso', 'diolch' etc.)</p> <p>Strengthen relationships with Welsh language organisations, such as Tafwyl, and Welsh language media.</p> <p>Continually increase Welsh language content on Cardiff Blues' online presence (website and social media platforms)</p> <p>Introduce Welsh language on retail items such as clothing</p> <p>Enhance bilingual match-day experience,</p>	April 2019 – March 2020	<p>Cardiff Blues' first Welsh language podcast broadcast as part of its commitment to increasing the use of Welsh within the business.</p> <p>They have also increased the use of Welsh in their marketing and online content, the introduction of bilingual signs across The Arms Park, and collaboration with a number of Welsh language organisations and events including Tafwyl.</p> <p><b>Cardiff Blues</b></p>

			with regular bilingual announcements over the tannoy and music from Wales to be played over the PA  Support the promotion of Welsh-speaking athletes within the squad in the Welsh media		
2.2	<b>Increase the use of the Welsh language in all high profile and major events hosted in Cardiff, support existing Welsh-language community events and share good practice.</b>	Administer and maintain an electronic network promoting Welsh and Bilingual events across the city.	To reach a minimum of 7000 people across the city to promote our services	From September 2019 and continuously thereafter	The service continues to be one of the main sources of promoting Welsh and bilingual activities in the city with over 7,000 e-mail addresses receiving information about what is on in Cardiff.  Work to attract more to register continues throughout the year e.g. conversations with reception/nursery class parents, new users of our services, sharing leaflets at events etc. <b>Menter Caerdydd</b>
		Organise a Bilingual Cardiff Forum event to showcase the Forum's work and to celebrate International year of Indigenous Language 2019.	Deliver a showcase event	November 2019	Following discussion of priorities and need, the 'Gyrfa Gymraeg (a Welsh Language career) Cardiff's first Welsh language jobs fair was organised jointly (2 March 2020) showcasing the work of all partners as well as the value of Welsh as a skill for the world of work.  There are plans to ensure that Gyrfa Gymraeg becomes an annual event in the schools calendar.

					The Bilingual Cardiff Forum Twitter account was also launched @FforwmCdd to showcase the forum's work more widely. <b>Bilingual Cardiff Forum</b>
	Sponsor and have a strong presence in Tafwyl (Annual Welsh language community festival).	All partners to report back to the Bilingual Cardiff Forum	June 2019	Over 37,000 people enjoyed this year's Tafwyl at Cardiff Castle with an additional evening introduced for the first time (Friday evening). Tafwyl is a strong partnership between the public, private and voluntary sectors which enables Menter Caerdydd through grants and sponsorship and practical support (from a number of the forum's partners) to create a confident, free event in the heart of the capital city. <b>Menter Caerdydd</b>	
	Organise 10 Eisteddfod Cylch / Dance / Region / Art and Crafts events across Cardiff for over 3,500 children and young people and hold 10 sports competitions for over 3,000 children through the medium of Welsh.	10 Eisteddfod Cylch events with 3500 children & young people attending  10 Sport competitions with 3,000 children & young people attending	From April 2019 annually	10 sports tournaments and 14 Eisteddfodau organised to offer activities for children of all ages.  4,700 children and young people are members of the Urdd in the region The Urdd National Eisteddfod in Cardiff Bay in June with over 90,000 attending and 15,000 competing <b>The Urdd</b>	
	Permit Applications (events) to include conditions to ensure bilingual signs and publications.	Annual spot check	From September 2019	Conditions included within the supplementary documentation of licence applications for events that require the provision of bilingual signs and publications. <b>Cardiff Council</b>	

		Offer support by having presence at events – tailor marketing materials / courses information and short taster sessions	Eisteddfod yr Urdd Tafwyl Events in specific areas e.g. Butetown Carnival.	Summer 2019	The Forum's partners attend events such as Eisteddfodau, Tafwyl, Mela, 'National Play Day' etc.  It is proposed to create a full list of community events to ensure that one or more of the Forum promotes our work in each one. <b>Bilingual Cardiff Forum</b>
2.3	<b>Increase the visibility of the Welsh language within the city to reflect a 'Bilingual Cardiff' through existing planning mechanisms.</b>	Provide language awareness sessions, advice and practical support to small and medium businesses to introduce and use the Welsh language in business.	To hold a minimum of 5 sessions during the year	From September 2019	The Menter's Business Officer holds daily conversations with businesses across Cardiff and presents 6 formal sessions during the year. <b>Menter Caerdydd</b>
		Planning decision notices for applicable commercial applications to include recommendations to ensure bilingual signage.	Shop Front Guidelines and Signs and Supplementary Planning Guidance to be approved by Council (June 2019)  Prepare a 'best practice' guide with existing examples for businesses – October 2019	From September 2019	The Council's Shop Front Guidelines and Supplementary Planning Guidance received formal approval in in September 2019. <b>Cardiff Council</b>

		Adopt a new street naming policy that confirms existing bilingual street names and aims to give all new streets a Welsh name with the emphasis on using researched historical/heritage names for all new streets in Cardiff.	Cabinet approval for the street naming policy	July 2019	Policy approved by Cabinet on 24 October 2019. Intention to create an online resource containing the names and research and history behind them. <b>Cardiff Council</b>
2.4	<b>Introduce the Welsh language to new and emerging communities as a way of convening Welsh culture and promote Welsh language learning and Welsh medium education.</b>	Schools officer to visit every local secondary school to talk about Welsh education, learning Welsh and cultural awareness.	Deliver CAVC presentation regarding career opportunities to all local secondary schools to raise awareness of the benefits of bilingualism.	From July 2019	CAVC officers have attended the events of a number of Welsh and English schools to promote Welsh language issues within areas of learning and to deliver the #SiaradDysgyByw campaign at the College. <b>Cardiff and Vale College</b>
		Co-ordinate with the third sector to develop Welsh classes for new and prospective communities, including refugees and migrants, to identify further opportunities for new communities in the city to learn Welsh.	4 Welsh taster classes available	By January 2020	An Innovative Learning Officer was appointed during this period to co-ordinate and teach a range of informal courses and learning opportunities across the city but specifically in the Splott and Adamsdown areas. Courses specifically for refugees and asylum seekers were run in partnership with local charities (Oasis, Trinity Centre, Welsh Refugee Council). Welsh for the Family courses were also held within these communities in order to promote the Welsh language and Welsh-medium education

					among young families. All courses were free of charge. <b>Cardiff University</b>
		Complete the current projects concerned with the innovation grant for Welsh learning Centre (teaching in disadvantaged communities and teaching Assylum Seekers and Refugees).	Introduce the language to new communities and communities that are more difficult to reach through language classes and informal teaching.	July 2019	See above.  The classes for refugees and asylum seekers were held for the third year running. The lessons ended in March 2020 as a result of the lockdown period. <b>Cardiff University</b>
		Ensure that there's a Welsh language aspect to the activities and outputs of the CAER project: <a href="https://caerheritageproject.com">https://caerheritageproject.com</a>	Bilingual heritage interpretation with original material on the Welsh language in the area; Welsh medium activities for local schools 2019-22  <a href="https://www.cardiff.ac.uk/news/view/1463026-1.65m-community-project-to-reveal-6,000-year-old-hidden-historic-site-in-cardiff">https://www.cardiff.ac.uk/news/view/1463026-1.65m-community-project-to-reveal-6,000-year-old-hidden-historic-site-in-cardiff</a>	2019-2022	The project has been paused for the time being as a result of the lockdown period. <b>Cardiff University</b>
		Develop new Ti a Fi nursery groups through a Sefydlu a Symud scheme in new areas.	A new Cylch Meithrin at Ysgol Hamadryad , Cardiff Bay to offer wrap around care for the 3 year old pupils	From September 2019.	A new Cylch Meithrin has been opened on the premises of Ysgol Gynradd Gymraeg Hamadryad. <b>Mudiad Meithrin</b>

			who access part time Education		
		Promote our work in new communities across the city	Hold a series of Cymraeg i blant groups with new parents in Butetown and develop strong links with Health	April 2019 – March 2020	Welsh for Children groups held at Butetown Health Centre. <b>Mudiad Meithrin</b>
2.5	<b>Support Yr Hen Lyfrgell – Cardiff's Welsh Culture Centre to increase outreach activities and develop opportunities to showcase Cardiff's extensive Welsh language history and heritage.</b>	Establishing Menter Caerdydd's new office in Yr Hen Lyfrgell creating a Welsh hub and a seasonal programme of activities and campaigns in the City Centre	Seasonal programme prepared and circulated at the beginning of each quarter starting Summer 2019	From April/May 2019	The Menter's new Office has been established in the Old Library. Events ongoing e.g. learner sessions, dance & drama, shwmae s'mai, Miri Dolig and an opportunity to watch rugby games at the Centre. <b>Menter Caerdydd</b>
		Menter Caerdydd to lead on planning, co-ordinating and promoting events calendar to introduce Welsh to new audiences.	Events calendar prepared and circulated at the beginning of each quarter starting September 2019	From September 2019	Menter Caerdydd continues to promote and offer a wide range of varied activities throughout the year for all ages in order to provide opportunities for audiences across the city to enjoy Welsh-medium events. E@chlysur is one method used to advertise this provision, along with social media and advertising in Y Dinesydd. <b>Menter Caerdydd</b>

	Provide different vocational skills training sessions in Welsh.	In partnership with Menter Caerdydd, provide a variety of skilled based workshops in Welsh (e.g hair and beauty)	January 2020	CAVC officers have attended the events of a number of Welsh and English schools to promote Welsh language issues within areas of learning and to deliver the #SiaradDysguByw campaign at the College. <b>Cardiff and Vale College</b>
	Establish level of support to set up permanent committees to raise money for Welsh language promotion as a legacy of the Cardiff National Eisteddfod 2018 and report back to the Bilingual Cardiff Forum.	Feedback results to the Bilingual Cardiff Forum in September 2019	By September 2019	The Council has assessed the level of support and capacity to support the creation of permanent committees. As a result of this work it was agreed that the Canna Club at Pont Canna was the only group with the necessary resources to continue with the necessary work and they have been promoting supportive events through Facebook, Instagram and Twitter. <b>Cardiff Council</b>
	Hold the Tafwyl festival annually by working with the voluntary, public and private sector to create a 9 day national event in order to promote and raise the profile of the Welsh language and attracting Welsh and non-Welsh speaking communities to socialise and engage with the Welsh language, the Welsh	40,000 visitors to the event	June 2019 and every year thereafter.	37,000 people attended Tafwyl in 2019, with over 60 bands playing live, more than 60 partners and sponsors, 30 performances on the school stage, 30 fringe events over 9 days in the period leading up to Tafwyl, over 130 volunteers and staff involved in the event, 30 stalls and crafts and 15 street food stalls.  Over 98% believe that Tafwyl has a positive impact on the Welsh language. 15% of Tafwyl's audience learning Welsh and 10% non-Welsh speakers.  <b>Menter Caerdydd</b>

		music scene, literature, sports and culture.			
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### Section 3: Welsh Services and the Workplace

REF	PRIORITY	OBJECTIVES	TARGET	TIMESCALE	UPDATES
3.1	<b>Increase the number/percentage of Welsh speakers within the City of Cardiff Council and enable and support fluent staff, as well as staff who are learning, to use the Welsh language in the workplace, and encourage Bilingual Cardiff partner organisations to adopt the same approach.</b>	Provide Welsh lessons for CCAF tutors, and investigate the possibility of delivering these in partnership with other Bilingual Cardiff organisations.	Increase numbers on the Welsh in the Workplace project by 10%	September 2019.	35 staff have attended Work Welsh courses <b>Cardiff and Vale College</b>
		Ensure that all staff at WMC are offered 3 levels of Welsh lessons 1) 10 hour admission online 2) intensive course 3) refresher for fluent speakers. Share practical considerations and resources with BC Forum partners with a view to all partners following suit.	Students of the intensive course will sit the WJEC Admission exam		10 members of staff have completed an intensive Welsh course, 3 members of staff have started a virtual course for learners, and 8 members of staff have attended Work Welsh residential courses. <b>Wales Millennium Centre</b>
		Hold weekly informal coffi a chlonc sessions for all Bilingual Cardiff partners to give Welsh speakers of every level an opportunity to meet and practice.		Weekly from June 2019	Coffi a Chlonc sessions are held weekly. <b>Wales Millennium Centre</b>

3.2		Promote our Welsh for Adults courses (mainstream and summer intensive courses) as well as the Sabbatical Programme in order to increase the numbers that use Welsh within the organizations.	Minimum of 1000 learners on mainstream courses and 200 in the workplace.	Summer 2019-20	Please see previous update. <b>Cardiff University</b>
		Extend Mudiad Meithrin's Language Scheme (Cross the Bridge) to help develop the language skills of the staff and children at the nurseries	Target to be confirmed in September 2019	Timescale to be confirmed in September 2019	A new Manager has been appointed to lead on the work of extending the Welsh Language Scheme. The Scheme has now been published and the timetabling work will be prioritised for 2020/21. <b>Mudiad Meithrin</b>
	<b>Encourage Bilingual Cardiff partner organisations to provide Welsh language training and Welsh language awareness training to all Senior Managers and staff.</b>	Provide various training courses in Welsh e.g First Aid, Health and Safety, Level 2 and 3 Play Qualifications to the people of Cardiff.	To deliver a minimum of 6 training course per year	From September 2019 and annually thereafter	8 training courses held. The courses include various health and safety and first aid training attracting an average of 9 attendees to each one. <b>Menter Caerdydd</b>
	Ensure that Cardiff Council staff and managers attend language awareness courses and encourage other Bilingual Cardiff public organisations to adopt the same method.	Report annually on the number and percentage of staff who have received training	Annually	965 Cardiff Council staff attended Language Awareness sessions in 2019/20 (15% of the Council's staff).  Since the course was launched in September 2015 3441 staff have attended the sessions.  A new Language Awareness e-module is currently being developed to facilitate this	

					training. It is due to be launched in October 2020. <b>Cardiff Council</b>
	Cardiff Council to ensure that Welsh learner and improver courses are available to all members of staff who deal with the public and encourage other Bilingual Cardiff public organisations to adopt the same method.	Report annually on the number and the percentage of staff who have received training	Annually		158 Council staff (2.5% of all staff) have attended Welsh language training in 2019/20 including: <ul style="list-style-type: none"> <li>• a virtual Welsh Welcome course for learners;</li> <li>• Cardiff University Welsh language courses;</li> <li>• the 5 day residential course of the Work Welsh scheme;</li> <li>• Intensive Work Welsh courses; and</li> <li>• a range of courses provided in-house by the Council including taster courses, intensive courses, and specific training for reception staff.</li> </ul> <b>Cardiff Council</b>
	Various guest speakers from the Forum to hold sessions to raise awareness about their work / language awareness.	Programme of sessions	By July 2019		A number of sessions held and requests for Welsh lessons received. Further sessions had to be postponed as a result of the lockdown period. <b>Cardiff and Vale College</b>
	Ensure that reception staff in the Council's main offices, libraries and community hubs complete Welsh greeting and Welsh language awareness training and offer any	All reception staff to complete training	By April 2020		39 of the Council's reception staff received Welsh language training in 2019/20. The courses were held in September, October and December 2019. <b>Cardiff Council</b>

		face to face awareness training to other Bilingual Cardiff Forum partners.			
		Provide a course on the language immersing method for members of the AcadeMi and offer relevant training to Bilingual Cardiff partners where appropriate/relevant.	Target to be confirmed in September 2019	Timescale to be confirmed in September 2019	Mudiad Meithrin's new Welsh language policy has been published and shared with all AcadeMi members. <b>Mudiad Meithrin</b>
		Offer tailored training to the needs of the organisation, including a language awareness course that can be adapted for individual organisations.	3 Language Awareness courses – one each term (dependent on demand)	Summer 2019-20	No applications were received for Language Awareness courses. <b>Cardiff University</b>
		Ensure that every member of staff at the Centre receives language awareness sessions as part of their induction training and offer relevant training to Bilingual Cardiff partners where appropriate/relevant.	Refresher sessions are provided before major events	Continuous	All new staff receive language awareness training. <b>Wales Millennium Centre</b>
3.3	<b>Implementation of the Welsh language standards by</b>	CCAF communication department to provide Welsh lessons to all business assistants.	Provide training for all CAVC reception staff.	From July 2019	Training is provided for all staff at the College's centres of excellence. <b>Cardiff and Vale College</b>

	<b>relevant Bilingual Cardiff organisations resulting in increasing the availability and use made of Welsh language services.</b>	Notify assistants of lessons and specific events to improve Welsh skills.	Notification of lessons, taster sessions and courses to all academic staff by July 2019.	By September 2019.	The Welsh language is promoted in the weekly newsletter, on screens on all campuses, through films, social media and through events such as St Dwynwen's Day. There were also 'Everything Welsh' sessions to promote the opportunities, benefits and support available through the medium of Welsh. <b>Cardiff and Vale College</b>
		Hold monthly Mystery Shopper surveys on Cardiff Council Welsh language services.	Report findings to SMT and Bilingual Cardiff Forum annually	From September 2019 – March 2020	A comprehensive Mystery Shopping exercise of community hubs and libraries (telephone service and reception) was held in November 2019 and the results were reported to the Council's Senior Management Team in February 2020. Work will continue and expand annually to include more services and locations/departments. <b>Cardiff Council</b>
		Develop a mystery shopper programme with interested partners to report on the effectiveness of the Welsh services within those organisations.	Programme developed  Mystery shopper exercises.	By December 2019  To commence April 2020	A comprehensive mystery shopping programme was developed by the Council and the results of the first exercise were reported to the senior Management Team in February 2020.  It was planned to expand and extend the mystery shopping to other organisations from April 2020 but these exercises had to be postponed due to the lockdown period. <b>Cardiff Council</b>
3.4	<b>Demonstrate a strong commitment to the Welsh</b>	Administer the Phone Book – Directory, which outlines the Welsh services	To conduct one campaign during the year to expand the phone book	September 2019	Promotional campaign is part of the day-to-day work of the Welsh Language Byd Busnes Officer to encourage businesses offering a Welsh language service to share

	<b>language in collaboration arrangements and 3<sup>rd</sup> party contract and commissioning documents and ensure Welsh language considerations are included from the outset.</b>	available in the city to promote and raise awareness of private businesses and public services.			their details on the website in order to promote their offer. Number of businesses promoted here increases year upon year <b>Menter Caerdydd</b>
		Implementation of Microsoft's CitizenBot platform to deliver AI-driven, conversational, automated customer service via chatbot (online and Facebook messenger), voice channels, and virtual assistant technologies (Alexa, Siri etc)	A fully bilingual CitizenBot	March 2020	Bobi the Dragon (the Council's Citizenbot service) was launched in February 2020. The full range of services has been delayed as a result of the Covid 19 crisis and a full relaunch of the service is expected in early 2020/21. <b>Cardiff Council</b>
3.5	<b>Increase opportunities for people to receive Health &amp; Social Care in Welsh.</b>	Organise a bilingual childcare and health and social care conference.	Conference to be scheduled	Between September 2019 – March 2020	The conference scheduled for March 2020 has been postponed as a result of the lockdown period. <b>Cardiff and Vale College</b>
		Ensure that the 'Active Offer' of Welsh services is shared with all members of staff in Social Services and within commissioned services.	Provide staff training on the 'Active offer' each quarter.		March 2020
		Include a Welsh service within third party and independent contract details, service level contracts	Communicate the requirements of the Welsh language standards with all new contractors.	March 2020	All third party and independent contracts service level agreements and grant processes are reviewed by the Council's Legal Department to ensure appropriate Welsh language requirements and services

		and grant finance processes where needed.			are included and referenced. In addition staff must complete a form before engaging with the tender process which includes an assessment of the need for Welsh language services. These requirements are subsequently communicated to all contractors. <b>Cardiff Council</b>
		Maximise ability to provide services in Welsh. Where gaps in the workforce capacity to provide services in Welsh is noted these should be reflected in the organisation's Bilingual Skills Strategy.	Increase the number of staff within Social Services with Welsh language skills by 20%  Report on the numbers annually in the Welsh language standards annual report	April 2019 – March 2022	166 Social Services staff with Welsh language skills in 2019/20. This compares with 126 in 2018/19 and represents an increase of 32%. <b>Cardiff Council</b>
3.6	<b>Examine the way our services are offered to the public and work with specialists in language choice architecture to ensure equitable linguistic choice.</b>	Ensure a Welsh stand and/or presentation in fresher's week and open evenings to promote studying in Welsh or bilingually including information on availability of Welsh courses.	Increase awareness of the bilingual opportunities available to new learners at CAVC.	September - October 2019	A number of open evenings held briefly and virtually in 2019/20 to promote bilingualism across the College. <b>Cardiff and Vale College</b>
		Conduct initial research and experiments, and/or if prudent, discussions with other bodies, to look at the question of how minor changes	Conclusions to be presented to Bilingual Cardiff by end of September 2019	By September 2019	Initial research was undertaken, and Dr Jeremy Evas, Head of Language Behaviour Change and Language Technology Welsh Government, presented an item on The Architecture of Selecting Welsh Language Interfaces and Education to the Bilingual

		<p>can influence the choices made when using computerised Council services via different language choice architectures, in order to ascertain which ones are the most likely to ensure the highest level of use in Welsh.</p>			<p>Cardiff Members' Working Group on 7 October 2019. <b>Bilingual Cardiff Forum</b></p>
		<p>Conduct research centred on parents of pre-school age children to ascertain what linguistic choice architecture mechanisms and/or considerations the Council may need to put into place in order to increase the number of parents who chose Welsh medium education for their children in Cardiff.</p>	<p>Use the research findings and conclusions to inform service system changes (if any) in time for the next school admissions round in early November</p>	<p>July – End of October 2019</p>	<p>Initial research was carried out on the education website, and in particular the school admissions form, and Dr Jeremy Evas, Head of Language Behaviour Change and Language Technology Welsh Government, presented his recommendations to the Leader of the Council, the Cabinet Member for Education, and Senior officials of the Education Department on 9th January 2020. <b>Bilingual Cardiff Forum</b></p>

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**CARDIFF COUNCIL ANNUAL STATUTORY WELL-BEING  
REPORT 2019-20****LEADER (COUNCILLOR HUW THOMAS) & CABINET MEMBER  
FOR FINANCE, MODERNISATION & PERFORMANCE  
(COUNCILLOR CHRIS WEAVER)****AGENDA ITEM: 3**

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**Reason for this Report**

1. This report is the Council's annual performance report, providing an assessment of the progress made in the delivery of the administration's Capital Ambition priorities as expressed within the Corporate Plan 2019-22. This report also enables the Council to discharge a number of statutory obligations, such as the publication of an Annual Statutory Well-Being Report as required by the Well-Being of Future Generations Act (Wales) 2015 and meet the requirement under the Local Government (Wales) Measure 2009 to publish an annual report.

**Background****Capital Ambition – the Administration's Priorities for Cardiff**

2. Following the local government elections on 4 May 2017, a new Council Administration was formed. To outline its ambitions for the city the Administration set out a new policy programme, entitled 'Capital Ambition', which included its key priorities and associated delivery commitments for the municipal term from 2017 to 2022. Approved by the Cabinet on 6 July 2017, Capital Ambition allowed the Council to establish the delivery agenda for the organisation and its staff.
3. Since its approval by Cabinet in July 2017, a number of major policy commitments set out within Capital Ambition have either been achieved or significantly progressed. There have also been significant developments which the Council and its partners must respond to, including managing the impact of the UK leaving the European, responding to the declaration of a Climate Emergency and addressing the potential implications of the Local Government and Elections (Wales) Bill. For these reasons the Administration chose the mid-point of the municipal term to review and refresh its policy agenda. The Cabinet approved an updated version of Capital Ambition on 23 January 2020 to

provide a refreshed statement of the Administration's priorities and commitments for the remainder of the municipal term.

#### Delivering Capital Ambition: The Council's Corporate Plan and Delivery Framework

4. The Corporate Plan translates the political priorities of Capital Ambition into deliverable organisational objectives. The Council's budget was also developed in tandem with the Corporate Plan to ensure an alignment between the Council's budget and its corporate priorities. The Well-Being of Future Generations (Wales) Act 2015 requires the Council, as a public body, to publish Well-Being Objectives and how it plans to achieve them. These Well-being Objectives were set in the Council's Corporate Plan 2019-22:
  - Cardiff is a Great Place to Grow Up
  - Cardiff is a Great Place to Grow Older
  - Supporting People out of Poverty
  - Safe, Confident and Empowered Communities
  - A Capital City that Works for Wales
  - Cardiff Grows in a Resilient Way
  - Modernising and Integrating our Public Services
5. The Council's Annual Statutory Well-Being Report is the annual review of performance against the commitments set in the Corporate Plan 2019-22. It includes:
  - The strategic self-assessment of the Council's performance for the reporting year against each of the Well-being Objectives (Appendix 1).
  - A detailed update – with RAG Rating – against the Key Performance Indicators included within the Corporate Plan 2019-22 (Appendix 1a).
  - A detailed narrative update – with RAG rating – against the Steps included within the Corporate Plan 2019-22 (Appendix 1b).

#### Assessing the Impact of COVID 19

6. Covid-19 emerged in January 2020 and its impact was not felt in Cardiff until the final weeks of March 2020, though the Council and partners began planning a multi-agency response to the pandemic in February 2020. The impact of the pandemic on Cardiff and Council services was therefore not felt until the final weeks of the reporting period covered by the Annual Well-being Report (1<sup>st</sup> April 2019 to 31<sup>st</sup> March 2020).
7. However, the Covid-19 crisis has had a significant impact on all Council services, on public service partners and on the city. It will also remain central to the future planning and delivery of Council services over the course of 2020/21, and potentially beyond. The impact of the pandemic is therefore considered throughout the Annual Wellbeing Report in relation to each Wellbeing Objective, focussing particularly on the risks and challenges the crisis has created and the response of the Council and its partners in meeting these challenges in 2020/21. A separate

report detailing the impact of the Covid-19 crisis on the city and on Council services from March 2020 – July 2020 is attached as Appendix 1c.

### **Delivering Capital Ambition: Council Performance**

8. The Council continues to evidence a broad pattern of year-on-year improvement across a range of Council services, with the delivery of key Capital Ambition projects demonstrating clear progress.
9. The Council's performance against the majority of national indicators continues to improve. The latest figures demonstrate that the Council is above the Welsh average in nearly 60% of nationally comparable indicators and the Council was joint second in terms of local improvement for 2018/19 and joint top for most improved Council in Wales in 2017/18. National indicators sets have not been released for 2019-20 due to Covid-19 so comparisons to other Welsh Local Authorities cannot be made.
10. In terms of citizen satisfaction with services and facilities, for the second year running, Cardiff was ranked first for the number of people satisfied with the quality of local public services, according to the 'National Survey for Wales', the all-Wales survey conducted for the Welsh Government. When asked their views on whether their local authority provides high-quality services, 58% of surveyed residents in Cardiff replied that they agreed, the highest in Wales. The results of the National Survey for Wales mirror the opinion of Cardiff citizens in the Ask Cardiff 2019 survey, which found that 60% were satisfied with the services the council provides. The Ask Cardiff 2019 survey found that areas that citizens were particularly satisfied with included Cardiff's parks and open spaces, libraries and hubs and street lighting; however, areas for improvement included youth services & activities for young people, road maintenance and services for the disabled.
11. There are a number of areas where there is demonstrably strong progress in delivering Capital Ambition and improving the performance of key services for residents. Further detail and evidence is included in the strategic self-assessment of the Council's performance (Appendix 1), with areas of progress including:
  - A consistent improvement in educational attainment and the launch of the Cardiff 2030 vision.
  - Continued progress in delivery of new Council houses.
  - The introduction of the Family Gateway pilot and the adoption of a new strategy to shift the balance of care in Children's Services.
  - Effective demand management in care for older people and completion of refurbishments to day centres.

- The integration of into work services to provide an enhanced offer with the corporate apprenticeship scheme exceeding targets.
  - The level of NEETs is now at the Welsh average, down from the highest in Wales in 2012.
  - Attaining Living Wage City status and increasing the number of Living Wage employers by 5,295 to 35,538 people.
  - Securing funding for the regeneration of Cardiff Central Station and Indoor Arena progressing.
  - Agreeing a new operator for the New Theatre.
  - The submission of a Clean Air Plan and subsequent agreement for a funding package to deliver major transport, public realm and environmental improvements.
  - The approval of a 9MW Solar Farm at Lamby Way.
  - A continued channel shift towards digital services, including good take up of Cardiff App.
12. However, the Council faces some significant challenges going forward, particularly in relation to financial resilience over the medium term and in improving performance in identified service areas.

#### Corporate Improvement Priorities

13. The Annual Statutory Wellbeing Report 2019-20 highlights a range of performance challenges. Key issues include:

#### Looked After Children and outcomes for the vulnerable children

14. Outcomes and services for vulnerable children remains an area of performance challenge for the Council. The number of children in the care system continued to rise in 2019/20 as did the number of referrals to the Multi-agency Safeguarding Hub. An increasing number of children placed in high-cost residential care is in turn placing budgetary pressure in Children's Services and across a number of other Council services. A number of operational issues, including the timeliness of carrying out key function (such as assessments, visits, reviews) needs to improve, as does the number of assessments resulting in a care and support plan. In terms of staffing, the vacancy rate for Children's Social Workers has increased to 38% at 31 March 2020 against a target of 24%.
15. Improving outcomes for key groups of vulnerable children remains a priority, with educational outcomes for groups of vulnerable learners remaining low despite overall improvement in attainment, and the number of children leaving care not in education, training or employment below target. Furthermore, too many young people in Cardiff are being drawn into crime and having entered the youth justice system, continue

to offend. An independent review conducted in 2019, and a more recently published inspection report by Her Majesty's Inspectorate of Probation, raised a number of concerns relation to governance, performance management and outcomes for vulnerable young people who rely upon the service that need to be addressed in 2020/21.

16. In order to address these long standing performance issues a new Strategy and Delivery model for Children's Services was approved by Cabinet in 2019/20, and programme of service change initiated. This included an enhanced focus on prevention, with new Children's Services Strategy and Commissioning Strategy and, in November 2019, the full launch of the Cardiff Family Advice and Support Service. Allied to this, a new locality service delivery model began to be implemented, with the roll-out of 'Signs of Safety' continuing, and a new Recruitment Strategy agreed and in place. In response to the performance challenges in the Youth Offending Service a highly experienced Chair has been appointed, a new governance structure has been put in place and a new two year Youth Justice Services Development Strategy, 'All Our Futures,' has been developed and launched by the Cardiff Public Services Board (in Q1 2020/21).
17. Given the scale and complexity of the issues it is anticipate that these changes in policy and practice will take time to embed and deliver impact, and so this will remain an area of improvement focus for the Council throughout 2020/21.

#### Waste management and street scene services

18. The Cabinet identified that significant operational issues were leading to performance, budget and public perception challenges in this service, with key performance metrics in relation to recycling targets and street cleanliness requiring improvement, allied to the need to address financial pressures and ongoing governance and assurance challenges.
19. Over the course of 2019/20 a robust management response and reform programme was developed to address these longstanding issues. These include the establishment of new management arrangements and a focus on performance management, including a data-led approach to service development and problem resolution. Progress was also made in relation to work force reforms with a move towards bank holiday working, permanent staff recruitment and a significant improvement in workplace Health and Safety arrangements. Continued focus will be required over the course of 2020/21 to ensure that this reform programme delivers sustained improvement.

#### Sickness absence

20. Sickness absence rates remain a longstanding area of corporate challenge and were higher than the target for 2019/20. An analysis of short and long term absence demonstrates that significant and sustained improvements have been made in the management of short term

sickness absence, but long-term absence, particularly relating to non-work related stress, has continued to increase.

21. Over the course of 2019/20 strengthened management practice, focussing in particular on the active management of long term sickness in Directorates, has been introduced alongside additional preventative measures, with a focus on staff well-being a key part of a wider refresh of workforce development. As a result of these intervention there was a reduction in long-term absence in quarter 4 2019/20, and improvement that continued through the Covid-19 crisis.

#### Financial pressures

22. The Council continues to face significant financial pressures, with ongoing challenges relating to the planning and delivery of departmental efficiency savings. The overall directorate outturn position for 2019/20 showed an over spend of £8.629 million whilst a shortfall in departmental savings in 2019/20 demonstrated the importance of robust savings plan and a discipline to realising savings. Departmental efficiency savings for 2020/21 were therefore robustly reviewed for achievability in order to deliver as planned. Enhanced service planning was undertaken in a number of areas grappling with strategic challenges to ensure clear accountabilities, metrics and targets – in order to ensure there is a realistic cost base was set.
23. Looking forward, the Covid-19 crisis will have significant financial implications for the Council over the course of 2020/21 and beyond. Within certain directorates additional expenditure will have been incurred and losses of income experienced. A key consideration will be the focus and duration of concerns as directorates grapple with the service delivery challenges associated with COVID-19. Work is ongoing to establish the full financial impact of the crisis, both short and medium term, and this has, and will be, reported to Cabinet and Council. Whilst the Council is working closely with Welsh Government to ensure the financial impact of responding to COVID-19 is minimised, there remains a risk that not all lost income will be recovered.

#### Corporate Landlord

24. Significant progress was made over the year in relation to the Corporate Landlord function, which represents a significant service for the Council in terms of the level, risk and liability which needs to be managed effectively. A number of key strategic issues were progressed in 2019/20, including delivery of the 21st Century Schools Band B programme, ensuring key services have capacity to deliver the asset maintenance programmes, and embedding the Landlord Consent process across the whole non-domestic estate. 2019/20 also saw significant improvement in Health and Safety Compliance and a number of operational improvements completed, including a new 'One Front Door' facility and Landlord Consent Process; School Building Handbook; Non Domestic Building Maintenance Frameworks; new Property Database (Technology

Forge); and the completion of visual condition surveys for operational estate.

25. The Covid-19 crisis has had a significant, and potentially long-term, impact on the Council's approach in this area. This rapid readjustment of number of corporate working practices, including migrating to home and agile working on a previously unprecedented scale, will demand a focus on digital technology, workforce development and assets and property. The opportunity to embed new working practices are clear with potential for productivity gains, efficiency savings, service improvements and greater flexibility for staff.

### **Scrutiny Consideration**

26. The Policy Review & Performance Scrutiny Committee is due to consider this item on 15 September. Any comments received will be circulated at the Cabinet meeting.

27.

### **Reason for Recommendations**

28. To recommend the Council's Annual Statutory Well-Being Report 2019-20 to Council in time for the report to be published by 31 October 2020.

### **Financial Implications**

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

### **Legal Implications (including Equality Impact Assessment where appropriate)**

30. The recommendation is made for the purposes of enabling the Council to comply with its legal duties as outlined in this report.

The decision about these recommendations has to be made in the context of the Council's public sector equality duties. The Council also has to satisfy its public sector duties under the Equality Act 2010 (including specific Welsh public sector duties). Pursuant to these legal duties, Councils must in making decisions have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. The Protected characteristics are: age, gender reassignment, sex, race – including ethnic or national origin, colour or nationality, disability, pregnancy and maternity, marriage and civil

partnership, sexual orientation, religion or belief – including lack of belief. If the recommendations in the report are accepted and when any alternative options are considered, the Council will have to consider further the equalities implication and an Equality Impact Assessment may need to be completed.

The Well-Being of Future Generations (Wales) Act 2015 (“the Act”) places a ‘well-being duty’ on public bodies aimed at achieving 7 national well-being goals for Wales – a Wales that is prosperous, resilient, healthier, more equal, has cohesive communities, a vibrant culture and thriving Welsh language, and is globally responsible. In discharging its duties under the Act, the Council has set and published well-being objectives designed to maximise its contribution to achieving the national well-being goals. The well-being objectives are set out in Cardiff’s Corporate Plan 2020-23.

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

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

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

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

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

## **RECOMMENDATIONS**

Cabinet is recommended to:

1. delegate authority to the Chief Executive, in consultation with the Leader of the Council and Cabinet Member for Finance, Modernisation & Performance, to make any consequential changes to the Annual

Statutory Wellbeing Report 2019-20 following receipt of comments from the Policy Review & Performance Scrutiny Committee.

2. Subject to recommendation 1, approve the Annual Statutory Wellbeing Report 2019-20 for consideration by Council.

<b>SENIOR RESPONSIBLE OFFICER</b>	<b>Paul Orders</b> <b>Chief Executive</b>
	11 September 2020

*The following appendices are attached:*

Appendix 1: Annual Statutory Wellbeing Report

Appendix 1a: RAG Rating against the Key Performance Indicators included within the Corporate Plan 2019-22

Appendix 1b: A detailed narrative update – with RAG rating – against the Steps included within the Corporate Plan 2019-22

Appendix 1c: A report on the impact of Covid-19 on Cardiff and Council services.

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# Annual Well-Being Report 2019/20

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## Leader's Introduction

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

In Capital Ambition we set out our policy agenda for making this happen. Our Corporate Plan provides a detailed programme of delivery. This report provides an update on our performance against the commitments we set in our Corporate Plan, and in so doing, it assesses the delivery of our Capital Ambition agenda, over the period April 2019-March 2020.

I am proud of the progress we continue to make. We have launched a new vision for education, with the performance of Cardiff schools showing a notable improvement over the past five years. We introduced the Family Gateway pilot and adopted a new strategy to shift the balance of care in Children's Services.

Our work to promote the Real Living Wages has seen thousands more people get a fair day's pay for a fair day's work, and our award-winning Council homes programme is giving people across the city access to high-quality housing.

Our ambitious economic development agenda is supporting a city economy that is crucial for Wales, delivering thousands of new jobs each year. A new vision to transform the way we move about the city has also been launched with plans already being delivered to improve air quality.

There are challenges too and areas where we know we must do better. We are not content with being one of the best recycling cities in the world and recognise that more must be done to drive up recycling rates. This report also acknowledges that outcomes for vulnerable children still need to improve, with targeted interventions in areas where rapid improvement is essential. These will represent priorities for improvement over the year ahead.

Rightly, this report shines a light on the areas where we know we must do better, not just on our achievements and accomplishments.

Clearly, the emergence of COVID-19 has represented an unprecedented challenge for Local Authorities and partners, affecting almost every aspect of service delivery. As we move forward, repurposing our services and priorities to contain the spread of the virus, supporting the most vulnerable and driving forward economic recovery will form a central part of the Council's agenda.

Covid-19 emerged in January 2020 and its impact was not felt in Cardiff until the final weeks of March, though the Council and partners began planning our response in February. And so, even though the impact of Covid-19 wasn't felt during the period that this report covers, such has been the consequence of the disease on public services and city life that I felt this report could not be prepared without consideration of the future risks and challenges that Covid-19 will present to Cardiff.

I have therefore requested that a report covering the impact of Covid-19 be produced and included as an appendix, and that the impact of the pandemic on the future delivery of each Well-being Objective be considered throughout the report.

Ultimately, this report evidences the progress my Administration has been making across all areas of service delivery and city development, and in delivering Capital Ambition for the people of Cardiff. We continue to demonstrate a strong track record of delivery with many achievements in 2019/20 changing the lives of residents for the better.

As always, my thanks go to all Councillors, staff, partners and citizens who have helped to make many of the great things included in this report happen, and to everybody who has given their all over recent months in meeting the challenge of the pandemic. As Leader, I could not be prouder of the work of this Council.

**Cllr Huw Thomas**  
**Leader – Cardiff Council**

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## About this report

The Council’s Corporate Plan – ‘Delivering Capital Ambition’ – translates the Administration’s political priorities into deliverable organisational objectives.

This Annual Well-being Report provides an end of year summary of the progress made in delivering the Corporate Plan.

<b>The Corporate Plan 2019-22 includes:</b>	<b>The Annual Well-Being Report 2019/20 includes:</b>
<b>Well-being Objectives:</b> The Corporate Plan 2019-22 includes seven Well-being Objectives which set out the outcomes the Council wants to achieve, which reflect the political priorities of the Administration and the aspirations shared with public service delivery partners. (Statutory Requirement)	A strategic assessment of each Well-being Objective and an analysis of progress.
<b>Steps:</b> For each Well-being Objective, the Council identified a number of steps that it would undertake to help achieve the Well-being Objective. (Statutory Requirement)	An appendix which provides a detailed update against each step.
<b>Key Performance Measures:</b> The Council identified a number of measures to support and give an indication of progress throughout the year against each Well-being Objective.	An appendix which includes an update against each of the Key Performance Measures.
<b>Targets:</b> Where appropriate, targets against Key Performance Measures are set to indicate the desired level of performance.	A clear indication of whether targets have been met.
<b>RAG ratings:</b> Key Performance Measures are assigned a RAG rating within a set tolerance level. Green is where the result is on or above target, Amber where the result is within 10% of target, and Red where the result is greater than 10% from the target.	A RAG assessment is provided for both steps and Key Performance Measures.

It is important that the Annual Well-being Report is considered in the wider context of the Council’s Corporate Reporting landscape. Alongside the Statement of Accounts, Annual Governance Statement and Corporate Risk Report, the Annual Well-Being Report helps provides a rounded view of organisational performance.

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

Head of Performance and Partnerships, County Hall, Atlantic Wharf, Cardiff Bay, CF10 4UW  
E-mail: [performance@cardiff.gov.uk](mailto:performance@cardiff.gov.uk)

## The Council at a Glance – Serving the City

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

- Schools and education
- Collecting bins
- Maintaining parks and cutting the grass
- Cleaning streets
- Providing services for older people and people with disabilities
- Managing housing stock
- Looking after children who are in care
- Maintaining roads and highways

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

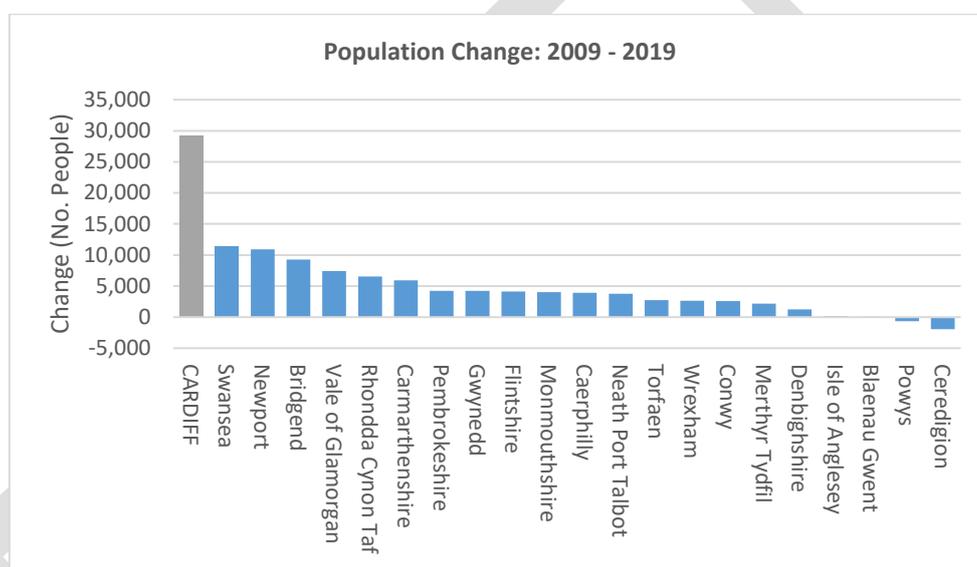
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## Cardiff in 2020

This section of the Annual Well-being Report considers some of the major trends impacting the city and provides a wider context for considering organisational performance.

### Growth and Demographic Change

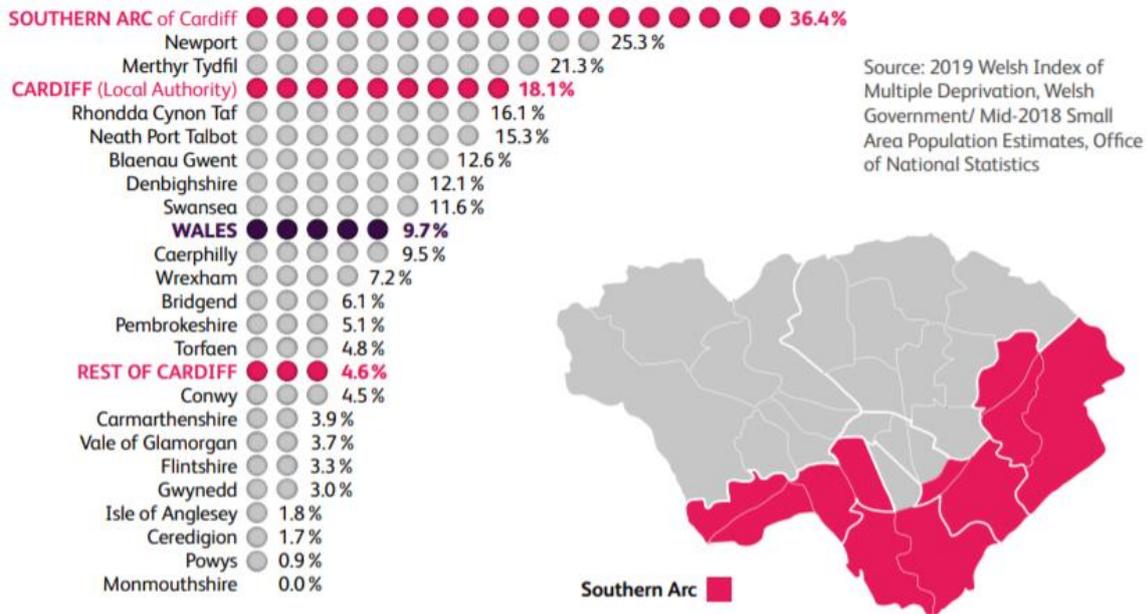
Over the last decade (2009-2019), Cardiff grew by around 9%, or 29,200 people, and this growth is set to continue. That so many people are choosing to live and work in Cardiff is good news, but it will strain our city's infrastructures and whole new communities will need to be built. Growth will also put new and increasing demands on our public services. This is because the city's population growth will not be spread evenly across age groups. For example, younger people will require more schools and more teachers, while a greater number of older people – particularly those over 85 years old – are more likely to access their GP or need help from social care services.



### An Unequal City

The gap between rich and poor in the city is too wide, and it is growing. For example, unemployment rates in Ely are around fifteen times higher than those in Lisvane. Differences in health outcomes are even more pronounced, with a healthy life expectancy gap of between 22 and 24 years between the most and least deprived communities. In fact, if the 'Southern Arc' of Cardiff, from Ely in the West to Trowbridge in the East, was considered a single Local Authority, it would be far and away the most deprived in Wales. This deprivation damages too many lives, it places pressure on public services and it breaks the bonds that help to create a strong society. In addition to economic inequalities, the gap in outcomes for those of different ethnicities, gender and those living with a disability remain too wide.

Percentage of Population Living in 10% Most Deprived Areas of Wales



### Meeting the challenges of Covid-19

The Covid-19 pandemic represents an unprecedented challenge for the Council and for Cardiff. It has impacted nearly every aspect of public service delivery and demanded change and adaptation at unparalleled pace and scale. Whilst the essential service model was initiated in response to the lockdown, most Council services have now restarted, either fully or in a new and adapted way, to meet the restrictions of social distancing.

The impact of Covid-19 will continue to be felt for the months, and possibly years to come, with the coming autumn and winter likely to prove challenging. The scale and pace of partnership working and service innovation seen in the crisis thus far will need to continue for the duration of the pandemic, and beyond.

The Council is extremely concerned about the impact of the virus on certain groups, particularly in relation to the link between deprived and BAME (Black, Asian and minority ethnic) communities and a higher risk of death from Covid-19, and is committed to doing all it can to ensure that the pandemic does not deepen the inequalities that already exist in the city.

### A Period of Economic Disruption and Challenge

The full economic impact of Covid-19 is yet to be felt, but the increasing number of business closures and rising unemployment figures point to an emerging economic crisis. Employment in the UK fell by the largest amount in over a decade between April and June 2020 and claimant count unemployment has doubled in Cardiff between January and June of the same year. With over 40,000 people in Cardiff on the UK Government's 'furlough' scheme, which is due to end in October, the numbers of people out of work are expected to rise significantly, with the youngest workers, oldest workers and those in manual or temporary occupations hit hardest during the pandemic. Local businesses, particularly in the hospitality, leisure and

cultural sectors in the city centre, are also facing significant financial pressure and the continued inability to operate at full capacity due to social distancing restrictions. The Covid-19 economic crisis will precede a period of potentially significant economic disruption as the UK leaves the European Union when the 'transition period' ends in December 2020, with Cardiff having been identified as one of the UK's major cities most economically exposed to the risks of a 'no deal' Brexit.

### **Financial Outlook**

The level of revenue funding announced for 2020/21 was significantly better than the planning assumptions published in summer 2019 in the Council's Medium Term Financial Plan. The [Budget Report for 2020/21](#) makes clear, however, that *"whilst the improved funding position for 2020/21 is welcome, it should be noted that the position for 2021/22 and beyond is much less certain. The Ministerial statement accompanying the settlement indicated that the positive 2020/21 position "does not mean that austerity is over"*.

Since then major risks to the Council's budget position have emerged, not least the ongoing costs and lost income associated with responding to Covid-19, though the full scale of the impact is not yet known. Many of the underlying budgetary challenges facing the Council also remain. These financial challenges follow a decade of austerity over which time the Council has made almost a quarter of a billion pounds in cumulative savings and reduced the number of its non-school staff by 22%.

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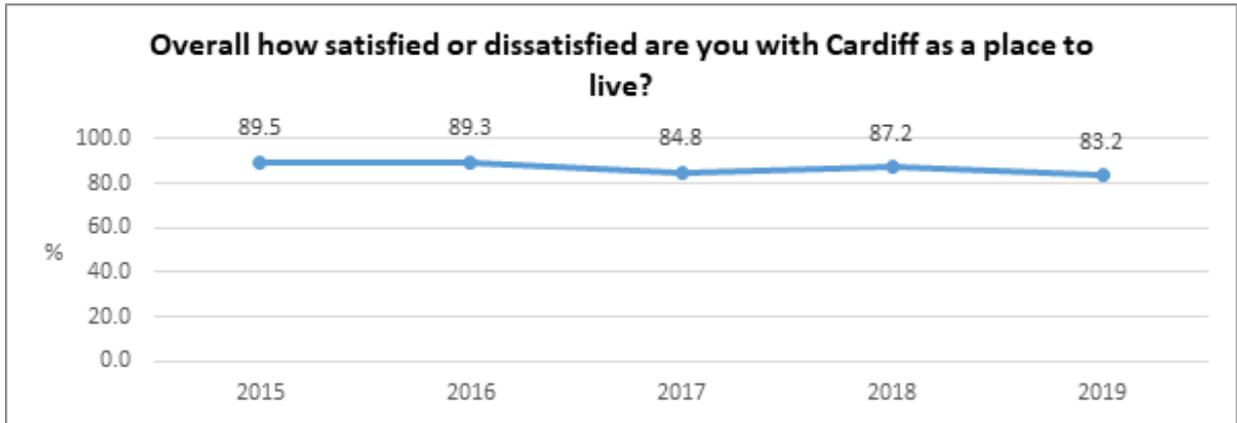
## Engaging With Our Residents: Overall Citizen Satisfaction

In the most recent National Survey for Wales, undertaken in 2019/20, **Cardiff was ranked as the top Local Authority in Wales when citizens were asked whether their Local Authority provided high-quality service.** The National Survey for Wales is a large-scale survey of adults in Wales – involving around 12,000 people each year – covering a range of topics such as well-being and people’s views on public services. The study is run by the Office for National Statistics on behalf of the Welsh Government.

Local Authority	Agree	Neither agree nor disagree	Disagree
<b>Cardiff</b>	<b>58</b>	<b>22</b>	<b>21</b>
Gwynedd	57	22	21
Denbighshire	55	26	19
Rhondda Cynon Taf	54	20	25
Carmarthenshire	53	25	22
Conwy	52	25	23
Monmouthshire	52	19	29
Flintshire	51	19	30
Pembrokeshire	51	23	26
Torfaen	49	22	29
Isle of Anglesey	48	25	27
Neath Port Talbot	47	21	31
Vale of Glamorgan	46	28	26
Ceredigion	45	30	25
Caerphilly	44	25	31
Newport	44	24	32
Swansea	42	29	29
Merthyr Tydfil	37	23	39
Wrexham	34	30	36
Powys	34	29	36
Bridgend	34	23	43
Blaenau Gwent	29	21	51

The results of the National Survey for Wales were broadly consistent with the local ‘Ask Cardiff Survey’. Each year the Council engages directly with Cardiff residents, via the Ask Cardiff Survey, to hear their views and [consult on a wide range of policies, plans and proposals](#) affecting the local community. **The annual Ask Cardiff Survey provides people living and working in Cardiff the opportunity to share their experiences of public services.**

Results of the most recent Ask Cardiff Survey, undertaken in 2019, found that **60% of residents surveyed were satisfied with the services the Council provides**, and **83.2% of respondents were satisfied with Cardiff as a place to live.**



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## Review of Well-being Objectives

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

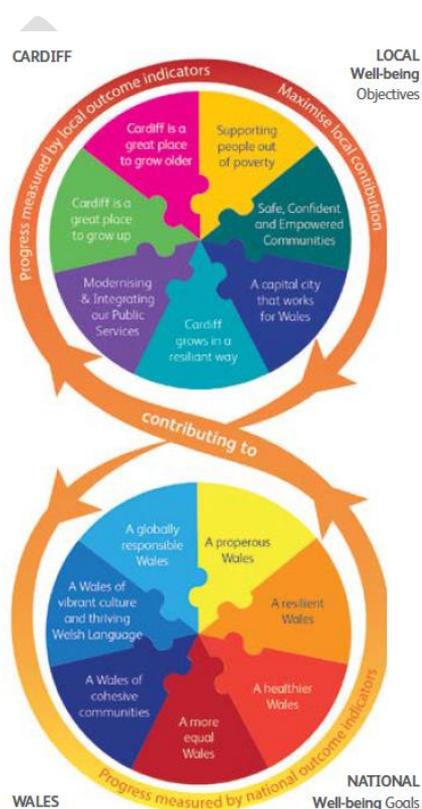
All reasonable steps are being taken to meet the Objectives and our Objectives remain consistent with the Sustainable Development Principle.

## Contribution to National Well-being Goals

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

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

A full set of outcome indicators is published annually by the Cardiff PSB, most recently in the [Cardiff in 2019](#) analysis, which provides an annual snapshot of how the city is performing. A [Cardiff in 2020](#) analysis is currently underway taking into account the impact of the pandemic, and will be reported to the Cardiff PSB in due course.



## How We Self-Assess our Well-being Objectives

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

- **Progress against the Council's Key Performance Measures** – A number of performance measures are identified within the Council's Corporate Plan which help show the progress made in delivering the Well-being Objectives. Where applicable, targets are set against these performance measures to demonstrate the desired level of achievement. Performance measures are assigned a RAG status: **Green** where the measure is on or above target, **Amber** where the result is within 10% of the target and **Red** where the result is greater than 10% from the target.
- **Progress against the steps in each Well-being Objective** – The Council included a number of steps in the Corporate Plan to help achieve the Well-being Objectives. Monitoring the progress of these steps provides an understanding of what has been achieved and where further work is required.
- **Inspection Reports** – The Council is subject to a number of inspections from regulatory bodies including the Wales Audit Office, Estyn (Education) and the Care Inspectorate Wales. Their findings help the Council to assess areas of strong performance, as well as identifying areas that require improvement.
- **Surveys and Citizen Feedback** – The annual Ask Cardiff Survey, as well as more specific consultation and engagement work, provide residents an opportunity to share their views on a wide range of the Council's services. From this, areas of strong performance can be identified, along with those areas where Cardiff's citizens feel the Council needs to improve. Similarly, complaints and compliments provide a valuable source of information on performance. The Annual Well-being Report is normally considered by Cabinet alongside the Annual Complaints Report; however due to staff re-deployment as a result of Covid-19, the Complaints Report will be considered later this year.
- **Finance Monitoring** – The Council's Outturn Report 2019/20 serves to inform of the Council's financial position in respect of the year ending 31<sup>st</sup> March 2020.
- **Feedback from Scrutiny Committees and Audit Committee** – The Council responds to the issues raised and recommendations made by the Scrutiny Committees, which help inform performance improvement.
- **Risk** – The Council's Corporate and Directorate Risks are considered as part of a rounded view of performance, and the Annual Well-being Report is prepared and considered by Cabinet alongside the Council's Annual Corporate Risk Report.

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

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

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

#### Self-Assessment of Performance for 2019/20

For 2019/20 the following self-assessment of progress was made, following consideration by the Council's Cabinet and Senior Management Team.

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

## Well-being Objective 1.1:

### Cardiff is a great place to grow up

#### Context

For many children and young people in our city, Cardiff is a great place in which to grow up. Education provision and the achievements of learners are both improving. The city offers a wealth of opportunities in sports, leisure and culture and, as the economy develops, there are a widening range of job opportunities within reach. To help ensure children and young people can access the opportunities the city has to offer, the new Cardiff 2030 strategy sets out how education can serve all learners to succeed during a period of significant societal, economic, environmental and technological change.

However, not all of our young people are benefitting from the opportunities on offer, and more needs to be done to address this inequality in achievement, participation and progression into employment. To ensure that Cardiff is a great place in which our children and young people thrive, we committed to:

- Making Every School in Cardiff a Great School
- Becoming a Child Friendly City
- Supporting Vulnerable Children And Families

#### Key Successes in 2019/20

##### Making Every School in Cardiff a Great School

- The performance of Cardiff schools has shown notable improvement over the past five years and reflects a focus on education as a key component of Capital Ambition. Results for the academic year 2018/19 show that Cardiff schools performed well across a wide range of key performance indicators at all key stages. This includes strong performance in Key Stage 4 when compared to the Central South Consortium (CSC) and Welsh averages.
- The Council has intervened in schools where standards were unsatisfactory and has continued to make good progress in improving the overall quality of education, as evidenced in the outcome of Estyn inspections and school categorisation. The number of schools categorised as Green has increased. In January 2019, 70 out of 127 schools were Green schools, compared to 65 in January 2018. The number of Red schools has reduced.
- Of the 21 Cardiff schools inspected during the academic year 2018/19, 16 were judged to be good or excellent for standards, 17 for well-being, 15 for teaching and learning, 17 for care, support and guidance, and 16 for leadership and management.

- There has been continued improvement with Cardiff performing well in relation to CSC and Wales in the attainment gap between pupils eligible for free school meals and those not eligible. The educational outcomes of Children Looked After is improving, with those educated in Cardiff schools achieving better outcomes than those out of county. However they still remain too low.
- Outcomes for learners who are Educated Other than at School (EOTAS) are improving. 2018/19 results show that the performance of EOTAS learners, when using the narrow GCSE measures, is still too low. Academic and vocational provision for EOTAS learners has been strengthened and consistent measures of well-being have been agreed.
- Plans for the next phase of investment in the school estate, Band B of the 21<sup>st</sup> Century Schools Programme, are underway. The £284m programme will increase the number of places available, improve the condition of the school estate and improve teaching and learning environments. This includes schemes for St Mary the Virgin Primary School and four high schools – Fitzalan, Cantonian, Willows and Cathays.

### **Becoming a Child Friendly City**

- Cardiff is progressing to becoming a ‘child friendly city’ where all children and young people have an equal chance to thrive and reach their potential. This requires partners to work together to make a city where the voices, needs, priorities and rights of children and young people are at the heart of public policies, programmes and decisions. The Child Friendly City strategy was launched in November 2018 and Unicef accreditation is on track for 2021.
- The participation of children and young people in their own education, through the involvement of young people in the programme, continues to improve. Schools have made significant achievements towards becoming Rights Respecting. 65 schools have now received an award in the programme.

### **Supporting Vulnerable Children and Families**

- In July 2019, **the Council published its Children’s Services ‘Delivering Excellent Outcomes’ Strategy**. The strategy sets out a range of priorities for supporting children, particularly those who are vulnerable to or have entered the care system. Key to this will be effective local provision for those on the edge of care and reducing the need for out-of-county placements where outcomes are likely to be less positive.
- In November 2019 the Cabinet agreed a new commissioning strategy called **‘Right Homes, Right Support’**. This emphasised nine commissioning priorities to improve the response to the needs of our Children Looked After. Key priorities include; being closer to Cardiff, the development of additional local capacity and a focus on better mental health and well-being support for our Children Looked After.
- There is now a clear vision, strategy and plans that support high standards of operational delivery and improvement in areas where it is needed. This analysis is supported by that

of Care Inspectorate Wales in their annual performance letter and in the improvement priorities set out in the Director of Social Services Annual Report for 2019/20.

- **A new Cardiff Family Advice and Support Service was launched** in November 2019.
- Ty Storrie respite home was successfully transferred into the Council from an external provider in June 2019. Whilst there have been challenges in relation to staff recruitment, the additional investment in the respite home has meant that at full staffing capacity, the home is able to offer an additional 480 nights of respite per year.
- The Council worked in partnership with residential care providers for children to develop their services in Cardiff. There have been 18 new residential beds in the city since 2018 with a further 11 in the independent sector planned by the end of 2020/21.
- **A joint Child and Adult Exploitation Strategy has been developed to protect children and adults from the risk of harm and abuse**, focusing attention on new and emerging themes of child and adult exploitation such as modern slavery. A key priority will be working with partners to develop an approach to contextual safeguarding, recognising that outside of the family unit the different relationships that young people form in their neighbourhoods, schools and online can lead to exploitation, violence and abuse.
- **A new locality service delivery model has been implemented**; Signs of Safety continues to be rolled out; and the all-Wales Safeguarding Procedures have been launched.
- **A new recruitment strategy has been adopted** to support the recruitment and retention of children's social workers, with the approval of a market supplement for social workers in frontline teams as part of the 2020/21 budget.
- A new partnership was agreed between Cardiff Council and the YMCA through which the referral process for young carers to receive support has improved. The Young Carers project, which started just before the Covid-19 crisis struck, has developed a number of online activities and support groups for young carers and their families during Covid-19.

## **Key Challenges and Risks**

### **Impact of Covid-19**

- **All schools must plan for the full return to school for the new academic year in September 2020 following the recent announcement by the Welsh Government.** All schools in the city reopened on 29<sup>th</sup> June 2020 for a three-week period prior to the end of the summer term with robust health & safety procedures adopted. These included space-capacity assessments and risk assessments to establish volume, appropriate furniture lay-out, movement flows and use of external spaces were all considered prior to opening using best practice from the Council's Community Hubs.

- **Strict hygiene and cleaning regimes will need to be introduced in schools**, ensuring good hand-washing practices, contact point cleaning and the thorough cleaning of school spaces. The enhanced cleaning regime will bring with it cost pressures and will need to be embedded into delivery.
- **Delivery of the Schools Organisational Plan within existing timescales will need to be reviewed by the Schools Organisation and Access Planning Programme Board.** With delay anticipated across some construction projects as a result of Covid-19 and some slippage likely, overall programme delivery within the agreed timescale is still achievable.
- **Supporting routes into employment, particularly for more vulnerable groups, will need to be prioritised** given the anticipated fall in employment and commentators predicting that young people will be disproportionately affected.
- Given the decision to cancel examinations this summer as a result of the Covid-19 pandemic **the alternative assessments approach adopted have caused anxiety for many learners.** The progression of young people will need to be closely monitored.
- **Children’s Social Services:** Work must be undertaken to prepare for the reintroduction of more face-to face work with children and families.

## Education

- **Improving the attainment of vulnerable children:** Over a period in which resources have been significantly reduced for the central education budget, and reduced, although less so, in the schools budget, school standards have nevertheless improved. This indicates improving value for money in the significant spend on education in Cardiff. However, for a minority of learners the system is not working well enough. This includes:
  - Continuing to address the impact of poverty on educational achievement, in particular tackling the decline in the performance of eFSM (eligible for Free School Meals) pupils in the primary phase and the gap in performance between eFSM and nFSM (not eligible for Free School Meals) pupils at the end of Key Stage 4 in certain measures.
  - Reducing the still noticeable variation in the standards achieved by schools with comparable FSM pupil populations.
  - Improving outcomes for Children Looked After, particularly where these children and young people are placed outside of Cardiff.
  - Ensuring that the curriculum offered to pupils who need to be educated other than at school (EOTAS) is broad and balanced and enables them to achieve and gain recognised qualifications in line with their needs and potential. Simultaneously ensuring that the need to transfer pupils out of mainstream settings is minimised through robust graduated responses to individual pupil needs within school.
  - Strengthening the support and range of opportunities available to enable our most vulnerable young people to transition successfully from statutory schooling to ongoing education, training or employment post 16.

- **Working together to improve the well-being of all children and young people:** Well-being has been highlighted as a priority for young people in Cardiff, and key to being ready and able to learn. The majority of children and young people in Cardiff report positively when asked about their well-being, and school attendance is good overall. However, children and young people are increasingly calling for integrated and accessible services, which promote their well-being and help them to deal with the pressures of everyday life.
- **Ensuring sufficiency and improving the learning environment:** Alongside the completion of the Band B school investment programme, there are challenges in relation to meeting sufficiency requirements, particularly for secondary and additional learning needs (ALN) places, and short-to medium-term risks relating to poor building assets that need to be addressed.
- **Supporting routes into employment, particularly for more vulnerable groups:** The percentage of young people not in education, employment or training (NEET) as at the end of the academic year 2018/19 was 2%, which reflects sustained improvement in progression. However, opportunities remain to better connect young people with career opportunities and pathways beyond school, particularly those from vulnerable groups who may be facing challenges to secure positive destinations. Similarly, care leavers not in employment, education or training remain a concern. Youth Service provision has been realigned to improve support for vulnerable groups, with measures including:
  - Strengthening the links between formal, non-formal and informal learning;
  - Provision of additional mentoring and targeted support for key groups who find it challenging to access wider youth services;
  - Provision of a designated street-based youth service team;
  - Collaboration with a range of other agencies to widen the reach and tackle mental health and reduce the risk of homelessness, and;
  - Appointing a digital youth work officer.

### Children's Social Services

- **The number of children in the care system is continuing to rise, placing budgetary pressure in Social Services and across a number of Council services.**
  - **Demand pressures:** The numbers of Children Looked After are continuing to increase with the number of referrals into the Multi-Agency Safeguarding Hub (MASH) also increasing.
  - **Financial pressures:** There is an increasing number of children being placed into high-cost residential care, placing budgetary pressure in Children's Services and across Council services.
  - **Operational challenges:** The timeliness of carrying out key functions (assessments, visits, reviews) remains an area of focus, with some high levels of assessments not resulting in a care and support plan. The 38% vacancy rate for Children's Social Workers against a target of 24% also remains a long-standing area of challenge (see below).

- **Poor outcomes for key groups:** Educational outcomes for key groups of learners remain low despite overall improvement in attainment e.g. Children Looked After, EOTAS. Poor outcomes for vulnerable children over the longer term disrupt life chances and impact public service delivery.
- **Social worker vacancies:** The level of Children’s Social Worker vacancies remains high: 38% against a target of 24% at year end. Significant strides have been made in appointing to vacant posts with a net increase of 28 social workers expected to be realised in the second quarter of the 2020/21 financial year. The implementation of the market supplement from April 2020 and developments in the use of social media will also assist with the recruitment drive.
- **Poor outcomes for young people in the Youth Justice system:** Too many young people in Cardiff are being drawn into crime and having entered the youth justice system, continue to offend. At the heart of meeting these challenges is understanding and addressing the root causes as well as providing the support needed to safeguard and divert young people away from harm and exploitation. In particular, this will rely on securing improvement in the city’s Youth Justice Service. In spring 2019, the Chief Executive requested that more senior, as well as additional technical, input was required to address some of the emerging concerns in relation to governance of performance of the Youth Justice Service. An independent review of the service was commissioned in July 2019 and its findings were reported in September. A plan of action was being developed when HM Inspectorate of Probation (HMIP) gave notice they would be inspecting the service in January this year. Both the independent review and HMIP raised similar concerns, particularly in relation to governance, performance management and outcomes for vulnerable young people who rely upon the service. In response to these concerns, a highly experienced Chair was sought and appointed, and a new governance structure has been put in place. **A Youth Justice Service Development Strategy has since been developed and launched by the Cardiff Public Services Board (in Quarter 1 2020/21)**, a two-year plan for transforming Cardiff’s Youth Justice Service.

## Forward Look: Areas of Focus

### Education

- Schools to plan for a full return in September 2020 following the recent announcement and publication of relevant guidance by the Welsh Government.
- Supporting Cardiff schools to introduce Curriculum for Wales 2022 in all year groups up to and including year 11 by 2026. In doing so, to draw on the resources of the city to bring the 'Cardiff Curriculum' to life for all learners through authentic experiences.
- Promoting and fulfilling children's rights by continuing to build a Child Friendly City in partnership with Unicef UK by 2021.
- Reshaping and enhancing specialist provision and services for pupils with additional learning needs to ensure sufficient, high-quality provision is available to meet the current and projected need.
- Providing an integrated model of Youth Support Services, built on high-quality youth work, to remove barriers to engagement and participation.
- Delivering the new schemes within the £284m 'Band B' programme of school investment.
- Investing in digital infrastructure, equipment and new learning technologies for schools to support the implementation of Curriculum for Wales 2022.
- Promoting and supporting the growth of the Welsh Language to help meet the Welsh Government's 'Cymraeg 2050: A million Welsh speakers' strategy by expanding the provision of Welsh-medium education and promoting Welsh in English-medium education.

### Children's Social Services

- Ensuring sufficiency and quality of workforce and services against the backdrop of increased needs and demands following the pandemic period is the highest priority for Children's Services.
- Shifting the **balance of care** and placement sufficiency, including accommodation for care leavers.
- Ensuring that the **child's lived experience** is at the centre of all the service's improvement practice.
- **Deliver 'All Our Futures', the new Youth Justice Strategy** and action plan, and delivering the improvements required in Cardiff Youth Justice Service which were evidenced by an inspection led by HMIP undertaken in January 2020.

- **Continuing to strengthen relationships** with the rest of the Council, and with partners, focussed on delivering what matters to the children and young people for whom the Council exercises corporate parenting responsibilities. The commitments and actions of leisure, education, employment and training, housing, health and well-being services will be as important to children and young people as that of social services.

**Self-Assessment of Performance:** Satisfactory progress

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## Well-being Objective 1.2:

### Cardiff is a great place to grow older

#### Context

As the city grows, and life expectancy continues to increase, the number of older people living in Cardiff aged between 65 and 84 is expected to rise significantly. Though the majority of older people are in good health, increased life expectancy has meant a greater number of people suffering from ill health in later life and relying ever more on public services.

To meet this challenge, the Council is working with partners to join up social care, health and housing, with the goal of keeping people happy and healthy, living in their own homes and local communities, for as long as possible. With a need to find working solutions to immediate pressures and long-term challenges, the Council has committed to:

- Joining up Social Care, Health and Housing Services
- Creating Age-Friendly Communities
- Becoming a Dementia Friendly City

#### Key Successes in 2019/20

##### Joining up Social Care, Health and Housing Services

- Across the year **almost 58,000 hours of support was provided by the Community Resource Team**. The team provides support before, during and after an individual's discharge from hospital, helping with the right balance of care and independence.
- **A new triage model was developed with partners in the Health Service**, and following a successful trial at University Hospital of Wales, plans are in place to roll out the approach at Llandough and St David's Hospitals. The **new model delivered improvement in the number of people discharged with no service required**, and the number of declined Community Resource Team slots.
- The 'Get Me Home' and 'Get Me Home Plus' services continue to provide a first point of contact for patients in the hospital, with **support provided by the Council to enable them to leave hospital sooner and continue to live independently at home**. People have timely access to well-being support from a 'pink army' of workers, or care and support when needed. Throughout the year **the 'Get Me Home' service has supported 1,223 people out of hospital and back to their own accommodation**. Delayed Transfers of Care have been at historically low levels over the last three years as practice has improved at the interface between hospital and community.

- **The Accelerated Cluster Model Pilot has commenced in the South West Area.** To avoid unnecessary re-admissions and to provide greater support in the local community, the integrated community hub is informed when a patient is discharged from hospital and weekly multi-agency meetings are then held to ensure that the patient is fully supported with regards to both their physical health and overall well-being.
- **The recommissioning of domiciliary care provided the opportunity to explore new approaches to delivery with providers.** Covid-19 has meant that pilots have been put on hold and procurement timelines have been revised for contracts to be in place by April 2021. Care Inspectorate Wales (CIW) noted in their annual performance letter that the domiciliary care, which is the cornerstone of any system of social care, is well developed in Cardiff which contrasts with fragility in many other parts of Wales and the UK. There are over 50 providers providing care and support. This position is in contrast to many other areas of Wales where the market is described as fragile.

### Creating Age-Friendly Communities

- **The Older Persons Housing Strategy continues to be implemented across Cardiff.** Planning permission has been secured at the Maelfa and St. Mellons older person schemes which will see the delivery of over 100 'care-ready' older persons flats. The development of a care-ready specification has set a high standard for adaptable, attractive and well-designed older person housing options.
- **The programme to refurbish three day centres across the city was completed with the refurbishment and reopening of Fairwater Day Centre in July 2019.** The centre's new layout and improved facilities saw positive outcomes for both users and staff as well as increased usage and referrals to the service following its reopening.
- **The Council's Day Opportunities Team successfully supported approximately 200 individuals to re-connect with their community,** helping to address loneliness and social isolation by directing individuals to opportunities within local groups and third sector organisations.

### Becoming a Dementia Friendly City

- **The launch of a bilingual Dementia Friends e-learning module saw Cardiff become the first Local Authority in the UK to make Dementia Friends training mandatory across its workforce.** This good practice approach has been shared widely with other organisations and Local Authorities, including Welsh Government.
- **The Council's Dementia Friendly awareness and engagement programme** successfully delivered a number of high-profile initiatives to raise awareness across the city. City Hall was illuminated on World Alzheimer's Day and Dementia Friendly Cardiff participated in Falls Awareness Week in collaboration with Public Health Wales.
- Cardiff continues to embrace its Dementia Friendly status. **Almost 800 Dementia Friendly events were delivered in 2019/20,** predominantly through the Community Hubs, whilst

the numbers of Dementia Cafés has continued to increase. Other Dementia Friendly activities, such as Low Impact Functional Training (LIFT), continue to be taken forward. Work also continues to progress with the business community to increase the numbers pledging their commitment to work towards becoming Dementia Friendly.

## Key Challenges and Risks

- Covid-19 is recognised as having a disproportionate impact on older people, with age and underlying health conditions prominent determinants of a person's risk factor.
- **Covid-19 has added to the already significant demographic and cost pressures on residential and nursing care**, with the number of placements in both these areas initially increasing and costs in nursing care continuing to rise. Additional capacity may be required in order to adhere to requirements to isolate following hospital discharge and as contact tracing is implemented, there are risks highlighted by care providers that they may experience business continuity issues if there is a period when significant proportions of staff cannot work.
- **As social distancing requirements continue**, it is anticipated that the pressure on families and vulnerable people, alongside the support of those discharged from hospital, will result in **significantly increased demand for services** across the spectrum of social services provided by the Council and partner organisations.
- **Covid-19 lockdown restrictions have meant that day opportunities and support to address loneliness and isolation have been unable to take place**. The reintroduction of services to support a demographic who will be considered at high risk and vulnerable to exposure of the virus will require careful consideration and negotiation with service providers.
- As businesses across the city seek to recover and adjust to the requirements of Covid-19 and challenging economic headwinds, retaining a focus on Dementia Friendly may prove difficult.
- The number of Council staff undertaking Dementia Friends training across the Authority stands at approximately 30% (1,884 individuals) and **corporate action will be put in place to meet the 100% compliance target for Council staff** by April 2021.
- The **average number of calendar days taken to deliver a Disabled Facilities Grant will need to be accelerated** to meet targets. In 2019/20 capacity issues with contractors prolonged the completion times on work awarded and, while in-year changes saw improvements in the second half of the year, improved performance will be necessary to ensure the desired turnaround times are achieved.
- The continued scale of **population growth and increasing demand** pressures associated with people as they grow older will represent an ongoing challenge for the Council,

particularly given the serious implications for Council budgets should the demand for acute and costly services not be effectively managed.

### **Forward Look: Areas of Focus**

- Building on existing successes the Council will continue to work with colleagues from Cardiff & Vale University Health Board to **enhance models of support and further innovate to join up social care, health and housing** to make sure that individuals are enabled to return home safely as soon as they are fit and healthy and to empower people to remain independent at home.
- **The recommissioning of domiciliary care contracts** based on a new operating model, co-produced with providers, will be central to achieving the vision of outcome-focussed, locality-based, sustainable care.
- Services working to reduce social isolation are being adapted to enable them to operate in the current climate. Independent Living Services are focused on digital inclusion for the older community, including signposting community groups to sources of funding for devices.
- As a result of the Covid-19 crisis there will be an increased need for social care services. The carefully constructed plans to 'shift the balance of care' prior to the Covid-19 crisis will be reviewed, and assumptions revised as the Council and its partners move through a period of stabilisation and reconstruction.

**Self-Assessment of Performance: Good progress**

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

### Context

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

- Becoming a Living Wage City and Supporting the Foundational Economy
- Helping People into Work
- Tackling Homelessness and Rough Sleeping

### Key Successes in 2019/20

#### Becoming a Living Wage City and Supporting the Foundational Economy

- **In 2019/20 Cardiff was recognised as a Living Wage City** as part of the new 'Making Living Wage Places' scheme. As of 31<sup>st</sup> March 2020 there were 108 Living Wage employers in Cardiff paying 35,538 people the real Living Wage. Over a 37-hour week, this puts an extra three quarters of a million pounds directly into the pockets of workers every week. The Cardiff Living Wage Action Group has launched their three-year action plan 'Making Cardiff a Living Wage City', which will continue to seek an increase in the number of accredited Living Wage employers and number of people working for Living Wage employers by 2022, and to encourage small business, 'anchor organisations' and major employers in Cardiff to become accredited through the Council's Living Wage Accreditation Support Scheme. A further 5,295 people were paid the real Living Wage during 2019/20.
- The Council continued to **support the foundational economy by implementing its Socially Responsible Procurement Policy**, ensuring that local people and communities benefit from the money the Council spends on goods and services. The Social Value Measurement Framework and Social Value Portal were set up ready for use in 2020/21 and will provide an opportunity for the local economic impact of local employment and use of local supply chains to be taken into account in the award of contracts

#### Helping People into Work

- The **Council used its size and scale to help people into work by creating 152 apprenticeship and trainee opportunities**, an increase of 20% over the annual target of

125. Work was also been undertaken to ensure that these individuals can access qualifications through recognised training providers during their placements.

- The **Council's employment support services continued to outperform against targets, with 1,050 clients supported into employment following advice and support through the Gateway and £15.8m additional weekly benefits identified for clients by the City Centre Advice Team.** Effective engagement work with employers was on track throughout the year until the cancellation of two job fairs in March due to Covid-19, with 191 employers supported, just below the annual target of 200.
- Integration of employment support continues with the addition of the Bright Start Service providing education and training opportunities for Children Looked After.
- The Covid-19 crisis brought with it an opportunity to **expand the number and type of enquiries that can be answered by Advice Line staff.** During March 2020, the number of lines increased from four to 30 to cope with the immediate response to lockdown. In addition to crisis-relevant topics such as shielding callers, changes to Universal Credit and the Cardiff food operation, staff are now able to answer enquiries about Adult Learning, digital support and library enquiries.
- The Council took **action to support residents with the roll-out of Universal Credit (UC),** including training all Hub staff, reviewing digital provision across the city and making recommendations to the Department of Work and Pensions about the impact on citizens. While the Council aimed to support and assist 1,500 customers with their claims for UC in 2019/20, over twice this many individuals were actually supported (3,348). This figure remained high in Quarter 4 (876) despite two weeks of lockdown.

### Tackling Homelessness and Rough Sleeping

- **Extending the capacity of the Housing First scheme to make better use of the private rented sector progressed well in 2019/20** with nine private sector tenancies in place by Quarter 3, with additional tenancies secured later on in the year.
- Despite unprecedented pressures, services continue to respond well to demand with **1,795 people successfully prevented from becoming homeless throughout the year.** There were 200 multi-agency interventions that supported rough sleepers into accommodation and 89% of people experienced successful outcomes through the Homelessness Reconnection service.

### Key Challenges and Risks

- The Covid-19 crisis has hit, and will continue to hit, those who are living in poverty the hardest. Analysis at a UK and Wales level shows that those living in the most deprived areas were most at risk of becoming severely ill or dying from Covid-19. In any resurgence of the virus, this risk will remain. Similarly, analysis has shown that the economic crisis caused by the pandemic will have a disproportionate impact on those people already

living in poverty, with low-paid or low-skilled sectors, and those that traditionally employ younger people, such as hospitality or leisure services, particularly hard hit.

- **With unemployment rising, Into Work, Money Advice and Housing services will face increased demand across the city** – for example, the number of citizens required to claim Universal Credit has already nearly doubled between March and August, including people who have no prior experience of accessing benefits.
- The alignment of Into Work and Adult Learning has been delayed due to Covid-19, and there remains uncertainty about the future funding of Adult Learning.
- **Homelessness and Rough Sleeping:** In recent years, like all major British cities, Cardiff has experienced a dramatic rise in the number of people homeless or rough sleeping. Working with our partners it has been possible to make significant progress in reducing the number of individuals sleeping rough and in March 2020 Cardiff had achieved the lowest level for six years. At the beginning of March 2020 there were 30 rough sleepers in Cardiff, down from 84 rough sleepers the previous year. The key presenting need for those rough sleeping was substance misuse, although the complex nature of the issues faced by these individuals meant that most also had other challenging health needs. In addition, there were 140 individuals in emergency accommodation, 98 of whom were sharing sleeping spaces and were required to leave the accommodation during the day. In addition to the emergency accommodation, more than 600 individuals were living in hostel and other supported accommodation.

While devastating in terms of population health and economic outcomes, the Covid-19 crisis has driven reform, at pace, in how the city's homeless people and rough sleepers are supported in order to ensure that the virus did not spread within this very vulnerable group. In the first three weeks of the crisis, 140 clients were rehoused into accommodation where they could shield/ self-isolate. In total 182 units of supported accommodation have been established during the crisis. The experience of the response to the pandemic so far, combined with the work previously undertaken to review Cardiff's current service model, has made clear the pressing requirement to continue to provide additional accommodation with multi-agency support into the long term to meet the needs of single homeless people in Cardiff. The Council will therefore need to progress a new model of homeless provision in Cardiff, supported by additional funding from the Welsh Government, through the delivery of the 'No Going Back' strategy.

### **Forward Look: Areas of Focus**

- **The Council's new vision for homelessness services 'No Going Back' was approved by Cabinet in July 2020.** The vision responds to the new reality as a result of Covid-19 and aims to prevent homelessness whenever possible, identify need through a multi-agency triage approach and provide good-quality supported accommodation. The provision of support to achieve successful move-on for families and individuals will also be a priority.
- An **Economic Task Force** has been convened to develop a strategy and action plan focussed on minimising the impact of redundancies across the city, job creation and

supporting business to adapt to a new normal. It will also focus on supporting those most likely to be adversely impacted, including young people entering the labour market and the most vulnerable. The plan has been developed in consultation with partners, with a final draft to be brought forward for agreement.

- **The Social Value Measurement Framework and Social Value Portal will be implemented from Quarter 2 2020/21**, enabling the local economic impact of local employment and use of local supply chains to be considered during procurement.
- **Funding for apprenticeships and trainees in 2020/21 is being reviewed** in light of Covid-19 and the possible need to extend the contracts of some of the apprentices and trainees.
- **Phased re-commencement of face-to-face courses for Learning for Work and Learning for Life programmes** are due in October 2020 and January 2021 respectively.

**Self-Assessment of Performance: Good progress**

DRAFT

## Well-being Objective 1.4:

# Safe, confident and empowered communities

### Context

Strong communities are the bedrock of every great city. They play a vital role in connecting people with each other, with the social groups and networks and day-to-day services upon which all citizens depend. The Council has therefore prioritised activities to make sure that communities in Cardiff are safe, receive investment to improve local and district centres, and that they have easy access to good-quality, joined-up local services, great parks and green spaces and a local sports, leisure and culture offer.

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

- Investing in Local Communities
- Safe and Inclusive Communities
- Supporting Sports, Leisure, Culture and Green Spaces

### Key Successes in 2019/20

#### Investing in Local Communities

- The Maelfa shopping, housing and community centre scheme is nearing completion and significant progress was made in delivering a **programme of expanded Community Well-being Hubs** to bring services under one roof. Both the **Butetown Creative Youth Hub** and **the new domestic abuse one-stop shop in the Cardiff Royal Infirmary** are ready for occupancy.
- The Council is also leading on **whole neighbourhood regeneration schemes**. Significant funding has been secured to support the regeneration of the South Riverside Business Corridor following successful bids to Welsh Government. A **three-year programme of projects** across the city is also being progressed in partnership with local communities. These include Riverside and Cathays where schemes to deliver environmental improvements are nearing completion and engagement on the regeneration of Lower Llanrumney and the Roundwood estate is underway.

#### Safe and Inclusive Communities

- **The new All Wales Safeguarding Procedures (WSP) were launched** in partnership with Welsh Government and Cardiff & Vale Regional Safeguarding Board during National Safeguarding Week in November 2019. A Corporate Safeguarding Service Manager has been appointed and will lead on the implementation and delivery of Council's Corporate Safeguarding Policy action plan.

- **Safe and inclusive communities rely on strong bonds and relationships within communities and between those communities and the Council**, with high levels of civic activism, engagement and participation. A **new model of locality working for Community Safety** was launched in September 2019. It placed an emphasis on working with local communities and partners to identify local priorities and developing locally-based assets such as Community Hubs, local networks and agencies as first points of contact for residents and local gateways to services providing a platform for local problem solving. In Splott/Tremorfa, multi-agency working groups are now working with residents to pilot a targeted approach to tackling crime, bringing resources together and empowering local people to make a difference in the community in which they live.
- In October 2019, Cardiff hosted the **Inclusive Cities Conference**, at which leaders of British and European cities discussed how to ensure cities continue to be inclusive and cohesive. As a founding city of the Inclusive Cities Programme, Cardiff has been working to ensure the inclusion of newcomers, including EU citizens, refugees and asylum seekers. As part of this work it has developed a Community Cohesion Action Plan, established an approach for monitoring community tensions, built resilience to hateful extremism and provided support to witnesses and victims of hate crime.
- The Council continued to support EU nationals to secure their immigration status and make Cardiff their permanent home, through the **EU Settlement Scheme (EUSS)**. The scheme has been promoted through social media and at engagement events with schools, public sector employees, local communities and vulnerable groups. A dedicated Information Hub on the Council website provides further advice and support, which includes details of voluntary sector organisations which are supporting EU nationals to apply. As of the end of March 2020, 14,300 EU nationals have applied to the scheme in Cardiff.

### **Supporting Adults with Learning Disabilities**

- Cardiff Council, the Vale of Glamorgan Council and Cardiff & Vale University Health Board launched their first **Joint Commissioning Strategy for Adults with a Learning Disability** during Learning Disability Week in June 2019. It provides a clear direction for the planning and delivery of adult learning disability services across the region, supporting people with learning disabilities and mental health issues to be more independent. Independent quality assurance work in relation to learning disabilities has also highlighted that the Cardiff has leading-edge practice, particularly in the way supported living is provided and the community-based day opportunities.

### **Supporting Sports, Leisure, Culture and Green Spaces**

- **Leisure Centres:** Due to the nature of the response to the Covid-19 Emergency in March 2020, and the need to close leisure centres in accordance with national guidelines, a full reporting year was not possible. However, at Quarter 3, the attendance figures at Cardiff leisure centres were on target to achieve the targeted increase of 2%, with outturn performance data showing an increase of 2.6% on attendance, when compared with Q3 of the previous year. The Swim School target was the only target which required

management action at Q3, as the data revealed that only 86.5% of the target had been met at that point in the year. Discussions were being held at the time between GLL and the Client Team in order to improve the position. With regards to improving the leisure infrastructure, investment in 2019/20 focused on the renovation of changing facilities at Fairwater Leisure Centre, with the work now completed. As set out in the Contract Specification, the zero subsidy was met by year three (2018/19).

- In 2019/20, **twelve of the city's parks and green spaces retained the Keep Wales Tidy Green Flag award.** Over **19,000 volunteer hours** contributed to their upkeep and maintenance, which equates to £149k in monetary value using the National Living Wage.
- The **Lisvane and Llanishen Reservoir restoration project** is near to completion, having received a £930k grant from the Welsh Government to support the ecological resilience of the site. There is now the prospect of using the reservoirs and surrounding paths for walking, watersports and as part of a social prescribing approach to improving mental and physical health. It is expected that a planning application for the site including a Visitor Hub will be submitted in September 2020.

#### **A Bilingual Capital**

- Gyrfa Gymraeg, Cardiff's first ever Welsh language careers fair, was held on 2<sup>nd</sup> March 2020 to highlight the value of Welsh language skills in the workplace providing 300 students from all three of Cardiff's Welsh-medium secondary schools with the opportunity to meet key potential employers in the city.
- Cardiff Council's new Street Naming Policy, which ensures parity between Welsh and English street names in the city, was approved on 24<sup>th</sup> October 2019. Following approval, work has commenced validating current bilingual street names, preparing and standardising a list of additional bilingual street names, as well as researching and introducing new Welsh street names across the city.
- **Tafwyl Welsh language festival**, which is traditionally held in Cardiff Castle and supported by the Council, **generated an estimated economic impact of over £1.8m for the city** attracting more than 40,000 people over three days in July to experience Welsh language and culture in the heart of the city. This year the festival began with a parade through the city centre to celebrate 70 years of Welsh-medium education in Cardiff.
- The number of young people enrolled in Welsh-medium education increased in 2020 by 244 and the **Council has been awarded a capital grant of £6 million from Welsh Government to facilitate further growth** and use of the Welsh language across the city. Plans include the expansion of Ysgol Y Wern and establishment of new Cylch Meithrin provision. In July 2020, the Council approved the establishment of dual-stream provision to serve the Plasdŵr development and proposals to expand Welsh-medium primary school provision serving Central Cardiff will be brought forward in autumn 2020.

## Key Challenges and Risks

- **The continued impact of Covid-19 on local and community services:** Currently, Hubs and libraries are only able to provide a limited number of services by appointment due to the health crisis. As focal points for many communities, not being able to access community services in the normal way will have an impact on the mental well-being of residents. With no events being held this also means loss of income to the Council.
- **Tackling obesity and increasing participation in sport and physical activity:** Covid-19 has highlighted the importance of health and well-being and participating in physical activity, with obesity and diabetes being key health risks. Though obesity levels in Cardiff are amongst the lowest in Wales, they are still too high, particularly in the city's most deprived communities. Concerted and targeted long-term action will be needed to address this challenge, increasing the number of participants engaged in physical activity through maximising the utilisation of the city's parks and green spaces and leisure centres.
- The closure of **sport and leisure centres** during lockdown and the uncertainty over the implications of social distancing and consumer behaviour will present a challenge for the nature and sustainability of provision going forward.
- **A rise in tensions between different communities and groups:** Cardiff remains an open and inclusive city, however there is a risk that tensions between communities could increase as a result of the Covid-19 crisis, with the Black Lives Matter movement also highlighting the continued existence of racial inequalities globally, and in Cardiff. These community tensions could be exacerbated by the UK's formal departure from the European Union in 2020, in particular the potential increase in participation in far and extreme right-wing groups and activities.
- **Safeguarding vulnerable adults:** Implementation of the Wales Safeguarding Procedures (WSP) and associated training was halted due to Covid-19. Arrangements for the training are in place, once a revised implementation date has been confirmed. The implementation of the Corporate Safeguarding action plan was also delayed due to Covid-19, however there has been a focus on robust safeguarding throughout the crisis with regular emails to all staff. For Corporate Safeguarding Awareness Training, 29% of staff are yet to complete the mandatory safeguarding awareness training, with the low levels of compliance concentrated in areas with limited access to PCs. An alternative to the online module has been developed and targeted action will take place during 2020/21.
- **Domestic Violence and Abuse:** There is a recognised risk of social distancing and enforced isolation due to Covid-19 creating a situation where victims of domestic abuse and their children are trapped at home with their abuser. Additional guidance has therefore been developed on how to help and support victims during this time, as well as for Council staff working from home.

The commissioning of a regional service for male victims has been delayed after Bridgend County Borough Council withdrew from this exercise during Quarter 4 2019/20. Guidance to recommence procurement activity is being sought.

The number of Council staff completing the online training is below target, however this increases significantly when schools staff are discounted. Targeted action will take place during 2020/21 with a focus on staff where access to online training is not readily available.

- **High-rise Buildings:** In Cardiff, three years on from the tragic events at Grenfell Tower, there are still a number of high-rise buildings in the private sector which do not meet fire safety requirements. Progress has been made on some of these buildings thanks to the efforts of Shared Regulatory Services, South Wales Fire & Rescue Service and residents' groups, but many more buildings need attention. Currently the residents of these buildings are faced with having to pay for the work, unless either the Welsh Government provides additional funding or the developers complete the work themselves. The Council remains determined to find a successful resolution for all those affected.

### Forward Look: Areas of Focus

- **Investing in homes and communities:** The Council will continue to deliver its housing scheme 'Cardiff Living'. Representing the largest Council house-building programme in Wales, £280m is being invested in building affordable, high-quality, sustainable and energy-efficient homes across the city. Significant investment has been made in recent years in delivering Community Hubs, and over 98% of customers are satisfied with the services they provide. Further plans include **new hubs in Whitchurch, Rhydypennau and Maelfa** as well as a new youth hub in the city centre and additional provision in Ely & Caerau Hub, particularly for meeting the needs of the city's growing elderly population. Also in terms of whole neighbourhood schemes, there is the forthcoming regeneration of the Channel View estate in Grangetown. This redevelopment will deliver new energy-efficient homes, better connectivity to green spaces and facilities, and improved sustainable transport networks.
- **A fairer, more inclusive Cardiff:** The Council will publish a new Strategic Equalities Plan that acknowledges and addresses the impact of Covid-19 on different communities, and seeks to also address, as part of the Capital Ambition programme, the key issues that can most impact upon the structural inequalities facing communities in Cardiff.
- **Responding to the Black Lives Matter movement:** Recognising that racial discrimination still holds back too many people in Cardiff, the Council will convene a Racial Equality Taskforce that seeks to promote race equality in the city in collaboration with public sector partners and major employers in the city.
- **Supporting EU citizens, refugees and asylum seekers:** The Council will continue to co-ordinate local support enabling EU citizens to access the EU Settlement Scheme by 31<sup>st</sup> December 2020 and will continue to lead on the inclusion of newcomers in Cardiff, including EU citizens, refugees and asylum seekers, advocating for their rights and valuing their contribution to our city through the Inclusive Cities Programme.
- **A focus on health and physical activity:** To address the obesity epidemic and develop resilience to health crises such as Covid-19, the Cardiff and Vale 'Move More, Eat Well

Plan 2020-23' was launched in July 2020 by the Cardiff PSB to support behavioural change toward a healthier and more active population. Aligned to this, Cardiff's Sport, Health and Physical Activity Strategy will be developed to maximise participation in physical activity helping to deliver healthy communities.

- **Together for Cardiff:** The lockdown due to Covid-19 showed how the city comes together to support our communities in times of crisis. Through the 'Together for Cardiff' volunteering initiative hosted on the Council's Volunteer Cardiff website, over 1,000 people volunteered to help ensure much needed food and medical supplies reached the most vulnerable. As the city recovers, building on this level of volunteering will deliver significant benefits for communities going forward.
- **Test, Trace, Protect:** It is widely accepted that a Test, Trace, Protect (TTP) service will have a crucial role to play in containing the spread of the virus, and a local/regional service will need to be established at pace and scale. Cardiff Council agreed to host the Cardiff & Vale Contact Tracing Service which began operation on 1<sup>st</sup> June 2020. It is assumed that this service will be required for the short to medium term, dependant on the availability of any vaccine. The service operates bilingually seven days a week 8am to 8pm, and is being delivered in partnership with the Cardiff and Vale University Health Board, the Vale of Glamorgan Council and Shared Regulatory Services.

**Self-Assessment of Performance:** Satisfactory progress

## Well-being Objective 2.1:

### A capital city that works for Wales

#### Context

A successful Wales needs a successful capital city, and Cardiff has been delivering for the nation by continuing to attract new businesses and inward investment, hosting major events and acting as the employment centre for the region. The city has maintained its status as the economic powerhouse of Wales, creating 20,000 net new jobs over 2019/20. With five out of every six net new jobs in Wales created in Cardiff over the past five years, the importance of the capital city to the Welsh economy cannot be overstated.

However, whilst Cardiff already has many of the critical assets needed to build a competitive economy – a skilled workforce, a strong higher education base and sectoral strengths in growth industries of the future, including the creative, cyber and financial technology sectors – productivity still lags behind a number of the UK's leading cities. Cardiff will face further challenges in the event of a 'No Deal' Brexit as the city's business adjusts to the new order and the full impact of Covid-19 on the city economy becomes apparent.

#### Key Successes in 2019/20

- **A new Industrial Strategy for Cardiff East was launched.** A key element of the strategy is the Cardiff Parkway development, which will bring a new train station, a business park and jobs to a long-overlooked area of the city in terms of infrastructure investment.
- **The Council has attracted UK Government investment of £58.3m and Cardiff Capital Region City Deal investment of £40m towards the upgrade of Central Station,** completing the required funding package for Metro Central. These funds will deliver significant capacity improvements at Cardiff Central Station, notably supporting a new transport interchange. Work has also begun on the interchange building, which will include a new bus station and a significant amount of 'Grade A' office space, adding to the city's thriving Central Square business district.
- The Council continued its **successful collaboration with the private sector to develop Cardiff's status as a centre for business and investment.** The next phase of the Central Square development was delivered, and the new HMRC building was officially handed over for fit-out. **Over 361,000 ft<sup>2</sup> of new office space was created in the city centre,** including at the John Street development and interchange new builds, as well as the completed Hodge House refurbishment.
- **A number of new 'challenger' banks, which are expected to drive the future development of the financial technology sector, have recently invested in the city.** Notably, a new internet bank, Starling Bank, established space at Brunel House, its first letting in Cardiff, and has announced that it will create 400 new jobs in the city.

- **Good progress has been made towards delivering the new Indoor Arena.** The Council has acquired the Red Dragon Centre site, on which the Arena will be built, and the list of bidders has been narrowed down to two property developers.
- **A new masterplan for the next era of Cardiff Bay's development was produced and is currently subject to detailed financial appraisal.** At the centre of this vision is transforming the International Sports Village into a major outdoor sports and leisure attraction.
- **The Cardiff Music Board was established** to drive forward the city's new Music Strategy and make Cardiff the UK's first Music City.
- **A new approach to secure the future of the New Theatre was established** after the Council agreed a 25-year lease with one of the UK's leading theatre operators. The new operating model, jointly developed with the private operator, will enable the theatre to stay open without Council subsidy and generate revenue that can be reinvested in maintenance (based on pre-Covid attendance).
- **The Museum of Cardiff (formerly the Cardiff Story Museum) was awarded a Gold Award** by Visit Wales for "delivering an outstanding and memorable experience for visitors in all aspects of the attraction". In June 2019 the museum worked closely with the Butetown community and hosted a free event 'Cardiff Race Riots: 100 years on' to tell the stories of prejudice and racism experienced by the people of Butetown and celebrate the community's resilience, a century on.
- **Creative Cardiff announced the first series of investment in innovation support for a range of production companies in Cardiff** with new incubation/accelerator space being made available by the University of South Wales in their Atrium Building in the heart of Cardiff.
- **Cardiff maintained its reputation as an excellent venue for hosting major events.** The city hosted the Creative Cities Convention, a top creative media conference, in April; the Cardiff Food and Drink Festival took place in early July, supporting over 120 small businesses and attracting in excess of 75,000 visitors to Cardiff Bay over the weekend; and a further 32,500 people attended a three-day music event in Cardiff Castle at the end of June.
- The **Western Gateway partnership**, spanning the Cardiff Capital Region, West of England Combined Authority, Gloucestershire, Wiltshire and Swansea Bay, was given formal UK Government support and funding, with Katherine Bennet, Senior Vice President of Airbus UK, appointed by the partnership as the new Independent Chair.
- **Cardiff Council exceeded its target on the total number of jobs safeguarded by approximately 165%** and the number of jobs created in businesses supported by the Council by approximately 85%.

## Key Challenges and Risks

- **Managing the economic impact of Covid-19:** The number of people claiming unemployment benefit in Cardiff has doubled between January and July 2020, with the threat of more job losses a real possibility. Many national department stores have already announced closures and supporting businesses and city centre footfall represent clear priorities.
- **Closure of cultural venues and the impact on the cultural sector:** Whilst Covid-19 did not materially impact attendance and revenue in 2019/20, the lockdown began having a significant impact on the sector in April, when all cultural venues and tourist attractions closed down, leaving them unable to generate income. The Council will therefore need to review its approach to supporting the city's cultural venues over the coming year and develop an innovative new policy response.

Lockdown measures and uncertainty in the entertainment sector will impact the delivery of the Council's ambitions in this area. The pandemic and subsequent shutdown of the cultural sector have delayed the transfer of the New Theatre to the private operator, however the operator remains committed to the arrangement, with a view to finalising the transition in April 2021.

The Council has been developing a new signature music event for the city, the 'Cardiff Music City Festival', in collaboration with the Welsh Government Major Events Unit and music sector partners. A bid has been submitted to Welsh Government to support the delivery of the festival, which was initially planned for October 2020, but has now been postponed until autumn 2021 due to Covid-19 challenges and public health restrictions.

- **Visitor market demand:** The total number of visitors in 2019/20 fell short of the target, for example footfall in Cardiff Bay was significantly impacted by ongoing works at Mermaid Quay, with total visitor numbers falling compared to the previous financial year. Whilst this is a national trend experienced by all major UK cities, Cardiff's performance is more robust than competitor cities. However, the significant increase in overall staying visitors suggests that the city's tourism offer remains competitive and investment in the sector continues apace with new hotel developments still underway in the city centre. Raising demand in the visitor market over the coming year – with Covid-19 hitting the tourism industry particularly hard – will, however, be challenging. To address this issue, a new marketing campaign is being developed promoting tourism in the recovery phase, and the city centre has already undergone a significant transformation to allow visitors to enjoy the centre's many retail, leisure and hospitality spaces in a safe and socially-distanced manner.
- **Delayed delivery:** Certain Council projects have been disrupted by the Covid-19 crisis, while others will face significant challenges in the coming year. Two major projects have faced delays due to Covid-19, after starting the year on schedule:

- The transfer of Council-owned land to the property developer Vastint to begin work on the new mixed-used development at Dumballs Road, which will include the delivery of 2,000 homes by 2022, has been delayed due to the pandemic.
  - A draft masterplan for a new Canal Quarter in the city centre was developed earlier in the year and the Council had started undertaking a process of engagement with local stakeholders with a view to presenting a final draft plan to Cabinet in the spring, however this engagement process has also been delayed due to the pandemic.
- **Brexit:** Uncertainty continues to affect business planning and investment decisions, and Cardiff is particularly vulnerable to a disruptive Brexit, as it is amongst the top five British cities most reliant on EU markets, with 46% of its exports going to EU countries. The Council has been preparing local businesses for a potential ‘no deal’ Brexit or a highly-limited EU trade deal at the end of the year, when the transition period expires. In the short-term, a ‘no-deal’ Brexit could result in a recession, as well as rises in inflation and unemployment, placing pressure on real incomes and real consumer spending. In response to the risk of a national economic downturn, the Council has identified a package of interventions required to support the local economy, which would require the support of national government to implement.
  - **Future of Regional Funding:** The future of structural funds – a major source of economic investment for South East Wales – remains an ongoing cause of uncertainty, as the UK Government is yet to confirm the amount of funding Wales will be allocated from the Shared Prosperity Fund, nor at which level of government EU replacement funds will be administered. 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, making any changes to regional funding post-Brexit a significant risk for Wales. Given the nature and scale of the disadvantage in certain areas of Cardiff, the Council will work to ensure future funding arrangements more accurately reflect inequality across the region and the levels of deprivation within the city.

### Forward Look: Areas of Focus

- **Measures to support economic recovery will need to be developed**, which are likely to require enhanced support from the Council.
- Although progress on the proposed Canal Quarter in the city centre was delayed at the end of the past financial year due to Covid-19, **a final masterplan will be presented to Cabinet for approval by the end of the calendar year**, subject to the Motorpoint Arena being made redundant.
- A report seeking approval for the disposal of the land for the mixed-used Dumballs Road Development will be presented to Cabinet in September 2020.
- A final masterplan for the future vision of Cardiff Bay’s development will be presented to Cabinet in November 2020.

- The UK Government has made it clear that it intends to continue investing heavily in infrastructure and skills to ‘level up’ the UK’s regions, and it will be crucial for Cardiff to take advantage of this period of high public spending to build a dynamic, competitive and green local economy. The Western Gateway will play a key role in attracting inward investment to Cardiff from the Government and private sector in infrastructure, education, research & development, and new businesses, and more broadly, driving the inclusive and green economic growth that will define the post-Covid era.

**Self-Assessment of Performance:** Satisfactory progress

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# Well-being Objective 3.1: Cardiff Grows in a Resilient Way

## Context

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 and Clean Air
- Waste, Recycling and Clean Streets
- Climate Change and Energy

## Key Successes in 2019/20

### Housing

- The Council plans to build 6,500 new affordable homes during the twelve-year period (2014-2026) covered by the current Local Development Plan (LDP), with 1,082 affordable homes having been completed in the first five years to 2019. In April 2019, there were 4,790 affordable dwellings in the landbank on which work has not yet started. Since then, a further 234 affordable homes have been granted planning permission or secured as part of an off-site Section 106 agreement, which include a number of sites as part of the Cardiff Living programme. Further planning applications for several of the city's strategic housing sites are due to be considered over the next 12 months and construction is progressing on four of the strategic housing sites, which will result in the further release of land to deliver the city's affordable homes target.
- The delivery of 1,000 new Council homes by May 2022 is on target and progressing well, with planning applications for a housing scheme at St Mellons and the Maelfa Independent Living Scheme having been submitted and approved during 2019/20. Tenants are giving good feedback with regards to the quality and size of new homes which are being delivered and the Council's housing development programme has won a number of national awards. More broadly, four fifths (81.0%) of tenants who responded to the Annual Tenant Satisfaction Survey 2019 were satisfied with Cardiff Council as their landlord with a similar number (81.2%) satisfied that their rent is value for money; this included 46.8% who were very satisfied.
- 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

97.87% against a target of 60%, up from 86.67% in 2018/19. 88.3% of householder planning applications were also determined within agreed timescales, exceeding the target of 85%.

## **Transport and Clean Air**

- The Council's Clean Air Plan was approved by the Welsh Government, with associated funding of up to £21m being made available to the Council to support the implementation of a range of measures outlined in the Plan to address poor air quality, specifically on Castle Street which breached EU legal limits. The Plan includes funding for a bus retrofitting programme to lower emissions; taxi mitigation measures; city centre transport improvements; and an active travel package to make it easier for people to walk and cycle in the city centre.
- The Transport White Paper was launched on 15<sup>th</sup> January 2020 and sets out an ambitious ten-year plan to tackle the climate emergency, reduce congestion and improve air quality in Cardiff. It includes proposals for developing the South East Wales Metro, including new Metro lines connecting new and existing communities in the city; Rapid Bus Transport; Active Travel and improvements to our streets and the future of the car, including reducing car ownership through car clubs and greening through the expansion of electric vehicle (EV) charging infrastructure. The proportion of people travelling to work by sustainable transport modes increased in 2019/20 to 51.2%, exceeding the target of 46.6%. An Audit Wales examination found that the Council has incorporated the Sustainable Development Principle in its approach to developing the vision for Transport and Clean Air in Cardiff, with particular strengths in long-term planning, preventative thinking, local collaboration with PSB partners, and innovative public engagement, with recommendations to strengthen regional collaboration.
- The development of the Council's Active Travel programme continued in 2019/20, with continued investment in transforming the city's cycling and walking infrastructure. Construction of phase 1 of the Cycle Superhighway by 2021 is on target, with construction work on Cycleway 1 from St Andrews Crescent to Senghennydd Road progressing well. The construction of the North Road Cycle Upgrade Phase 2 also commenced. The on-street cycle hire scheme operated by Nextbike was expanded to provide 1,000 bikes and plans are in place to locate an additional 125 e-bikes in key appropriate locations across the city.
- The Council worked with a selection of schools (a mix of English, Welsh, Secondary and Primary Schools) as part of an initial pilot to develop methods for implementing a school Active Travel Plan based on an eight-step process with a template plan and example questions. The pilot exercise showed that a bespoke approach where the Council works with schools to address their specific issues and offer tailored support is better than a 'one size fits all' approach. A number of schools are now producing Active Travel Plans and Active Travel facilities, including cycle shelters and bike and scooter racks, have been installed in nine schools in Cardiff. In addition, the Council piloted 'School Streets' at five locations in the city in order to help prevent parking around schools at drop-off and pick-up times and plans for the expansion of this approach are being developed.

- The majority of core projects that form part of the Council’s Electric Vehicle (EV) Strategy were successfully completed, including:
  - Initial grant funding of £1.86m from the Welsh Government was secured for ongoing work to implement a taxi incentive scheme to assist the taxi trade to transition to electric/ULEV (Ultra Low Emission Vehicles) taxis.
  - Cardiff Council/Cardiff Bus were successfully awarded grant funding from the UK Government for 75% of the cost of 36 new electric buses, with the Council providing a loan to Cardiff Bus to enable the company to secure the remaining 25% of the cost of the new buses.
  - The installation of a total of 18 EV charging points in ten residential locations with no access to off-street parking have been installed and became operational in September 2019. Work is ongoing to identify additional on-street EV charging points in the city, with a second phase to be installed at five locations in 2020/21.
  - A pilot project for the installation of six rapid EV charging stations has also been initiated in partnership with the company ‘Engenie’. One location has been fully installed with the remaining five locations to be completed in 2020/21.

### **Waste, Recycling and Clean Streets**

- Over the course of 2019/20 a robust management response and reform programme has been developed to address longstanding performance issues in waste management and street scene services. These include the establishment of new management arrangements and a focus on performance management, including a data-led approach to service development and problem resolution. There has also been progress made in relation to workforce reforms with a move towards bank holiday working; permanent staff recruitment; and a significant improvement in workplace Health and Safety arrangements.
- A number of initiatives were also funded and deployed across the city to help improve recycling performance, including education and awareness raising, improved options and facilities for recycling, as well as a fundamental consideration of the approach to the collection of residual waste, recyclables and food waste. For example, a ‘pink sticker’ initiative was introduced where these are placed on waste incorrectly presented by households to help the Council monitor behaviours and to provide residents with information on how they can improve their recycling practices.
- Work was completed to create the east/west and afternoon/evening cleansing teams to ensure improvements in the coverage of the city throughout the day. The introduction of afternoon cleansing teams and targeted work through the ‘Love Where You Live’ campaign and by enforcement officers has been designed to improve waste presentation in specific areas of concern. The percentage of highways land inspected by the Local Authority found to be of a high or acceptable standard of cleanliness increased from 90.79% to 94.61% in 2019/20, exceeding the target of 90%.
- The Council is committed to tackling fly tipping in the city and has been successful in clearing 99.03% of reported fly tipping incidents within five working days, with 80.35% of incidents leading to enforcement activity.

## Climate Change and Energy

- The contract for delivering an 8.99MW Solar Farm at Lamby Way was signed in Quarter 2 following a complex negotiation, which resulted in delivery timelines being delayed and caused some slippage for the projected income generation targets. Lockdown due to Covid-19 has led to additional delays.
- The Council agreed a motion in July 2019 calling on the Cardiff & Vale of Glamorgan Pension Fund to continue the work to apply the principle of divestment in companies engaged in fossil fuel extraction. The Council's Pensions Committee has since approved changes to the Pension Fund's Investment Strategy Statement to include a section on carbon friendly investing and investment of 10% of Pension Fund assets (c. £200m) in a Low Carbon Tracker fund. Work is also continuing with the Wales Pension Partnership to develop a collaborative approach to responsible investing and carbon friendly investing.
- The Council's new Food Strategy and action plan were approved in November 2019 and set out how sustainable food can help progress the Council's Climate Emergency agenda, as well as supporting social and financial inclusion as well as economic & cultural sustainability.

## Key Challenges and Risk

- **Achieving statutory recycling targets:** The Council failed to achieve the statutory recycling target of 64% set by the Welsh Government for 2019/20, despite good progress being made against a range of identified interventions to promote recycling within the city. The fall in the overall recycling rate, compared to the previous year, is largely attributable to the decision in Quarter 4 to cease sending the residual (black bag) waste to have any recyclable material salvaged. Whilst this impacted performance figures during the quarter, it forms part of the wider policy shift to align the Council's approach with the Welsh Government collections blueprint, which involves waste segregation at source. This focuses on changing the behaviour of residents and businesses in relation to recycling and represents a more sustainable long-term approach. The in-year performance position was compounded by high levels of contamination within garden waste and green recycling bags.

Meeting this target will remain a significant performance challenge for the Council in 2020/21, as well as the need to meet the statutory target of 70% by 2024/25. A programme of work to address this under-performance is being developed in partnership with the Welsh Government, WRAP and local partnerships.

- **Flooding:** Coastal erosion, and associated flood risks relating to the condition of existing flood defences, remains a major risk area for the Council, with Cardiff being included within the top 10 global cities considered most at risk of flooding due to climate change in the

2050 Climate Change City Index. The Council continues to work with external bodies such as Natural Resources Wales to manage the residual risk.

- **Public Transport and Covid-19:** The impact of lockdown and the requirements of social distancing has had a major impact on public transport, particularly municipal bus companies. Discussions are ongoing with the Welsh Government and Transport for Wales regarding the provision of financial support for bus companies during the Covid-19 crisis and the future of bus services in Wales respectively. The commercial basis of much of the work relating specifically to Cardiff Bus requires these matters to be dealt with confidentially, however, Scrutiny panel members were reassured by the current approach being taken to minimise the financial risks to the Council, following the meeting of the Covid-19 Scrutiny Panel on 23<sup>rd</sup> June 2020.

### **Forward Look: Areas of Focus**

- The Council is working with the Welsh Government, WRAP and local partnerships to address under-performance and implement improvements to ensure that the statutory target of 64% is met as soon as possible and the next statutory target of 70% can be met in 2024/25.
- The Council has started a full review of the current Local Development Plan (LDP) 2006-2026 in accordance with the statutory duty to do so every four years after the plan has been adopted. The current LDP was adopted in 2016.
- In response to the Climate Emergency declared by the Council and Welsh Government in 2019, the Council's One Planet Cardiff strategy will be approved in autumn 2020.

### **Self-Assessment of Performance: Progress with identified areas of improvement**

# Well-Being Objective 4.1:

## Modernising & Integrating our Public Services

### Context

In the face of rising demand and reducing budgets, the Council is committed to modernising the systems and processes that support service delivery. This will mean streamlining and simplifying the way the Council does business, making better use of the Council's asset base, and finding new and better ways of working to take advantage of new technology. It will also mean continuing to invest in our workforce so that they have the skills to meet the complex challenges facing public services in the 21st century. The Council has therefore prioritised action in a number of key areas:

- Overall Organisational Performance
- Workforce Development
- Assets and Property
- Digital Ambition

### Key Successes in 2019/20

#### Overall Organisational Performance

- The Council continues to be able to evidence a broad pattern of year-on-year improvement, which has been consistently reflected by external regulators and comparative data. Since 2017 Cardiff Council's performance against the majority of national indicators has improved. Latest figures demonstrate that the Council is above the Welsh average in nearly 60% of nationally comparable indicators and the Council was **joint second in terms of local improvement** for 2018/19 and **joint top for most improved** Council in 2017/18. National indicators sets have not been released for 2019/20 due to Covid-19, so comparisons to other Welsh Local Authorities cannot yet be made for this financial year.
- In terms of citizen satisfaction with services and facilities, for the second year running Cardiff was ranked **first** for the number of people satisfied with local public services, according to the National Survey for Wales conducted by Welsh Government. The 2019/20 survey also asked, specifically for the first time, about citizen satisfaction with Council services. **When asked their views on whether their Local Authority provides high-quality services, 58% of surveyed residents in Cardiff replied that they agreed, the highest in Wales.** The results of the National Survey for Wales mirror the opinion of Cardiff citizens in the Ask Cardiff Survey which found 60% were satisfied with the services the Council provides. The Ask Cardiff Survey also showed that the areas that citizens were particularly satisfied with included Cardiff's parks and open spaces, libraries and Hubs, and street lighting. However, areas for improvement included youth services and activities for young people, road maintenance and services for the disabled.

## **Workforce Development**

- The Council has continued to invest in its workforce and created a high-quality, working environment through schemes and services such as the real Living Wage; personal and professional development opportunities available through the Academy; and the investment in well-being services. These include the provision of mental health services, occupational health support and a fast-track physio service. The Council recognises the continuing challenges in relation to sickness absence, a longstanding area of corporate improvement.
- As a result of the Bilingual Cardiff Strategy and the Bilingual Council Policy, 776 of the Council's staff are reported as having a level of Welsh language skills – a 48.4% increase on 2018/19, though much of this increase can be attributed to improved data collection. Training provision was moved in-house with the appointment of an internal Welsh language tutor with 158 staff members participating in Welsh language training courses and 955 completing Welsh language awareness training during 2019/20. A new Welsh language awareness e-module has been developed and will be launched in 2020/21.

## **Assets and Property**

- Good progress was made in 2019/20 in delivering the objectives set out in the Council's Property Strategy 2015-2020, 'Fewer and Better Buildings', achieving all headline targets. Capital receipts amounting to some £40m have already been generated and are being re-invested in delivering the Council's priorities.
- Significant progress was made over the year in relation to the Corporate Landlord function. A number of key strategic issues were progressed in 2019/20, including delivery of the 21st Century Schools Band B programme, ensuring key services have capacity to deliver the asset maintenance programmes and embedding the Landlord Consent process across the whole non-domestic estate. 2019/20 also saw significant improvement in Health and Safety Compliance and a number of operational improvements completed, including a new 'One Front Door' facility and Landlord Consent Process; School Building Handbook; Non Domestic Building Maintenance Frameworks; new Property Database (Technology Forge); and the completion of visual condition surveys for operational estate.

## **Digital Ambition**

- The Council had already established a comprehensive digital agenda, with the Digital Strategy setting out a clear direction of travel. The progress made in delivering this strategy has enabled the Council to support new working practices, including previously unprecedented levels of home and agile working. Whilst investment in digital infrastructure is often unseen, the Council's programme of software upgrades and migration to the latest operating platforms has established modern and resilient digital capacity. Simply put, the Council would not have been able to support home working at the scale demanded in response to the Covid-19 pandemic without the delivery of the

Digital Strategy. During the last weeks of March 2020 and the first few weeks of April, the Council's ICT and Digital Teams supported:

- The migration of 5,200 staff to Office 365 in three weeks, enabling wider access to Council systems from remote and mobile devices.
  - Rolled out Microsoft Teams to the same number of users, enabling additional video conferencing and collaboration tools.
- The Council has continued to increase the number of customers choosing digital channels to contact the Council, with approximately 1.25 million customer contacts now being made through digital channels. This year-on-year improvement has seen record numbers accessing Council Tax self-service and parking permit applications through low-cost, 24-hour digital channels. Representative of this progress is the:
    - Cardiff App, with nearly 25,000 downloads and further services and online content being made available. It allows residents to report street cleansing issues, the need for pothole repairs, and to receive information about waste and recycling services.
    - The Council's bilingual ChatBot, 'Bobi', a computer program designed to simulate conversation with human users, was launched in February 2020. Initially providing support in relation to waste services, Bobi will be further enhanced to improve services for citizens and unlock potential efficiencies.

## Key Challenges and Risks

- **Financial Resilience:** The Covid-19 crisis will have significant financial implications for the Council over the course of 2020/21 and beyond. Within certain directorates additional expenditure will have been incurred and losses of income experienced. A key consideration will be the focus and duration of concerns as directorates grapple with the service delivery challenges associated with Covid-19. Certain assumptions have been made regarding the extent to which these costs and income losses can be recovered via the Welsh Government Hardship Fund for Local Authorities. Work is ongoing to establish the full financial impact of the crisis, both short and medium term, and this has, and will be, reported to Cabinet and Council. Whilst the Council is working closely with Welsh Government to ensure the financial impact of responding to Covid-19 is minimised, there remains a risk that not all lost income will be recovered.

Over and above the Covid-19 crisis, certain directorates facing longstanding and significant financial pressures, with ongoing challenges relating to the planning and delivery of departmental efficiency savings. The overall directorate outturn position for 2019/20 showed an over-spend of £8.629 million whilst a shortfall in departmental savings in 2019/20 demonstrates the absolute importance of robust savings plan and a discipline to realising savings. Departmental efficiency savings for 2020/21 were therefore robustly reviewed for achievability in order to deliver as planned. Enhanced service planning has been undertaken in a number of areas grappling with strategic challenges to ensure clear

accountabilities, metrics and targets – in order to ensure that a realistic cost base is set. Children’s Social Services will continue to represent a key area of focus.

- **Sickness Absence:** Sickness absence remains a longstanding area of challenge for the Council. The outturn sickness absence figure for 2019/20, at 11.77 full-time equivalent (FTE) days lost per employee across the Council, was above the target of 9.5 days lost per employee and was higher than the outturn for 2018/19 of 11.53. Following extensive review of sickness absence data, it is clear that whilst the number of short-term sickness absences continue to fall, underperformance at corporate level is driven by an increase in long-term sickness absences:
  - Short term sickness has reduced every year since 2015/16, with a 10% reduction resulting in over 9,000 FTE days saved.
  - Long-term sickness has increased by 9% since 2015/16, resulting in 16,000 additional FTE days lost. Much of this increase has been driven by a significant increase in sickness absences attributed to mental health caused by factors outside work, and to musculoskeletal issues. Even though long-term sickness accounted for 69% of all sickness in 2019/20, marginally down on the 2018/19 figure of 70%, this represents a relatively small number of individual cases.

Organisation-wide changes to strengthen management practice were introduced in Quarter 1 2019/20, alongside additional preventative measures, to address these areas of challenge. A focus on staff well-being now forms a key part of a wider refresh of workforce development with measures now in place to support staff affected by non-work related stress and mental health. This includes the provision of in-house and external counselling options and courses to assist both employees and managers in dealing with stressors inside and outside of work. The provision of additional support for mental health (triage services) and musculoskeletal absence (fast-track physio service) form a package of targeted interventions to address the main causes of sickness absence. In addition, a targeted approach was taken to the management of the Council’s long-term sickness absence cases, with the Chief Executive leading a series of challenge sessions to ensure that directorates are managing these cases proactively and appropriately. As a consequence of these interventions, Quarter 4 showed some early indications of positive performance in relation to levels of long-term sickness absence that need to be consolidated in 2020/21.

- **Assets and Property:** A number of key strategic issues continue to be progressed including delivery of the 21<sup>st</sup> Century Schools Band B programme, ensuring key services have capacity to deliver the asset maintenance programmes and embedding the Landlord Consent process across the whole non-domestic estate. The operational cost of the estate and implementation of energy conservation measures also remain key areas of focus.

The transition to home and agile working as a result of the Covid-19 crisis is likely to continue in order to prevent transmission of the disease for the remainder of 2020/21. The Cabinet will consider the long-term implications of this rapid transformation in working practice, and the appropriate medium- and long-term response, as part of a

renewed approach to property, technology and workforce as a corporate improvement priority for the year ahead.

- **Citizen Engagement, particularly with ‘seldom heard groups’:** Over recent years the Council has successfully expanded its digital citizen engagement strategy, with most public consultations and surveys now hosted online and achieving comparatively large response rates compared to other Welsh Local Authorities and Core Cities. To ensure that individuals and communities traditionally less likely to participate in Council consultation and engagement activities or to respond online are consulted, the Council has supplemented the digital engagement with focus group and face-to-face engagement. With social distancing likely to continue for an extended period as a result of Covid-19, the Council will need to develop new approaches to ensuring that all citizens and communities have the opportunity to have their voice heard in Council decision making.

### Forward Look: Areas of Focus

- **Covid-19:** Directorates must continue to review the risks associated with responding to Covid-19 from a service planning perspective. This must include financial, service and workforce planning.
- **Strengthening management practice across all directorates to reduce long-term sickness absence rates:** This will include the promotion of new services to address sickness absence by managers as part of a flexible and proportionate approach to managing staff well-being. Managers will also be provided with a greater level of performance management information to better support the management of sickness absence cases.

At the same time as responding to the immediate implications of the Covid-19 pandemic, the Council has continued to review the service delivery impacts of a revised approach to workforce management. Perhaps one of the most immediate impacts on productivity is the marked reduction in sickness absence achieved during a period of extensive homeworking. When considered alongside the results of a recent staff survey on homeworking, which demonstrated that staff felt there was little or no fall in their productivity as they continued to deliver largely the same tasks, there are clear efficiency gains being recorded.

- **Home and Agile Working:** Responding to Covid-19 demanded a radical transformation to the way in which many Council services were delivered. This transition to an ‘Essential Services Model’ included significant changes to working practices at unprecedented pace and scale, particularly in relation to home and agile working. While the Council will continue to maintain core office accommodation with office working remaining an important component of workforce development, collaboration and interaction, the opportunity exists to consolidate the progress made under lockdown and move towards an environment with much greater flexibility and the ability for staff to work effectively in a variety of settings. Delivering a shift to more agile and home working will require a programme of reviews which will include:

- Digital Infrastructure, ICT equipment and virtual processes;
  - Property and Assets;
  - Staff Terms and Conditions;
  - Staff Well-being (Physical and Mental);
  - Management Support and Performance Management Arrangements.
- **Progress delivery of the digital strategy** to enhance mobile working capacity, with targets to increase mobile and agile working, the number of customer contacts via digital channels and launch the bilingual “Chatbot” for voice calls.
  - Continue to strengthen the Corporate Landlord function through ongoing monitoring of Health and Safety compliance whilst also seeking to reduce the annual running cost of the estate, primarily by focusing on rationalisation and energy reduction.
  - Revised Budget Strategy to be brought forward to Cabinet in September/October to ensure financial sustainability in 2020/21.

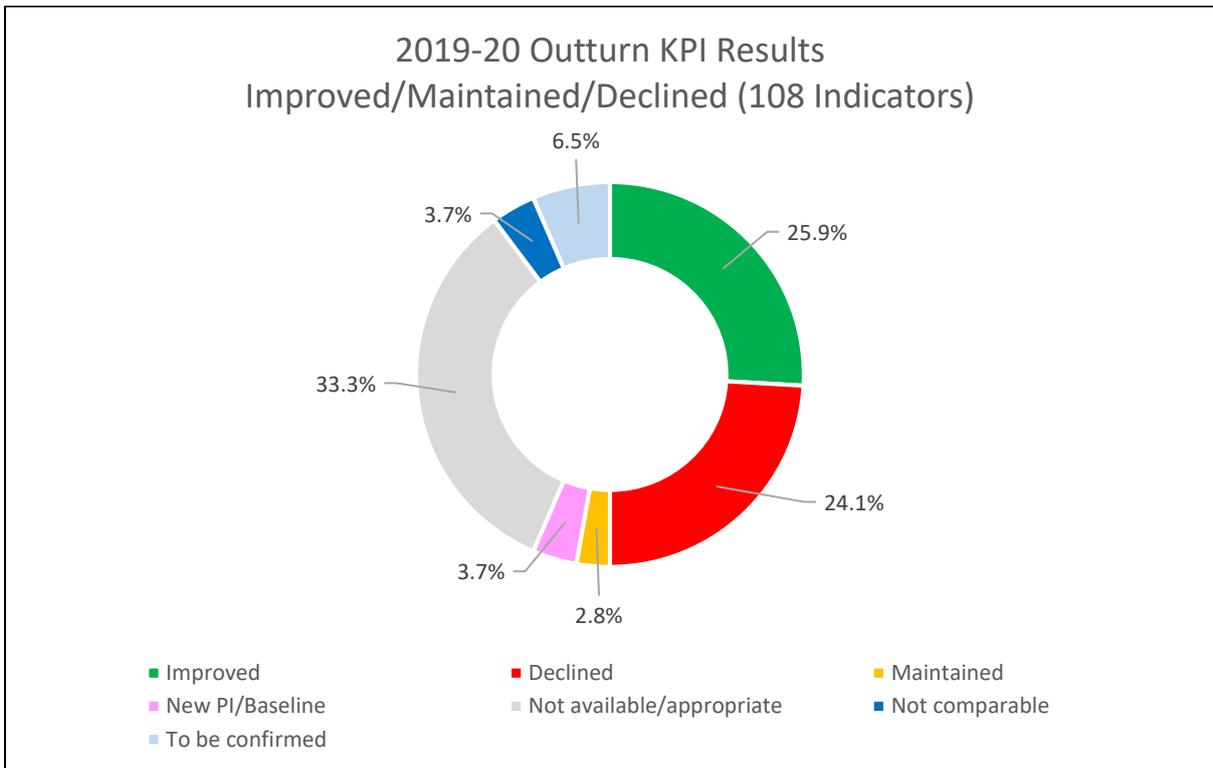
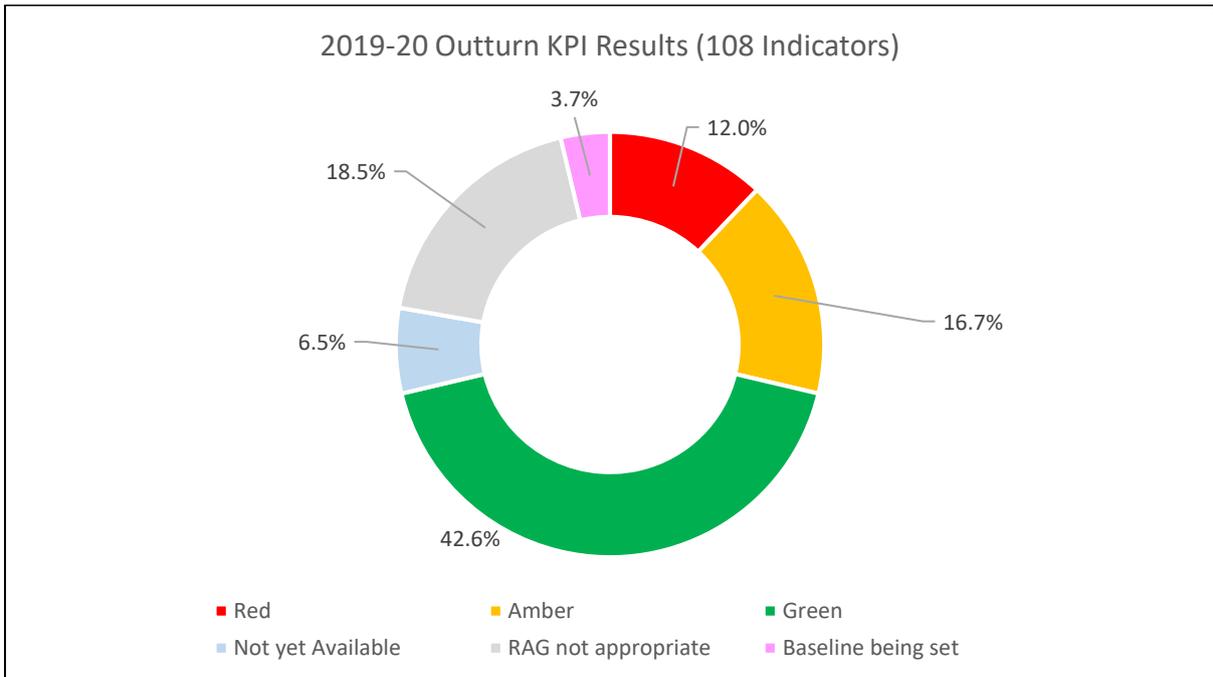
**Self-Assessment of Performance:** Satisfactory progress

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## Appendix 1a – Key Performance Measures 2019-20

The Corporate Plan 2019-20 contains a total of 108 Key Performance Measures that have been selected as the most appropriate to give an indication of performance progress, within each Well-Being Objective.

The graphs below show the outturn position of the 108 Key Performance Measures as contained within the 2019-20 Corporate Plan.



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

Performance Measure	Result 2018/19 (Academic Year 2017/18)	Result 2019/20 (Academic Year 2018/19)	Target 2019/20 (Academic Year 2018/19)	Have we improved?
<b>Becoming a Child Friendly City</b>				
The number of schools that have received an award (Bronze, Silver or Gold) within the Rights Respecting Schools Programme by the end of the 18/19 Academic Year.	New Indicator	39	39 schools	N/A New indicator
<b>Every School in Cardiff is a Great School</b>				
The percentage of schools inspected by Estyn, during the seven-year inspection cycle ending as at the last academic year, where standards or current performance were judged to be Good or Excellent.	New Indicator	72.20%	80%	N/A New indicator
The percentage of pupils achieving the Core Subject Indicator at the end of Key Stage 2.	90.2%	88.4%	N/A	N/A
The attainment gap in the Core Subject Indicator at the end of Key Stage 2 for those eligible for Free School Meals and those not.	9.6	14	N/A	N/A
The average Capped Nine Points Score achieved by Key Stage 4 pupils.	N/A	366	N/A New indicator	Not comparable to previous years
The attainment gap in the Capped Nine Points Score at the end of Key Stage 4 for those eligible for Free School Meals and those not.	N/A	73.9	N/A New indicator	Not comparable to previous years
The percentage of Year 11 leavers making a successful transition from compulsory schooling to education, employment or training:	98.1%	98%	98.5%	No
<ul style="list-style-type: none"> <li>All pupils</li> <li>Pupils educated other than at school</li> </ul>	New Indicator	86.5%	90%	N/A New indicator
The proportion of pupils achieving 3 'A' levels at grade A* to C.	New Indicator	66.4%	70%	N/A New indicator
The percentage attendance:	94.8%	94.75%	95%	No
<ul style="list-style-type: none"> <li>Primary</li> </ul>				

• Secondary	94%	93.8%	94.2%	No
The percentage of children securing one of their first three choices of school placement:				Not comparable to previous years
• Primary	95%	96.6%	96%	
• Secondary	82%	85.5%	82%	Not comparable to previous years
<b>Asset and Estate Management</b>				
The proportion of Priority 1a Schools Asset Improvement works completed in the financial year, in accordance with the responsibilities of schools and corporate landlord.	New Indicator		80%	Figure available in September
<b>Supporting Vulnerable Children and Families – Improving Outcomes for All Our Children</b>				
The percentage attendance of looked after pupils whilst in care in secondary schools.	89.9%		95%	Result delayed due to Covid-19
The percentage of all care leavers in education, training or employment 12 months after leaving care.	40%	54.1%	62%	Yes
The percentage of Year 11 leavers making a successful transition from compulsory schooling to education, employment or training for Children Looked After by Cardiff Council.	New Indicator	85%	90%	N/A New indicator
The percentage of Children Looked After by Cardiff Council who achieve the minimum expected level of attainment at the end of Key Stage 2 (KS2 CSI Wales or equivalent).	New Indicator	70.83%	N/A	N/A New indicator
Of the total number of Children Looked After:				
Number of Children Looked After placed with parents.	New Indicator	176	No target, but under constant review	N/A New indicator
Number of Children Looked After in kinship placements.	New Indicator	133	Increase where appropriate	N/A New indicator
Number of Children Looked After fostered by Local Authority foster carers.	New Indicator	97	Increase actual to 110	N/A New indicator

Number of Children Looked After fostered by external foster carers.	New Indicator	367	Reduce as a percentage of overall population	N/A New indicator
Number of Children Looked After placed in residential placements.	New Indicator	87	Reduce and increase provision in Cardiff	N/A New indicator
Number of Children Looked After supported to live independently.	New Indicator	39	No target	N/A New indicator
Number of Children Looked After placed for adoption.	New Indicator	41	No target	N/A New indicator
Number of Children Looked After in other placements.	New Indicator	14	No target	N/A New indicator
The percentage of Children Looked After in regulated placements who are placed in Cardiff.	56.6%	56.6%	60%	Maintained
<b>Early Help:</b>				
Number of people supported through the Family Gateway.	New Indicator	8,205	No target	N/A New indicator
Number of people supported by the Family Help Team.	New Indicator	1,582	No target	N/A New indicator
Number of people supported by the Family Support Team.	New Indicator	2,019	No target	N/A New indicator

### Summary of Measures – 30

6.7%	26.7%	10%	10%	40%	6.7%
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Red (10% or more away from target) (2)	Amber (within 10% of target) (8)	Green (on or above target) (3)	Baseline being set (3)	RAG not appropriate (12)	Not yet Available (2)
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**Well-being Objective 1.2: Cardiff is a great place to grow older**

Performance Measure	Result 2018/19	Result 2019/20	Target 2019/20	Have we improved?
<b>Managing Demand: Joining up Social Care, Health and Housing</b>				
Adults who are satisfied with the care and support they receive.	82.8%	84.3%	80%	Yes
Adults reporting that they felt involved in any decisions made about their care and support.	77.1%	80.3%	80%	Yes
The percentage of clients who felt able to live independently in their homes following support from Independent Living Services.	99%	96%	95%	No
The percentage of adults who completed a period of reablement and have a reduced package of care and support six months later.	83.9%		N/A	N/A No figure available
The number of people who accessed the Community Resource Team.	New Indicator		1,400	No figure available N/A New indicator
The total hours of support provided by the Community Resource Team.	New Indicator	57,882	30,000	N/A New indicator
The percentage of new cases dealt with directly at First Point of Contact with no onward referral to Adult Services.	75.3%	71.97%	70% - 80%	No
The average number of calendar days taken to deliver a Disabled Facilities Grant (from initial contact to certified date).	194	186	180	No
The percentage of Telecare calls resulting in an ambulance being called out.	6.64%	6.41%	6% - 10%	N/A
The percentage of people who feel reconnected into their community through interventions by the Day Opportunities team.	86%	89%	80%	Yes
The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over.	New Indicator	6.07	8	N/A New indicator (Annual target amended in Q2)
<b>Supporting People: Age Friendly and Dementia Friendly City</b>				
The percentage of Council staff completing Dementia Friends training.	New indicator	37%	40%	N/A New indicator

The number of businesses pledging their commitment to work towards becoming Dementia Friendly.	New indicator	20	40	N/A New indicator
The number of Dementia Friendly City events held.	New indicator	794	200	N/A New indicator

**Summary of Measures – 14**



Red (10% or more away from target) (1)	Amber (within 10% of target) (2)	Green (on or above target) (8)	Baseline being set (0)	RAG not appropriate (3)	Not yet Available (0)
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### Well-being Objective 1.3: Supporting people out of poverty

Performance Measure	Result 2018/19	Result 2019/20	Target 2019/20	Have we improved?
<b>Socially Responsible Employers</b>				
The number of opportunities created for paid apprenticeships and trainees within the Council	181	152	125	No
<b>Tackling Poverty</b>				
The number of interventions which supported people receiving into work advice through the Gateway.	45,497	51,449	43,000	Yes
The number of clients who have been supported into employment having received tailored support through the Gateway.	787	1,050	623	Yes
The number of employers which have been assisted by the Council's employment support service.	211	191	200	No
The number of customers supported and assisted with their claims for Universal Credit.	5,375	3,348	1,500	No
Additional weekly benefit identified for clients of the City Centre Advice Team.	£16,100,000	£15,865,681	£13,000,000	No
<b>Tackling Homelessness and Rough Sleeping</b>				
The number of multi-agency interventions which supported rough sleepers into accommodation.	157	200	168	Yes
The percentage of households threatened with homelessness successfully prevented from becoming homeless.	77%	78%	70%	Yes
The percentage of people who experienced successful outcomes through the Homelessness Reconnection Service.	81.75%	89.01%	70%	Yes
The percentage of clients utilising Housing First for whom the cycle of homelessness was broken.	94%	95%	60%	Yes
The number of people positively moved on from second-stage accommodation.	New indicator	119	150	N/A New indicator

### Summary of Measures – 11



Red (10% or more away from target) (1)	Amber (within 10% of target) (1)	Green (on or above target) (9)	Baseline being set (0)	RAG not appropriate (0)	Not yet Available (0)
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**Well-being Objective 1.4: Safe, confident and empowered communities**

Performance Measure	Result 2018/19	Result 2019/20	Target 2019/20	Have we improved?
<b>Safeguarding and Supporting Vulnerable People</b>				
The percentage of Council staff completing Safeguarding Awareness Training.	54.55%	71%	100%	Yes
The percentage of Council staff completing the Level 1 online module of the National Training Framework on violence against women, domestic abuse and sexual violence.	51.49%	62%	100%	Yes
The percentage of adult protection enquiries completed within seven days.	New Indicator	96%	99%	N/A New Indicator
The number of domiciliary care workers registered with Social Care Wales.	New Indicator	211	220	N/A New Indicator Target adjusted mid year
The percentage of Children's Services social work vacancies.	30.4%	38.3%	24%	No
The percentage of children re-offending within six months of their previous offence.	New Indicator		Baseline to be established	Data to be confirmed N/A New Indicator
<b>Regenerating Local Communities and Citizen-Centred Services</b>				
The percentage of customers satisfied with completed regeneration projects.	93.2%	96%	75%	Yes
The number of visitors to libraries and Hubs across the city.	3,400,000	3,266,110	3,300,000	No
The percentage of customers who agreed with the statement 'Overall the Hub met my requirements/ I got what I needed'.	98%	98%	95%	Maintained
The number of visits (page views) to the volunteer portal.	70,856	123,409	55,000	Yes
<b>Supporting Sports, Leisure, Culture and Green Spaces</b>				
The number of Green Flag parks and open spaces.	12	12	13	Maintained
The number of volunteer hours committed to parks and green spaces.	20,488	19,111	18,000	No
The number of visits to Local Authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity.	7,829	7,596	7,953 2% increase	No

The number of staff with Welsh language skills.	New Indicator	695	20% increase by 2021/22	N/A New Indicator
The number of staff attending Welsh courses.	New Indicator	158	10% increase by 2021/22	N/A New Indicator

**Summary of Measures – 15**



Red (10% or more away from target) (3)	Amber (within 10% of target) (5)	Green (on or above target) (4)	Baseline being set (1)	RAG not appropriate (2)	Not yet Available (0)
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**Well-being Objective 2.1: A capital city that works for Wales**

Performance Measure	Result 2018/19	Result 2019/20	Target 2019/20	Have we improved?
<b>Supporting the City's Economy</b>				
The number of new jobs created.	1,166	926	500	No
The number of jobs safeguarded.	904	1,328	500	Yes
The amount of 'Grade A' office space committed to in Cardiff (sq. ft.). <i>(This is a rolling two-year target.)</i>	366,000 *two year figure	361,000	300,000 square feet	No
The number of staying visitors.	2,065,000	2,190,000 1.8% increase	2% increase	Yes
Total visitor numbers.	22,170,000	21,490,000 -3.4% (decrease)	2% increase	No
Attendance at Commercial Venues.	910,517	979,591	903,000	Yes

**Summary of Measures – 6**



Red (10% or more away from target) (1)	Amber (within 10% of target) (1)	Green (on or above target) (4)	Baseline being set (0)	RAG not appropriate (0)	Not yet Available (0)
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### Well-being Objective 3.1: Cardiff grows in a resilient way

Performance Measure	Result 2018/19	Result 2019/20	Target 2019/20	Have we improved?
<b>Housing</b>				
Total number of new Council homes completed and provided.	65	316	400 cumulative	Yes
The percentage of householder planning applications determined within agreed time periods.	92.86%	88.3%	>85%	No
The percentage of major planning applications determined within agreed time periods.	86.67%	97.87%	>60%	Yes
The percentage of affordable housing at completion stage provided in a development on greenfield sites.	14%	Unable to collect data due to Covid-19	30% (LDP)	N/A
The percentage of affordable housing at completion stage provided in a development on brownfield sites.	21%	Unable to collect data due to Covid-19	20% (LDP)	N/A
<b>Transport and Clean Air</b>				
Modal Split for All Journeys (2026 target 50:50): Proportion of people travelling to work by sustainable transport modes.	48.1%	51.2%	46.6%	Yes
The number of schools supported to develop an Active Travel Plan.	New indicator	74 (58.26%)	40	N/A New indicator
The percentage reduction in carbon dioxide emissions from Council buildings.	9.37%	9.42%	2%	Yes
The level of nitrogen dioxide (NO <sub>2</sub> ) across the city.	28µg/m <sup>3</sup>	29.6µg/m <sup>3</sup>	35µg/m <sup>3</sup>	No
<b>Waste and Recycling</b>				
The percentage of total recycling and waste collections reported as missed by customer.	New indicator	Not available due to changes in collections	<0.01%	N/A New indicator
The percentage of municipal waste collected and prepared for re-use and/or recycled.	59.29%	57.9%	64%	No
The maximum permissible tonnage of biodegradable municipal waste sent to landfill.	3,512	2,803	<33,557 tonnes	Yes

The number of Street Scene investigation actions per month.	New indicator	25,617	6,000	N/A New indicator
The number of Street Scene legal enforcement actions per month (with enforcement actions including Fixed Penalty Notices, Cases which proceed to prosecution, Section 46 or other legal notices).	New indicator	13,525	3,600	N/A New indicator
<b>Clean Streets</b>				
The percentage of principal (A) roads that are in overall poor condition.	3.50%	3.30%	5%	Yes
The percentage of non-principal/classified (B) roads that are in overall poor condition.	4.70%	5.60%	5%	No
The percentage of non-principal/classified (C) roads that are in overall poor condition.	5.80%	5.60%	7%	Yes
The percentage of highways land inspected by the Local Authority found to be of a high or acceptable standard of cleanliness.	90.79%	94.61%	90%	Yes
The percentage of reported fly-tipping incidents cleared within five working days.	99.33%	99.03%	90%	No
The percentage of reported fly-tipping incidents which lead to enforcement activity.	90.92%	80.35%	70%	No

### Summary of Measures – 20



Red (10% or more away from target) (2)	Amber (within 10% of target) (1)	Green (on or above target) (14)	Baseline being set (0)	RAG not appropriate (3)	Not yet Available (0)
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### Well-being Objective 4.1: Modernising and integrating our public services

Performance Measure	Result 2018/19	Result 2019/20	Target 2019/20	Have we improved?
<b>Modernisation, Resilience and Organisational Development</b>				
Reduce the gross internal area (GIA) of buildings in operational use.	2.99%		3%	Awaiting final figures
Reduce the total running cost of occupied operational buildings.	2.4%		1.7%	Awaiting final figures
Reduce the maintenance backlog.	£4,811,127		£4,000,000	Awaiting final figures
Capital income generated.	£15,220,558		£15,000,000	Awaiting final figures
The number of customer contacts to the Council using digital channels.	946,019	1,240,299	993,319 (5% increase on the 2018/19 outturn figure)	Yes
The percentage of staff that have completed a Personal Review (excluding school staff).	95.13%	N/A	100%	Not available (Covid-19)
The number of working days/shifts per full-time equivalent (FTE) Local Authority employee lost due to sickness absence.	11.53	11.77	9.5	No
Maintaining customer/citizen satisfaction with Council services.	64.10%	59.81%	75%	No
The percentage of draft committee minutes published on the Council website within ten working days of the meeting being held.	61%	45%	80%	No
The total number of webcast hits (Full Council, Planning Committees, Scrutiny Committees, Audit Committee, Cabinet).	4,991 *figure not cumulative in 2018/19	8,750	5,500	Yes
The number of Facebook followers.	New Indicator	28,200	24,000	N/A New indicator
The percentage of voter registration.	89.3%	96.4%	90%	Yes

### Summary of Measures – 12



Red (10% or more away from target) (3)	Amber (within 10% of target) (0)	Green (on or above target) (4)	Baseline being set (0)	RAG not appropriate (0)	Not yet Available (5)
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## Appendix 1b – Narrative Updates against Steps

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

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
Promote and fulfil children’s rights by <b>building a Child Friendly City</b> in partnership with UNICEF UK between 2018 and 2021.	Cllr Sarah Merry	Education & Lifelong Learning	<p>Cardiff is progressing toward becoming a ‘child friendly city’ where all children and young people have an equal chance to thrive and reach their potential. This will require partners to work together to make a city where the voices, needs, priorities and rights of children and young people are at the heart of public policies, programmes and decisions.</p> <p>The Child Friendly City strategy was launched in November 2018 with partners and progress is being monitored via a delivery plan. The Council is currently in the implementation phase.</p> <p>The participation of children and young people in their own education, through the involvement of young people in the programme, continues to improve. Schools have made significant achievements towards becoming Rights Respecting. 65 schools received an award in the programme during 2019/20 (academic year 2018/19).</p>		<b>In progress</b>
<b>Deliver the new schemes within the £284m ‘Band B’ programme of school investment</b> between April 2019 and 2024 to:	Cllr Sarah Merry	Education & Lifelong Learning	<p>Work is progressing on a number of schemes within the ‘Band B’ programme of school investment:</p> <ul style="list-style-type: none"> <li>The design of the new Fitzalan High School is underway with a revised programme for completion set for February 2023.</li> </ul>		<b>In progress</b>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<ul style="list-style-type: none"> <li>• Increase the number of school places available;</li> <li>• Improve the condition of school buildings;</li> <li>• Improve the teaching and learning environment.</li> </ul>			<ul style="list-style-type: none"> <li>• St Mary the Virgin tender package has been completed. It is anticipated work will go out to tender during summer 2020.</li> <li>• Greenhill initial feasibility has commenced for current and new sites across the city.</li> <li>• The consultation for the Doyle Avenue scheme has ended and is being considered by the Welsh Government, due to changes to sixth form provision outlined in the proposal.</li> <li>• Work also continues to progress improvements at Cathays High and on Early Years, Primary and Secondary School Provision to serve Adamsdown and Splott.</li> </ul> <p>Plans for the next phase of investment in the school estate, Band B, are being progressed. Prior to the completion of the Band B school investment programme, there are challenges in relation to meeting sufficiency requirements, particularly for secondary and additional learning needs (ALN) places, and short to medium term risks relating to poor building assets that need to be addressed.</p>		
<p>Deliver a <b>strengthened programme of academic and vocational provision for learners educated outside of mainstream settings</b> to improve learner outcomes during the academic year 2018/19 and beyond.</p>	Cllr Sarah Merry	Education & Lifelong Learning	<p>Improved tracking and monitoring systems this year has enabled more scrutiny and challenge of the progress made by Educated Other Than At School (EOTAS) learners. 2018/19 results show that the performance of EOTAS learners, when using the narrow GCSE measures, is still too low. The numbers of pupils EOTAS in Cardiff over the last five years has increased by 52.4% from 204 in 2015, to 311 in 2019.</p>		<b>In progress</b>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			<p>Wider sources of performance information indicate that outcomes for learners who are EOTAS in the Pupil Referral Unit, training providers and college are improving. Nearly all learners achieve qualifications with many achieving more than three. Learner outcomes show year-on-year improvement with the proportion of learners achieving more than three qualifications and Level One increasing. A wide range of vocational qualifications were achieved in 2019 alongside some GCSEs.</p> <p>Work needs to continue to ensure that transfers to EOTAS from mainstream education are reduced, and in those circumstances where EOTAS is the best option, that the curriculum offer is of high quality.</p>		
<p><b>Reshape and enhance specialist provision and services for pupils with additional learning needs</b> to ensure sufficient, high-quality provision is available to meet the current and projected need from 2018 to 2022.</p>	<p>CIlr Sarah Merry</p>	<p>Education &amp; Lifelong Learning</p>	<p>Good progress is being made to prepare for the implementation of Additional Learning Needs (ALN) Reform at school/ setting, cluster, Local Authority and regional levels. 97% schools have completed ALN readiness audits, and engaged in cluster planning. Four special school projects have been included in the Band B 21st Century Schools Programme. Seven additional projects were delivered in 2017/18 to increase specialist resource base and special school places in both English and Welsh medium sectors.</p> <p>Progress is being made to extend provision for Early Intervention for foundation age pupils for September 2020. However, the demand continues to increase and the Local Authority continues to rely on placements in the independent sector.</p> <p>Stronger systems for monitoring the quality and impact of ALN provision in schools is needed. The Local Authority is</p>		<p><b>In progress</b></p>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			working with schools and the Central South Consortium to embed effective provision mapping, self-evaluation and improvement planning processes for ALN/inclusive practice. This would strengthen schools' capacity to identify and address needs early on, as well as through school-to-school working and take-up of training.		
<p><b>Support Cardiff schools to move towards a new curriculum, and to respond to new qualification and assessment frameworks, with effect from Autumn 2019 until 2022.</b></p>	Cllr Sarah Merry	Education & Lifelong Learning	<p>A new curriculum for learners from 3-16 has been developed which includes all the learning experiences and assessment activities planned in pursuit of the four purposes of the Curriculum for Wales 2022. Curriculum for Wales 2022 seeks to allow for a broadening of learning, supporting settings and schools to be more flexible in their approaches, and provides education leaders and practitioners with greater agency, enabling them to be innovative and creative. Curriculum for Wales 2022 guidance has been made available and is planned to be rolled out in September 2022 for all year groups in primary school and year 7 in secondary schools. The curriculum will roll out to Year 8 in September 2023 and year-on-year until it is introduced to Year 11 in 2026.</p> <p>There continues to be active engagement of teachers and leaders in the shaping of the new curriculum for Wales in a number of Cardiff schools. However, there are a number of challenges, including:</p> <ul style="list-style-type: none"> <li>• Attracting and securing a high-quality workforce for schools, particularly in the context of changes to Initial Teacher Education (ITE);</li> <li>• Ensuring that new qualifications meet the needs of learners in Wales, and that schools have plenty of time to plan and prepare effectively.</li> </ul>		In progress

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<p><b>Address the maintenance backlog in schools, as part of a wider programme of Asset and Estate management</b>, targeting increased investment in schools that require priority action by March 2020.</p>	<p>Cllr Sarah Merry &amp; Cllr Russell Goodway</p>	<p>Education &amp; Lifelong Learning, and Economic Development</p>	<p>Circa £8.2m works on the schools estate was completed in 2019/20. This was slightly less than projected because of Covid-19.</p> <p>Extensive work has been undertaken during 2019/20 to collate property information and refine processes moving forward. The Schools Annual Maintenance Programme for 2020/21 has been finalised.</p>		<p><b>In progress</b></p>
<p><b>Support young people into education, employment or training by delivering the Cardiff Commitment</b>, with a focus during the academic years 2018/19 and 2019/20 upon:</p> <ul style="list-style-type: none"> <li>• Creating school/business partnerships that target skills development in the key economic growth sectors of the Cardiff Capital Region;</li> <li>• Introducing targeted programmes of support and mentoring for young people;</li> <li>• Rolling out the 'Open Your Eyes' careers week to seven secondary school clusters.</li> </ul>	<p>Cllr Sarah Merry</p>	<p>Education &amp; Lifelong Learning, and Economic Development</p>	<p>220 employers have been engaged to date to support the Cardiff Commitment initiative from the public, private and third sectors.</p> <p>Open Your Eyes Week was delivered in the St Teilo's and St Illtyd's cluster in Jan/Feb 2020, providing the opportunity for schools to engage with businesses around occupations and career pathways.</p> <p>The One Million Mentors programme has been launched in eight secondary schools and Cardiff &amp; Vale College. The Mini Police Programme was delivered to 21 primary schools and will be rolled out to 21 schools again this year.</p> <p>2018/19 data collated by the Local Authority shows that the year 11 EET (in education, employment or training) figure is 97.95% (3,162 out of 3,228 school leavers). 66 pupils were NEET (not in education, employment or training) (2%). Of the pupils registered as EOTAS (102 pupils), provisional data indicates that 92 progressed to EET in 2018/19. This represents 90.2%. 10% of EOTAS pupils were NEET (10 pupils).</p>		<p><b>In progress</b></p>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<p><b>Launch the 'Cardiff 2030 Vision for Education' by December 2019.</b></p>	<p>Cllr Sarah Merry</p>	<p>Education &amp; Lifelong Learning</p>	<p>'Cardiff 2030 – A ten year vision for a Capital City of Learning &amp; Opportunity' was launched in November 2019. 'Cardiff 2030' sets out an ambitious vision, underpinned by two themes, five goals and priority commitments. City-wide partnership and children's rights are key to the approach, recognising that Education is Everybody's Business and that Cardiff is aspiring to be a UNICEF Child Friendly City.</p> <p>A series of engagement events and research were undertaken to capture a wide range of views and perspectives on developing the 2030 vision. This included school staff, children and young people, governors and partners – including higher/further education and employers.</p>	<p>Green</p>	<p><b>Complete</b></p>
<p><b>Improve mental health and emotional well-being for young people by working in partnership to deliver an integrated approach to Children and Young People Emotional and Mental Health Support.</b></p>	<p>Cllr Sarah Merry &amp; Cllr Graham Hinchey</p>	<p>Education &amp; Lifelong Learning, People &amp; Communities, and Social Services</p>	<p>The links between the new Family Gateway and the Health Board's model for Emotional &amp; Mental Health Services have been developed and agreed with relevant partners. Where appropriate staff are co-located to ensure the right referrals are made to ensure that families receive the right support in a timely manner.</p> <p>In the majority of cases, it is possible to provide or find the emotional and mental health support required for young people coming through the Family Gateway. However, Family Help and Support4Families advisers do not have the professional knowledge or experience to effectively support young people with more complex emotional mental health issues.</p>	<p>Yellow</p>	<p><b>Complete</b></p>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			<p>The pathway for referrals into the Barnardo's Family Well-Being Service is now fully embedded and working well.</p> <p>Ensuring that children and young people are ready and able to learn, and can easily access support to promote their emotional, mental and physical well-being is a key priority in both the Cardiff 2030 Vision and Child Friendly City Strategy, and has been highlighted as a priority for children and young people.</p> <p>A whole system approach to therapeutic interventions and support across the whole of the child journey from Early Help through to adoption has been developed with key partners via the Regional Children's Partnership Board and will be commissioned with Integrated Care Fund funding.</p>		
<p><b>Develop a new delivery model for an integrated early help and prevention service for families, children and young people by March 2020</b>, with the aim of reducing the impact of adverse childhood experiences on their well-being:</p> <ul style="list-style-type: none"> <li>• Launching the new delivery model by June 2019 that will bring together a variety of multi-agency provision across three distinct services – Family Gateway, Family Help and Family Support;</li> <li>• Reviewing the current arrangements within the Multi- Agency Safeguarding</li> </ul>	Cllr Graham Hinchey	People & Communities, and Social Services	<p>Since 1st April 2019 the Cardiff Family Advice and Support (CFAS) service has supported over 8,200 people by providing information, advice or assistance. Over 1,500 families have benefitted from support given by a Family Help Adviser.</p> <p>The formal launch of the CFAS Service took place on 15<sup>th</sup> November 2019 and this was a good opportunity to raise awareness of the service with multi agency partners.</p> <p>Strong relationships have been developed with key referral partners across Education, Schools, Children's Services (Multi-Agency Safeguarding Hub, Child Health &amp; Disability team), Into Work Services, Benefits and Advice,</p>		<b>Complete</b>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<p>Hub (MASH) to take account of the new early help service.</p>			<p>South Wales Police, Health, Save the Children (Building Blocks), Action for Children (Side Step), and Barnardo's.</p> <p>Processes between the Gateway, Family Help and Support4Families have been improved and managers meet regularly to ensure that there is effective step-up and step-down for families.</p> <p>A framework to measure 'distance travelled' (i.e. progress made by families) has been developed to contribute to informed decision making and ensure that Early Help is responsibly delivering effective services which can be evidenced to improve outcomes for children, young people and families in Cardiff.</p> <p>The new Multi-Agency Safeguarding Hub (MASH) model is under review and will be implemented when arrangements have been agreed with partners.</p>		
<p><b>Enable more children to be placed nearer to home by March 2020 by:</b></p> <ul style="list-style-type: none"> <li>Developing a comprehensive placement commissioning strategy to map need against resources and influence the local market to provide a range of provision to meet the needs of Children Looked After;</li> <li>Increasing the number of Local Authority foster carers (including kinship carers);</li> </ul>	Cllr Graham Hinchey	Social Services	<p>The Children's Commissioning Strategy has been approved, evidencing need in Cardiff and setting out the Council's direction of travel for the next three years. Progress includes:</p> <ul style="list-style-type: none"> <li>The social media and online marketing campaign to attract in-house foster carers is impacting on the volume of enquiries - 30 full assessments were ongoing at 31<sup>st</sup> March 2020.</li> <li>Engagement with residential providers is positive with interest in setting up new homes in Cardiff. Young people have been involved in recruitment processes for in-house residential provisions.</li> </ul>		<b>In progress</b>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<ul style="list-style-type: none"> <li>Increasing the range of local residential provision by commissioning 20 new placements;</li> <li>Working with the regional adoption service to increase the number of adoptive placements.</li> </ul>			<p>The recruitment of adopters continues to increase and Cardiff continues to recruit a higher number of adopters into the system. More adopters who are able to meet the complex needs of children have been recruited, however there is still a dependency to need to use external adoption agency for sibling groups and older children.</p> <p>The Fostering Service has attended a number of community events across the city during the year. These have included Pride, Sikh Festival, and a Community Day at Ely Festival. Attendance at these events has resulted in an increase in enquiries of people looking to foster.</p> <p>Work to develop a small emergency unit is being taken forward alongside work to open an assessment unit. Engagement with residential providers is very positive with lots of interest in setting up new homes in Cardiff.</p> <p>Concerns still exist around the supply of the right type of services for our most vulnerable children, including scarcity of fostering and residential provision for children and young people with more complex needs and this will be addressed by the implementation of the Commissioning Strategy.</p> <p>A review of children who have been on a Placement Order for more than a year but who have not yet been placed for adoption is required and will be undertaken in 2020/21.</p>		

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<p><b>Develop a place-based approach to enhancing well-being and protection for vulnerable children and families</b>, trialling new ways of working in an area of the city by March 2020.</p>	Cllr Graham Hinchey	Social Services	<p>Following an analysis of existing demand across the city, three locality areas were identified, aligning localities to GP and school clusters – with the North team based in Hafan Gobaith, the East team based in St. Mellons and the South team based in County Hall.</p> <p>The virtual launch of locality working was achieved in Quarter 3 and movement of teams commenced with the relocation of the Fostering Service taking place in December. The North, South and East teams moved to their locality bases in Quarter 44 and the new locality OM for the East teams took up post.</p> <p>A review of demand/ resource ratio across the locality teams is required but has been delayed by Covid-19.</p>		In progress
<p><b>Ensure the best outcomes for children and young people for whom the Council has a responsibility by:</b></p> <ul style="list-style-type: none"> <li>Increasing the accommodation and support for care leavers by March 2020;</li> <li>Improving the care planning arrangements for Children Looked After by reducing the time taken to progress cases through the court process;</li> <li>Improving transition and progression into education, employment or training for care leavers by March 2020;</li> </ul>	Cllr Graham Hinchey	Social Services	<p>The successful integration of the Bright Start Service into the Into Work Service has been an opportunity for education and training opportunities to be expanded for Children Looked After. 105 young people were engaged with the project between October 2019 and January 2020.</p> <p>The Pathway Plan document has been revised, however the review of all existing plans into the new format has been delayed due to Covid-19. Following a restructure. the Personal Advisor Service now sits within the Adolescent Service. This allows for a more robust and cohesive service that effectively engages with partners to share resources, and ensure a more effective transition for care leavers.</p>		In progress

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<ul style="list-style-type: none"> <li>Improving educational outcomes for Children Looked After.</li> </ul>			<p>Tenancy training sessions are being run monthly with young people being given a priority banding to assist with move-on into social accommodation.</p> <p>A pilot with the Child and Family Court Advisory Support Service to accelerate the discharge of Care Orders where parents are in agreement has commenced. The intention is for children who are looked after under Placement with Parent Regulations to cease being looked after where it is safe and appropriate to do so.</p> <p>The annual Bright Sparks awards were held and were once again a success, celebrating the achievements of our children who are looked after and care leavers.</p>		
<p><b>Support young carers and care leavers</b> with a range of interventions, including into work support, trialling assistance with transport needs and wider well-being provision.</p>	Cllr Graham Hinchey	Social Services	<p>Following a successful Integrated Care Fund bid, a Development Officer for young carers is in post. The post-holder has responsibility for the development and commissioning of services to meet the needs of young carers, including ensuring those who require assessments receive them. A clear pathway for assessments has been developed and is being disseminated to partners.</p> <p>Partnership working with Education continues and governor training is being planned. The production and dissemination of a policy for young carers and associated e-learning is in progress and a joint strategy with the Vale of Glamorgan is being developed.</p> <p>Awareness raising of young carers continues and work has been undertaken with young carers to inform the</p>		<b>Complete</b>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			<p>development of a co-produced service specification for a new service for young carers. The new service will be implemented during 2020.</p> <p>The Council remains committed to ensuring that young carers and parents are able to access the services they find helpful and are concerned that they may be reluctant to contact the Gateway.</p>		

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

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<p><b>Empower people to remain independent at home and reduce reliance on intensive interventions</b> by preventing hospital admissions, accelerating safe hospital discharge and supporting assisted living. Key activities will include:</p> <ul style="list-style-type: none"> <li>• <b>Commencing a phased implementation of the new model of Community Resource Team, including the Get Me Home Plus Service</b>, to improve and expand the provision to enable people to remain independent at home;</li> <li>• <b>Developing a new way of delivering domiciliary care by March 2021</b> that fully reflects local and community provision and the priorities of the Older Persons Housing Strategy;</li> <li>• <b>Implementing the ‘Discharge to Assess’ model</b> by March 2021, building on the success of the First Point of Contact, enabling more people to be discharged safely through the development of night care services.</li> </ul>	Cllr Susan Elsmore	Social Services	<p>The “Get Me Home” and “Get Me Home Plus” services continue to provide a first point of contact for patients in the hospital, with support provided by the Council to enable them to leave hospital sooner and continue to live independently at home. Throughout the year the “Get Me Home” service has supported 1,223 people out of hospital and back to their own accommodation.</p> <p>A Single Point of Access (SPA) was successfully piloted in three wards at the University Hospital of Wales (UHW) and supported by the First Point of Contact (FPoC) workers. The trial evidenced a reduction in bed days and agreement has been obtained for all UHW wards to work in this way, with the same approach to be implemented in Llandough and St. Davids Hospitals.</p> <p>Early work in pilot areas progressed well, however progress has been delayed due to Covid-19 and there are new considerations in relation to hospital discharge requirements and Welsh Government advice and guidance around discharge to residential settings.</p> <p>Pilots of the new way of delivering domiciliary care were progressing well – provider events and meetings took place to implement the pilots, however these had to be halted due to Covid-19. The Cost of Care Exercise also had to be put on hold and the procurement timeline has been revised for contracts to be in place by April 2021.</p>		In progress

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<p><b>Deliver the Older Persons Housing Strategy to support independent living</b>, fully understanding their housing needs and aligning work between Council and Health Services including:</p> <ul style="list-style-type: none"> <li>• Working to build and refurbish 'care-ready' schemes for older people;</li> <li>• Developing an Older Persons &amp; Accessible Homes Unit to provide person-centred information, advice and assistance;</li> <li>• Developing innovative models of care, support and nursing services.</li> </ul>	Cllr Lynda Thorne & Cllr Susan Elsmore	People & Communities	<p>The Older Persons Housing Strategy continues to be implemented across Cardiff. Planning permission has been secured at the Maelfa and St.Mellons older person schemes which will see the delivery of over 100 'care-ready' older person flats. The development of a care-ready specification has set a high standard for adaptable, attractive and well-designed older person housing options.</p> <p>The programme to refurbish three day centres across the city has been completed with the refurbishment and reopening of Fairwater Day Centre in July. The centres new layout and improved facilities has seen positive outcomes for both users and staff and has seen increased usage and referrals to the service following its reopening.</p> <p>The Sandown Court refurbishment scheme was completed to the RNIB Cymru Six Standards Accreditation. Cardiff Council was officially awarded the Platinum Level Visibly Better for Sandown Court, a hallmark of good practice which is recognised by Welsh Government.</p> <p>Concept plans have been carried out for Broadlands and Worcester Court. However due to the Covid-19 crisis, the works which had been planned to commence in June 2020 have been delayed.</p>		<b>Complete</b>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<p>As a Dementia Friendly City, support those affected to contribute to, and participate in, mainstream society by:</p> <ul style="list-style-type: none"> <li>• Undertaking Dementia Friends training across the Authority with the aim of 100% compliance amongst Council staff by April 2021;</li> <li>• Developing e-module training in collaboration with the Alzheimer's Society that will be delivered through the Cardiff Academy by March 2020;</li> <li>• Encouraging businesses to pledge their commitment to becoming Dementia Friendly by delivering the Council's awareness and engagement programme;</li> <li>• Developing a dementia-focused website by March 2020 to support those with dementia, carers, families as well as businesses who want to better support those with dementia;</li> <li>• Delivering locality-focused dementia awareness events.</li> </ul>	Cllr Susan Elsmore	Social Services	<p>Good progress has been made against actions throughout the year. Extensive work took place to launch the bilingual Dementia Friends training module, making Cardiff the first Local Authority in the UK to make Dementia Friends training mandatory. This information has been shared as a good practice approach with other organisations and Authorities – including Welsh Government. Over 1,800 Council staff have undertaken Dementia Friends Training.</p> <p>Progress was also made in ensuring Dementia Friendly events were delivered throughout the City – mainly through the Community Hubs. 794 events were held in total.</p> <p>Integrated Care Fund (ICF) Funding has been received to support the development of a dedicated website, however at the present time this has been impacted by Covid-19.</p> <p>20 business pledged their commitment to work towards becoming Dementia Friendly during the year. A Dementia Friendly Communities Co-ordinator has been appointed, hosted by Marie Curie. Action is being taken to develop a Dementia Friendly Business action plan.</p>		In progress

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<p><b>Address social isolation and enhance quality of life of older people</b> by developing inter-generational working with schools, Hubs, community groups, and private sector partners.</p>	<p>Cllr Susan Elsmore, Cllr Lynda Thorne &amp; Cllr Sarah Merry</p>	<p>People &amp; Communities, and Education &amp; Lifelong Learning</p>	<p>Following previous successful inter-generational sessions, day centre managers have included inter-generational activities into their team plans. For example Grand Avenue Day Centre worked with Windsor Clive School in Ely to develop a programme with primary school-aged children.</p> <p>A 50+ festival was held during September, which was inter-generational covering Rhiwbina, Heath and Llanishen. Following the success of this, a further event will be held in the South West arc of Cardiff.</p> <p>Focus has been placed on digital inclusion for older people supporting them to get online to find alternative ways to engage with their community.</p> <p>The First Point of Contact teams, as part of their “what matters” and “better outcome” conversations with individuals, continue to identify social isolation and loneliness issues. Staff are aware of the importance of identifying these issues and discussing potential options with individuals at the first point of contact and with their family, carers and others involved in supporting them.</p>		<p><b>In progress</b></p>

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

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
Act as an <b>advocate for the Real Living Wage initiative</b> and promote its adoption by the city's employers.	Cllr Huw Thomas	Resources	<p>In November 2019 Cardiff was officially announced as a Living Wage City. The Council played an active part in Living Wage week through regular social media releases. A communications plan is in place for regular media releases throughout 2020.</p> <p>There are now 108 accredited Living Wage employers in Cardiff employing 35,538 individuals.</p> <p>The Living Wage City Action Plan priorities for 2020/21 have been amended to reflect the impact of Covid-19 on the economy in Cardiff and proposed target organisations.</p>		<b>In progress</b>
<p><b>Better support people into work by further integrating employment support services.</b></p> <p>This will include:</p> <ul style="list-style-type: none"> <li>Ensuring that the Gateway into employment is accessible across the city;</li> <li>Ensuring that Into Work Advice Services and Adult Community Learning fully align with the new Gateway by September 2019;</li> <li>Providing effective employer engagement and assistance into self-employment; Promoting and extending volunteering opportunities by October 2019.</li> </ul>	Cllr Lynda Thorne	People & Communities	<p>A phased service review has been carried out to ensure a greater join-up between Adult Learning and Into Work Services, addressing duplication across the services. Since September 2019, all learners enrolling for the Learning for Work programme, are also allocated an into work mentor, therefore ensuring that learners are supported on a one-to-one basis into employment.</p> <p>Central Jobs Fair was held at St David's Hall during Quarter 3. Over 700 jobseekers visited, with over 40 recruiting employers, and 20 advice and training providers in attendance.</p> <p>The volunteer portal was repurposed to respond to Covid-19. It was used to bring together community volunteers in the Together for Cardiff call to action. Over 1,100 volunteers came forward to give their time to help the response to the</p>		<b>Complete</b>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			pandemic. A new volunteer strategy co-ordination group has been created with third sector organisations, other Local Authorities and Public Health Wales as a response to the pandemic, creating a space to share best practise, ideas, support and guidance.		
<p>Ensure support is available to <b>mitigate potentially negative consequences associated with the roll-out of Universal Credit</b> by:</p> <ul style="list-style-type: none"> <li>• Providing digital access and assistance across the city;</li> <li>• Working with private landlords to identify how the Council can help them with the change by March 2020;</li> <li>• Working with Jobcentre Plus, Registered Social Landlords and other partners to ensure that vulnerable individuals get the budgeting support they need;</li> <li>• Further developing the telephone advice line for customers.</li> </ul>	Cllr Lynda Thorne	People & Communities	<p>A review of digital access has been undertaken, with more volunteers recruited where needed and digital training provided to all Hub staff. A detailed training plan has been rolled out to all staff across the Hubs and libraries ensuring they can identify when a claim for Universal Credit should be made and how to support clients in doing this. The review also identified the benefit of merging websites to include Landlord Liaison information within a dedicated section of the Housing Options Centre Website</p> <p>Discussions are ongoing with the Department for Work and Pensions regarding issues being experienced with the digital element of Universal Credit.</p> <p>The Adviceline was expanded from four lines to 30 in the immediate response to Covid-19. The Adviceline was pivotal in the food response for Cardiff, providing advice to shielded callers, on Universal Credit changes, and the food operation.</p>		<b>Complete</b>
<b>Create more paid apprenticeships and trainee opportunities</b> within the Council by March 2020.	Cllr Huw Thomas & Cllr Chris Weaver	Resources	Across the year, 152 paid opportunities for apprentices and trainees have been provided. Funding for 2020/21 is being reviewed in light of Covid-19 and consideration is being given to the possible need to extend some existing apprentices' and trainees' contracts.		<b>Complete</b>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<p><b>Support the Foundational Economy by implementing the Socially Responsible Procurement Policy</b>, helping ensure that local people and local communities benefit from the money the Council spends on goods and services.</p>	Cllr Chris Weaver	Resources	<p>The Council has developed its Social Value Measurement Framework and Social Value Portal and will look to implement them from Quarter 1 2020/21. This will provide an opportunity for the local economic impact of local employment and use of local supply chains to be taken into account in the award of contracts. The Social Value Portal will also enable improved monitoring and reporting of social value across Council contracts.</p> <p>The Council will review spend data for 2019/20 to evaluate non-local spend and that with social enterprises and the third sector before working with partners to see how we can better provide opportunities for the sector.</p>		In progress
<p>Deliver the Rough Sleeper Strategy, and the Homelessness Strategy, to <b>address rough sleeping in the city</b> by:</p> <ul style="list-style-type: none"> <li>• Extending the 'No First Night Out' policy;</li> <li>• Extending the capacity of the Housing First scheme to make better use of the private rented sector;</li> <li>• Building on the multi-agency team around rough sleepers to include substance misuse, probation and mental health services;</li> <li>• Implementing the diversionary pathway for anti-social behaviour and begging in partnership with South Wales Police.</li> </ul>	Cllr Lynda Thorne	People & Communities	<p>Additional capacity has been created across the year, including the Huggard Pods and additional places at Ty Nos. The Housing First Scheme has progressed well with the first prison leaver housed through the scheme and while the scheme is not yet at capacity, work is ongoing to identifying suitable prison leavers in the future.</p> <p>Accommodating pairs in is now embedded as part of the choice offering to rough sleepers.</p> <p>Dedicated Emergency Overnight Stay officers have worked with clients in emergency accommodation in order to better understand the needs of people using this accommodation regularly.</p> <p>Rough sleeper numbers have decreased to single figures during the Covid-19 pandemic and more people than ever</p>		Complete

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			have started accessing accommodation and services. Only a handful of very entrenched rough sleepers remain outside and there is a commitment to ensuring that this extra provision continues after the crisis is over.		

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

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<p>Ensure children and adults are <b>protected from risk of harm and abuse</b> by:</p> <ul style="list-style-type: none"> <li>Implementing the <b>Child and Adult Exploitation Strategy</b> to encompass new and emerging themes of child and adult exploitation;</li> <li>Initiating <b>regional discussions</b> with the Vale of Glamorgan Council by March 2020 to develop a joint regional Child and Adult Exploitation Strategy;</li> <li>Implementing the new <b>All-Wales Adult Safeguarding Procedures</b> by March 2020 – in consultation with staff and partners – to ensure that adults at risk are protected from harm.</li> </ul>	Cllr Susan Elsmore & Cllr Graham Hinchey	Social Services	<p>The new All Wales Safeguarding Procedures (WSP) were launched in partnership with Welsh Government and Cardiff and Vale Regional Safeguarding Board during National Safeguarding Week in November.</p> <p>Implementation of the WSP and associated training was halted due to Covid-19. Arrangements for training are in place, awaiting confirmation of a revised implementation date.</p> <p>A Guide to Safeguarding Essentials has been updated to reference the WSP and has been made available to the workforce via various means.</p> <p>The Cardiff and Vale Tackling Exploitation Strategy has been ratified and published. A thematic group has been established to monitor the delivery and progress of the actions and to measure the impact achieved against the main goals.</p> <p>Contextual Safeguarding has been made a key priority of the Cardiff and Vale Regional Safeguarding Board.</p>		<b>In progress</b>
<p>Continue the implementation of a <b>strengths-based approach to social work practice</b> to put individuals, families and communities at the centre of their own well-being by:</p> <ul style="list-style-type: none"> <li>Refreshing the Signs of Safety Implementation Plan to <b>embed strengths-</b></li> </ul>	Cllr Susan Elsmore & Cllr Graham Hinchey	Social Services	<p>Work to fully embed Signs of Safety approaches in practice is ongoing. Children's Services teams have Signs of Safety actions in their team plans and the approach has been included in staff inductions. Mentors have been put in place to support staff in the implementation process. Work will be undertaken during 2020/21 to ensure that the Signs of Safety approach becomes fully</p>		<b>Complete</b>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<p><b>based practice in partnership with families to support children to remain at home</b>, supported by a safety plan by March 2020;</p> <ul style="list-style-type: none"> <li>Establishing and embedding <b>strengths-based practice in Adult Services</b> by March 2022.</li> </ul>			<p>embedded and dovetails with the Reunification Framework.</p> <p>Collaborative Conversations strengths-based training continues to be rolled out across Adult Services and is positively received by all the teams who have experienced it</p>		
<p><b>Implement the Cardiff and Vale Regional Partnership Board transformational proposals for a 'Healthier Wales' by 2021 to further develop prevention and resilient communities to keep people independent and connected for as long as possible.</b></p>	<p>Cllr Susan Elsmore &amp; Cllr Graham Hinchey</p>	<p>Social Services</p>	<p>Please refer to the narrative update for the step "Empower people to remain independent at home and reduce reliance on intensive interventions ..." under Well-being Objective 1.2.</p>		<p><b>In progress</b></p>
<p><b>Implement the Council's Corporate Safeguarding Policy</b> by March 2020 to ensure an effective approach to implementation is embedded across the Council.</p>	<p>Cllr Chris Weaver</p>	<p>Social Services</p>	<p>A Corporate Safeguarding Service Manager has been appointed and will lead on the implementation and delivery of Council's Corporate Safeguarding Policy action plan.</p> <p>71% of Council staff have completed the mandatory Safeguarding eLearning programme. Cardiff Academy have included the module in the corporate induction programme for new recruits. An alternative to the eLearning programme was developed for non-office based / non-PC using staff, however implementation of this has been delayed by Covid-19.</p> <p>The implementation of the Corporate Safeguarding action plan was also delayed due to Covid-19, whilst there was a focus on robust safeguarding through COVID-19 operating models.</p>		<p><b>In progress</b></p>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<p>Continue to develop and support the workforce by:</p> <ul style="list-style-type: none"> <li>• <b>Implementing the requirements of the Regulation and Inspection of Social Care (Wales) Act (RISCA) 2016</b> and ensuring that all internal and external domiciliary care workers are appropriately qualified and registered by March 2020;</li> <li>• <b>Delivering a reduction in agency workforce and vacancies in the children's social workers workforce</b> by implementing a recruitment and retention strategy and refreshed workforce plan.</li> </ul>	Cllr Susan Elsmore & Cllr Graham Hinchey	Social Services	<p>The Council has worked with Social Care Wales to promote and stress the importance of registration and explain clearly the consequences of non-compliance to the sector. 1,961 social care staff are now registered (211 internal), however there are concerns that an estimated 50% of the workforce remain unregistered.</p> <p>The 31st March 2020 deadline for registration has been deferred due to Covid-19 and the new deadline date is yet to be confirmed.</p> <p>A new secondment scheme has been introduced with additional places offered and taken up by unqualified staff wishing to undertake the social work degree. The additional places have been offered by the Open University and the Masters programme at Cardiff University. Fewer final year students applied for posts than expected. In the future, engagement with final year students will be undertaken earlier in their course to retain them in Cardiff.</p>		In progress
<b>Deliver a three-year plan that combines service and financial planning for adults and children's social services.</b>	Cllr Graham Hinchey & Cllr Susan Elsmore	Social Services	<p>The Children's Services "Delivering Excellent Outcomes" Strategy is in place; implementation continued to be monitored via monthly performance scorecards during the year</p> <p>Stronger links are being developed in the community to better identify carers and provide them with information regarding referral to the Carer Support teams and this has been supported by Carer Assessment Workers.</p>		In progress

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			<p>Consultation sessions were held with adults to inform the development of the Adult Services Strategy, with support from Cardiff Third Sector Council. Adult Services are currently reviewing how to work collaboratively with people to provide an opportunity to challenge service provision and inform the development of the Strategy. This work has been delayed by Covid-19 and a new timeline for completion of the strategy is being developed.</p>		
<p><b>Support people with learning disabilities and mental health issues to be more independent by:</b></p> <ul style="list-style-type: none"> <li>• Implementing a Regional Learning Disabilities Commissioning Strategy by March 2020;</li> <li>• In collaboration with the University Health Board, implementing the recommendations of the Community Services Review on the future model of the service by March 2020.</li> </ul>	<p>CIlr Susan Elsmore</p>	<p>Social Services</p>	<p>Cardiff Council, Vale of Glamorgan Council and Cardiff and Vale University Health Board launched their first integrated Commissioning Strategy for Adult Learning Disability Services for the people living in Cardiff and the Vale of Glamorgan on 18<sup>th</sup> June during Learning Disability Week.</p> <p>The Regional Learning Disability Strategy has been implemented and eight priority action groups have been established to deliver the strategy.</p> <p>The Assistant Director of Adult Services is co-chairing a project with the Assistant Police and Crime Commissioner to develop mental health pathways. It is anticipated this work will inform and refresh the Community Services Review in setting the strategic direction for adult mental health services across Cardiff and the Vale of Glamorgan. This work has been delayed by Covid-19.</p>		<p><b>In progress</b></p>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
Complete a service review of the Youth Offending Service by 2020 and review the effectiveness of interventions by the service, in order to reduce offending/re-offending rates.	Cllr Graham Hinchey	Social Services	<p>The Youth Offending Service was subject to inspection by HM Inspectorate of Probation during Quarter 4 and was subsequently rated as inadequate. An action plan to address identified issues has been developed and is being implemented. The improvement journey will be undertaken with the full engagement of the wider Children's Services teams.</p> <p>The Youth Justice Plan was agreed by the Management Board and submitted to the Youth Justice Board within the prescribed timescale. Cardiff YOS received and accepted an offer from the Youth Justice Board to assist with its National Standards Audit with respect to Out of Court Disposals.</p>		In progress
Deliver the actions identified in the <b>Cardiff &amp; Vale of Glamorgan Violence against Women, Domestic Abuse and Sexual Violence (VAWDASV) Strategy 2018-2023</b> including the commissioning of a regional service for male victims.	Cllr Susan Elsmore	People & Communities	<p>Survivors of all forms of abuse attend the sub-groups that take the VAWDASV strategy's action plan forward are invited to also speak at events and provide quotes, case studies and perspectives.</p> <p>Preparations to commission a male victims service were underway in collaboration with the Vale of Glamorgan and Bridgend Councils. In Quarter 4 Bridgend Council withdrew from this exercise and guidance to recommence procurement activity is being sought.</p> <p>The region is also exploring options to extend existing perpetrator programmes and looking at supporting schools with the Whole School Approach to VAWDASV.</p>		Complete

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			<p>Opportunities for delivering a range of perpetrator programmes are still being explored. The Police and Crime Commissioner has confirmed continued funding for Drive and CLEAR during 2020/21.</p>		
<p><b>Deliver a co-ordinated response to the UK leaving the European Union</b>, including:</p> <ul style="list-style-type: none"> <li>• Putting in place local advice and support to enable EU Citizens in Cardiff to access the EU Citizen Settlement Scheme by April 2019;</li> <li>• Responding to any civil contingencies emerging from a disruptive or ‘no deal’ Brexit;</li> <li>• Ensuring a cross-public service approach to services and communications through the Cardiff Public Services Board.</li> </ul>	<p>Clr Huw Thomas &amp; Clr Lynda Thorne</p>	<p>People &amp; Communities, and Resources</p>	<p>Corporately, the Council has reviewed its Business Continuity Plans in response to Brexit and the assessment that a No Deal “remains a possible outcome; for which public services in Wales need to be prepared”. Nominated officers have been identified in each Directorate to lead on Brexit response planning and a Cardiff Council Brexit Issues Register has been developed which consolidates all identified risks, issues and mitigating actions.</p> <p>Cardiff has developed an EU Settlement Scheme (EUSS) Community Engagement Plan to co-ordinate activity relating to the EUSS in the city. As of the end of March 2020, 14,300 EU nationals have applied to the EUSS in Cardiff.</p> <p>In order to support EU citizens to complete the ID checking part of the EUSS process, Cardiff’s Registrar Officer has begun offering a ‘chip and check’ ID scanning service at City Hall.</p> <p>The Council is continuing to host engagement events in order to promote the EUSS and available support to EU nationals living in Cardiff, with targeted engagement for vulnerable groups.</p>		<p><b>In progress</b></p>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			<p>Engagement has been focused on schools, with an email sent to all head teachers in Cardiff asking if they would like the Council to host an information event for parents concerning the scheme within their school.</p> <p>The Council has received grant funding through the WLGA's Food Poverty Grant and the EU Transition Fund. The grants have strengthened existing local provision, helped expand on the Council's 'More than Food' programme and been used to tackle homelessness among migrant communities</p>		
Implement the Welsh Government Cohesion Action Plan and review local delivery from 2019/20.	Cllr Lynda Thorne	People & Communities	<p>In October 2019 Cardiff hosted a trans-national conference and political roundtable, attended by representatives of 16 UK and European cities, on the theme of cities remaining open and global post-Brexit.</p> <p>The Fair City Survey was delivered throughout the city, with targeted promotion in wards which are traditionally underrepresented in Council surveys. The survey explored residents' experiences of socio-economic inclusion, prejudice and cohesion in the city.</p> <p>The Cohesion team has worked with M&amp;C Saatchi to develop a communication campaign focusing on South Wales' migration history, with a view to launching this in 2021.</p> <p>During the Covid-19 lockdown the cohesion team have been proactively sharing public health messages with Cardiff's migrant communities to ensure that this</p>		<b>Complete</b>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			message is accessible. The team have also worked closely with Welsh Government to develop a nuanced and sensitive approach to faith burials in the context of Covid-19.		
Implement the Home Office Counter Extremism Strategy and review local delivery from 2019/20.	Cllr Lynda Thorne	People & Communities	<p>Home Office funding to deliver communications on the Building a Stronger Britain together (BSBT) programme covering the South Wales area was secured and quality assurance, assistance and monitoring has been delivered to several community groups who are working under the programme. Welsh Government funding was also secured to form communications and narratives on the history of Cardiff and the role our diverse communities have played.</p> <p>The BSBT funding stream was being used to support Glamorgan Cricket Club and Cardiff City Foundation to deliver a Youth Cohesion Cup in the city over summer. The timescales for delivery will be revised to reflect social distancing guidance and the tournament will be delivered when it is safe to do so.</p> <p>Links have been developed with the Think Safe exploitation team and the team is now delivering some training sessions around radicalisation and extremism.</p> <p>The 'Young Ambassadors for Shared Values' pen pal school twinning pilot between Cardiff primary schools and schools in Caerphilly was successful and has been upscaled to enhance and embed participants with knowledge of the shared values – democracy, rule of law,</p>		Complete

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			individual liberty and mutual respect and tolerance of different faiths and beliefs.		
Develop an action plan to deliver the outcomes of the Young People and Drugs Joint Scrutiny Committee Report within six months of the Scrutiny report being approved.	Cllr Lynda Thorne	People & Communities	Of the 19 scrutiny recommendations, 12 were accepted and six were accepted in principle. An action plan has been developed with partners, which reported to the Community Safety Delivery Board on the 14 <sup>th</sup> November 2019, and back to Scrutiny Committees in November (Community & Adult Services); and December (Children & Young People). Many of the recommendations have now been implemented; they will be reported and reviewed when Scrutiny Committees recommence in Autumn 2020.		<b>Complete</b>
<b>Invest in the regeneration of local communities by:</b> <ul style="list-style-type: none"> <li>• Delivering a new three-year programme of Neighbourhood Renewal Schemes;</li> <li>• Completing Phase 2 of the Maelfa redevelopment scheme by summer 2020;</li> <li>• Implementing priority schemes identified in the Estate Regeneration Programme;</li> <li>• Progressing opportunities for funding through the Targeted Regeneration Investment Programme.</li> </ul>	Cllr Lynda Thorne	People & Communities	<p>Consultation was undertaken on Year 1 Neighbourhood Renewal Schemes, and 2 out of 3 environmental improvements schemes (end closures in Cathays and Riverside) have been completed.</p> <p>Regeneration is progressing at the Maelfa and good partnership arrangements are in place with Cardiff Community Housing Association. Estate regeneration work commenced in Lower Llanrumney, but design issues have delayed the site start. Roundwood regeneration is behind schedule due to issues with resident sign-up to partake in the scheme and poor uptake following consultation.</p> <p>Two Targeted Regeneration Investment Programme funding bids for the South Riverside Business Corridor have been approved by Welsh Government.</p>		<b>Complete</b>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<p><b>Drive up standards in the private rented housing sector</b> by taking enforcement action against rogue agents and landlords letting and managing properties.</p>	<p>Clr Lynda Thorne</p>	<p>Resources</p>	<p>A bid for Warm Homes Funding was successful, with 16 Local Authorities currently participating in the scheme. The scheme will aid landlords to fund energy efficiency improvements in private rental properties. The procurement of contractors is in progress.</p> <p>A series of four videos about Rent Smart Wales and compliance with its requirements has been developed. The first has been launched in an autumn newsletter to registered licensees.</p> <p>Attention is being given to identify landlords and agents who still need to comply with the registration and licensing scheme.</p> <p>The use of Local Authority staff to undertake audits on behalf of Rent Smart Wales proved unsuccessful and will require further attention and re-deployment from existing duties.</p>	<p></p>	<p><b>Complete</b></p>
<p><b>Continue to deliver the Community Well-being Hubs programme</b>, in collaboration with partners, including:</p> <ul style="list-style-type: none"> <li>• Progressing plans for Youth Hubs in the City Centre, Butetown and Ely;</li> <li>• Working with the Health Board on the Cardiff Royal Infirmary and other Well-being Hubs;</li> <li>• Exploring opportunities for investment in Community Well-being Hubs;</li> </ul>	<p>Clr Lynda Thorne &amp; Clr Susan Elsmore</p>	<p>People &amp; Communities</p>	<p>Funding has been secured through Integrated Care Fund funding (Well-being Hubs and City Centre Youth Hub) and Welsh Government Targeted Regeneration Investment Programme funding (Butetown Creative Youth Hub). Butetown Creative Youth Hub work has been completed and the building handed over.</p> <p>Contractor work has also been completed at the domestic abuse facility at the Cardiff Royal Infirmary. The final handover is pending due to the impact of Covid-19 on Cardiff &amp; Vale University Health Board.</p>	<p></p>	<p><b>Complete</b></p>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<ul style="list-style-type: none"> <li>Ensuring people are connected with local service providers and activities in their neighbourhood through Community Inclusion Officers.</li> </ul>			<p>There have been some issues with the opening dates for Whitchurch and Rhydypennau Hubs due to Covid-19 following their closure for redesign improvements.</p> <p>Community Inclusion officers continue to make links within communities, setting up groups to alleviate isolation and identify gaps in service provision.</p>		
<p><b>Promote and support the growth of the Welsh Language</b> to help meet the Welsh Government’s ‘Cymraeg 2050: A million Welsh speakers’ strategy by:</p> <ul style="list-style-type: none"> <li>Delivering Cardiff Council’s commitments in the city-wide Bilingual Cardiff Strategy 2017-2022;</li> <li>Expanding the provision of Welsh-medium education and promoting Welsh in English-medium education.</li> </ul>	Cllr Huw Thomas & Cllr Sarah Merry	Resources, and Education & Lifelong Learning	<p>The Local Authority continues to expand the provision of Welsh-medium education in the city. The number of young people enrolled in Welsh-medium education has increased by 244 between January 2019 and January 2020, whilst allocations to the September 2020 Welsh-medium reception intake have increased over 10% compared to the September 2019 intake. The Local Authority is progressing Welsh Government grant-funded proposals to further expand Welsh-medium places across the city, including the expansion of Ysgol Y Wern and the establishment of new Cylch Meithrin provision. In July 2020, the Council approved the establishment of dual-stream provision to serve the Plasdŵr development and proposals to expand Welsh-medium primary school provision serving Central Cardiff will be brought forward in autumn 2020.</p> <p>The event 'Y Cynnig Cymraeg' has been developed to promote opportunities for students taught through the medium of Welsh to continue their education or secure employment that enables them to continue to speak Welsh.</p>		<b>In progress</b>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			<p>The Bilingual Cardiff Strategy Partners Forum, with representation from over 30 key stakeholders and partners, is in place to deliver Cardiff Council's commitments in the city-wide Bilingual Cardiff Strategy 2017-2022</p> <p>Cardiff Council supported the successful Tafwyl festival and the National Urdd Eisteddfod.</p>		
<p>Work with partners to develop strategic plans for the development of <b>sport and physical activity by March 2020 that secure increases in participation, attract investment and ensure sustainability of provision.</b></p>	<p>Cllr Peter Bradbury</p>	<p>Economic Development</p>	<p>A Playing Pitch Strategy has been developed in dialogue with representatives from the main National Governing Bodies, Universities, Cardiff City Foundation, Urdd and the main sports clubs in the city.</p> <p>An Aquatics Strategy for Cardiff has been completed involving all water activity providers with a stakeholder board in place to regularly review progress.</p> <p>The Sport Wales regionalisation of Community Sport continues to gather momentum and Cardiff's sports network group has submitted an intention to lead the South East regional board and to tender for the opportunity to develop strategic direction in the South East region.</p> <p>The Local Sports Plan funded by Sport Wales and delivered through the Joint Venture with Cardiff Met and Sport Cardiff was realigned to prioritise the Southern Arc of the city. The aim was to target the sedentary population and increase opportunities for under-</p>		<p><b>In progress</b></p>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			<p>represented groups to reduce inactivity, tackle obesity in young people and deliver new activities to stimulate alternative participation.</p> <p>Work is underway with consultants to develop a Sport, Health and Physical Activity Strategy.</p>		
Work with our network of 'Friends of' and volunteer groups to <b>engender a sense of ownership within local communities</b> in the management and development of our parks and green spaces, and to secure improvements in local environmental quality.	Cllr Peter Bradbury	Economic Development	<p>Across the year a total of 19,111 volunteer hours were recorded, despite activity tailing off during the lead-up to lockdown. These hours equate to a monetary value of £149k using the National Living Wage.</p> <p>Representatives from a number of friends and interest groups have joined the Local Nature Partnership for Cardiff, working towards a more integrated approach to natural resource management.</p> <p>New friends groups have been constituted for Victoria Park and St Mary's Gardens.</p>		<b>In progress</b>
Work in partnership with Welsh Water to <b>re-open the Lisvane and Llanishen Reservoir sites for recreational purposes</b> and re-introduce sailing to the Llanishen reservoir.	Cllr Peter Bradbury	Economic Development	<p>A project board has been established and a partnership manager appointed to deliver the reservoir project.</p> <p>A pre-application public consultation process is scheduled to go live in early July linked to the creation of a Visitor Hub at both reservoirs. Given the current Covid-19 restrictions, face-to-face public information events to share the proposals are not possible, therefore a number of virtual platforms to enable people to review the proposals have been developed.</p>		<b>In progress</b>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			The reservoir restoration works are nearing completion and it is envisaged that a planning application for the site will be submitted to the Council in September.		

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

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
Progress delivery of a new Indoor Arena to attract premier national and international events.	Cllr Russell Goodway	Economic Development	Procurement of a developer and operator consortium for the new Indoor Arena is progressing. The Call for Final Tender has been issued to bidders and bid submissions are to be submitted by August 2020. A report to Cabinet to approve the preferred bidder will be presented in October 2020.		In progress
Grow the City Centre as a location for businesses and investment delivering an additional 300,000ft <sup>2</sup> of 'Grade A' office space by 2021.	Cllr Russell Goodway	Economic Development	<p>Good progress has been made in developing additional 'Grade A' office space and attracting business growth in Cardiff:</p> <ul style="list-style-type: none"> <li>• Monzo Bank has taken two floors at No 2 Kingsway.</li> <li>• A joint venture has been announced between the WRU, Rightacres and Celtic Manor to build a new hotel in Westgate Street.</li> <li>• Starling Bank has now established space at Brunel House, its first letting in Cardiff, creating approximately 400 jobs in the city.</li> <li>• The new HMRC building in Central Square has been officially handed over for fit-out.</li> <li>• During the year 361,000 sq ft of Grade A office construction commenced and include: <ul style="list-style-type: none"> <li>• The interchange (120,000 sq ft)</li> <li>• 'Grade A' refurbishment projects at Hodge House (67,000 sq ft) and Fusion One (65,000 sq ft) have been completed.</li> </ul> </li> <li>• Work has started at the John Street development – the 2.5 acres development will have 109,000 sq ft new speculative office accommodation to be completed in early 2021.</li> </ul>		In progress

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
Work with the UK Government and Welsh Government to implement a programme of investments over the next five years to <b>deliver investment and capacity improvements at Cardiff Central Station</b> which sits at the heart of the South Wales Metro and the Integrated Transport Hub.	Cllr Russell Goodway & Cllr Huw Thomas	Economic Development	Work has started on the Interchange building including a significant amount of 'Grade A' office space.  UK Government has announced funding support of £58.3m towards the upgrade of Central Station, completing the required funding package. Transport for Wales has now been appointed to complete the Detailed Business Case for the modernisation of Cardiff Central Station.		In progress
Bring forward a <b>new mixed-use development at Dumballs Road</b> through the delivery of 2,000 homes by 2022.	Cllr Russell Goodway	Economic Development	A planning application for Dumballs Road has been produced. An agreement is in place for the disposal of Council-owned land to developers, subject to Cabinet approval, which has been delayed due to the Covid-19 pandemic.		In progress
<b>Deliver an Industrial Strategy for Cardiff East</b> , which will support the progression of the Cardiff Parkway development.	Cllr Russell Goodway	Economic Development	The East Cardiff Industrial Strategy has been approved and a market testing exercise is underway. Work is progressing on the Parkway development with a planning application due in Quarter 3 2020/21.		In progress
Develop a <b>new vision and masterplan for Cardiff Bay</b> by 2020, including taking forward delivery of the next phase of development for the International Sports Village by 2019.	Cllr Russell Goodway & Cllr Peter Bradbury	Economic Development	A development strategy for revitalising the International Sports Village, including the Toys R Us building, has been produced. Work on the new Cardiff Bay masterplan is progressing with a view to a final plan being presented to Cabinet in November 2020.		In progress
Launch a new masterplan for the <b>Cardiff Canal Quarter</b> by April 2020.	Cllr Russell Goodway	Economic Development	A draft masterplan for the Canal Quarter has been developed and the Council is now undertaking a process of engagement with local landowners. Engagement activities have been delayed due to the		In progress

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			Covid-19 pandemic and a final masterplan will now be presented to Cabinet in Quarter 3 2020/21.		
Work with Cardiff Capital Region partners to <b>ensure that City Deal investment supports the economic development opportunities of the city-region.</b>	Cllr Russell Goodway & Cllr Huw Thomas	Economic Development, and Planning, Transport & Environment	<p>A graduate scheme has been launched with significant input from Cardiff businesses.</p> <p>The Cardiff Capital Region Cabinet approved funding and a new partnership approach to work with Cardiff Council for MIPIM 2020. However due to the Covid-19 pandemic, the event was cancelled.</p> <p>Masterplan visioning work continues for the Metro Central I collaboration with City Deal partners.</p> <p>Collaboration with City Deal has led to tailored COVID-19 business support packages being announced in Wales. Initial outline business cases approved for support for Coryton Life Sciences Hub and a local life-sciences business based in Cardiff University.</p>	Green	In progress
<b>Develop a sustainable events portfolio</b> which builds on Cardiff's event hosting credentials. This will include the development of a 'signature event' and establishing Cardiff as a <b>Music City</b> over the next 5 years.	Cllr Peter Bradbury	Economic Development	<p>Cardiff Castle hosted Tafwyl in June 2019 attended by over 40,000 visitors. A further 32,500 attended a three-day music event in the Castle at the end of June.</p> <p>The Cardiff Food and Drink Festival took place in early July 2019, supporting over 120 small businesses and attracting in excess of 75,000 visitors to Cardiff Bay over the weekend.</p> <p>Cardiff Music Board has been established and will support the delivery of the Cardiff Music Strategy recommendations. The Council is working in partnership</p>		In progress

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			with the Welsh Government Major Events Unit and music sector partners to develop the 'Cardiff Music City Festival'. The festival was initially planned for October 2020, but has now been postponed until autumn 2021 due to Covid-19 challenges and public health restrictions.		
<p><b>Support the development of the creative sector</b> and help unlock investment opportunities by working with partners across the sector to support the growth of creative enterprises through the establishment of a Creative Accelerator programme.</p>	Cllr Peter Bradbury	Economic Development	<p>Cardiff hosted the Creative Cities Convention 2019 in April.</p> <p>Creative Cardiff announced the first series of investment in innovation support for a range of production companies in Cardiff. New incubation / accelerator space has been made available by the University of South Wales in their Atrium Building in the heart of Cardiff.</p> <p>A work programme has been established with Industry body, PACT, to support growth in TV independent sector in Cardiff, including support to establish the PACT Wales TV Group in association with Welsh Government.</p> <p>Cardiff Council is a partner of Creative Cardiff's 'Strength in Places' bid for UK Government funding to support the sector.</p> <p>Cardiff is working with colleagues in Bristol and private partners to realise the benefits arising from Channel 4's Creative Hub in Bristol.</p>		<b>In progress</b>



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

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
Work with Welsh Government and Local Authorities to jointly explore a new programme of regional recycling infrastructure over the next three years, focused on delivering facilities to improve and extend the capability and capacity for the sustainable treatment of “difficult to recycle” materials.	Cllr Michael Michael	Planning, Transport & Environment	Cardiff Council have worked collaboratively with Welsh Government and were successful in receiving a grant from Welsh Government for £515,068. This grant covers procurement of vehicles, bins & caddies and depot changes to support the collection of Absorbent Hygiene Products (AHP). With this funding, the service has procured four new vehicles to support AHP collections.  Cardiff Council will participate in meetings during 2020 with regards to a Regional Wood Facility Project. The development of a business case will determine whether Cardiff Council work collaboratively to deliver this project.		In progress
Meet our recycling targets by working with Welsh Government and WRAP (Waste & Resources Action Programme) to: <ul style="list-style-type: none"> <li>Develop and deliver short-term recycling objectives by June 2019;</li> <li>Develop a long-term sustainable approach to the collection of residual wastes, recyclables and food waste by March 2020.</li> </ul>	Cllr Michael Michael	Planning, Transport & Environment	A project board and project team are in place with Welsh Government, Local Partnerships and WRAP.  A baseline model was substantially completed in Quarter 4. The modelling does not show a significant impact to recycling performance. The final report will be received in Quarter 1 2020/21 and will include a review of four-day working.		In progress
Develop a citizen-based strategic plan for new and existing recycling centres,	Cllr Michael Michael	Planning, Transport & Environment	Recycling levels were 75% at Bessemer Close and 74% at Lamby Way and although the 80% target was not met, improvements have been made.		In progress

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
and promote improved recycling to 80% in centres by March 2020.			Black bag splitting is not effective due to the high volumes arriving at the recycling sites and the reluctance of residents to participate in this activity.  Covid-19 will mean different controls will be required and these will develop during Quarters 1 and 2 of 2020/21.		
Develop and deliver targeted interventions to promote recycling in communities to support achieving the 64% recycling target for 2019/20.	Cllr Michael Michael	Planning, Transport & Environment	A Cabinet report 'Improving Recycling in Cardiff' will promote the use of education to support the improvements in recycling performance. The application of a 'pink sticker' linked with BarTec and StarTraq will ensure residents receive information on how they can improve their recycling.  The recycling performance for 2019/20 was 57.88%. Covid-19 had limited impact on this performance, albeit the pandemic has delayed the application of the 'pink sticker' campaign.		<b>In progress</b>
Enhance and expand existing partnership(s) to support re-use in Cardiff by March 2020.	Cllr Michael Michael	Planning, Transport & Environment	Work with internal Design and Delivery team is not progressing due to resource. Project Team are reviewing frameworks to tender the purchase and installation of temporary buildings on site for a Re-Use Centre. Work is progressing on branding for the Centre working with our partner, Waste Savers.  Decision to relocate re-use building to Lamby Way following work to clear the location of the old recycling centre.		<b>In progress</b>
Establish for roll-out an area-based model for cleansing and enforcement to support efficient and effective service delivery by June 2019.	Cllr Michael Michael	Planning, Transport & Environment	Following a trial period from September to December, work has been completed to create the east/west and afternoon/evening teams – supporting required improvements of coverage of the city throughout the day.		<b>Complete</b>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
Develop and deliver an <b>extended campaign for 'Love Where You Live'</b> to encourage local volunteering, and engage with citizens and businesses on concerns in their communities by September 2019.	Cllr Michael Michael	Planning, Transport & Environment	<p>Good progress has been made across the year:</p> <ul style="list-style-type: none"> <li>• Love Where You Live lockers have been installed in a number of Hubs.</li> <li>• Community Street Planters have been installed.</li> <li>• The Leave Only Pawprints campaign was launched.</li> </ul> <p>Work commenced with engaging citizens and businesses in focused areas such as Grangetown. The pilot work did provide localised improvements, but was not expanded due to resource requirements.</p>		<b>In progress</b>
Develop and implement a comprehensive programme in the Council's street scene services to drive productivity and performance improvements from April 2019, with better co-ordination of highways maintenance, waste management and cleansing to improve the public realm.	Cllr Michael Michael	Planning, Transport & Environment	Co-ordination of work is taking place to tackle problems in areas of concerns in wards. The development of a programme of improvements is in place for Street Scene. Monitoring of productivity and performance is ongoing to support informed decision making and feedback to specific initiatives/projects.		<b>In progress</b>
<b>Develop a Cardiff Food Strategy</b> for approval by May 2019 and implement the approved action plan.	Cllr Michael Michael	Planning, Transport & Environment	<p>The Food Strategy was approved by Cabinet November 2019 and is now at implementation stage. The Steering Group membership agreed has been and initial meeting was arranged for April 2020. However the meeting had to be postponed until June due to Covid-19 and was held virtually.</p> <p>Meetings have taken place with Public Health Wales to ensure alignment with the Move More, Eat Well Strategy.</p>		<b>In progress</b>
<b>Deliver a 7.5 Megawatt Solar Farm at Lamby Way</b> by September 2019 – generating	Cllr Michael Michael	Planning, Transport & Environment	Overall, the project is moving forward successfully but there has been a minor delay as a result of Covid-19 construction conditions. Contractor is now on site and scheduled to complete by the end of August 2020.		<b>In progress</b>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
renewable energy and supporting carbon-neutral aspirations – subject to the approval of a final business case in April 2019.			Progress on the installation of the private wire is delayed but this will not impact on the completion of the solar farm.		
<p><b>Ensure the Council can achieve compliance with the EU Limit Value for Nitrogen Dioxide (NO<sub>2</sub>) in the shortest possible time by:</b></p> <ul style="list-style-type: none"> <li>• Completing the feasibility study to identify the preferred measure(s);</li> <li>• Submitting the Final Plan – including the full business case for the preferred option – to Welsh Government by 30<sup>th</sup> June 2019.</li> </ul>	Cllr Michael Michael & Cllr Caro Wild	Planning, Transport & Environment	In December 2020 it was confirmed by the Welsh Government Minister that the Council's Clean Air Plan has been approved with funding of up to £21m to be made available. The Plan has been developed with specialist consultants and passed through a series of quality tests to ensure it is as robust as is possible. A collaborative approach between Welsh Government and Cardiff Council has been undertaken throughout the process with regular meetings and negotiations ongoing.		<b>In progress</b>
Launch a <b>new Transport &amp; Clean Air Vision</b> for the city and develop a Clean Air Strategy, including Active Travel solutions, by September 2019.	Cllr Caro Wild	Planning, Transport & Environment	<p>The Transport White Paper was launched on 15<sup>th</sup> January 2020 and lays out an ambitious 10-year plan to tackle the climate emergency, reduce congestion and improve air quality. It includes proposals for developing the South East Wales Metro, including new Metro lines connecting new and existing communities in the city, Rapid Bus Transport, Active Travel and improvements to our streets and the future of the car, including reducing car ownership through car clubs and greening through the expansion of electric vehicle charging infrastructure.</p> <p>The timescale for the White Paper was amended in line with ongoing developments in relation to the Clean Air Plan to ensure alignment.</p>		<b>In progress</b>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<p><b>Deliver a prioritised programme of highways enhancements</b> through minor road repairs and full-scale resurfacing to address concerns such as potholes, and deteriorating roads and pavements.</p>	<p>Cllr Caro Wild</p>	<p>Planning, Transport &amp; Environment</p>	<p>Specialist works programme for concrete carriageways has been completed, micro-surfacing phase 1 is also completed. Phase 2 commenced in Quarter 4 but will also continue in Quarter 1 2020/21. Contracts have been let for resurfacing works under the South East Wales Framework and commenced in Quarter 4 but will also continue in 2020/21 Quarter 1. Patching works have continued at high volume and quality throughout the city.</p> <p>Estimates on previous works, utilising experience of road type, materials and potential disruption to ensure accuracy during evaluation process, have been produced and careful monitoring of spend on patching works continues to ensure budget constraints are met. The delivery of programmes of work will continue through to the end of the financial year.</p>		<p><b>In progress</b></p>
<p><b>Support Transport for Wales with the implementation of the Cardiff Metro</b>, increasing the quality of public transport infrastructure, the frequency of train journeys and the deployment of new train/tram extensions and stations across Cardiff.</p>	<p>Cllr Caro Wild</p>	<p>Planning, Transport &amp; Environment</p>	<p>Working groups with Transport for Wales and Transport for Wales Rail have been established to progress the preparation of business cases for improvements to stations, new stations and line extensions in Cardiff.</p> <p>Key successes across the year include:</p> <ul style="list-style-type: none"> <li>• Short-listing of options for the North West Cardiff WelTAG 1 study has been completed.</li> <li>• Technical work on Cardiff West Junction identifying options to unlock the Cardiff Cross-rail link between the North West Corridor and Cardiff Bay has been completed.</li> <li>• Scoping work was undertaken to inform the development of business cases and further technical work including Central Station to Cardiff Bay and Cardiff Bay to Roath Dock.</li> <li>• Progress was made identifying work programmes to review future enhancements to the Cardiff Metro including station improvements, new stations and new line extensions facilitating cross-city and regional movements unlocking development opportunities and contributing towards carbon reduction.</li> </ul>		<p><b>In progress</b></p>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
Develop an <b>Electric Vehicles Strategy</b> by December 2019, including the delivery of new electric buses.	Cllr Caro Wild & Cllr Michael Michael	Planning, Transport & Environment	<p>Significant steps have been undertaken in defining the Electric Vehicle (EV) Strategy. The majority of core projects have been successfully completed. Key progress includes:</p> <ul style="list-style-type: none"> <li>Progress with residential EV charging locations has ensured that 10 locations with a total of 18 fast charging points have been installed across the city. A second phase of five sites with one charge point each is in progress.</li> <li>Pilot project for installation of six Rapid Charging stations has been initiated with the company 'Enginie'. One location has been fully installed with the remaining five locations now in final planning stages, and licenses being progressed.</li> <li>The work undertaken by Central Transport Services (CTS) to replace 90 Council vehicles with full EVs by 2021 has been delayed due to Covid-19. CTS are intending to review the wider fleet with Welsh Government Energy Service and OLEV. Following this review, a revised timetable will be known.</li> <li>Ongoing work to implement taxi incentive scheme to assist taxi trade to transition to electric/ ultra-low emissions vehicle (ULEV) taxis. An initial grant of £1.86m will be used to support this.</li> </ul>		In progress
<b>Progress the City Centre Transport Masterplan</b> through achievable and deliverable transport projects from 2019 through to 2021. Projects will focus on delivering the sustainable transport infrastructure improvements and transport deliverables outlined in the Masterplan, Transport	Cllr Caro Wild	Planning, Transport & Environment	<p>Despite some delays due to Covid-19 factors, all projects within the City Centre Transport Masterplan are due to be designed and delivered within the high-level programme schedule:</p> <p>Phase 1: Central Square on site  Phase 2: Castle Street – out to tender  Phase 3: Boulevard de Nantes and City Centre East – delayed due to Covid-19, rephrasing and programming exercise complete.</p>		In progress

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
Strategy, the new Transport & Clean Air Vision, and Local Development Plan.					
<p><b>Support the delivery of the Council's Active Travel agenda by:</b></p> <ul style="list-style-type: none"> <li>• <b>Implementing 20mph speed limits across the city</b>, completing Grangetown and developing plans for Splott, Butetown, Canton and Penylan (subject to funding) during 2019/20.</li> <li>• <b>Improving the cycling and walking networks</b> by delivering prioritised routes within the Active Travel Integrated Network Map, including phase 1 of the Cycle Superhighway by 2021.</li> <li>• <b>Expanding the on-street cycle hire scheme</b> to 1,000 bikes by July 2019.</li> <li>• <b>Working with the Active Travel Advisory Groups.</b></li> </ul>	Cllr Caro Wild	Planning, Transport & Environment	<p><b>20mph speed limits:</b></p> <ul style="list-style-type: none"> <li>• During the year, Grangetown and Penylan schemes have been completed and plans have been developed for Splott, Butetown, Canton/Riverside, Llandaff, Creigiau, Pentyrch and Tongwynlais – in anticipation of funding for 2020/21.</li> <li>• Work with Welsh Government has commenced to assist on an evaluation pilot of processes to inform guidance on a future 20mph default speed limit in built- up areas.</li> </ul> <p><b>Cycle and walking networks:</b></p> <ul style="list-style-type: none"> <li>• Construction of Cycleway 1 Phase 1 (St Andrew's Crescent to Senghennydd Road) is complete.</li> <li>• Construction of North Road Cycle Upgrade Phase 2 has commenced but finish date has been delayed as a result of temporary site closure due to Covid-19.</li> <li>• Design and modelling work is ongoing for Cycleway 3 (City Centre / Splott to Cardiff Bay).</li> <li>• Consultation on Hailey Park and Cycleway 4 (Sophia Gardens) started prior to Covid-19 lockdown but closing dates extended due to lockdown starting within consultation period.</li> </ul> <p><b>On-street cycle hire:</b></p> <ul style="list-style-type: none"> <li>• Additional rental stations have been installed during the year and the system has expanded to approximately 1,000 bikes available. Ebikes infrastructure planning is underway to locate 125 bikes in key appropriate locations across the city.</li> </ul>		<b>In progress</b>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			<ul style="list-style-type: none"> <li>A BikeShare4All outreach scheme is being developed with support from key stakeholders which will increase the access to the scheme for hard-to-reach groups.</li> </ul> <p><b>Active Travel Groups:</b></p> <ul style="list-style-type: none"> <li>A comprehensive agenda of active travel interventions and schemes have been discussed through the Council's Cycling Advisory Group. There was extensive liaison with active travel stakeholders in the lead up to the Cardiff Car Free Day and HSBC Let's Ride Event in May.</li> <li>Work has begun on developing the Healthy Streets Programme in partnership with campaigning charity 'Living Streets'. The work will include engagement with local communities to inform the prioritisation of interventions and the design process.</li> </ul>		
<p><b>Ensure every school in Cardiff has developed an Active Travel plan</b> – including training and/or infrastructure improvements – by 2022.</p>	<p>Cllr Caro Wild &amp; Cllr Sarah Merry</p>	<p>Planning, Transport &amp; Environment, and Education &amp; Lifelong Learning</p>	<p>A number of schools are now producing Active Travel Plans. The pilot engagement has shown that a bespoke approach with individuals schools to address their specific issues and offer tailored support has proven better than a 'one size fits all' approach.</p> <p>School streets were piloted in five locations to prevent parking around schools at drop-off and pick-up times. Plans for expansion of the approach are being developed.</p> <p>Planning and active travel plan advice and guidance has been given for Band B school projects, most notably Fitzalan School, Doyle Avenue and Willows High schemes.</p> <p>Active travel facilities have been installed in nine schools including cycle shelters and bike and scooter racks.</p>		<p><b>In progress</b></p>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<p><b>Support the delivery of high-quality and well-connected communities</b> – as described by the Council’s Master Planning Principles – ensuring that:</p> <ul style="list-style-type: none"> <li>Supporting infrastructure, such as sustainable transport, schools, community facilities and green spaces, are delivered at all new strategic housing developments;</li> <li>New housing developments are informed by good design and infrastructure planning;</li> <li>Community infrastructure improvements on strategic sites are communicated to the public.</li> </ul>	Cllr Caro Wild	Planning, Transport & Environment	<p>Significant progress has been made on a number of Local Development Plan (LDP) strategic sites and supporting infrastructure.</p> <p>“Approval of Reserved Matters” applications have been submitted for:</p> <ul style="list-style-type: none"> <li>Plasdŵr (LDP Site C);</li> <li>St Edeyrn’s (LDP Site G);</li> <li>Junction 33 (LDP Site D), and;</li> <li>Churchlands (LDP Site F).</li> </ul> <p>Work is progressing in relation to a new Primary School at St Edeyrn’s (LDP Site G).</p>		In progress
<p><b>Increase the delivery of new houses to meet housing need through the development of Local Development Plan strategic</b></p>	Cllr Caro Wild	Planning, Transport & Environment	<p>The 6,500 target is for the 12-year period 2014 to 2026 and for the first five years the completion of 1,082 affordable homes has been recorded. As of April 2019 there are 4,790 affordable dwellings not yet started in the landbank and since then, a further 234 affordable homes have been granted planning</p>		In progress

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
sites including 6,500 new affordable homes by 2026.			<p>permission or secured as part of an off-site Section 106 agreement, including a number of Cardiff Housing Partnership sites across the city.</p> <p>Further planning applications for several of the strategic housing sites are due to be considered over the next 12 months and construction is now progressing on four of the strategic housing sites, which will result in the release of further land to deliver the affordable homes target.</p>		
<b>Deliver 2,000 new Council homes</b> , of which at least 1,000 will be delivered by May 2022.	Cllr Lynda Thorne	People & Communities	<p>Work is progressing across a number of schemes to deliver new Council homes. Planning applications have been submitted for the St Mellons scheme and the Maelfa Independent Living Scheme. Consultants for the Channel View redevelopment scheme have been appointed and work is progressing with the Caldicot Road scheme.</p> <p>The Cardiff Design Standard has been drafted, setting out the standards that all new Council housing schemes should meet, with a view to implement the standard by September 2020. Consultation will be undertaken with stakeholders and partners to ensure we adopt a suitable and deliverable standard.</p> <p>Cardiff's development programme is being well-received by tenants and the programme has won three national awards to date.</p>		<b>Complete</b>
<b>Secure a contract for the delivery of a heat network</b> to serve areas of the Bay and City Centre, subject to successful national government capital grant award and cabinet approval	Cllr Michael Michael	Planning, Transport & Environment	National Government Grant and Welsh Government interest-free loan has now been secured and procurement commenced in June 2020. The final business case, including prices derived through procurement, is scheduled for December 2020		<b>In progress</b>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
of a final business case by October 2019.					
Convene regular Design Review Meetings to consider and <b>make recommendations to development proposals</b> submitted to the Local Planning Authority, publish an annual Design Review Monitoring Report, and complete the Supplementary Planning Guidance programme.	Cllr Caro Wild	Planning, Transport & Environment	<p>The Design Review group met 33 times in 2019 and commented on 119 schemes. The Annual Report is available on the link below:  <a href="https://www.cardiff.gov.uk/ENG/resident/Planning/City-design-and-public-art/Documents/Design%20Review%20Annual%20Report%202019.pdf">https://www.cardiff.gov.uk/ENG/resident/Planning/City-design-and-public-art/Documents/Design%20Review%20Annual%20Report%202019.pdf</a></p> <p>The Supplementary Planning Guidance programme is complete.</p>		<b>Complete</b>
Continue to engage with the Pensions Committee to deliver an environmentally-friendly pension policy.	Cllr Chris Weaver	Resources	<p>Cardiff is working with the Wales Pension Partnership (WPP) to develop a collaborative approach to responsible investing and carbon-friendly investing.</p> <p>In May 2019 the Pensions Committee agreed to the following changes and recommendations, which have been implemented during the year:</p> <ol style="list-style-type: none"> <li>1. The Investment Advisory Panel make an initial allocation during 2019/20 of 10% of fund assets to a fund tracking a Global Low Carbon index;</li> <li>2. Supports in principle for disinvestment in companies engaged in fossil fuel extraction and support further development of climate change investment policy;</li> <li>3. Notes the ongoing work being undertaken in collaboration with the other WPP authorities and the WPP's investment partners.</li> </ol> <p>In Quarter 4, 10% of the total fund assets (value circa £200 million) was transferred into the Low Carbon Tracker fund.</p>		<b>In progress</b>

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

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<p><b>Progress the seven strands of the Council's Digital First Agenda</b>, with a focus on:</p> <ul style="list-style-type: none"> <li>Identifying priorities for the 'connected citizen strategy' by June 2019;</li> <li>Working with stakeholders to identify the priorities of the remaining 'connected' strands by December 2019.</li> </ul>	Cllr Chris Weaver	Resources	<p>A high-response rate was received from service areas providing the first annual update on their Digital Strand aspirations/priorities. These responses provided a target date and narrative on work undertaken and stories of success. A draft 'We said, We did' document has been created from responses given to show progress on key aspirations. This is yet to be published due to priorities around Covid-19.</p> <p>A review of applications and software used to provide Digital Services to customers is to take place. This will provide an analysis of the current products used.</p>		<b>Complete</b>
<p><b>Modernise the Council's estate and reduce the footprint</b> through rationalisation and investment in maintenance.</p>	Cllr Russell Goodway	Economic Development	<p>The roll-out of the One Front Door 'consent for works' initiative across the corporate estate was completed in Quarter 4 together with the Non-Schools Handbook.</p> <p>The Schools and Non-Schools Annual Maintenance Programmes for 2020/21 have been finalised.</p>		<b>In progress</b>
<p><b>Develop a new five-year Property Strategy by March 2020.</b></p>	Cllr Russell Goodway	Economic Development	<p>The presentation of a new Property Strategy to Cabinet has been delayed due to the pandemic and will now be presented in Quarter 3 2020/21.</p>		<b>In progress</b>
<p>Take forward delivery of the <b>Core Office Strategy</b>.</p>	Cllr Russell Goodway	Economic Development	<p>The presentation of a report on the Core Office Strategy to Cabinet has been delayed due to the pandemic and will now be presented to Cabinet in October 2020.</p>		<b>In progress</b>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
Improve the health and well-being of our employees by continuing to monitor sickness absence, and proactively provide support for employees and managers.	Cllr Chris Weaver	Resources	<p>The Attendance and Well-being Policy was reviewed and adjusted. A letter was sent to all staff from the Chief Executive, including a leaflet outlining the changes.</p> <p>A new Fast Track Physio referral service was launched at the start of August and continued support is in place to support employees with musculoskeletal problems to either remain in work or to return to work more quickly. Meetings have taken place with all Directorates and the Chief Executive to review all long-term sickness cases.</p> <p>Additional support is being provided for mental health cases through a number of mechanisms which support mental health issues over a longer period.</p> <p>The end of year figure for sickness was 11.77 days lost per Full-Time Employee against a target of 9.5.</p>		Complete
Work towards the <b>Gold Level Corporate Health Standard Award</b> by March 2020.	Cllr Chris Weaver	Resources	<p>The Health and Well-being Survey commenced in Quarter 2 and this included questions relating to the Corporate Health Standard.</p> <p>Progress towards the Gold Health Standard has been delayed due to Covid-19. As the organisation moves to new ways of working and is considering its office space and assets, it has been agreed that the application for the Gold award be put on hold.</p> <p>In order to retain our Silver status we will need to go through a revalidation process. This should be completed by March 2021, however, there is a six-month leeway period should we require it.</p>		Complete

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
Continue to reinforce the Agency Workers Charter and embed core processes to review Agency Worker placements at 12 and 18 months.	Cllr Chris Weaver	Resources	The number of agency workers in Waste Management has been reduced through their appointment to 26 permanent posts. Regular reports are to be sent to Directorates regarding agency staff who have been working for lengthy periods and responses to be shared at Trade Union Partnership meetings. This has been delayed due to Covid-19.		Complete
Support people and communities to be more engaged with the work of the Council.	Cllr Huw Thomas & Cllr Chris Weaver	Resources	<p>A Citizens Engagement Review was completed in July and an improvement plan has been developed to enhance the Council's engagement practice.</p> <p>New branding materials were produced for Cardiff's Citizens Panel and a number of recruitment stalls were organised at events with high footfall.</p> <p>A mid-point review of Ask Cardiff 2019 took place, where the Research Team explored the demographics of the responses to date, and designed the second half of their engagement plan to address any gaps in representation as far as possible.</p> <p>Due to the late financial settlement, the Council's Budget Consultation was delivered and concluded in Quarter 4, including a new question which prompted residents to share their views on service priorities in the city. A programme of engagement was delivered to support the consultation to reach communities traditionally underrepresented in Council surveys.</p>		Complete
Ensure that the Council's workforce is representative of the communities it serves.	Cllr Chris Weaver	Resources	Unconscious bias has been included in the draft updated Recruitment & Selection Policy and Manager Guide. The Council was placed 187 out of 503 employers in the Stonewall 2020		Complete

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			<p>Workplace Equality Index (WEI), an improved position on the previous year. A draft Action Plan had been put in place for next WEI submission, however Stonewall have taken the decision not to have a WEI this year due to impact of Covid-19 on activities. WEI categories have also changed, so the action plan will need to be revisited for next year's submission.</p> <p>The reverse mentoring pilot has been put on hold due to absence. This pilot pairs a mentor with a senior manager and gives insight into how they see the organisation/policies etc. and how these can be shaped in respect of the protected characteristics.</p> <p>The Council continues to advertise job vacancies externally and includes an equal opportunity statement on the website to encourage applications from under-represented groups, which includes those aged under 25; those not currently in education, employment or training; from local communities including in particular, disabled individuals, carers and those from the Cardiff BAME and LGBT+ communities; and those with the ability to communicate fluently in Welsh. The Council also continues to promote its commitments as a Disability Confident Employer as well as a Stonewall Diversity Champion on the website.</p> <p>Covid-19 has impacted on the ability of the Employee Networks to undertake activities. Further reminders have been issued to employees to update their equality data.</p>		
Ensure that the Council delivers a high-quality customer service across the organisation by delivering the seven priorities recommended in the	Cllr Chris Weaver	Resources	Three modules for customer service training have been developed, with online training released in Quarter 2.	Green	In progress

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
Customer & Leadership report by March 2020.			An Institute of Customer Service Benchmarking survey was carried out during Quarter 3, a discussion on the results took place in January and a decision not to publish the results was taken. Further discussions will need to take place prior to any further ICS benchmarking surveys to ensure we are happy with the process. The feedback from the consultation undertaken at customer service week on the suite of customer service documents has been taken into consideration into the draft documents, and sign off for these with cabinet is awaited.		
Deliver the Council's priorities within the Strategic Equality Plan 2016-2020 and <b>launch a new Strategic Equality Plan by April 2020.</b>	Cllr Chris Weaver	Resources	<p>A staff engagement event regarding the Strategic Equality Plan was delivered in January 2020 including guest speakers from the Bevan Foundation, Stonewall and Welsh Government. The public consultation on the objectives for 2020-2024 was completed in February 2020.</p> <p>It was agreed that the new Strategic Equality Plan would be aligned with the Corporate Plan 2020-23, creating a single coherent document, to ensure the Council's equality practice is mainstreamed and embedded within policy development and service delivery.</p> <p>Due to Covid-19, the statutory publication deadline for the publication of both the Council's Strategic Equality Objectives and annual report was postponed until October 2020 to enable public bodies to ensure that their plans reflected the changed environment and new challenges emerging from the pandemic, including the introduction of the Socio-economic Duty in April 2021.</p> <p>The annual report has been completed and will be published in September. The Strategic Equality Plan has been thoroughly</p>		<b>In progress</b>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			revised throughout to reflect the new landscape and recovery plans for the city. This will be submitted to Cabinet ready for publication in September.		

Appendix 1c:

# **The Impact of COVID-19 on Cardiff and Summary of the Council's Response**

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# 1. Background & Summary

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## 1.1 Background

The World Health Organisation declared a global health emergency in relation to the novel coronavirus on 31 January 2020.

On 11 February 2020, the Director of Public Health for Cardiff and the Vale of Glamorgan briefed the Council's senior management team on the nature, likely development and potential impact of COVID-19 on Cardiff.

Following this meeting the Cabinet was briefed on the potential implications for the Council and the city and, in accordance with the Cabinet's direction, the Chief Executive instructed that preparations be made to stand-up the Council's Emergency Management arrangements under the Civil Contingencies Act 2005. This approach has provided robust governance and supported clarity of decision making over the course of the crisis, and has drawn upon the capacity and capability that the Council has built up over many years of managing international events and responding to extreme weather events. On 25 February 2020 COVID-19 became a standing item on the Council's weekly Senior Management Team agenda and on 19 March 2020 a Strategic Coordinating Group, chaired by Chief Executive and reporting through to the Leader and Cabinet, was established to lead on a cross-Council approach to preparing the organisation for the impact of COVID-19.

This approach built on the Council has well established emergency management infrastructure, which underpinned the Council's COVID-19 Incident Management Structure. During the Covid-19 pandemic a Strategic Coordination Group (SCG) was established and chaired by the Chief Executive. It included attendance by the Leader of the Council, the senior management team, the Operational Manager for Health and Safety and the Manager of the Resilience Unit with full minutes, action logs and decision records available. Cabinet retained oversight of the Council's Incident Management Structure, with the Leader and Chief Executive reporting and updating on a weekly basis.

From the outset, it was clear that the crisis was likely to have significant financial implications for the Council, both in terms of additional costs and loss of income. The Section 151 officer, therefore, also established systems to monitor the financial impact of the crisis. The Council's approach to financial management in response to the COVID-19 crisis is set out in detail in an accompanying Cabinet report.

Recognising the importance of civic leadership and partnership working across public services in responding effectively to the crisis, on 13 March 2020 the Council convened the Joint Public Services Board (PSB) with the Vale of Glamorgan to discuss the development of a cross-public sector approach to COVID-19.

On 23 March 2020, the UK Government announced a UK-wide ‘lockdown’ in order to limit the spread of the COVID-19 virus. In response, the Council transitioned rapidly to an ‘essential services’ model. Three core principles were immediately established to guide the Council’s response:

- Preventing the spread of infection
- Ensuring the health and safety of staff, service users and citizens
- Prioritising key frontline services and support for vulnerable people

The lockdown has had a major impact on all aspects of city life and public services and in the weeks following the announcement on 23 March 2020 the Council went through a period of unprecedented change and innovation, which has been summarised in the Joint Cabinet Statement that was considered at a meeting of the Council held remotely on 21 May 2020.

This was given additional impetus by partnership working between public services partners. At a strategic level, the Cardiff PSB has continued to meet, chaired by the Leader of the Council, to provide cross-public service leadership and direction, supported by weekly operational multiagency meetings chaired by the Council’s Chief Executive. A partnership approach has been taken in addressing a series of issues, including the establishment of the Dragon’s Heart hospital, the interface between Health and Social Services and across a wide range of community safety related matters.

At all times, the Council has sought to communicate the rapid service changes clearly and concisely to the public, to councillors and to local and national partners. It is equally important that the Council ensure an appropriate level of oversight over Council activity during this period for the purposes of performance monitoring and accountability. This report therefore:

- Summarises the impact of COVID-19 on Cardiff by drawing on the available data sets
- Outlines the Council’s response to the pandemic during Quarter 1 of 2020/21

Given that many aspects of Council business and core processes was disrupted during Quarter 1 of the 2020/21 Financial Year, this report is an important addition to the Council’s performance monitoring framework. In providing an account of the impact of COVID-19 on Cardiff and summarising the Council’s report, this document serves as the performance report for Q1 2020/21.

## 2. COVID-19: Impact on Cardiff

---

This section addresses the direct impact of COVID-19 on the population of Cardiff. The data presented includes testing, confirmed cases and deaths. While the focus of much of this report is on Quarter 1 2020/21, most of the data examined in this section will extend beyond that period, looking at the full range of COVID-19 data available at the time of writing.

Where available, the data in this section is taken directly from source, and presented in chart format. Any assumptions, exclusions or comments on the data are included as footnotes. Where the source data isn't accessible, or has already been examined and presented by another reliable source, such as Public Health Wales and Data Cymru, existing charts have been added to the report (either in situ or as an appendix), with links to the live charts in the footnotes.

### 2.1 Testing & Cases

Testing for COVID-19 began on 4 February 2020, ramping up significantly from mid-March. During Quarter 1, there were on average 180 tests administered per day in Cardiff. Data for testing and cases across Wales is from Public Health Wales. Public Health Wales host a COVID-19 dashboard<sup>1</sup> which is updated regularly, with the dataset behind it being publicly accessible, some of which is taken from other sources, including the Office of National Statistics.

#### Cases and Tests over Time

Figures 2.1.1 and 2.1.2 show confirmed COVID-19 cases, divided into new cases, showing a clear peak in late March and early April, and cumulative cases, showing the tapering off of cases from June onwards. Appendix C shows equivalent information for England from the UK Government Coronavirus Data Dashboard<sup>2</sup>. Appendix G shows this information for Local Health Boards (Wales)<sup>3</sup>.

Figures 2.1.3 and 2.1.4 show testing episodes. As above, this data is presented in two ways: per day, and cumulative. Appendix F shows equivalent information for England from the UK government Coronavirus Data Dashboard.

For COVID-19 testing, comparisons are made against other Welsh authorities, as the testing regime used across Wales is directly comparable to Cardiff.

---

<sup>1</sup> The Public Health Wales COVID-19 Surveillance Dashboard can be accessed [here](#).

<sup>2</sup> The UK government Coronavirus Data Dashboard can be accessed [here](#).

<sup>3</sup> Source: [Public Health Wales](#), 20/08/20.

### New COVID-19 Cases per Day

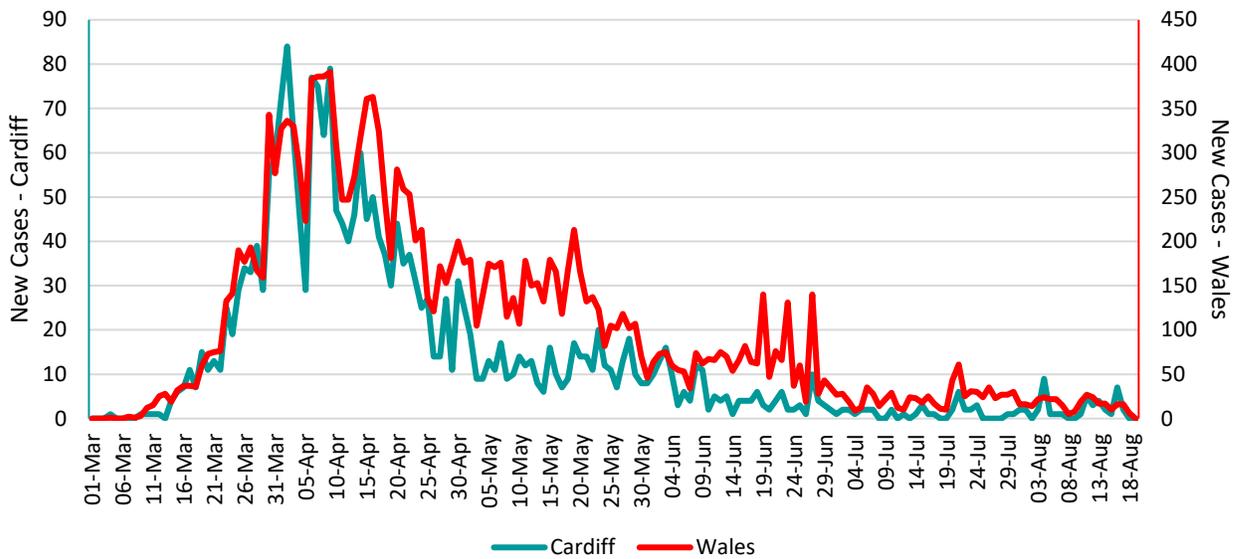


Figure 2.1.1 - New COVID-19 Cases per Day: Cardiff and all-Wales Total<sup>1</sup>

### Cumulative COVID-19 Cases

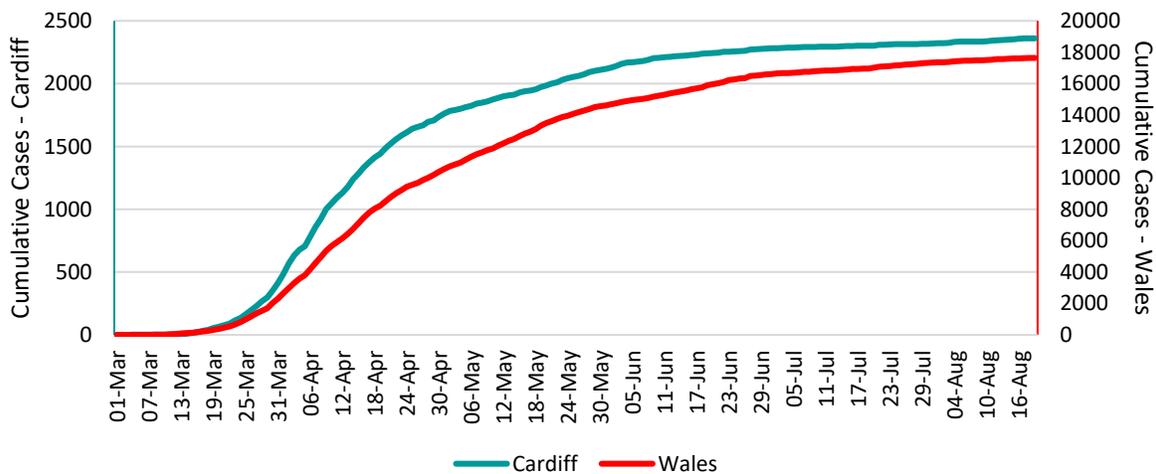


Figure 2.1.2 - Cumulative COVID-19 Cases: Cardiff and all-Wales Total<sup>2</sup>

<sup>1</sup> Source: [Public Health Wales](https://publichealth.wales), 20/08/20. Data broken down by each Welsh Local Authority by Month is included in Appendix A.

<sup>2</sup> Source: [Public Health Wales](https://publichealth.wales), 20/08/20. Data broken down by each Welsh Local Authority by Month is included in Appendix B.

### New COVID-19 Tests per Day

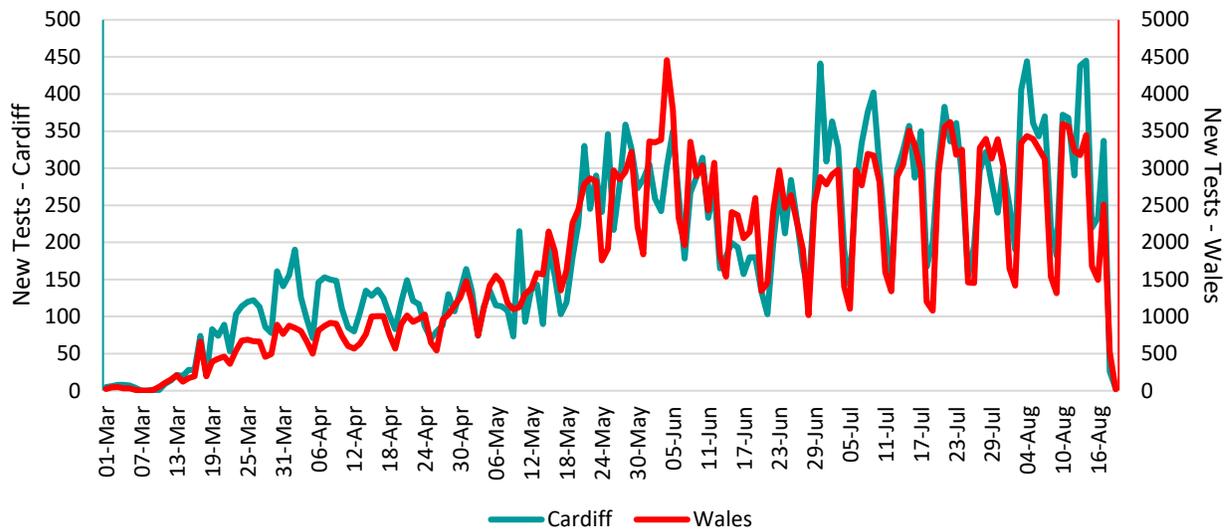


Figure 2.1.3 - COVID-19 Tests per Day: Cardiff and all-Wales Total<sup>1</sup>

### Cumulative COVID-19 Tests

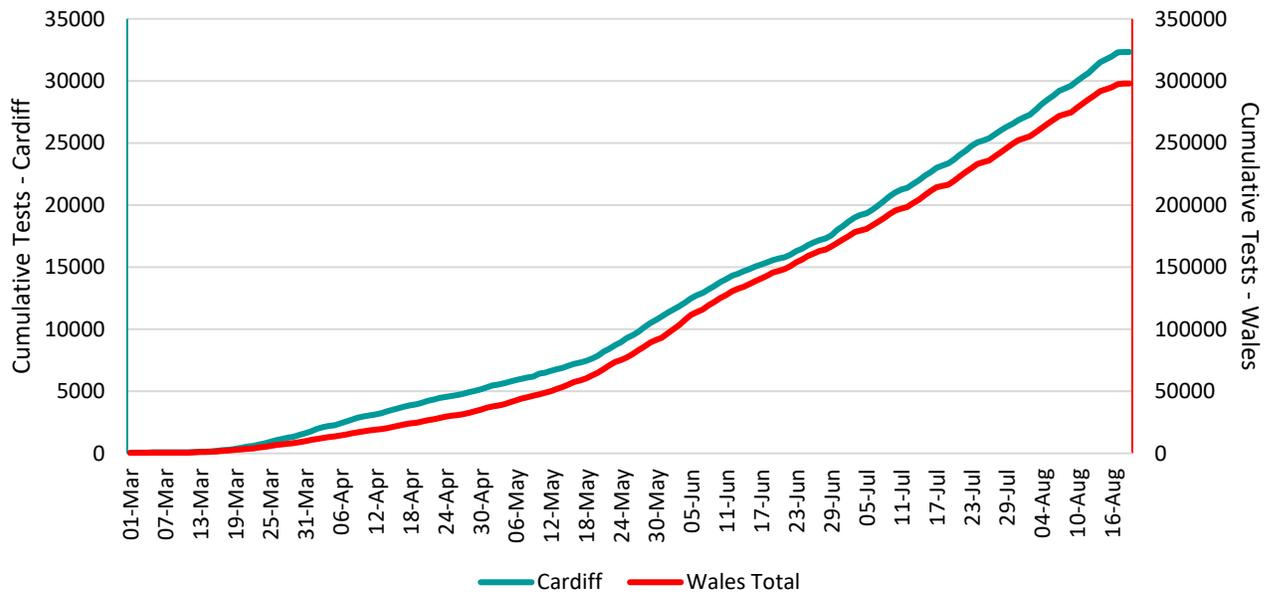


Figure 2.1.4 – COVID-19 Cumulative Tests: Cardiff and all-Wales Total<sup>2</sup>

<sup>1</sup> Source: [Public Health Wales](https://publichealth.wales), 20/08/20. Data broken down by each Welsh Local Authority by Month is included in Appendix D.

<sup>2</sup> Source: [Public Health Wales](https://publichealth.wales), 20/08/20. Data broken down by each Welsh Local Authority by Month is included in Appendix D.

## Cases and Tests by Local Authority

Figure 2.1.5 shows the confirmed cases and testing episodes undertaken for Cardiff (red) compared against other Welsh Local Authorities.

Cardiff undertook significantly more testing, and had more cases, than other authorities. This can be attributed, at least in part, to Cardiff's higher total population and population density. The trend of larger authorities undertaking more tests, and having more cases, is consistent across Wales. A notable exception is Merthyr which, whilst having the smallest population, has a relatively large number of confirmed cases.

The percentages in figure 2.1.5 show the proportion of tests which return positive, as an average over the duration examined (approximately five months). Across all of Wales 7.5% of tests returned positive, with Cardiff's proportion being slightly higher at 9.4%, and Rhondda having the highest at 10.4%. This percentage doesn't necessarily indicate a population's susceptibility to COVID-19, but could also be indicative of the effectiveness and targeting of testing.

### Cumulative Tests and Cases by Local Authority

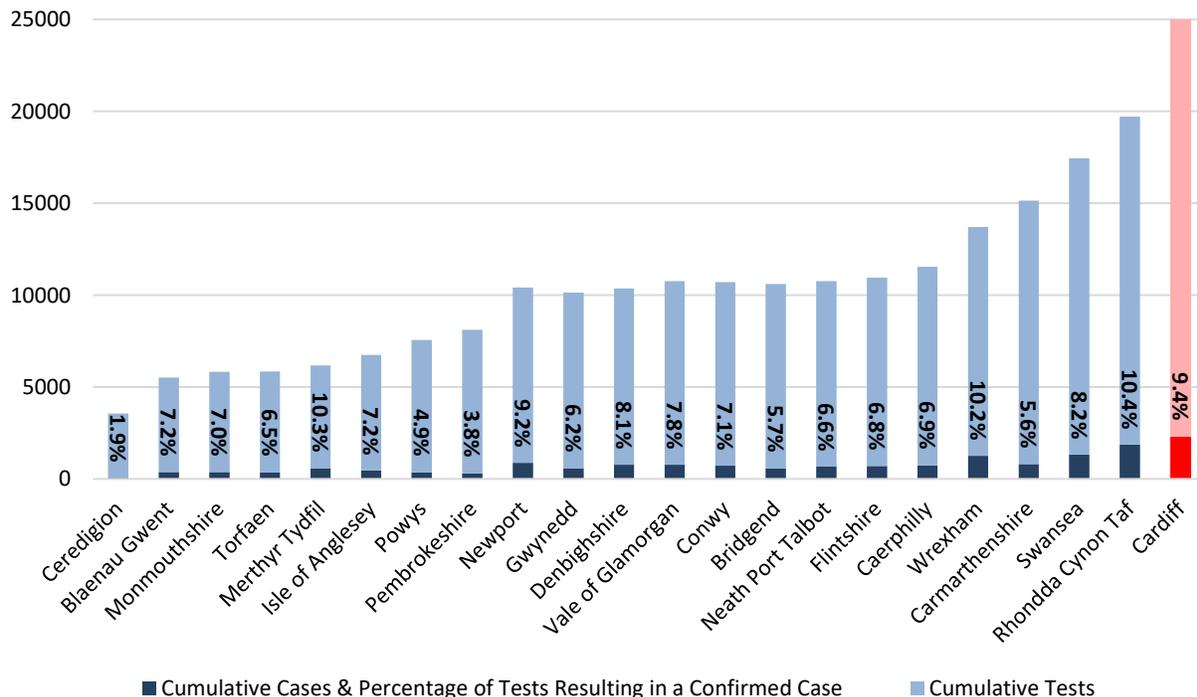


Figure 2.1.5 - Cumulative COVID-19 Tests and Cases: Welsh Local Authority Comparison<sup>1</sup>

<sup>1</sup> Source: [Public Health Wales](https://publichealth.wales). Data runs from the start of the pandemic to July 25, 2020. Chart excludes 6517 tests and 274 cases marked as 'unknown' and 'outside Wales'.

## Cases by Age Group and Gender (Wales)

Figures 2.1.6 and 2.1.7 show the split of confirmed cases and testing episodes by both age group and gender. This information is currently only available at a national level (all-Wales), rather than a local (Cardiff) level.

Of all testing subjects in Wales, 36% were male and 64% were female. This divide could be due to the public sector and healthcare having a proportionately larger female workforce (66% in public sector as a whole<sup>1</sup> and 77% in the NHS<sup>2</sup>). It is these public sector workers who are most likely to be dealing face-to-face with members of the public, including those who are most vulnerable, and would therefore have the most pressing requirement for testing.

Across all of data available on confirmed cases and testing episodes, there is a clear trend, as shown in the charts above and appendices A-G. This trend shows that despite a significant rise in the number of tests conducted, the number of positive cases has continued to fall, with cumulative cases plateauing from around mid-June.

Other protected characteristics are not yet mapped against COVID-19 case and test data, although ethnicity information is available in regards to COVID-19 deaths, though only at an England and Wales level – see below in section 2.2.

### COVID-19 Cases in Wales: Gender Split by Age Group

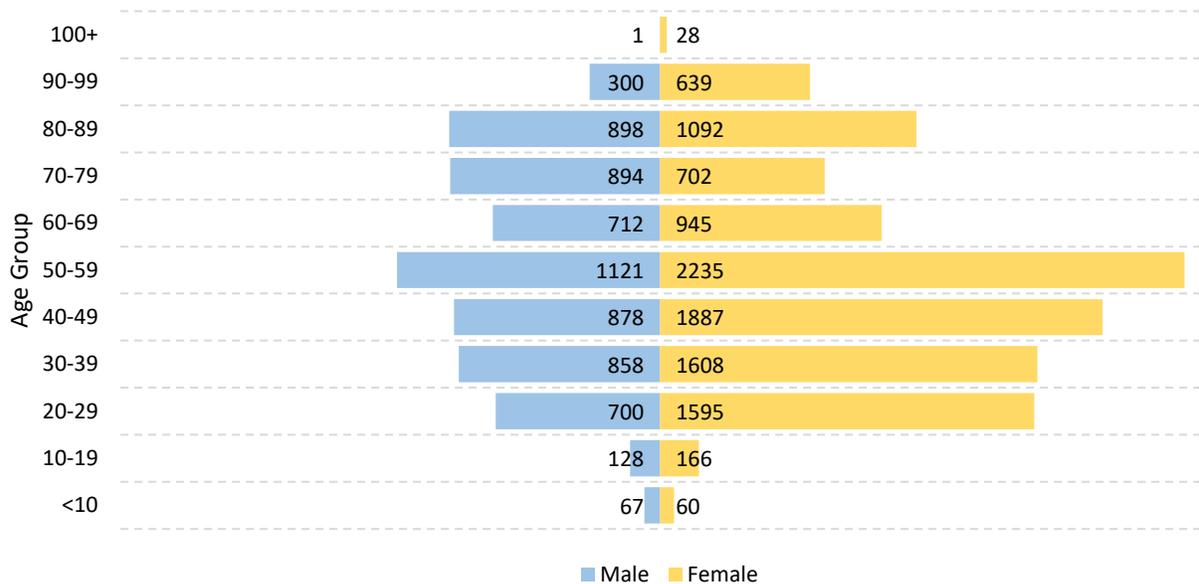


Figure 2.1.6 - COVID-19 Cases Split by Gender and Age group, Wales<sup>3</sup>

<sup>1</sup> Public sector gender split information from: [Gender Diversity in the Healthcare Sector](#).

<sup>2</sup> NHS gender split information from: [NHS Digital](#).

<sup>3</sup> Source: [Public Health Wales](#), 20/08/20. Excludes 4 cases marked as 'unknown'.

## COVID-19 Tests in Wales: Gender Split by Age Group

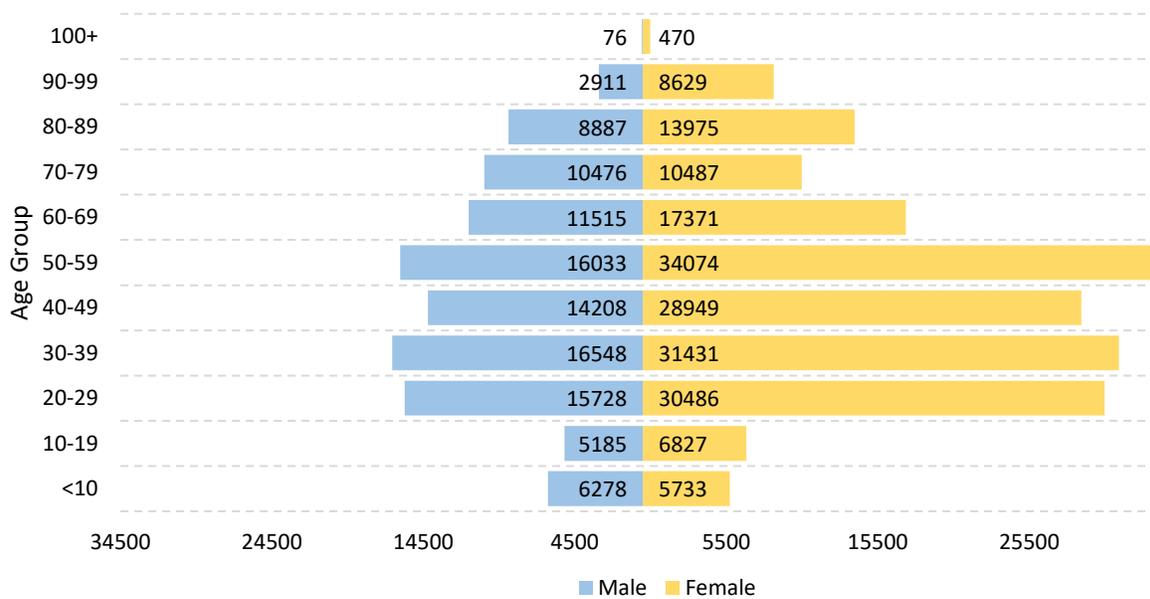


Figure 2.1.7 COVID-19 Tests Split by Gender and Age Group, Wales<sup>1</sup>

### Cases and Tests, Cardiff Council Staff

In addition to the publicly accessible data via Public Health Wales, Cardiff Council has also been reporting internally, and with partners, on information relating to staff testing and cases. Between 1 April and 30 June, 161 Council staff were tested for COVID-19. In total during this period, the Council received 1,294 requests for testing, with 1,280 of these being referred. Of those tests undertaken, 187 have returned positive and 595 have returned negative<sup>2</sup>. By the end of the quarter, a total of 18,008 tests had been administered, with 2,280 total (cumulative) confirmed cases.

## 2.2 Fatalities

This section presents the data on COVID-19 deaths in Cardiff, other Welsh Local Authorities, and English Core Cities.

<sup>1</sup> Source: [Public Health Wales](#), 20/08/20. Excludes 157 tests marked as 'unknown'.

<sup>2</sup> 499 of these results are marked as 'no result' and are unavailable. This total equals 1281 – one more than the number of referrals, suggesting that there is a minor error in this data.

Data on deaths is compiled and made public by the Officer of National Statistics (ONS). During the COVID-19 pandemic, ONS have released a number of COVID-19-specific datasets, including registered deaths attributed to the virus<sup>1</sup>.

In addition to the deaths attributed directly to COVID-19, the excess deaths have also been calculated. The excess deaths<sup>2</sup> figures can offer insights into the wider impact of COVID-19 outside of deaths directly attributed to the virus. Excess deaths and excess mortality rates can offer a more balanced view of the real impact of COVID-19, as this takes into account any deaths which may have been indirectly caused by COVID-19, where COVID-19 was not recorded as a contributor to death, and also accounts for those who may have died anyway from other causes, but ended up having COVID-19 recorded as their cause of death.

The charts below show the total number of fatalities and the fatality rate per 100,000 population for Cardiff over time, compared to other Welsh local authorities and UK Core Cities.

## Deaths over Time

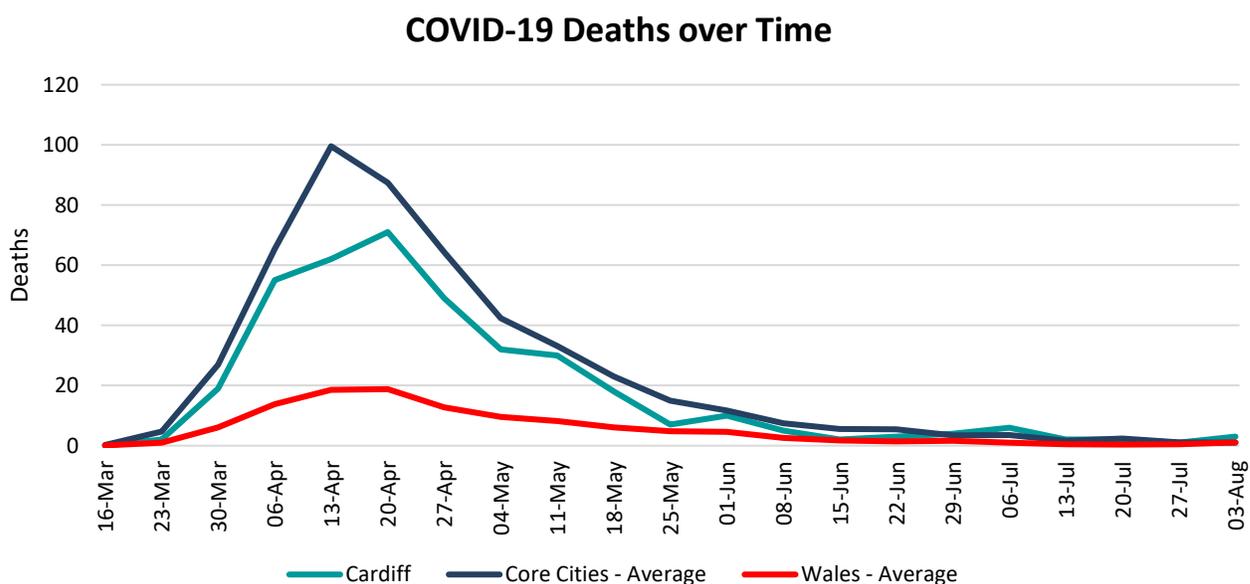


Figure 2.2.1 - Registered Deaths due to COVID-19: Cardiff, Wales Average, and Core Cities Average (excluding Scotland)<sup>3</sup>

<sup>1</sup> It should be noted that there are some differences in recording methodologies for COVID-19 deaths in England compared to Wales.

<sup>2</sup> Excess mortality is an epidemiological and public health term which refers to the number of deaths over and above what would be considered to occur during 'normal' conditions. Data used to calculate excess deaths is from The Office of National Statistics – [Deaths Registered in England in Wales](#). The comparison point for 'normal' conditions used is Q1 2019/20 (compared against Q1 2020/21).

<sup>3</sup> Source: Office of National Statistics – [Deaths by Local Authority and Health Board](#), updated on August 7, 2020.

## Total COVID-19 Deaths

### Total COVID-19 Deaths by Local Authority

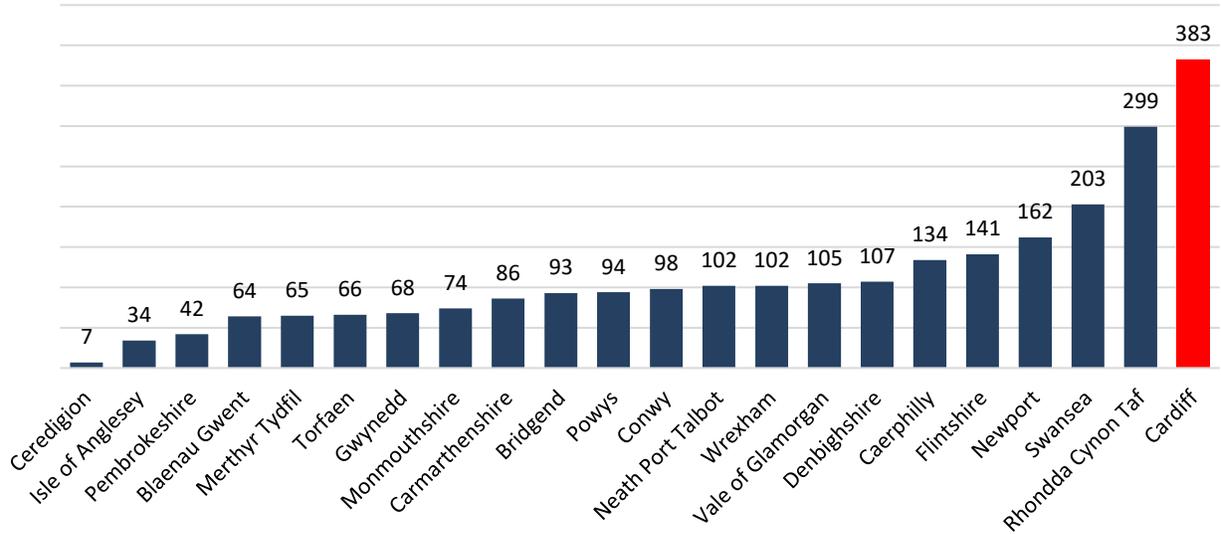


Figure 2.2.2 - Total COVID-19 Deaths by Welsh Local Authority, 2020 Calendar Year (to date)<sup>1</sup>

### Total COVID-19 Deaths by Core City

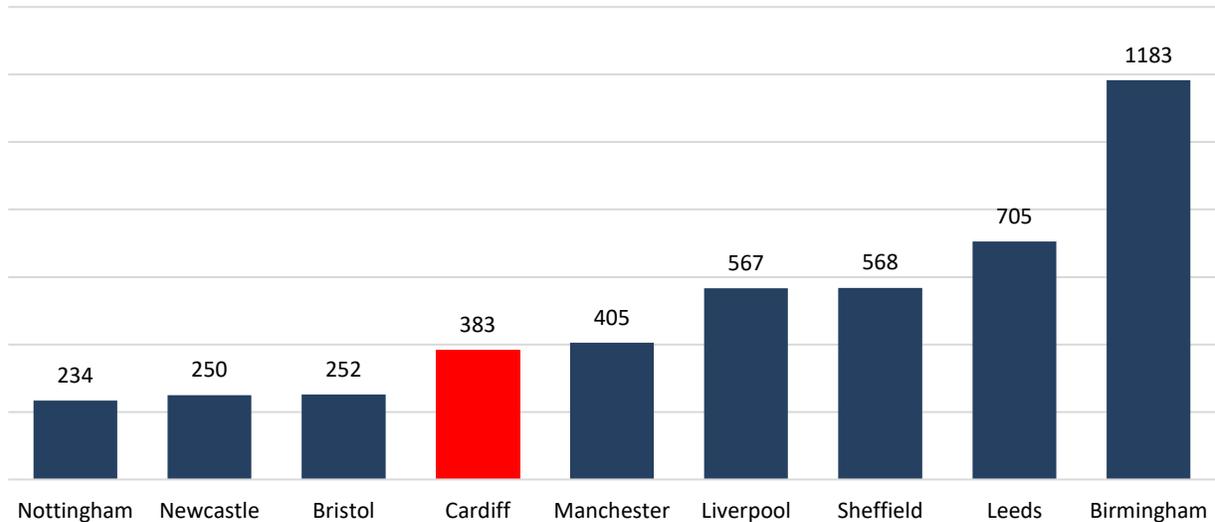


Figure 2.2.3 - Total COVID-19 Deaths by Core City (England and Wales), 2020 Calendar Year (to date)<sup>2</sup>

<sup>1</sup> Source: Office of National Statistics – [Deaths by Local Authority and Health Board](#), updated on August 7, 2020.

<sup>2</sup> Source: Office of National Statistics – [Deaths by Local Authority and Health Board](#), updated on August 7, 2020.

## Fatality Rates per 100,000 Population

### COVID-19 Deaths per 100,000 Population: Wales

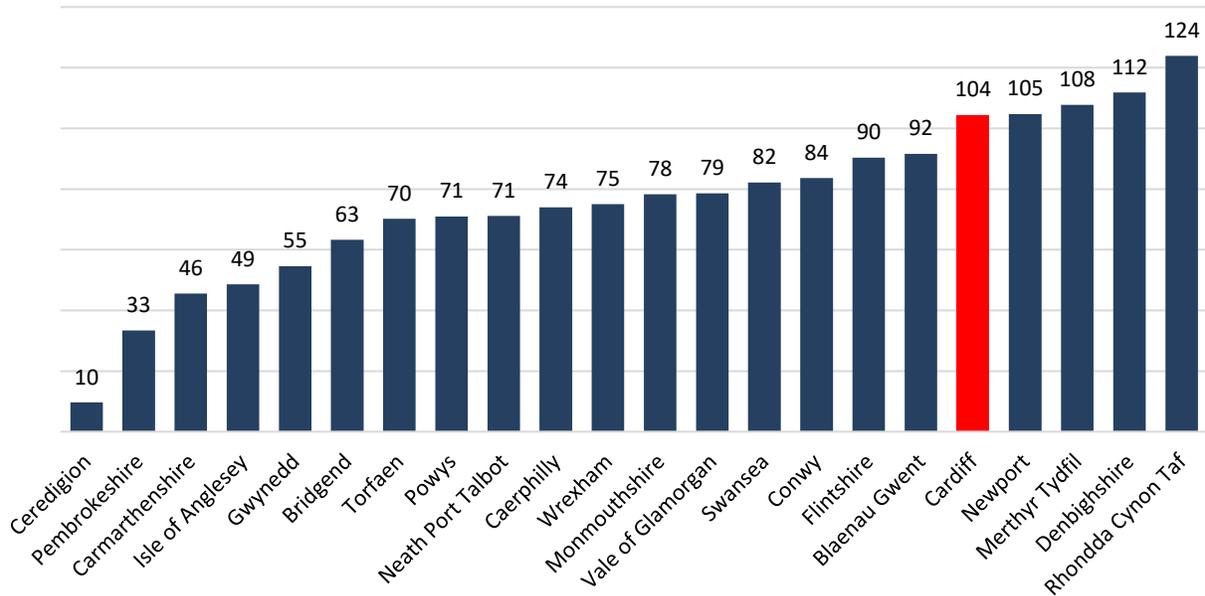


Figure 2.2.4 - COVID-19 Mortality Rate per Capita by Welsh Local Authority, 2020 Calendar Year (to date)<sup>1</sup>

### COVID-19 Deaths per 100,000 Population: Core Cities

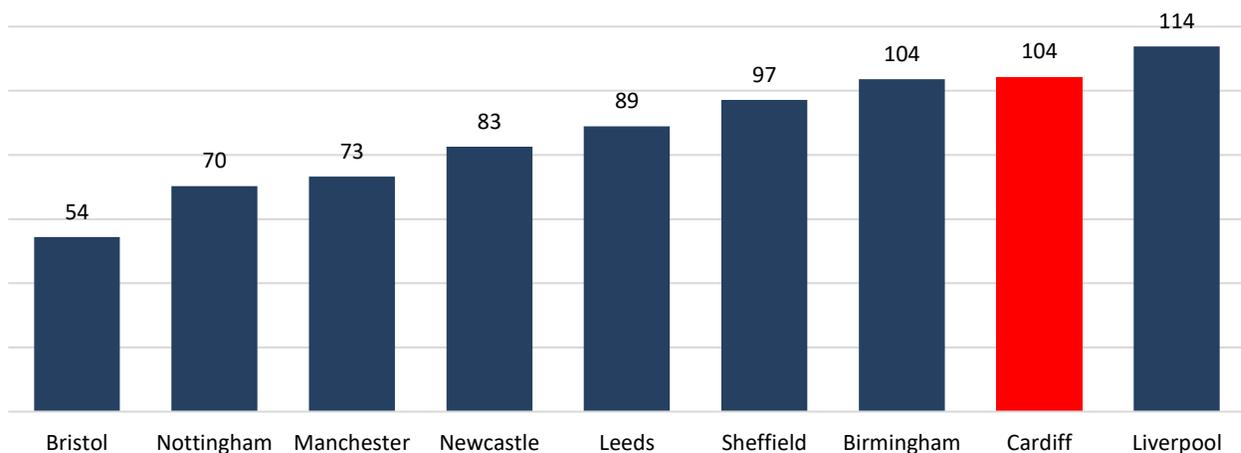


Figure 2.2.5 - COVID-19 Mortality rate per Capita by Core City (England & Wales), 2020 Calendar Year (to date)<sup>2</sup>

<sup>1</sup> Source: Office of National Statistics – [Deaths by Local Authority and Health Board](#), updated on August 7, 2020. Population data used to calculate the rate per capita is from the Office for National Statistics, [Population Estimates, April 2020](#).

<sup>2</sup> Source: Office of National Statistics – [Deaths by Local Authority and Health Board](#), updated on August 7, 2020. Population data used to calculate the rate per capita is from the Office for National Statistics, [Population Estimates, April 2020](#).

## Excess Deaths and Mortality Rates

### COVID-19 Excess Deaths & Mortality Rates: Wales

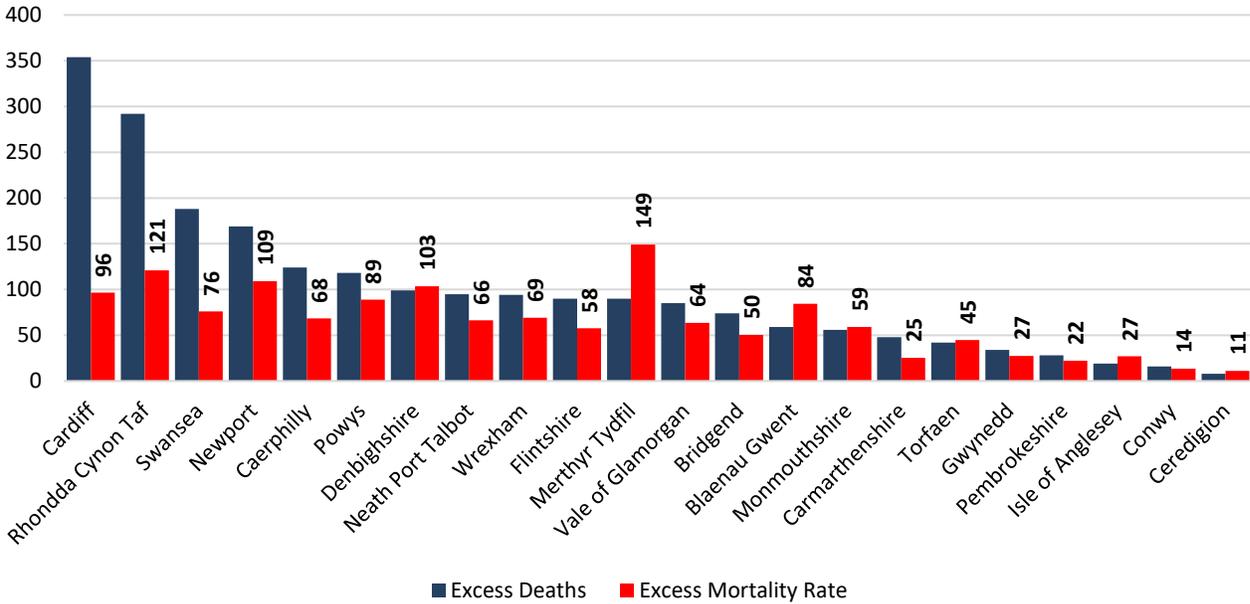


Figure 2.2.6 – COVID-19 Excess Deaths and Mortality Rates per Capita by Welsh Local Authority, Quarter 1 2020-21

### COVID-19 Excess Deaths & Mortality Rates: Core Cities

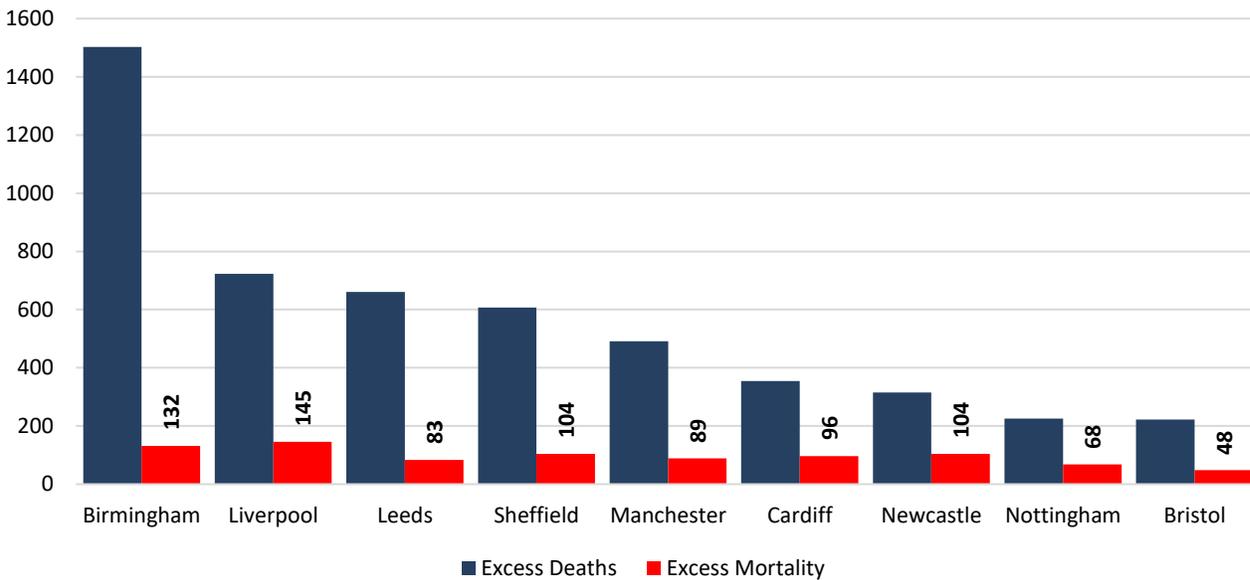


Figure 2.2.7 – COVID-19 Excess Deaths and Mortality Rates per Capita by Core City (England & Wales), Quarter 1 2020-21

In Cardiff there were a total of 367 deaths attributed to COVID-19 in Q1<sup>1</sup>.

A clear peak can be seen from data on deaths in mid to late April, with levels lowering significantly by the end of the quarter. This pattern is consistent with the data from other local authorities across England and Wales, with the national peak occurring between weeks 16 and 17 of the calendar year (April 13 – 26).

At the pandemic's worst point in Cardiff, deaths reached a peak at 71 deaths in one week. Across English and Welsh authorities, COVID-19 deaths in Q1 represented approximately 0.08% of the total population (or around 83 deaths per 100,000 people). The rate for Wales alone (excluding English authorities) was lower, at 0.07%.

Cardiff's rate sat higher than the average, at 0.10%, though was still far from the highest authority rate, which reached up to 0.17%. Some authorities had rates which are also much lower, notably Bristol, which had a rate of only 0.05%, the lowest rate of the core cities.

Among the Welsh authorities, Cardiff has experienced the most deaths due to COVID-19, and has one of the highest COVID-19 base mortality rates in Wales at 104.39 deaths per 100,000 population<sup>2</sup>.

While having the most excess deaths, Cardiff's excess mortality rate is the fifth highest in Wales, lower than Merthyr, Rhondda, Newport and Denbighshire. Cardiff still has a higher rate than the all-Wales total, which is 69.21, but lower than the Core Cities total, at 101.28.

When compared on excess deaths and the excess mortality rates, it is clear than Cardiff fared far better than most core cities, with Birmingham and Liverpool having notably high excess mortality rates, far above Cardiff's rate. Again, Bristol's rate is very low when compared to similar authorities.

## Deaths by Location

The section below presents ONS data on registered COVID-19 deaths by the location of death.

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<sup>1</sup> Source: Office of National Statistics – [Deaths by Local Authority and Health Board](#), data on quoted Q1 figures is from Quarter 1 2020/21 which includes the initial peak of COVID-19 deaths.

<sup>2</sup> The mortality rates calculated here are crude rates per 100,000 population per quarter. Some COVID-19 reporting has used ASMR (age-standardised mortality rates) in contrast to these crude rates. However, at the time of writing, ASMRs are only calculated by ONS at a national level, and are not yet available locally. ASMRs use the mortality rate of various age groups to take into account differences in the age make-up of a population, giving a more standardised rate which can be more accurately be compared to other areas (i.e. countries, regions, cities etc.).

## COVID-19 Deaths by Place of Death: Cardiff

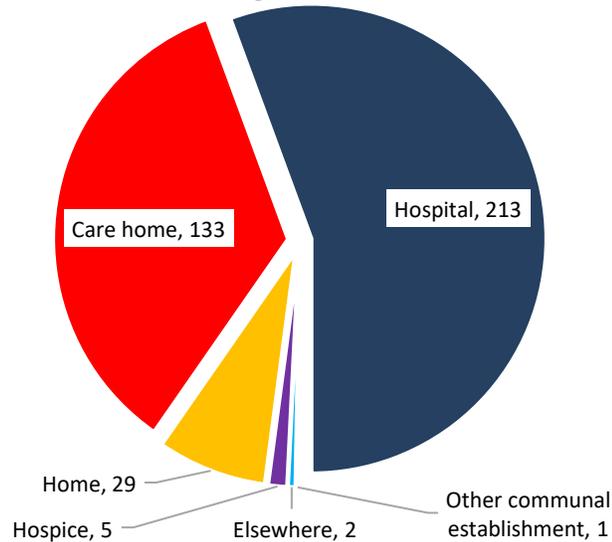


Figure 2.2.8 – COVID-19 Death by Place of Death: Cardiff, Calendar Year 2020 (to date)<sup>1</sup>

## COVID-19 Deaths by Place of Death: England & Wales

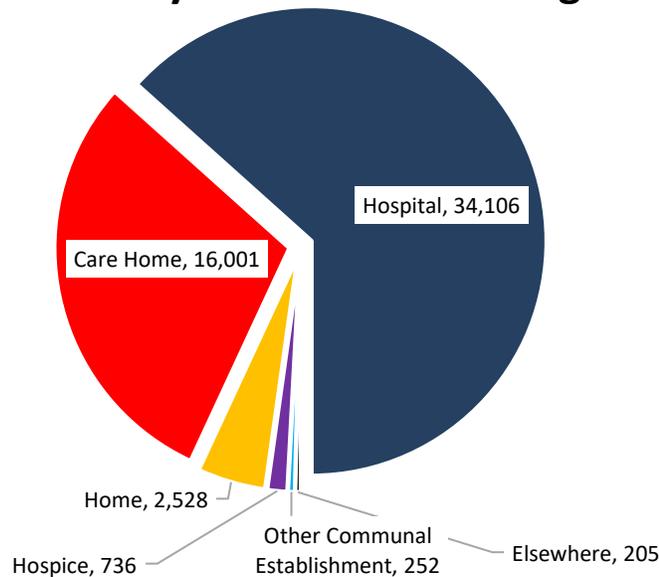


Figure 2.2.9 - COVID-19 Deaths by Place of Death: England & Wales, Calendar Year 2020 (to date)<sup>2</sup>

<sup>1</sup> Source: Office of National Statistics – [Deaths by Local Authority and Health Board](#), updated on August 7, 2020. Appendix H shows the COVID-19 deaths by location as a rate per 100,000 population for Welsh Local Authorities – source: [Data Cymru](#).

<sup>2</sup> Source: Office of National Statistics – [Deaths by Local Authority and Health Board](#), updated on August 7, 2020. Appendix H shows the COVID-19 deaths by location as a rate per 100,000 population for Welsh Local Authorities – source: [Data Cymru](#).

### COVID-19 Deaths in Hospitals: Welsh LAs

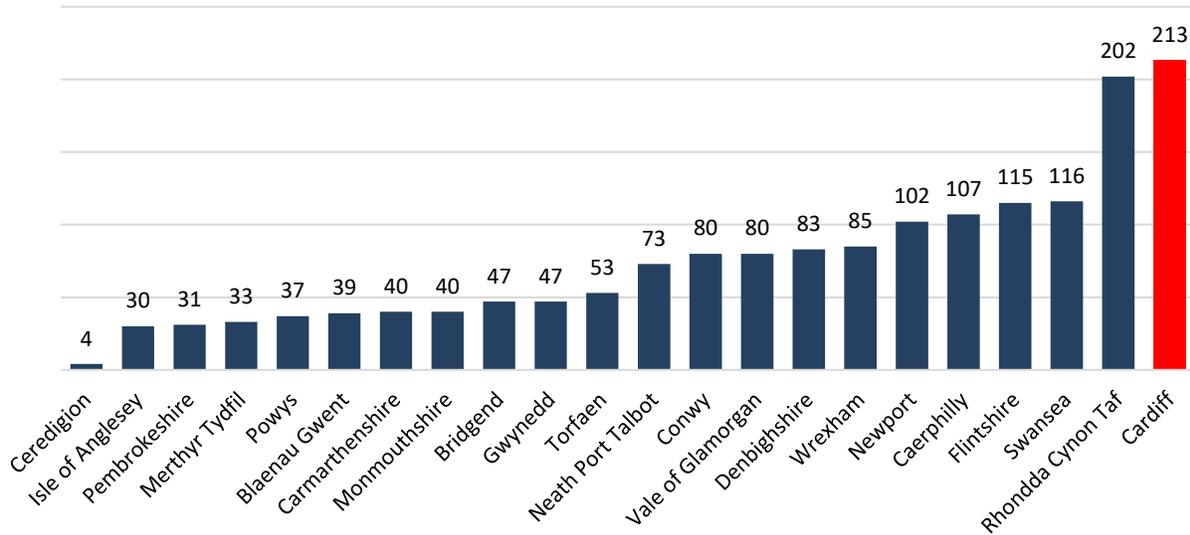


Figure 2.2.10 – COVID-19 Deaths in Hospitals: Welsh Local Authorities, Calendar Year 2020 (to date)<sup>1</sup>

### COVID-19 Deaths in Care Homes: Welsh LAs

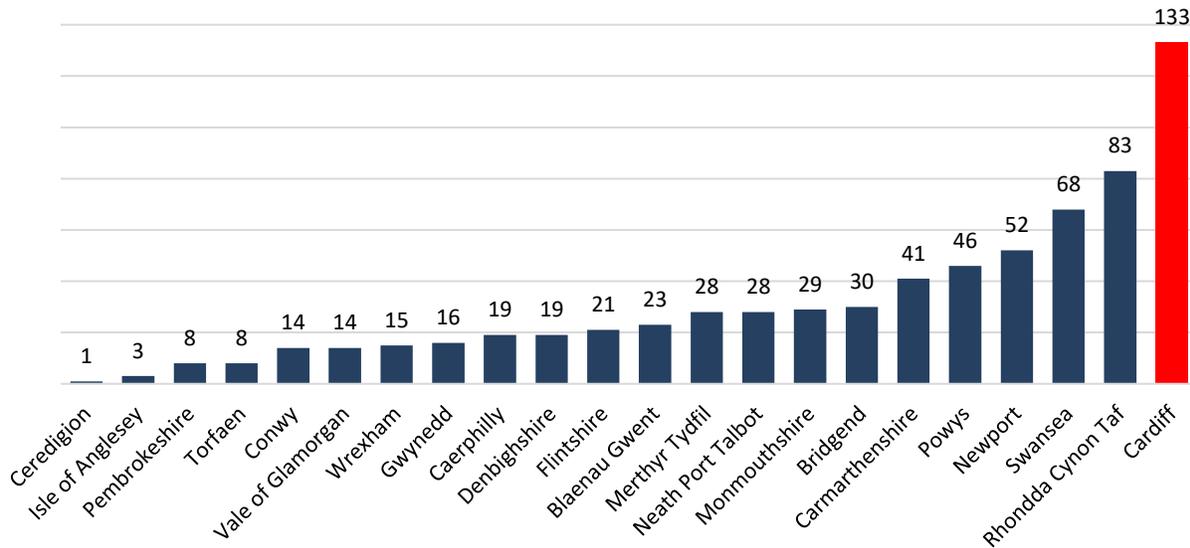


Figure 2.2.11 – COVID-19 Deaths in Care Homes: Welsh Local Authorities, Calendar Year 2020 (to date)<sup>2</sup>

<sup>1</sup> Source: Office of National Statistics – [Deaths by Local Authority and Health Board](#), updated on August 7, 2020.

<sup>2</sup> Source: Office of National Statistics – [Deaths by Local Authority and Health Board](#), updated on August 7, 2020.

### COVID-19 Deaths in Hospitals: Core Cities

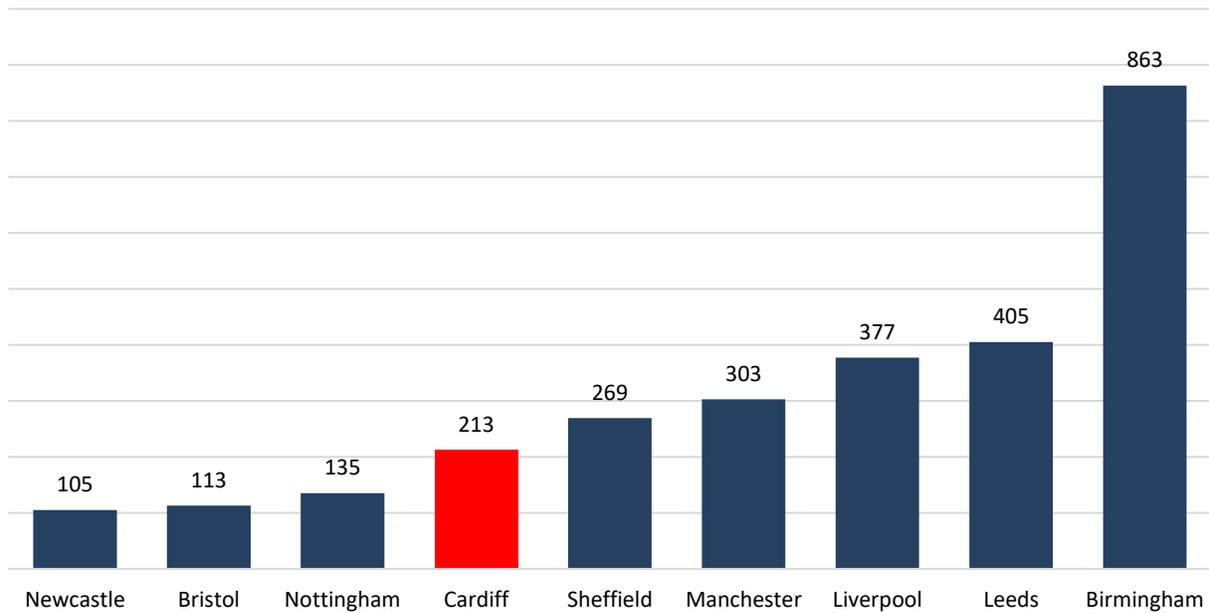


Figure 2.2.12 - COVID-19 Deaths in Hospitals: Core Cities, Calendar Year 2020 (to date)<sup>1</sup>

### COVID-19 Deaths in Care Homes: Core Cities

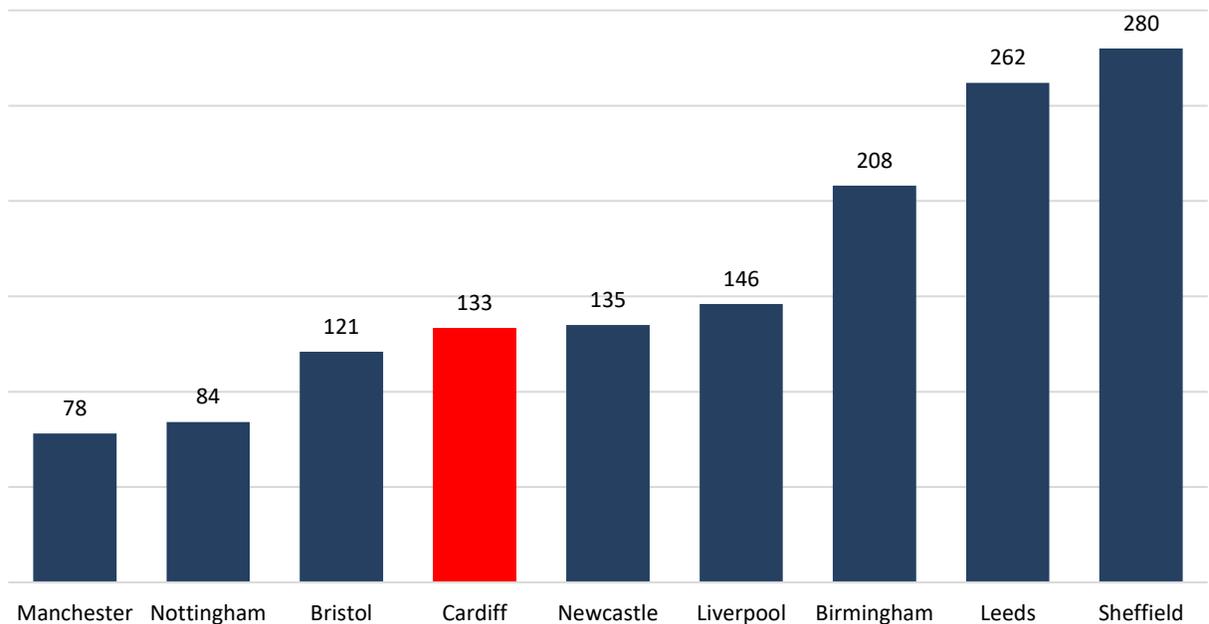


Figure 2.2.13 – COVID-19 Deaths in Care Homes: Core Cities, Calendar Year 2020 (to date)<sup>2</sup>

<sup>1</sup> Source: Office of National Statistics – [Deaths by Local Authority and Health Board](#), updated on August 7, 2020.

<sup>2</sup> Source: Office of National Statistics – [Deaths by Local Authority and Health Board](#), updated on August 7, 2020.

In Cardiff, as across the UK, the majority of COVID-19 deaths occurred in hospital.

Cardiff experienced proportionally more deaths in care homes (35% of COVID-19 deaths) than the Welsh average (28%) and the English Core Cities average (32%).

Cardiff care home deaths also peaked slightly earlier (mid-April) than deaths at hospital (late April).

### Deaths by Age Group and Gender (England and Wales)

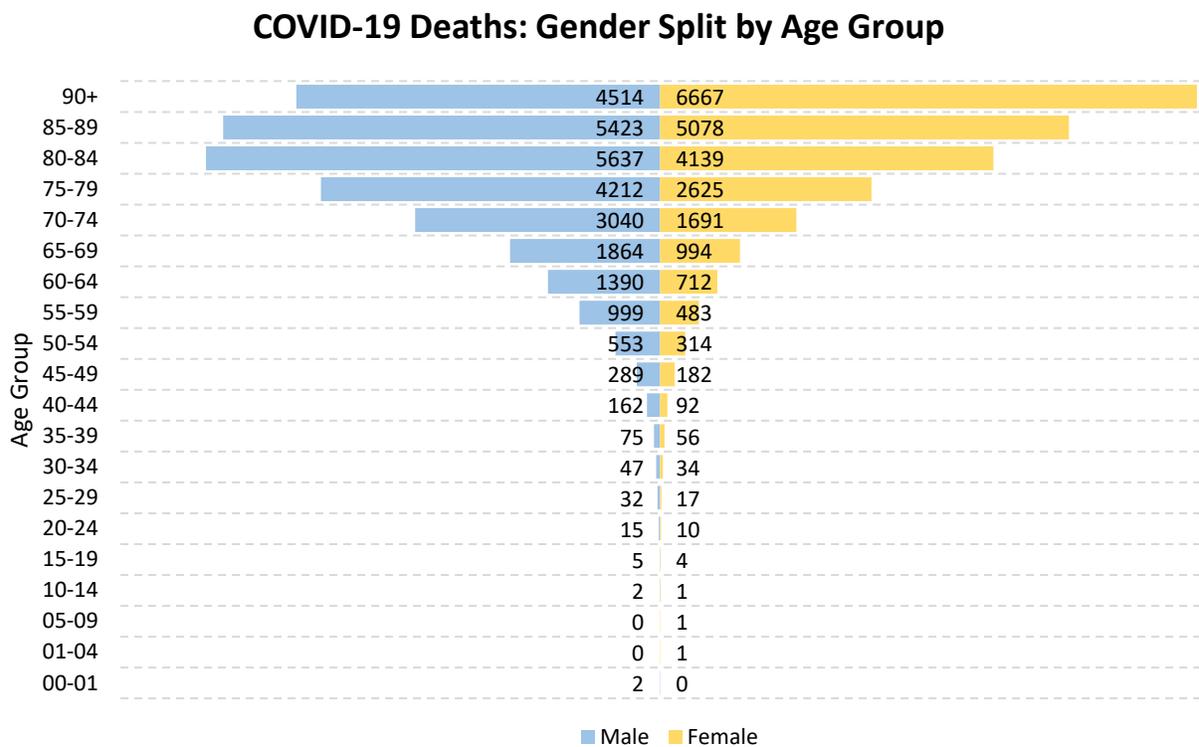


Figure 2.2.14 – COVID-19 Deaths Split by Sex and Age Group, England & Wales Total, Calendar Year 2020 (to date)<sup>1</sup>

Even though there were substantially more COVID-19 cases in women in Wales than men, men were more likely to die from the virus. The virus was also more likely to be fatal for those of older age groups.

<sup>1</sup> Source: Office of National Statistics [Registered Deaths by Sex and Age](#), England & Wales, August 18, 2020. Includes all deaths registered as “involving COVID-19”.

## Impact of COVID-19 on BAME Groups

Demographics data from deaths across England and Wales shows that mortality rates are higher for men, and for those from Black, Asian and minority ethnic groups (BAME). Men have a consistently higher death rate than women across all ethnic groups, although ethnicity seems to play a much larger role than gender.

For example, the death rate for Black men, 255.7 per 100,000, is almost three times that of White men, 87.0 per 100,000. The next highest rate is for Bangladeshi/Pakistani men, at 191.0 per 100,000<sup>1</sup>. The reason for these differences is not yet clear, as data is still being compiled, and there is no general consensus, however it is likely that socioeconomic, health, and other factors, such as deprivation, poverty and population density, play a role in these rates. A study by The Runnymede Trust<sup>2</sup> in August 2020 suggests that ethnic minority communities have been 'overexposed' to the virus resulting from them being more likely to use public transport, more likely to be in key worker roles, and more likely to be living in multi-generational and overcrowded homes.

This information is of key significance in Cardiff, due to the city's ethnic diversity. Cardiff's population makeup is 20.7% BAME (a rate similar to English core cities). This is the highest percentage of any local authority in Wales, with Newport being the second highest at 13.1%<sup>3</sup>. However, the Council currently lacks both local and Wales-specific data on the ethnicity of COVID-19 cases and deaths, as the ONS has only released combined data for England and Wales, limiting our understanding of the local situation.

An analysis of fatalities from COVID-19 in Cardiff by postcode does not show a greater level of risk in communities that have a higher percentage of BAME residents; however, it is not believed that the numbers of fatalities are sufficiently large for any conclusions to be drawn from this. Further information on COVID-19 deaths in relation to its impact on other protected characteristics is not yet available.

As further data at the local authority level is published, a report which brings together data on COVID-19 in deprived and BAME communities in Cardiff will be developed. This will also seek to draw on work undertaken by the BAME COVID-19 Advisory Group convened by the First Minister and co-chaired by Judge Ray Singh and Dr Heather Payne. The Council has written to the co-chairs requesting any new data at local authority level be made available at the local level. As part of the work undertaken by the Advisory Group, a Socio-Economic Sub Group was set up specifically to identify the range of socio-economic factors influencing adverse COVID-19 health and social care outcomes for individuals from BAME backgrounds. The Sub Group's report was published on 22 June 2020 and recommended immediate action to improve the

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<sup>1</sup> Assessment undertaken by the [Technical Advisory Group](#), Welsh Government, July 15, 2020.

<sup>2</sup> [COVID-19's Impact on BME Communities](#), Runnymede – an independent UK race equality think-tank.

<sup>3</sup> Data from [StatsWales](#), 2019/20.

quality of recording of ethnicity data in the NHS and across health and social care services in Wales to ensure parity of BAME data collection, monitoring and reporting.

The Council has established a Race Equality Taskforce that will focus on addressing racial inequality in the city. The Taskforce will be responsible for identifying opportunities to implement meaningful and practical changes, which will make a difference for BAME communities and address the well-documented inequalities that still exist in the city today. The Taskforce will also work to address the impact of COVID-19 on BAME communities and with public service partners to develop a collective response to the recommendations of the report by the BAME COVID-19 Advisory Group Socio-Economic Sub Group on the disproportionate impact of COVID-19 on BAME people in Wales. With the report touching upon multiple aspects of public service and organisational development, it is recognised that a coordinated response will be required.

### Impact of Deprivation

Although not yet available at a local level, the data on COVID-19 mortality rates by deprivation quintile for the whole of Wales shows a distinction between each group. This is most prominent during the peak month of April 2020, where it can be seen that those from more deprived communities were more significantly impacted by the pandemic, with the mortality rate for the most deprived being twice that of the least deprived.

### COVID-19 Deaths by Deprivation Quintile

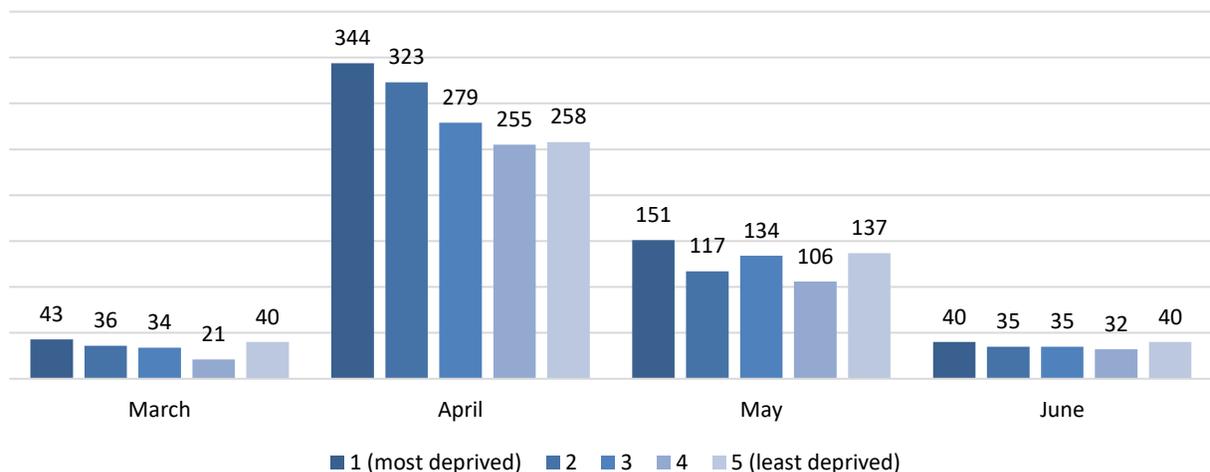


Figure 2.2.15 – COVID-19 Deaths by Deprivation Quintile (Wales), March 2020 – June 2020<sup>1</sup>

<sup>1</sup> Source: Office of National Statistics [Deaths Involving COVID-19 by Deprivation](#), England & Wales, Mar – June 2020.

## COVID-19 ASMR by Deprivation Quintile

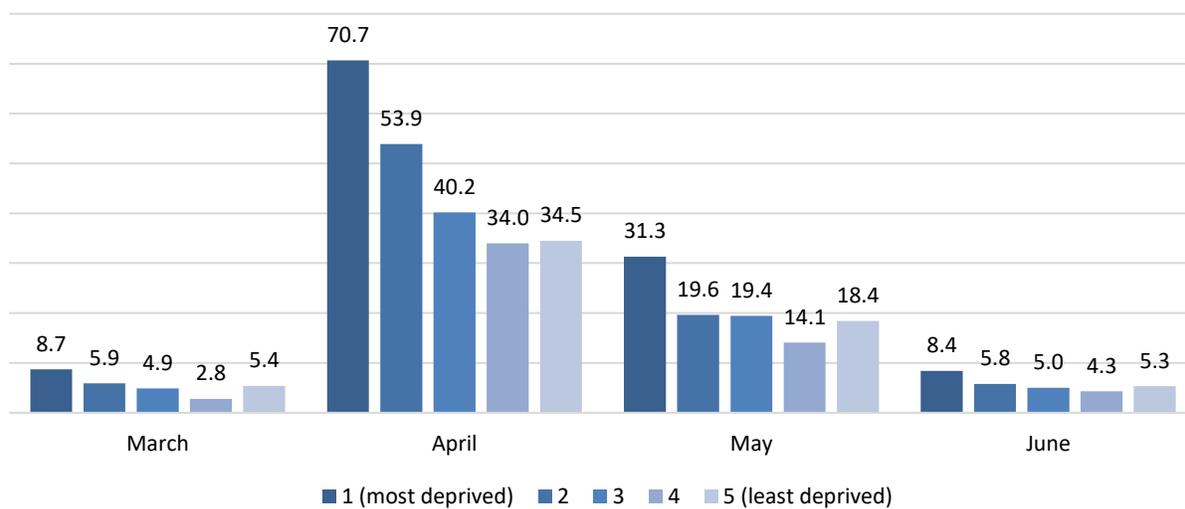


Figure 2.2.16 – COVID-19 Age-Standardised Mortality Rates by Deprivation Quintile (Wales), March 2020 – June 2020<sup>1</sup>

<sup>1</sup> Source: Office of National Statistics [Deaths Involving COVID-19 by Deprivation](#), England & Wales, March – June 2020.

## 3. Council Response: Citizen-Facing Services

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Council services transformed at a rapid pace in response to the COVID-19 pandemic, forming a model focussed on essential services, with a priority of protecting staff, citizens and service users. Vulnerable people were at the centre of this model, namely those granted a shielded status, as well as those known to social services.

The following sections detail how specific groups and services have been affected by COVID-19, and how they responded to the threat<sup>1</sup>.

### 3.1 Shielding & Supporting Vulnerable People

In March 2020, the NHS produced an initial list of 8,303 Cardiff residents who were instructed to shield from COVID-19, due to their high level of vulnerability. This list was added to periodically. Shielded people were instructed to avoid contact with those from outside their household, and not to leave their homes, even to buy food and other essentials. Welsh Government arranged for a contractor (*Bidfood*) to provide weekly food parcels to any shielded person who was unable to access essentials via another route, e.g. online shopping, or support from family or the community.

A Council team was brought together to arrange delivery of these food parcels. Shielded people received a letter advising them of the food parcel scheme, resulting in a high volume of incoming calls from people requesting support. As well as food parcels, this support could include coordination of volunteers to collect prescribed medication, and advice on accessing priority online shopping delivery slots.

Calls were handled by staff primarily from the Advice & Benefits service, and from the First Point of Contact, with some contacts being made by Adult Services. Members of staff from other areas were also brought in to support and administer this new process. Management information on the process was reported back to Welsh Government on a daily basis.

Some of the headline figures demonstrating the scale of the scheme in Cardiff are summarised below, accurate as of the end of July 2020:

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<sup>1</sup> Unless otherwise stated, data used in the *Council Response* sections of this report is sourced internally, primarily from the Council's COVID-19 Response Dashboard.

- 15,787 contacts made by either phone or letter
- 27,000 food parcels delivered to 2,300 individuals in 1,700 households
- 650 urgent food parcels supplied
- 235 requests for assistance with delivery of prescribed medication
- 497 people offered advice on online shopping services
- 94 people provided with assistance in carrying deliveries into their homes

Despite the success of the scheme, there were some difficulties to overcome, including: meeting the needs of those with special dietary requirements and, as many parcels were left on doorsteps, making additional contacts to ensure parcels had actually been received.

Welsh Government announced that shielding is no longer required from 16 August. There are currently no plans to resume the food parcel scheme if shielding should prove necessary again in the future, therefore the Council will have to make provision for all shielded people's needs in this event. Many vulnerable people will require ongoing support from Council services after the end of the shielding period.

### **3.2 Hubs and Libraries**

To continue to support residents, four core Community Hubs remained open throughout the lockdown period – Central Library, Ely & Caerau, The Powerhouse and St Mellons. Access was by appointment only: for money advice, scanning documents to assist benefit claims and into work mentoring. Exceptions were made for emergency matters such as the collection of key fobs, alley gate keys and foodbank parcels. Green recycling bags could also be collected on a drop-in basis.

All enquiries and requests for appointments were triaged through the Adviceline, which increased its incoming line capacity from four to 33 to accommodate demand. Staff were redeployed from many other service areas across Housing & Communities. During May an average of 250 calls were received each day, an increase of over 1,000%.

### Calls to the Advice Line Q1

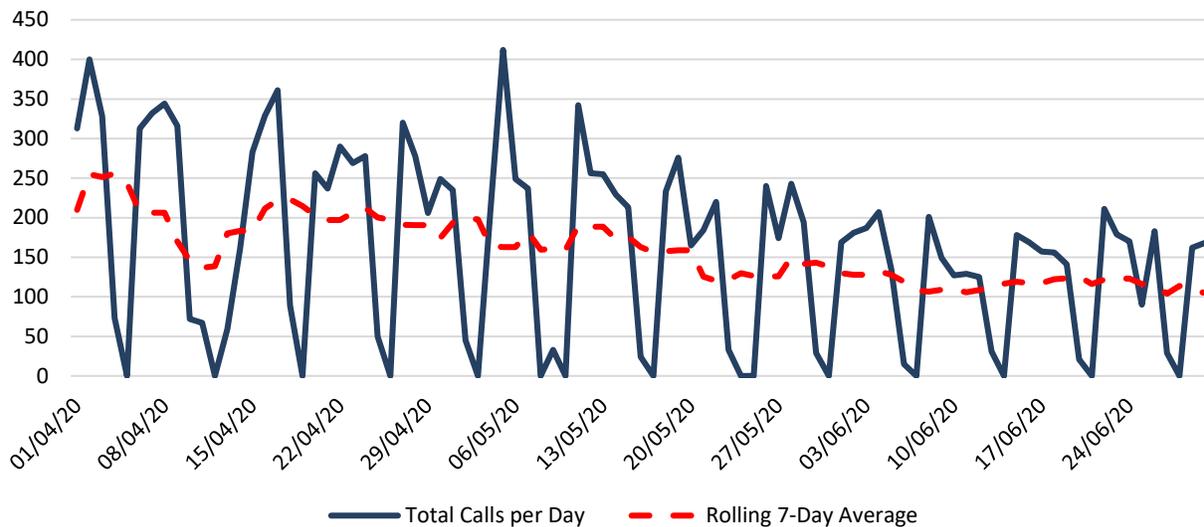


Figure 3.2.1 – Calls to the Advice Line, Total and Rolling Average, Quarter 1

Library services including all community events and activities initially ceased except for digital access. E-book lending increased by 93% between March, when lockdown began, to the end of May. A new ‘click & collect’ service for library books was launched in early June, enabling customers to order, via a new library phone line or online, either a selection bag of five books based on their preferences or books of their choice to be collected from one of the core Hubs. A delivery service was also put in place for those who are housebound, self-isolating or shielding. During its first two weeks the library line received 87 click & collect selection bag requests and 275 direct reservation requests.

The Welsh Government identified libraries as one of the first public services to re-open in the First Minister’s announcement on May 8. Re-opening Hubs and libraries across the city began from early July on a gradual basis in each district to ensure all communities are served equally.

### 3.3 Health & Safety: PPE and Hygiene

In March 2020, the need for personal protective equipment (PPE) and hygiene supplies was recognised as a key priority for the Council in responding to COVID-19, ensuring that both Cardiff Council staff and its social care providers had ready access to the equipment they needed to keep themselves and their service users as safe as possible.

Initially two processes were established: one allowing staff and care providers to collect equipment from the library stores, being used as a temporary warehouse for emergency supplies, one allowing staff and care providers to collect core PPE items (gloves, masks, aprons and eye protection) from Willcox House, when required in an emergency, outside of normal office hours. Processes were adapted and improved as time went on as the official guidance on PPE usage developed. By May 2020, supplies were sufficient enough to allow for weekly deliveries to be made to social care providers. By the end of Q1 there were 160 care providers on the delivery route, each receiving supplies at intervals they have selected (for example, weekly, 2-weekly, monthly etc.).

Throughout Q1 there were a number of national and international shortages of items, including masks, gloves, aprons and hand sanitiser. Welsh Government coordinated the distribution of PPE to Welsh local authorities, although these quantities have never matched Cardiff’s actual demand and usage. Since March 2020, the Welsh Government-provided supplies have been substantially supplemented by supplies sourced through the Council’s procurement channels.

To date, over 10 million items of PPE and hygiene supplies have been distributed, with the vast majority of this volume being used to support social care providers and vulnerable people.

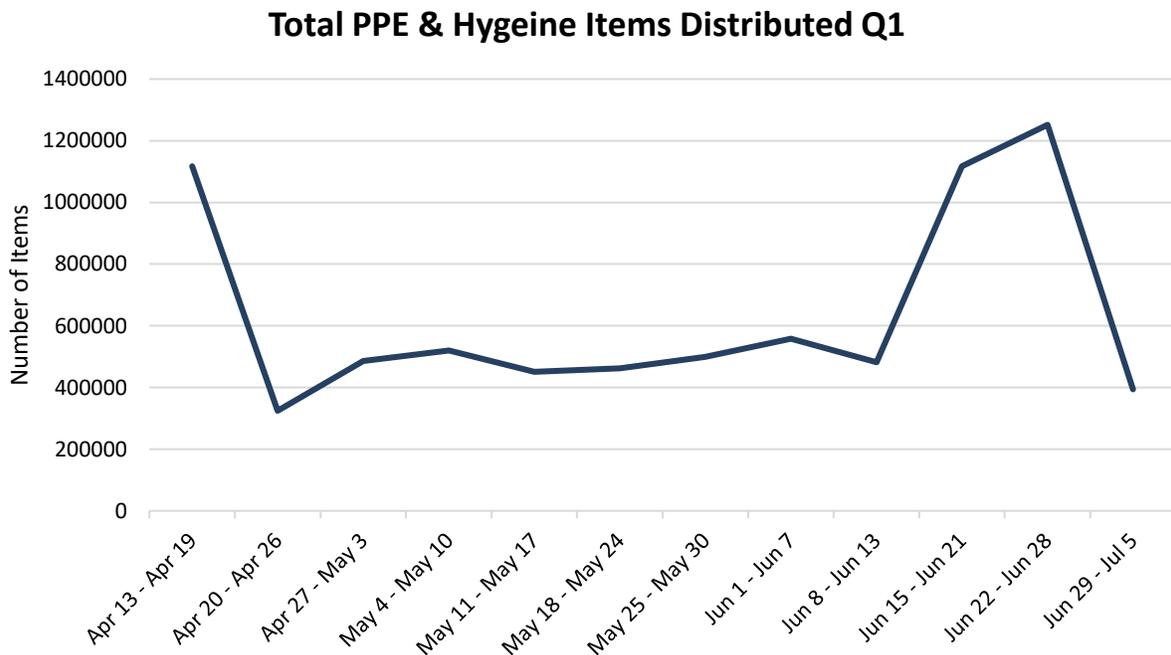


Figure 3.3.1 – PPE and Hygiene Item Distribution, Quarter 1

Figure 3.3.1 shows the items distributed during Q1. Formal recording began on 15/04/20 for PPE distribution, with the initial high value attributed to the backlog of PPE distribution figures entered into the recording sheet. This backlog includes distribution going back as far as March 19. The second spike in distribution, in the last two weeks of June, is due to the significant push of PPE and hygiene supplies out to schools, to ready them for pupils returning. A four-weekly push of PPE to schools is planned for the 2020/21 academic year.

Moving forward, there are three risk areas in regards to PPE supply. These are: further COVID-19 outbreaks, Brexit impacting supply lines and the coming annual winter flu spike. The NHS Wales Shared Services Partnership (NHSWSSP) have been preparing supplies to safeguard against this, securing two further warehouses, with a third on the horizon, to be used to stock a sufficient PPE supply for Wales. As Cardiff is also securing its own PPE supplies in parallel to the work done by the NHS, the Council is in a strong position to ensure an ongoing supply of PPE. However, some item types could see delivery delays, such as masks and gloves, which typically come from the Middle East and could take longer to go through customs due to EU checks. Relations with the UK and China over Hong Kong could also impact upon this supply, as China is the largest exporter of face masks in the world. Other items, including aprons and face visors, are being manufactured in the UK, as well as Europe and the Far East, so the impact on these supply lines should be limited.

### **3.4 Schools & Free School Meals**

After initially closing on March 23, as a result of lockdown measures, education was delivered through online distance learning. Over 6,000 computers were provided to pupils across the city who were not equipped with appropriate devices at home; 1,700 of these were also provided with 4G internet access. Throughout the entire period, some schools remained open for the duration in order to provide childcare for essential workers and to continue provision for vulnerable children. As shown in figure 3.4.1, during lockdown 25 schools remained open, operating as Keyworker Childcare Hubs, providing childcare to an average of 450 children each day.

Welsh Government issued guidance in early June 2020, allowing for schools to re-open for the four weeks prior to the summer break. Schools opened on June 29, remaining open for three of the four planned weeks.

### Open Schools, Staff and Children Attending Q1

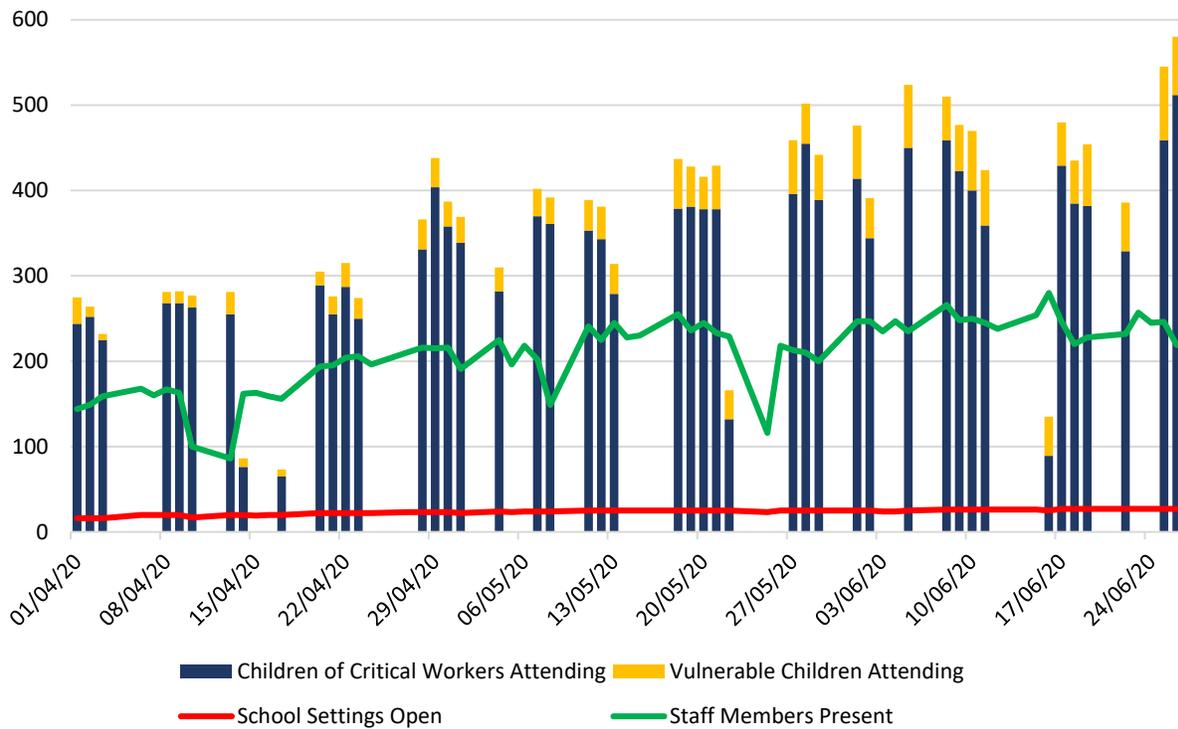


Figure 3.4.1 – Open School Settings, Staff Present and Children in Attendance, Quarter 1

During lockdown, those pupils previously eligible for free school meals were able to continue to receive them. Initially collection points were established, although it was recognised that these points could increase the risk of spreading the virus. Collection points were decommissioned, and parents of eligible pupils were instead able to claim for food costs via an online voucher scheme. This later transitioned into providing parents with funds directly (via *ParentPay*), in order to buy their own food.

### 3.5 Bereavement

On average, around 12 deaths occur per day in Cardiff. NHS projections predicted an additional 8 to 25 deaths per day during the peak of the COVID-19 pandemic. In reality, Cardiff experienced a peak of around 18 additional deaths per day (April 13 – 26), with approximately

10 per day which can be attributed directly to COVID-19. The average deaths per day in Cardiff for the whole of Q1 was 15<sup>1</sup>.

This increase in deaths, from both COVID-19 and other causes, was expected to put increased strain on the city’s bereavement services. The capacity of the Thornhill Crematorium, as well as storage space, was considered in regards to how services would cope. Local funeral directors were calculated to have a total cold refrigerated storage capacity of 112.

An extensive exercise was undertaken by Bereavement, supported by Performance & Partnerships, which determined that bereavement services within the city would be able to cope with the potential increase in demand, providing that the upper ranges of the NHS Reasonable Worst Case Scenario were not reached. Cremation capacity in particular was in danger of being stretched, so three scenarios were designed to help Bereavement plan for this. These scenarios were designed to increase funerary capacity, for example by reducing service time, and increasing operational hours. To cope with the pressures of COVID-19, Bereavement increased their operations from their ‘business as usual’ standpoint to Scenario 1 (Phase A), scaling up to Scenario 1 (Phase B) as needed. This has allowed bereavement services to cope with increased demand.

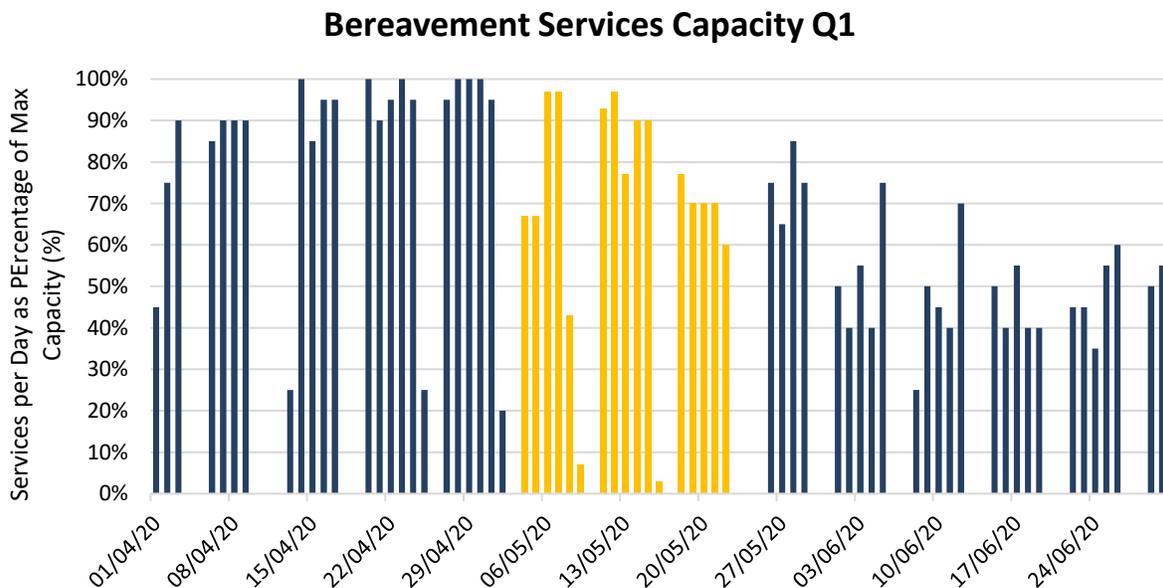


Figure 3.5.1 – Bereavement Services Capacity, Quarter 1

<sup>1</sup> Based on data from the Office for National Statistics (ONS), Weekly COVID-19 Deaths.

Figure 3.5.1 shows the peak of the pandemic in April 2020, slightly delayed in these figures, given the 2-3 weeks required to schedule a funeral service. The period in yellow, ranging from May 4 – 22, demonstrates the temporary implementation of Phase B of the pandemic plan, in response to high demand on services.

Access to and availability of body bags was also identified as a potential issue as the pandemic spread. Enquiries were made with both Welsh Government and Council suppliers to source an emergency supply of body bags. 490 were provided by Welsh Government, and an additional 50 were sourced via a Council supplier. To date, only 30 body bags have needed to be issued from this emergency supply, the remainder being managed via the PPE and hygiene supplies process.

### 3.6 Homelessness

Like many major British cities, Cardiff has shared in the increase in rough sleepers and homelessness in recent years. Cardiff has made significant progress in reducing this, with rough sleeping individuals reaching a six-year low in March 2020 (around 30 individuals, compared to 84 in 2019). A report to Cabinet on 16 July 2020 outlined the impact of COVID-19 on the homeless population of Cardiff<sup>1</sup>. The key points from this report have been summarised below, accompanied by Q1 data showing the scale and success of Cardiff's response to these issues.

As COVID-19 began to spread throughout the community, it became crucial to secure a significant number of additional self-contained accommodation units to both ensure that nobody remained on the street, and that individuals were capable of self-isolating if they started showing COVID-19 symptoms. From the start of the pandemic the number of presentations of single homeless people increased significantly, with an average of 45 per weeks (compared to 25 per week pre-COVID).

The number of individuals residing in existing emergency accommodation had to be drastically reduced in order to limit the spread of the virus within this vulnerable group of people. As testament to the scale and speed of this operation, 140 individuals were rehoused into self-isolation accommodation within the first three weeks of the pandemic. In total 182 units of supported accommodation were established, made up of shipping container developments, hotels, move on accommodation, and re-purposed buildings.

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<sup>1</sup> Cabinet Paper – [Homelessness and the COVID-19 Response](#).

With rough sleepers in the city reaching an all-time low during the pandemic (as seen in figure 3.5.4), and a high number in accommodation, the Council saw an unprecedented opportunity to work with individuals on the underlying causes of their situation, particularly providing support with substance misuse. In partnership with Health and the third sector, support services have been provided directly into the accommodation units.

The approach the Council has taken to homeless individuals during the pandemic is similar to the *Housing First Model*, which has been trialled in the US, Scandinavia, and some UK cities, including Manchester where 80% of the tenancies under this scheme proved to be stable<sup>1</sup>. This model seeks to ensure individuals have safe accommodation first, before looking at underlying causes for their homelessness. Advocates of this approach claim that it can pay for itself, as providing accommodation directly can often be more cost effective than years of remedial treatment, which may not take root and alter individuals' behaviour.

The successes seen by homelessness services during the pandemic culminated in the launch of the Real Change Campaign towards the end of June 2020, which aims to embed the achievements made by homelessness services during the pandemic into a long-term approach, to lock in the benefits realised and lessons learned from the crisis.

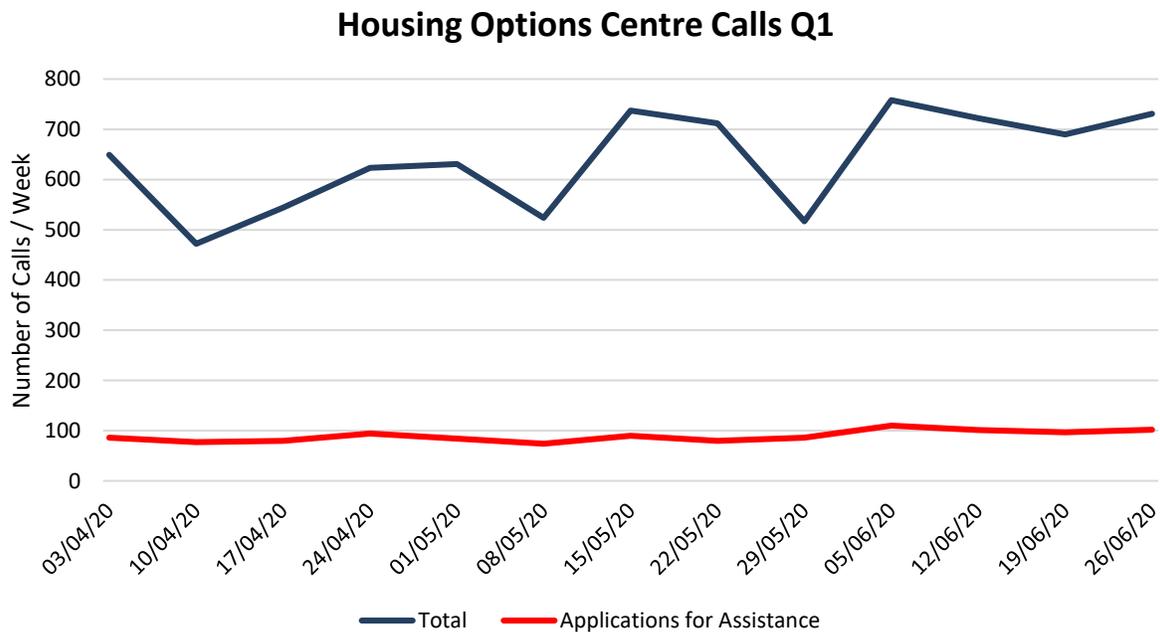


Figure 3.6.1 – Calls to the Housing Options Centre, Quarter 1

<sup>1</sup> Article by the Guardian on the [Housing First Approach](#).

### Accommodation Placements Q1

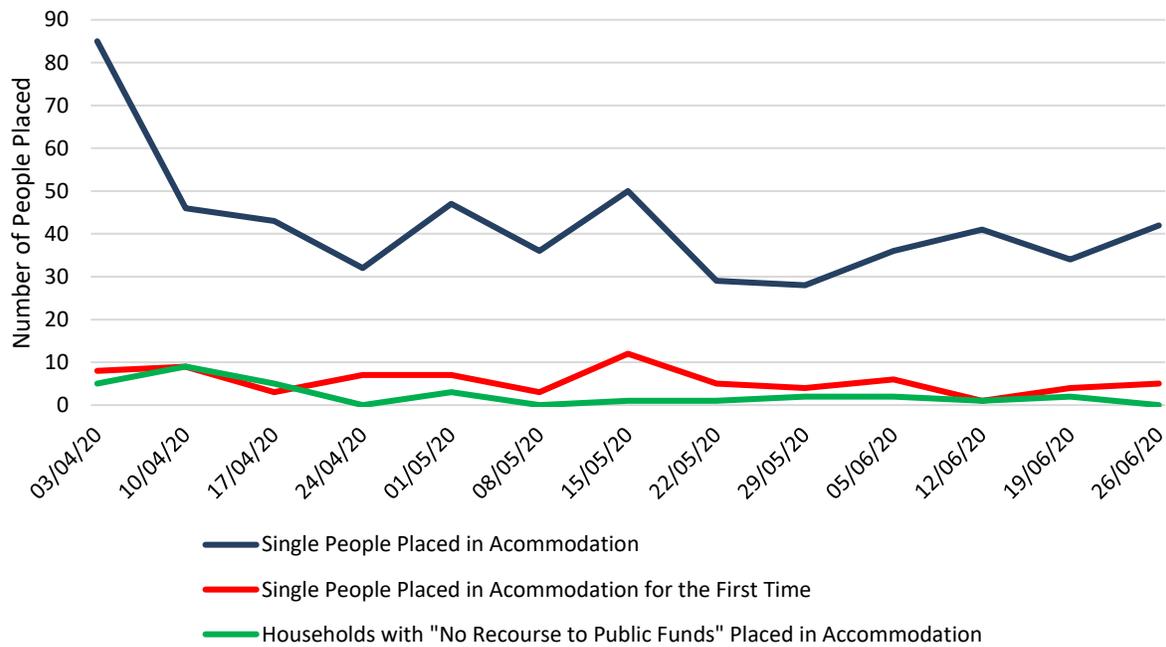


Figure 3.6.2 – Homeless Accommodation Placements, Quarter 1

### Additional Units in Use Q1



Figure 3.6.3 – Additional Accommodation Unites in Use, Quarter 1

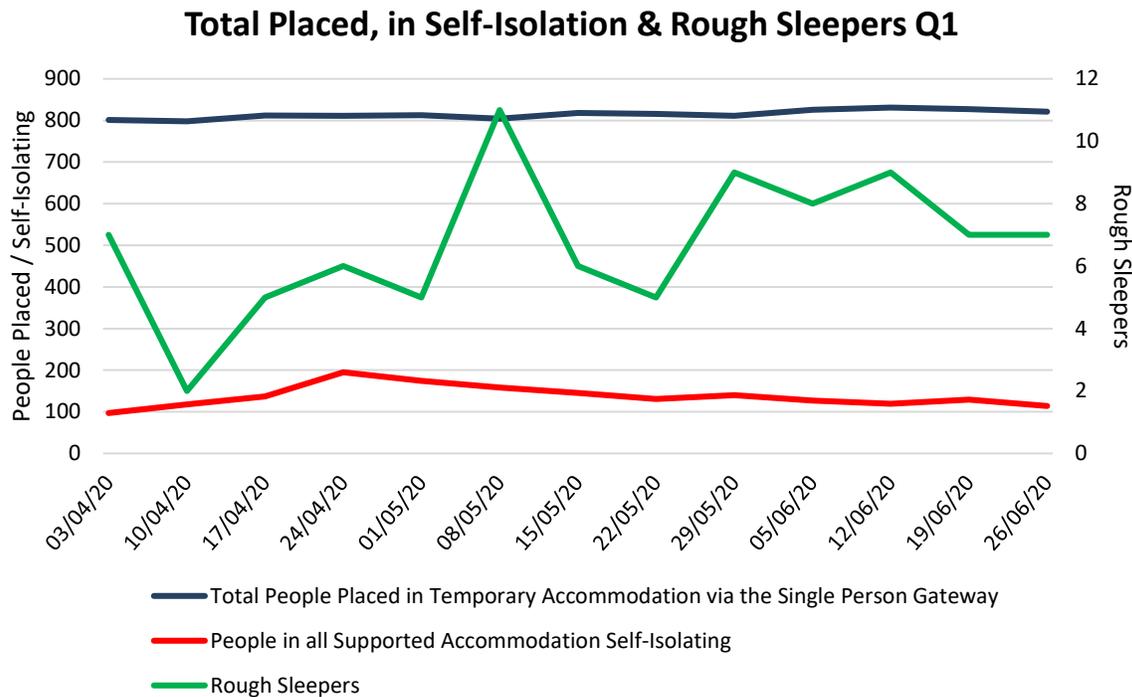


Figure 3.6.4 – Homeless Individuals Places, in Self-Isolation & Remaining Rough Sleepers, Quarter 1

### 3.7 Social Care – Adults’ & Children’s

Across social services, as COVID-19 began to spread, a risk assessment exercise was carried out across all open cases, determining the priority of individuals for maintaining regular contact during lockdown. Cases were given a BRAG (Black / Red / Amber / Green) rating, with black representing the most urgent cases where regular contact would be essential, and green cases requiring little, if any, face-to-face contact. In children’s services specifically, in anticipation that staff sickness levels may increase due to the spread of the virus, short case synopses were written for every case, enabling a smooth case handover if and when required.

#### Adults’ Services

Throughout the lockdown period, social workers have continued to undertake home visits when there has been a critical situation or a safeguarding concern. Appropriate PPE has been provided across social care to ensure that this contact is as safe as possible. Assessments have been undertaken via alternative means where possible, for example over the internet, via telephone, or through a window, in order to maintain social distancing. Contact has also been

maintained with carers, many of whom have faced significant challenges over this period as there has been little opportunity for respite.

While examining deaths from COVID-19, and excess deaths when compared to the normal expected death rate, those receiving domiciliary care were identified in Cardiff as having a high excess mortality rate, along with care homes. Increased testing of these individuals, and their contacts, was undertaken in an attempt to limit the impact of this.

Hospital social workers have linked in with community teams and care providers to work through complex cases in order to discharge individuals from hospital. This work has continued in line with the 'home first' principle. To support the discharge process during the pandemic, isolation beds were secured by adults' services for those who have left hospital, the primary purpose of these being to keep individuals who may be infectious from spreading COVID-19 to their care home as they return to it. In total, 26 of these beds were secured.

Learning Disability teams have been working closely with third sector partners and Health in order to focus on the provision of reduced, yet critical, support services. Contact is maintained with all service users and their families in order to assess and prioritise their needs. Positive feedback has been received from both service users and partners on how services have been maintained through the pandemic.

### Safeguarding Referrals Q1

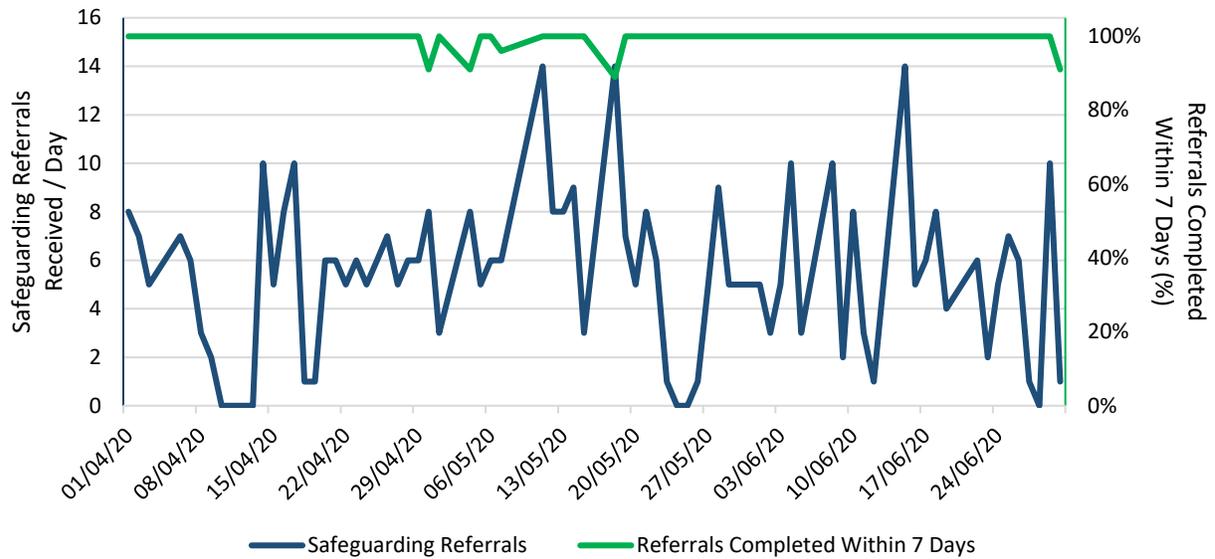


Figure 3.7.1 – Adults’ Services Safeguarding Referrals, Quarter 1<sup>1</sup>

### Mental Health Assessments & Hospital Discharges Q1

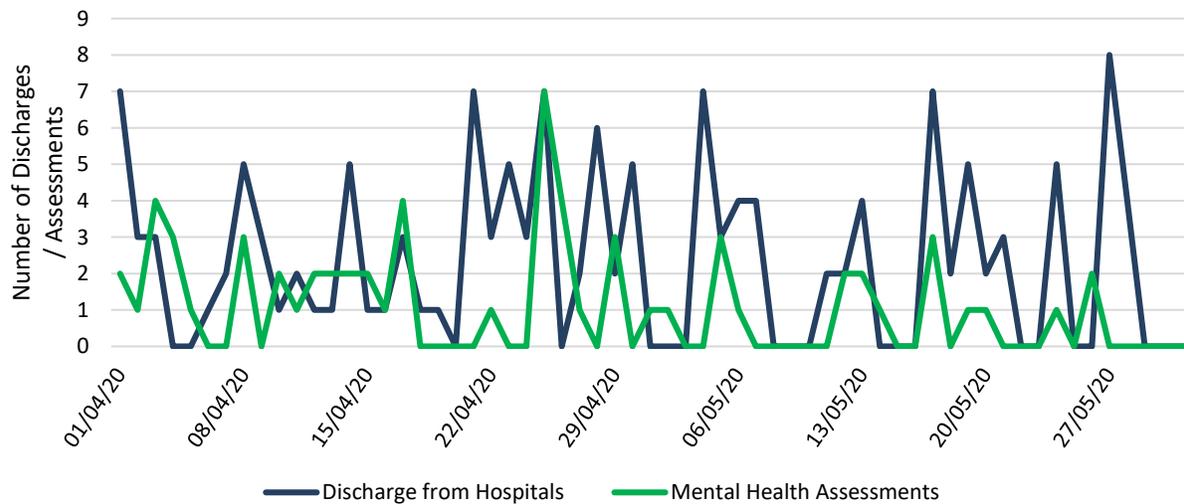


Figure 3.7.2 – Adults’ Services Mental Health Assessments & Hospital Discharges, Quarter 1<sup>2</sup>

<sup>1</sup> Safeguarding processes have continued to operate throughout the pandemic, maintaining the pre-COVID performance standards.

<sup>2</sup> Data recorded only up until the end of May 2020.

## Children’s Services

In general, face-to-face contact in regards to children’s services ceased during lockdown, although individual requirements were assessed on a case-by-case basis, as with some young people the risk of having no contact outweighs the risk of contact.

Children’s Services, alongside Education and the Family Gateway, established a Vulnerable Learners Panel during lockdown, to discuss children/ young people where there are significant concerns about safety and welfare.

Contact has been maintained with children in out-of-area placements, and this has been supplemented through the use of virtual technology, increasing many young people’s access to social workers and friends outside of their immediate network.

A dip in MASH (Multi-Agency Safeguarding Hub) referrals was observed in early April 2020. However, this is not likely to reflect an actual drop in incidents, but is more likely to be due to a number of referral sources being offline, or being less active. For example, many referrals normally come from teachers, and schools were closed, and many referrals come from health visitors, who would have been undertaking fewer visits during this period. Referral levels returned to normal by the end of quarter 1.

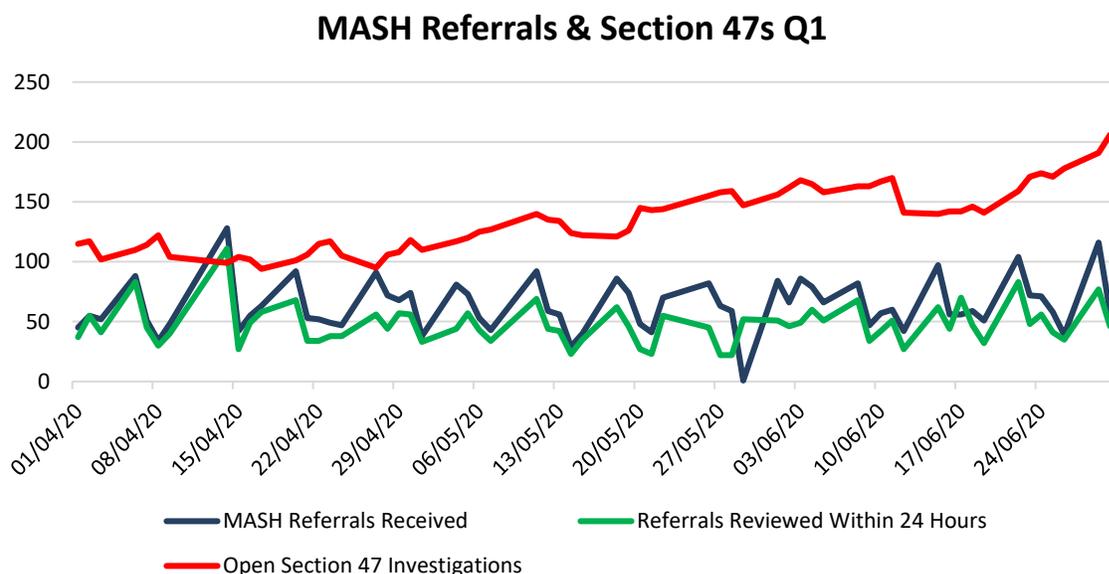


Figure 3.7.3 – Multi-Agency Safeguarding Hub (MASH) Referrals & Section 47s, Quarter 1

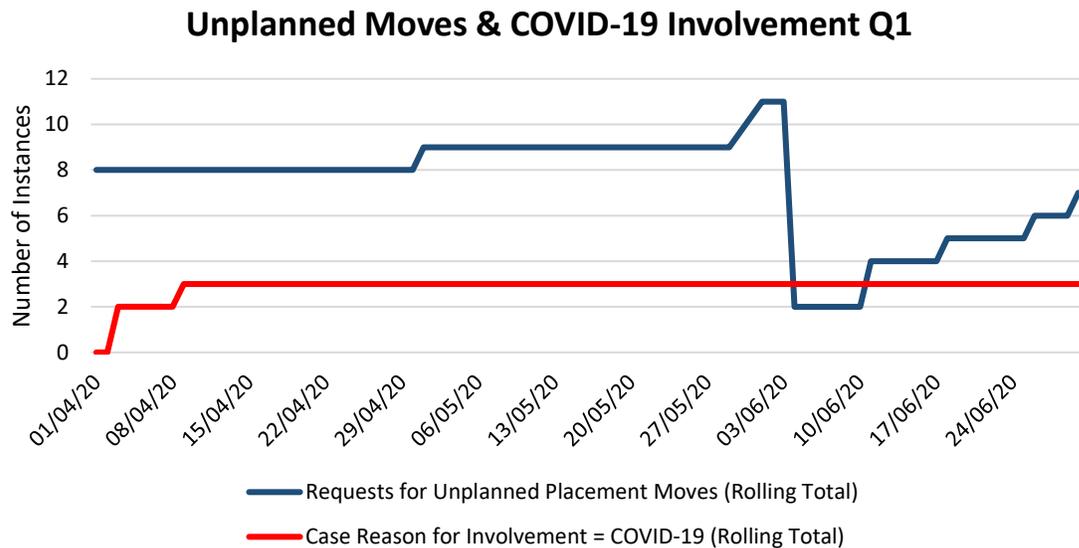


Figure 3.7.4 – Unplanned Moved & COVID-19 Case Involvement, Quarter 1

### 3.8 Childcare

At the end of March 2020, Welsh Government decreed that, wherever possible, children should be cared for at home and that childcare provision should prioritise care for children of critical workers and vulnerable children. Thus, the Childcare Offer for Wales was suspended, closing to new entrants from April 1. Payments were maintained to childcare settings (whether open or closed), but only for children who were already eligible for and enrolled on the Childcare Offer before March 18. Welsh Government committed to continue to pay for the hours of childcare booked under the Childcare Offer until the end of the suspension period (June 19).

#### The Coronavirus-Childcare Assistance Scheme (C-CAS)

The suspension of the Offer allowed the grant to be repurposed to provide funding for childcare costs for eligible parents and carers, including those:

- Whose child/children were of pre-school age (provision for school aged children was offered via school hubs),
- Who were critical workers, unable to effectively work from home,
- Who were kinship or foster parents and a critical worker, or
- Whose child/children were pre-school age and have been assessed by a local authority as being vulnerable.

Based on Welsh Government guidance, an Officer Decision Report was drafted and approved, allowing the C-CAS (Coronavirus-Childcare Access Scheme) to be implemented in Cardiff. A data collection tool was provided to childcare settings in order to assess and record children who met the eligibility criteria. To support this, the following were developed in collaboration with other Council teams:

- An online application form for requests for pre-school childcare
- A payment system to allow payments to childcare providers
- Terms and conditions for all childcare settings providing C-CAS
- Webpage content to inform parents of the scheme and highlight eligibility
- Recording and reporting systems to ensure data collection and Welsh Government requirements could be met.
- Access to advice and guidance via phone, email and social media

Following the announcement by Welsh Government, of funds to provide childcare over the summer holidays for vulnerable children, £80k from Childcare and Play was pooled with the Welsh Government funding to support this provision, which was organised by Education.

### **Flying Start Childcare**

Flying Start childcare provision closed temporarily during the pandemic, with two settings remaining open, offering care for children of critical workers. Flying Start teams maintained contact via telephone with families where children had been identified as vulnerable and if appropriate, referrals were made to the Vulnerable Learners Panel for consideration.

To support families whilst at home, Flying Start teams used social media to share “at home activity ideas”, including those suggested by childcare providers. These posts have been received well by families and have had high levels of engagement.

Flying Start and Childcare teams worked together to produce the “Unlocking Childcare in Cardiff” guidance for childcare providers, providing advice on how to operate their services safely under the COVID-19 restrictions. Flying Start also worked with Health & Safety to ensure provision across the city would be safe to re-open in line with the restarting of education.

### **Lessons Learned**

The success of C-CAS in Cardiff has been due the commitment of the childcare teams and collaboration with other internal teams and Welsh Government. Whilst full lockdown measures

had a huge effect on many other aspects of people’s lives, the clear parameters of the scheme made the childcare response relatively simple. However, a future local lockdown may raise questions around the significant proportion of parents that work in Cardiff, and have children attending childcare in the city, who reside outside the local authority area.

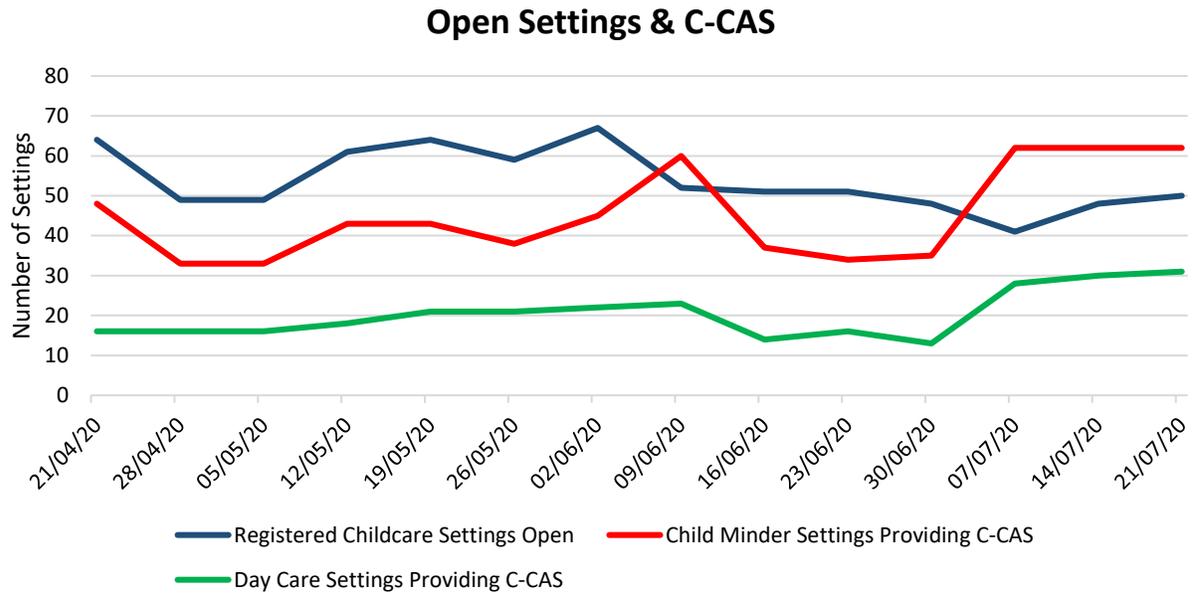


Figure 3.8.1 – Open Childcare Settings and the Coronavirus-Childcare Access Scheme (C-CAS) <sup>1</sup>

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<sup>1</sup> The data used in charts in this sections begins at the end of April 2020, and runs until the end of July 2020, to give a comparable 3-month period to the Q1 data presented elsewhere in this report. The total number of childcare settings open includes all child minders and day care settings which have had at least one child in attendance during the week.

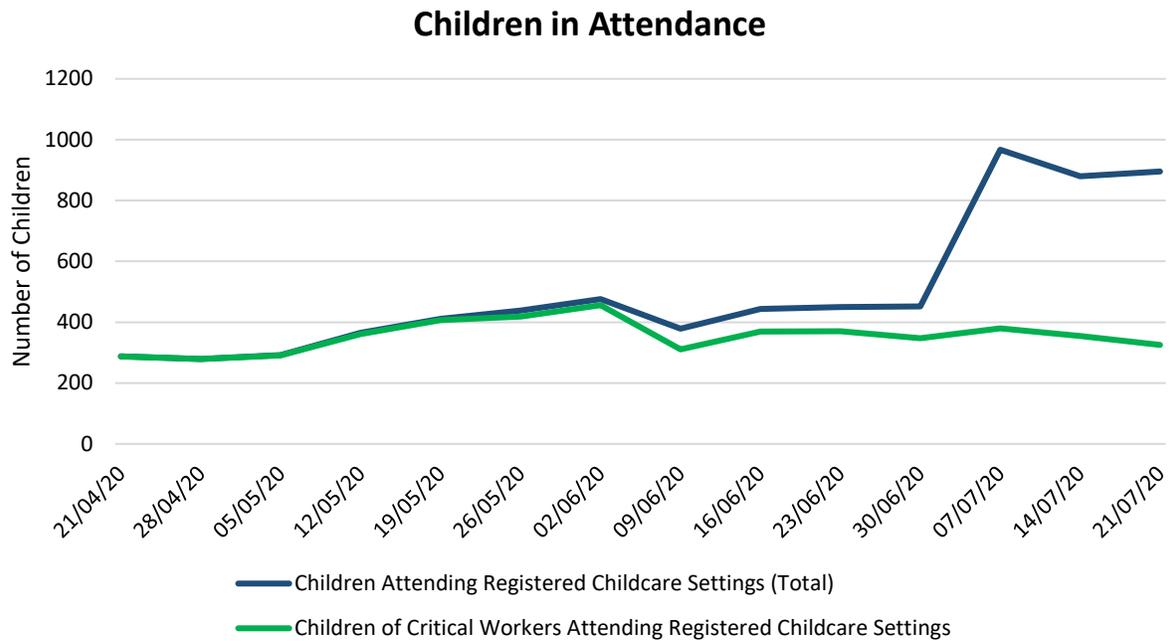


Figure 3.8.2 – Children in Attendance at Childcare Settings <sup>1</sup>

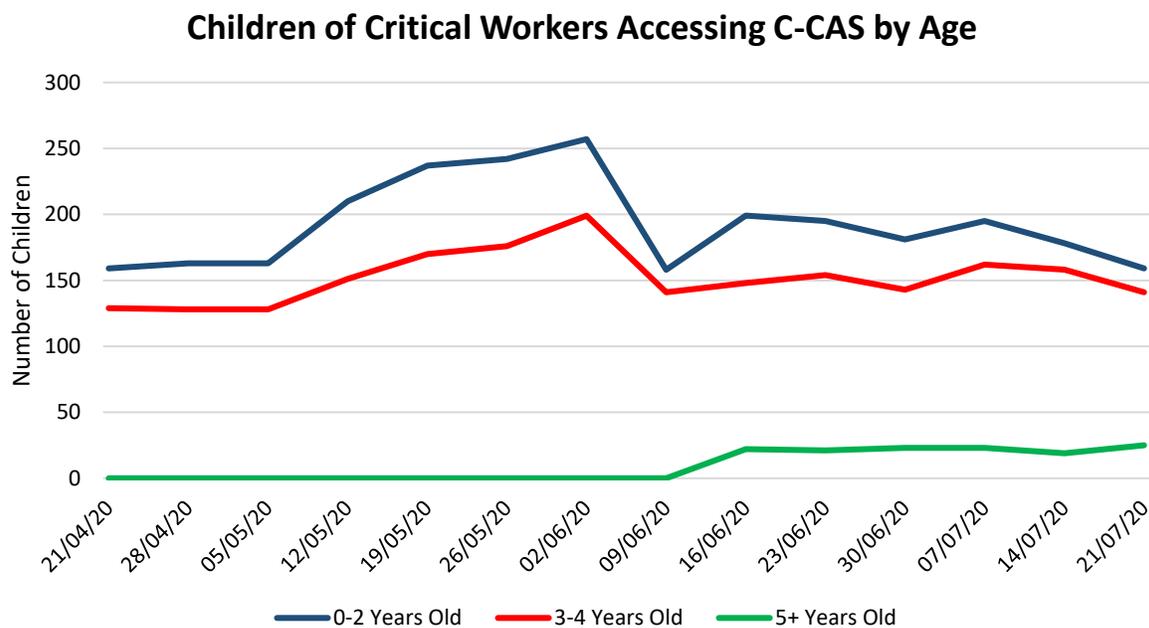


Figure 3.8.3 – Access to C-CAS by Age for Critical Workers

<sup>1</sup> The number of children in attendance includes all those who have attended at least one session during the week.

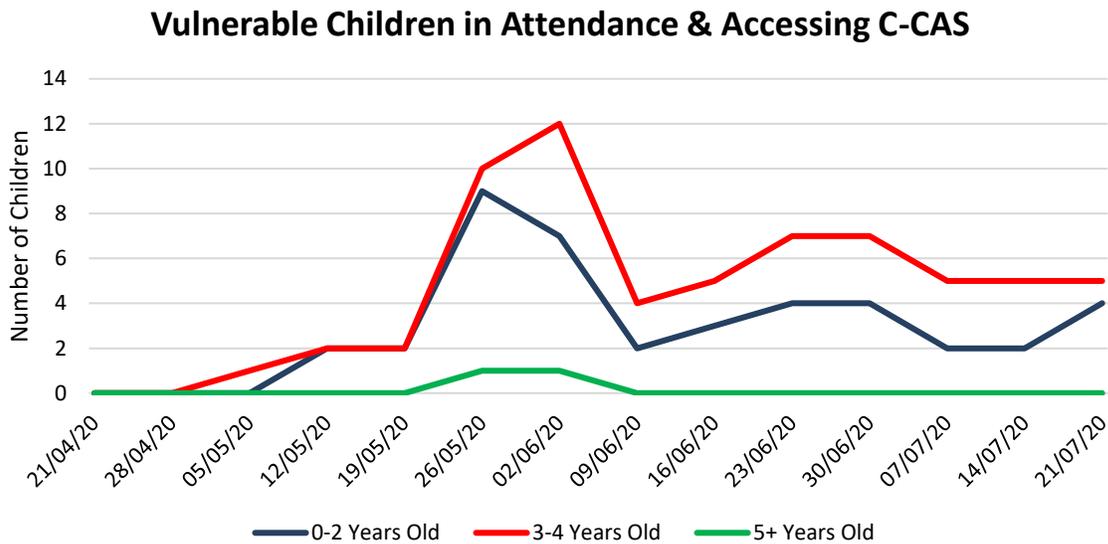


Figure 3.8.4 – Access to C-CAS by Age for Vulnerable Children

### 3.9 Volunteering

The Volunteering Team have been busy during the pandemic, co-ordinating volunteers and regularly updating the Volunteer Cardiff website, ensuring that the needs of the community could continue to be met. Specifically, volunteers have been utilised to support the collection and delivery of food parcels, as well as assisting with the second round of wellbeing calls to the shielded community.

The website has seen significant activity during this period. In Q1, there were 62,823 hits on the Volunteer Cardiff Portal, averaging around 718 hits per day. April saw the highest levels by far, with a significant spike near the beginning of the month. Overall, hits in April represented 66% of total hits in Q1. Of those viewing the portal, 233 volunteers successfully submitted applications, resulting in around 7 volunteers working per day throughout the quarter. As a point of comparison, in Q1 of 2019/20 only 7 volunteers were recruited, compared to 81 in the same period in 2020/21.

This spike in interest during the peak of the pandemic, similar to the huge response to the internal skills survey, which received 2,000 responses within the first hour of going live, further highlights the willingness of both Council staff and the community at large to contribute where they can during difficult times. The dip in interest after April 2020, shown in both figure 3.8.1 and figure 3.8.2, could be due to people returning to their substantive roles.

### Volunteer Cardiff Website Activity Q1

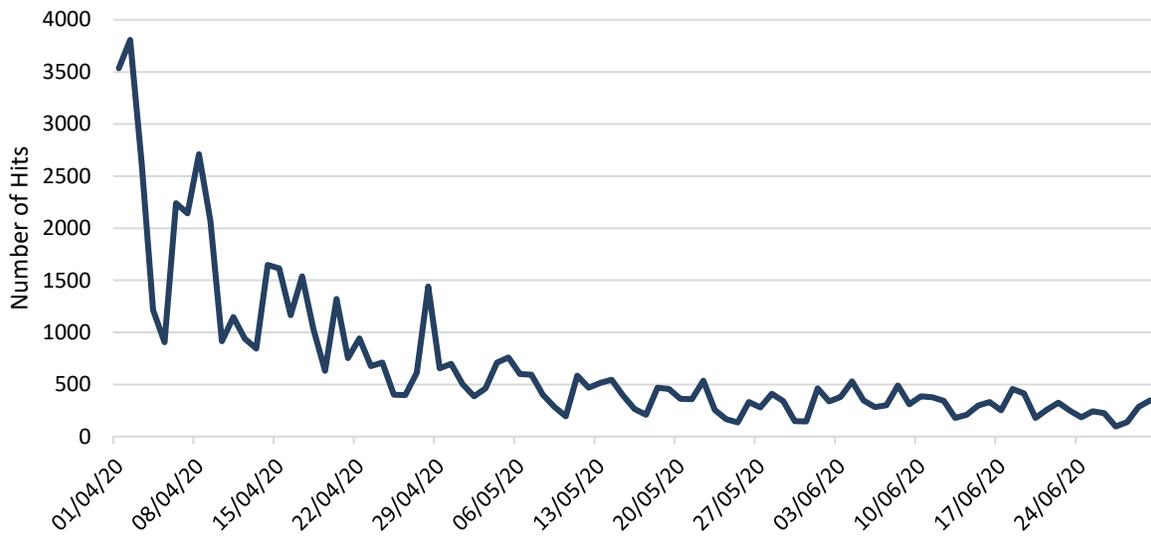


Figure 3.9.1 – Volunteer Cardiff Website Activity, Quarter 1

### Applications, Checks and Days of Work

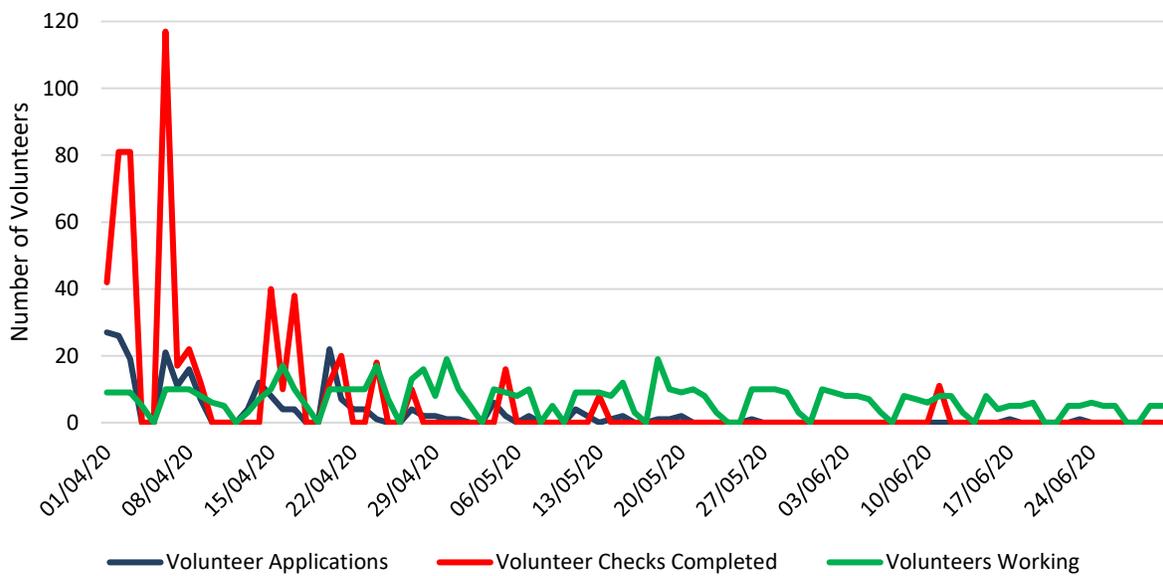
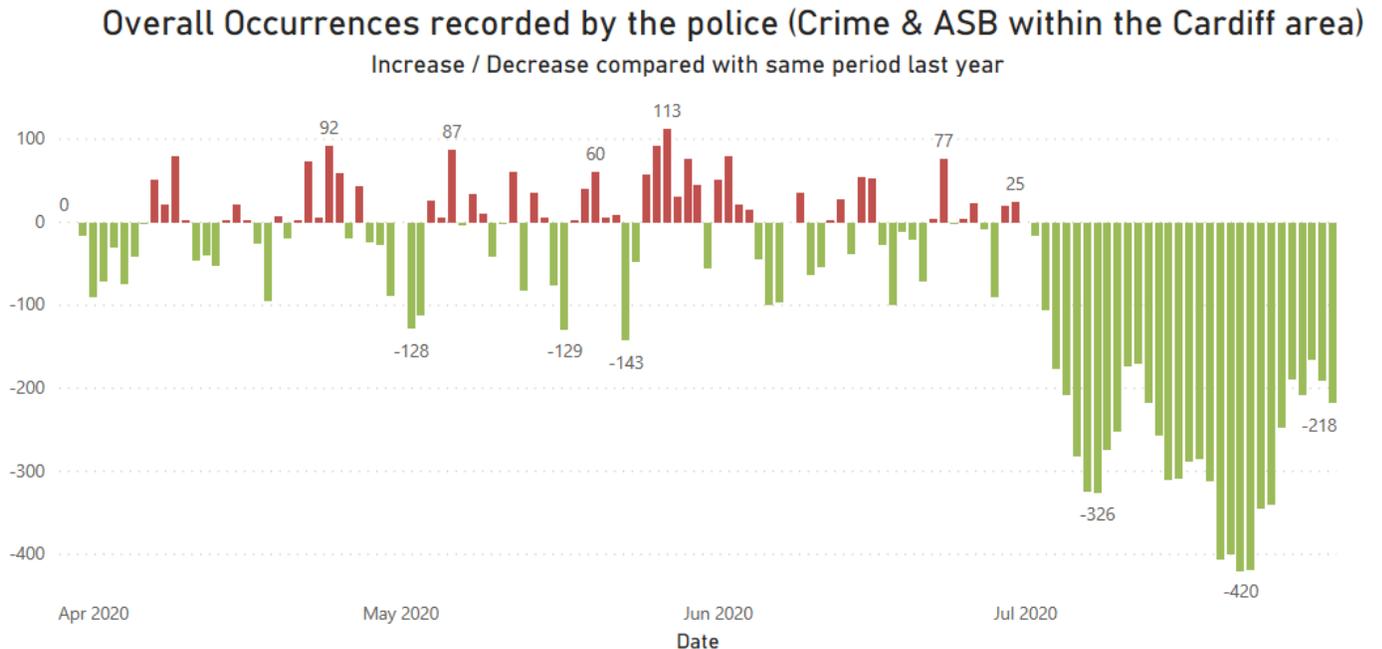


Figure 3.9.2 – Volunteer Applications, Required Checks and Days of Work, Quarter 1

### 3.10 Community Safety & Cohesion

Throughout Q1 2020/21, Cardiff has experienced reduced crime rates overall (28%), and reduced rates for most crime types, although there has been a small increase in drug offences (27%) and a larger increase in anti-social behaviour (146%), although this can be entirely attributed to COVID-19 related issues, particularly in relation to breaches of regulations.

The following rates have decreased during Q1: violence against the person (28%), violence with injury (33%), violence without injury (19%), stalking and harassment (8%), possession of a weapon (10%), criminal damage (28%), robbery (36%), residential burglaries (38%), business and community burglaries (39%), auto-crime (44%), hate crimes (3%) and public order offences (4%). It seems likely that these changes are due to the lockdown measures in place in Q1, and more recently as measured are eased, levels seem to be increasing again.



### ASB Occurrences

Increase / Decrease compared with same period last year

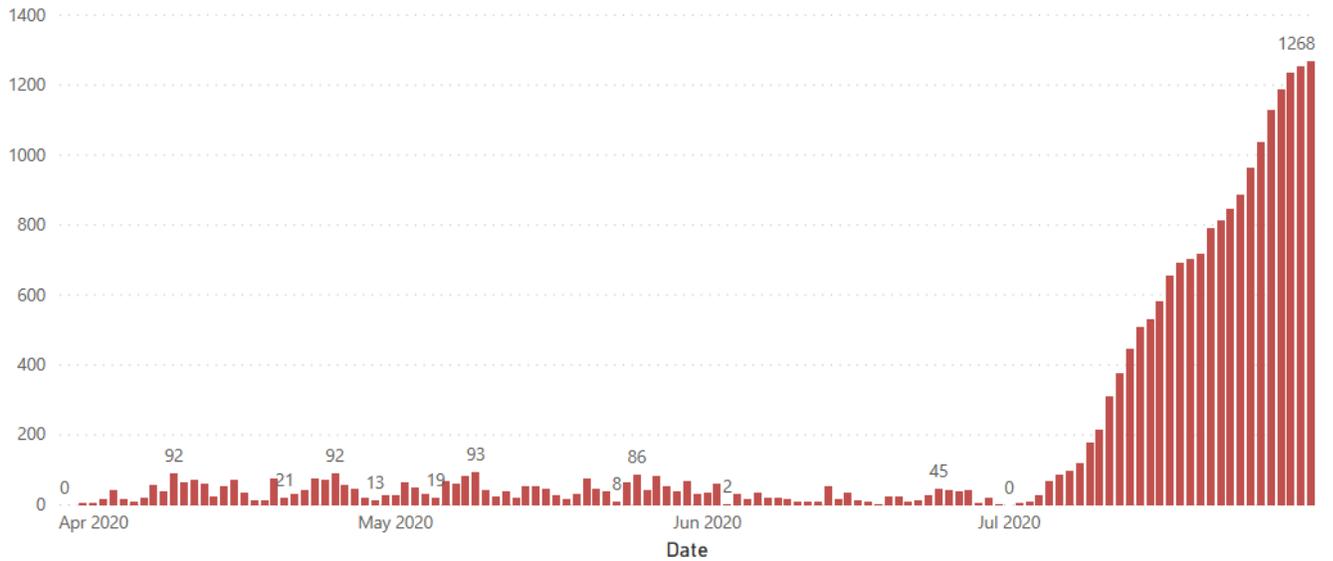


Figure 3.10.2 – Anti-Social Behaviour (ASB) Occurrences as Increases or Decreases vs. the same period last year: comparison April 1 – July 31 2019|2020, Cardiff

### Domestic Abuse Occurrences

Increase / Decrease compared with same period last year

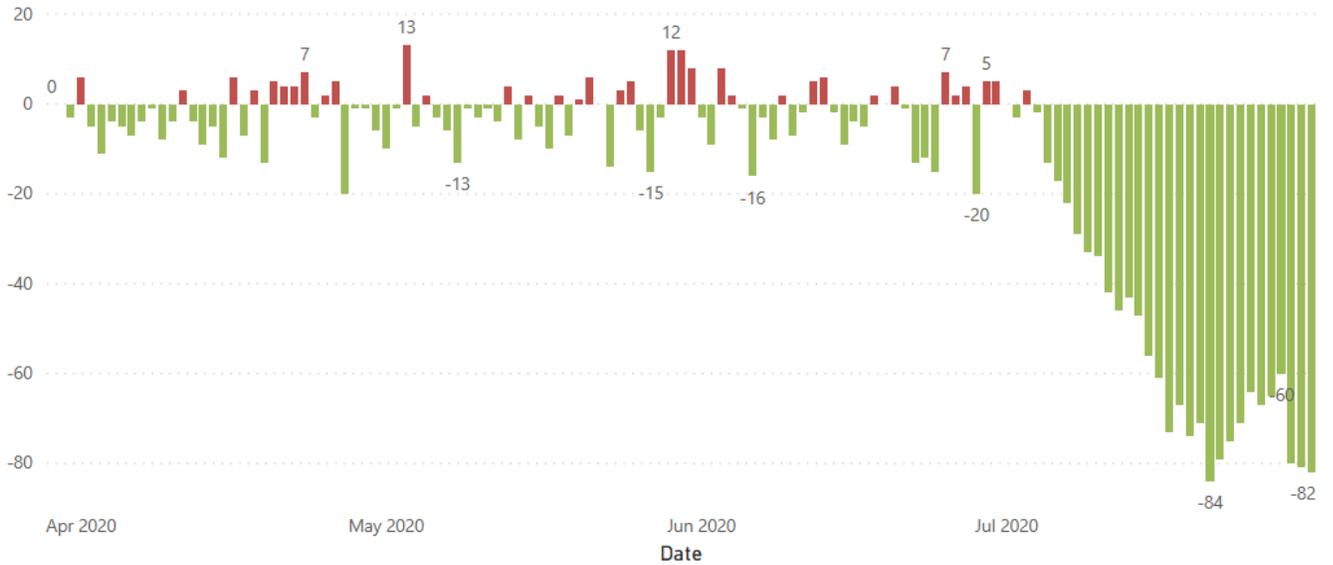


Figure 3.10.3 – Domestic Abuse Occurrences as Increases or Decreases vs. the same period last year: comparison April 1 – July 31 2019|2020, Cardiff

Throughout lockdown Cardiff RISE<sup>1</sup> has continued to contact victims related to Public Protection Notice (PPN) referrals from the Police. The volume of domestic abuse referrals received during Quarter 1 2020/21 (1,628) was slightly lower than the same period the previous year (1,652). There are concerns however, that the lockdown period will have resulted in under reporting of domestic violence, which will be monitored through the work of the Community Safety and Safeguarding Partnership Group.

During Q1 an additional 8 women's refuge units were provided (bring the total number of units to 59), during which time 64 residents left refuge provision. Most of these individuals moved either to temporary accommodation (23), with friends and family (14), or returned home (10).

During lockdown regular communication was maintained with residents, utilising virtual communication technology, informing them of the latest COVID-19 guidelines. Those who required it were also supported with their shopping. PPE has been provided and used where physical visits have been required.

### **3.11 Culture, Leisure and Parks**

#### **Parks**

During the lockdown period, it was decided to keep the Council's parks and green spaces open for use. The Parks team worked extensively with partners to ensure that these spaces were safe to use; for example, at Roath Park, a one-way system was introduced around the lake aware to improve social distancing and reduce the risk of spreading COVID-19.

#### **Venues and Events**

As a result of government advice, the Council took the decision to close all of its venues and attractions. This included Cardiff Castle, the Museum of Cardiff, the Norwegian Church, City Hall, Mansion House, St David's Hall and the New Theatre. The Capital's extensive event programme was also impacted, with events either postponed until later in the year or, as in the case of the Guinness Pro14 Finals and Nitro World Games, cancelled altogether.

#### **Sport and Leisure**

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<sup>1</sup> [RISE](#) is a Cardiff-based specialist advocacy service for women experiencing violence, domestic abuse, and sexual violence.

All facilities, such as GLL-managed leisure centres, Channel View Leisure Centre, Canton Community Centre, Cardiff International White Water and Cardiff Riding School, were also closed.

Considerable effort was made by council officers to continue to engage with patrons, clients and partners throughout the lockdown period, to ensure the continuity of services once restrictions eased.

### **3.12 City Centre & District Shopping Centres**

Cardiff city centre has had to change drastically in order to become a safe space where social distancing measures can be complied with. The Council has progressed work to make certain spaces safe in both the city centre and neighbourhood district centres, with a City Recovery Strategy approved by Cabinet in June 2020.

The strategy outlines what is required during the COVID-19 recovery period to ensure that the city centre, and wider local and district centres, fully support local businesses, retailing, and the wider range of positive social and leisure activity associated with Cardiff city centre. Central to this is a drive to create an environment that is safe, socially distanced, well-managed and welcoming.

Interventions include a package of safety and greening in local and district centres, such as pavement widening, cycle routes, speed restrictions and more significant measures where appropriate. As part of the adaptations to the city, pavements have been widened, cafes and bars have been allowed to create 'spill out' areas to trade outside, and new trees installed to improve the public realm.

Changes in the city centre include one-way pedestrian systems; welcome/explanation points; street ambassadors and spill-out space, with Cardiff Castle's grounds opened to create a public space for local businesses to use, enabling the ordering of food and drink via an app.

Supporting local businesses has formed a key part of this strategy in limiting the economic impact of COVID-19. Around £80,000 was generated for the local economy in the first weekend following the implementation of these changes, and the re-opening of city centre venues. Engagement/ consultation with key stakeholders has also been crucial to its implementation and management.

Throughout this period, Cardiff has experienced significant improvements in air quality, particularly in the city centre, as a result of lower levels of traffic. The recovery period is an

opportunity for securing increased environmental and city resilience, and it is hoped that these improvements are maintained through the implementation of Cardiff’s Clean Air Plan.

### 3.13 Business Support

Welsh Government’s Business Grants Scheme closed on June 30, although around 73% – 86% of qualifying businesses in Cardiff have accessed support during the operation of the scheme. The grants were for rate paying premises only; those in receipt of small business relief; retail, leisure and hospitality businesses with a rateable value of £12,001-£15,000; along with charities and not-for-profit organisations operating in the same sectors. In total, throughout Q1, £42.8m was provided to support businesses via this scheme.

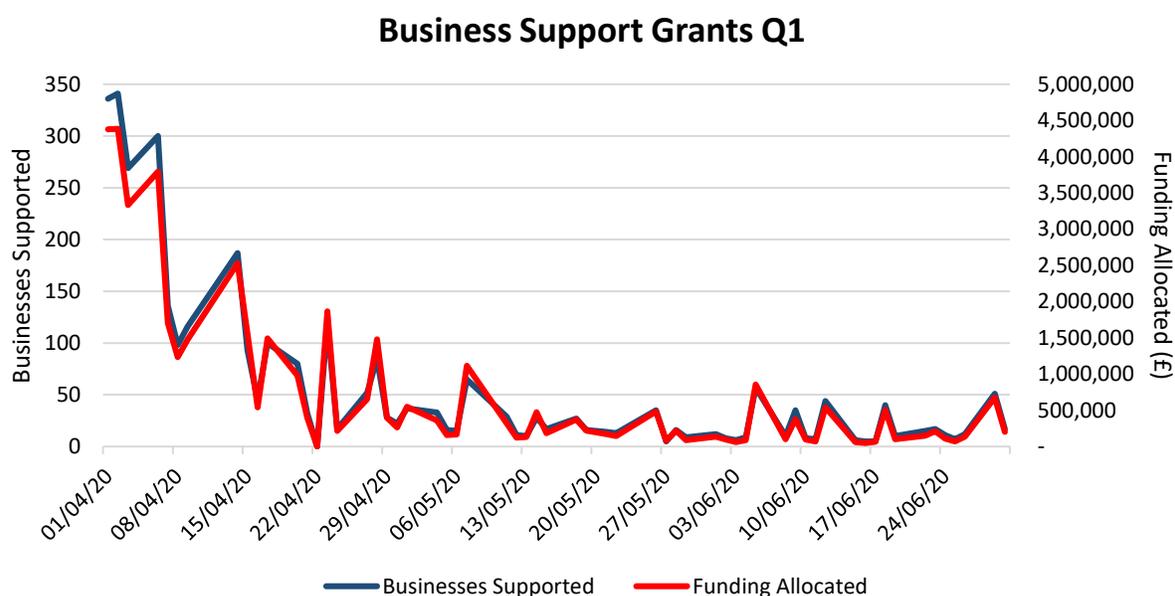


Figure 3.13.1 – Business Support Grants Administered in Cardiff in Quarter 1

### 3.14 Waste Management

During lockdown, most waste collection streams continued to operate normally, with the exception of garden waste collections, which returned to their normal routine in July 2020. Additionally, the pilot of separated glass collection has been suspended. Although collected as would normally be scheduled, recycling and general waste collections were combined as a temporary measure. While access was temporarily limited to the Household Waste Recycling Centres (HWRCs), they operated on a booking system, phasing back in more item types over time.

## 4. Governance and Decision Making

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This section describes how internal Council processes have changed and improved in response to the pandemic.

### 4.1 Decision-making & Governance Arrangements

On 25 February 2020, COVID-19 became a standing item on the Council's weekly Senior Management Team agenda and, on 3 March 2020, a Strategic Coordinating Group (SCG), chaired by the Chief Executive and reporting through to the Leader and Cabinet, was established to lead on a cross-Council approach to preparing the organisation for the impact of COVID-19. Membership is made up of the Council's Senior Management Team plus the Operational Manager for Corporate Health & Safety and the Manager of the Resilience Unit.

The Council's SCG agreed a series of COVID-19 planning assumptions and set out key actions in preparation for the pandemic. This included establishing an effective Directorate-level Incident Management Team, refreshing Red Critical Business Continuity Plans and testing each plan with a scenario-based exercise.

On 19 March 2020, the Council's SCG began to meet on a daily basis, including on weekends as required. SCG enabled the Council to make rapid decisions based on the most up-to-date information following the key principles which informed its approach:

- Preventing the spread of infection;
- Ensuring the health and safety of staff, service users and citizens, and;
- Prioritising key frontline services and support for vulnerable people.

Recognising the need to record the Council's response to the business disruption generated by COVID-19, a daily log recording the actions taken within each service area in relation to the outbreak was established as of 23 March 2020. A summary of key actions taken was collated and circulated at the end of each day, alongside the minutes from each internal SCG meeting.

A process has also been established to enable directorates and service areas to examine all key decisions taken since the outbreak began and ensure that they are accurately reflected in the decision log. The log ensures that there is a consolidated account of all decisions undertaken during this period, cataloguing them and providing the location of supporting evidence in the event of any future auditing purposes.

The following information is recorded:

- Date: *When was the decision taken?*
- Decision: *Summary of the decision*

- Action Owner: *Who is/ are the lead officer(s) responsible for acting upon the decision?*
- Reason/ Rationale: *Why was the decision taken?*
- Decision Maker: *Who took the decision? E.g. Strategic Co-ordination Group/ Silver Command.*
- Type of Decision: *On what authority was the decision taken? E.g. Operational Decision/ Delegated Powers to Officer/ Officer Decision Report.*
- Evidence Base: *Any evidence available to support the decision?*
- Consultees: *Who was consulted? E.g. Cabinet/ Public Services Board/ Police*
- Comments: *Further detail of the issue/ activity*
- Record Keeping: *Has all relevant material relating to the decision been filed and is accessible at a future date?*
- Finance: *Has any financial impact been recorded in line with the Section 151 Officer Guidance?*

## 4.2 Political Governance

New regulations were issued by Welsh Ministers under the Coronavirus Act 2020 which made temporary changes to the rules governing local authority meetings during the COVID-19 response period (applying to meetings taking place before 1 May 2021)<sup>1</sup>.

The first virtual meeting of full Council was held on 21 May 2020. Cardiff was one of the first local authorities in Wales to hold a remote meeting of full Council. Ahead of the meeting an Equalities Impact Assessment (EIA) was carried out in respect of remote meetings arrangements to identify any inadvertent discriminatory effects and potential mitigation measures<sup>2</sup>.

At the meeting on 21 May 2020, it was agreed to make changes to the Council's governance arrangements during the period when normal business operations are disrupted due to government restrictions and additional service pressures arising from the COVID-19 pandemic. These changes included the establishment of a COVID-19 Scrutiny Panel, comprised of the five current Scrutiny Committee Chairs.

The COVID-19 Scrutiny Panel is responsible for scrutinising the Council's functions, as well as the work undertaken by the Cardiff Public Services Board and its impact on the local community. The Scrutiny Panel was established until 30 September 2020, with its duration and remit being kept under review. The Chair of the temporary Scrutiny Panel must have been an opposition group member appointed by Council with cross-party support under Part 6, Section 74 of the Local Government (Wales) Measure 2011).

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<sup>1</sup> <https://www.legislation.gov.uk/wsi/2020/442/contents/made>

<sup>2</sup> <https://cardiff.moderngov.co.uk/documents/s38571/Ag%20Item%205%20Appendix%20A%20-%20EIA.pdf>

## 5. Corporate Adaptations & Issues

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### 5.1 Temporary Homeworking

Responding to Covid-19 demanded a radical transformation to the way in which many council services were delivered. This transition to an “Essential Services Model” was initially enacted to prevent the spread of the infection, protect the health and well-being of staff and safeguard the delivery of vital frontline services and provision of support for the most vulnerable.

#### **Enabling Service: Digital Infrastructure, ICT equipment and Virtual Processes**

The Council had already established a comprehensive digital agenda, with the digital strategy setting out a clear direction of travel, prior to lockdown. It is clear that without the progress made in delivering this strategy the Council would not have been able to support the scale of homeworking which it currently does. The extensive demands which Covid-19 placed on the Council’s digital infrastructure demonstrated the extent to which the Council has established modern and resilient digital capacity. Simply put, the Council would not have been able to support home working at this scale only two years ago.

The ICT service performance data demonstrated the enhanced capability of the service:

- Provision of equipment, software upgrades and migration to the latest operating platforms
  - Over 5200 staff were migrated to Office 365 in just 3 weeks to enable wider access to council systems from remote and mobile devices;
  - Microsoft Teams has been rolled out to over 5200 users within 2 weeks, to provide additional video, audio conferencing and collaboration tools;
  - Over 850 new laptops and tablets distributed in the last 4 months and over 500 existing devices rebuilt or reconfigured for home use;
  - The ratio of fixed devices to mobile enabled devices has shifted considerably between quarter 3 2019/20 (57%/43%) and Q1 2020/21 (46%/54%). This demonstrates that over half the workforce is now equipped for mobile working.
- Enhanced Support Arrangements

- All ICT Service Desk staff are working from home with no change in the level or quality of service
- 96% of the wider ICT service have worked from home with the equipment they need to operate as normal.
- Supporting Service Provision
  - The Network team supported the NHS establish temporary network connections between the new field hospital in the Millennium Stadium and Global Link;
  - The ICT and the Web Team supported Waste Services to ensure that all collection changes were correctly synchronised between back office systems and the various customer facing digital channels;
  - ICT staff have resolved twice as many service request tickets as usual, working extended hours and at weekends, to accelerate mobility options for the council partner organisations such as the WLGA;
  - Key telephony systems were extended for use at home, this in conjunction with the 4400 corporate mobile contracts has allowed service areas to continue to function with telephony from home;
  - C2C have been enabled to operate with staff split between a home and office based operation.

### **Supporting Safe and Effective Homeworking**

Whilst the Council's digital strategy enabled a number of staff to work from home, a recent staff survey revealed high levels of staff satisfaction with little or no drop in productivity:

- 90% of surveyed staff are temporarily working from home on a full-time basis, mainly doing same job
- 82% reported being satisfied with home working
- 95% felt safe working from home
- 83% could work productively from home

With the highest level of government, and leading scientific advisors, advocating the continuation of homeworking<sup>1</sup> where possible, the Council will continue its temporary homeworking arrangements. Whilst this remains the default position, strict exceptions apply to enable the delivery of Business Critical Services or to support those with physical or mental health requirement.

Each directorate has therefore undertaken a Home Working Assessment of who needs to return to core office accommodation identifying staff who:

- are a priority for return (red)
- need for some office space to deliver aspects of service (amber)
- can work effectively from home (green)

For those categorised as red or amber, procedures are in place to ensure a safe return to work. For those categorised as green, support is being provided to ensure safe homeworking. This has included a Health and Safety Temporary Homeworking Guidance and Checklist, which was issued to all members of staff, supported by Occupational Health. A review of equipment is also being undertaken (physical and ICT) using current equipment in offices with delivery of office equipment being arranged to meet any identified homeworking support need.

## 5.2 Workforce Management

At the same time as responding to the immediate implications of the Covid-19 pandemic, the Council has continued to review the service delivery impacts of a revised approach to workforce management. Perhaps one of the most immediate impacts on productivity is the marked reduction in sickness absence achieved during a period of extensive homeworking. When considered alongside the results of a recent staff survey on homeworking, which demonstrated that staff felt there was little or no fall in their productivity as they continued to deliver largely the same tasks, there are clear efficiency gains being recorded.

The Council's workforce development approach will consider in detail the impact of the workforce management changes enacted during the lockdown period. Moving forward, the

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<sup>1</sup> Mark Drakeford MS, First Minister: *"Our advice is that you should stay at home and work from home if you are able to do so"* | Dr Frank Atherton, Wales Chief Medical Officer- *"Our position is that if you can work at home, then it's better to work at home and many of us are able to do so"* | Sir Patrick Vallance, Government Chief Scientific Adviser- *"Home working is a "perfectly good option... I think a number of companies think it's actually not detrimental to productivity and in that situations, there's absolutely no reason... to change it."*

focus will continue to be on improving the quality of service delivery. What has become clear is that home and agile working is not only possible, but potentially desirable across a greater range of council services. The workforce management approach will therefore review the efficacy of greater home and agile working in the delivery of services and in the Council's approach to constituting its workforce.

### 5.3 Temporary Staff Redeployment

During the initial workplace restrictions due to COVID-19, while many members of staff were able to work from home, many also found themselves unable to undertake their primary roles. In March 2020, the Emergency Temporary Staff Redeployment (ETSR) process was established to allow for staff to be redeployed outside of their operational areas to provide support in another area where extra resource would be needed. A Staff Skills Survey was issued, which received a substantial response from staff, with 5,000 people completing the survey within the first day of its issue. The results from the survey were compiled in a database, along with additional submissions from managers who had identified staff suitable for redeployment. By the end of Q1 the database held almost 6,000 records. Some of the key figures demonstrating the success of the process are shown below<sup>1</sup>:

- Redeployment requests made = 42<sup>2</sup>
- Staff confirmed by manager as being *suitable* for redeployment = 692
- Staff confirmed by manager as being *unsuitable* for redeployment = 1865<sup>3</sup>
- Volunteers recommended = 672
- Successful placements made = 31

The ETSR process has allowed essential services to access support via a formal corporate channel. Though the volume of requests was lower than initially anticipated, the process has been proven to work, and positive feedback has been received from managers, with a number of the placements featured in internal news bulletins and good news stories.

The actual number of staff members who have stepped outside of their 'business as usual' roles during the pandemic in order to support the organisation, and the people of Cardiff, is far higher than shown here, and is difficult to estimate, as almost every function the Council undertakes has been impacted by the crisis. Many areas of the organisation have adapted,

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<sup>1</sup> The recording of these measures began on 23/03/20, however demand via this process reduced by the end of Q1.

<sup>2</sup> Each request can include multiple posts / members of staff. Figure may also include repeat requests.

<sup>3</sup> Unsuitability could be due to a number of factors, such as an individual being required in their substantive posts, that they are already part of an essential service, or that they are shielding.

transferred and shared resources organically, outside of this process. This has happened largely within directorates, or within operational areas, while the ETSR process provides a route for this to happen ‘horizontally’ across the whole Council.

## 5.4 Communications

The pandemic demanded an enhanced communications function and saw a significant increase in engagement from the public with the Council’s social media. The Council therefore launched a COVID-19 communications campaign, aimed at sharing key information relating to the pandemic. Figure 4.3.1 demonstrates the scale of this increase via Facebook and Twitter. The chart shows the number of engagements with the Council’s posts. These engagements could include reactions (e.g. ‘likes’), comments, clicks and shares.

During this same time period, the number of followers on the Council’s Facebook and Instagram accounts has increased at a greater rate than would be expected under normal circumstances. For example, in 2019, Facebook followers were increasing by approximately 5% per quarter, however in quarter 1 of 2020/21, this increased to 28%.

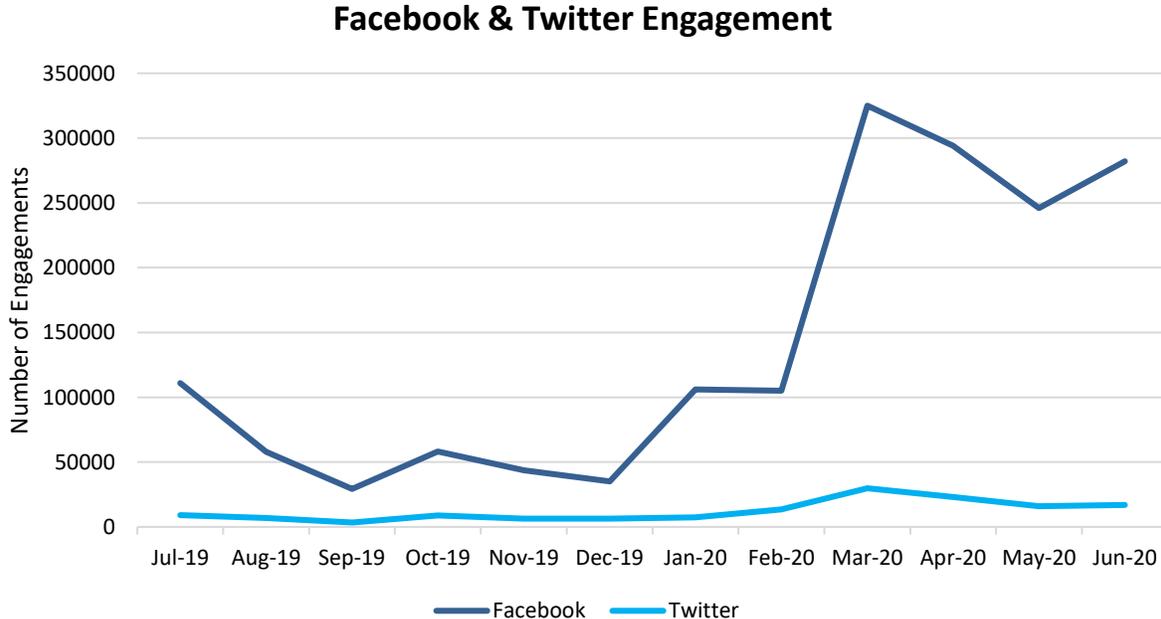


Figure 5.4.1 – Social Media: Facebook & Twitter Engagement over the Last 12 Months

Figure 4.4.2 shows the levels of sentiment, i.e. whether the person engaging with the posts gives a positive or negative response, in relation to the Council’s COVID-19 communications

campaign. In regards to social media engagement as a whole, overall positive sentiment has increased from 34.2% (pre-COVID) to 36.4% (during COVID).

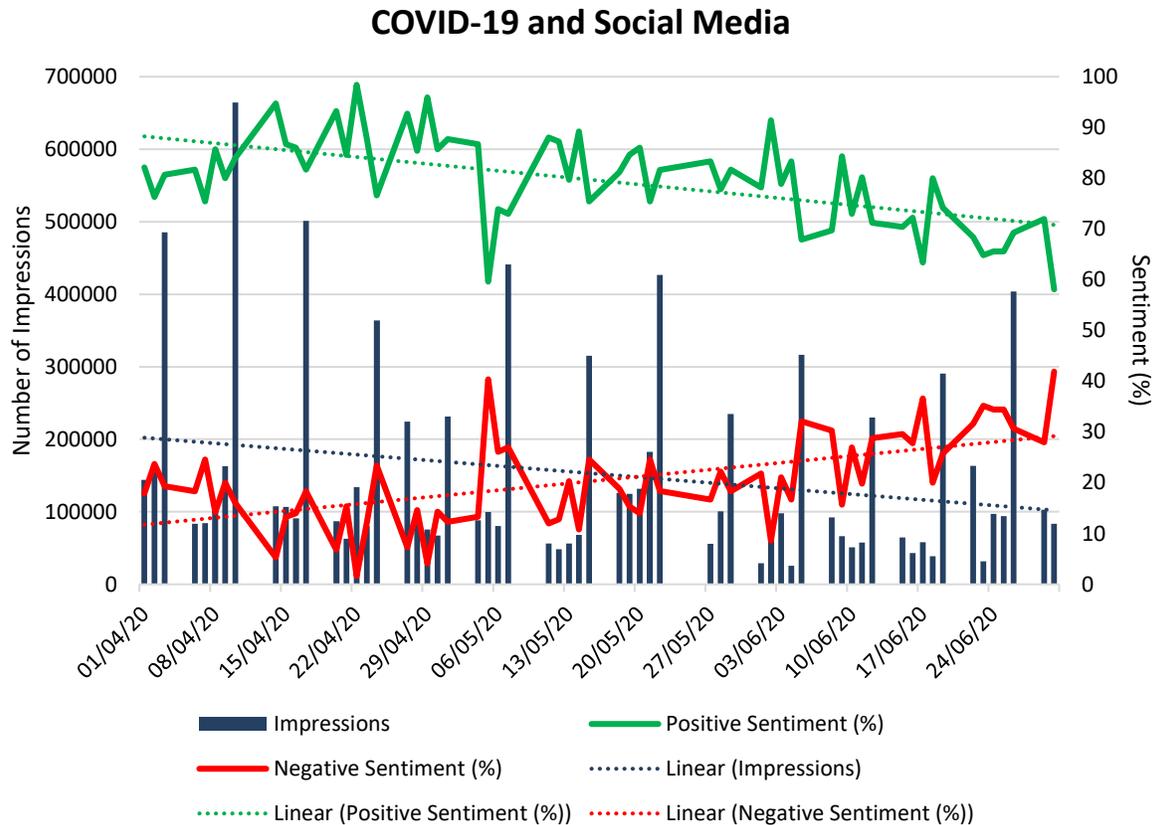


Figure 5.4.2 – Cardiff Council Social Media Sentiment during COVID-19

## 5.5 Finance

The COVID-19 crisis will have significant financial implications for the Council over the course of 2020-21 and beyond. Within certain directorates, additional expenditure will have been incurred and losses of income experienced. A key consideration will be the focus and duration of concerns as directorates grapple with the service delivery challenges associated with COVID-19. Certain assumptions have been made regarding the extent to which these costs and income losses can be recovered via the Welsh Government Hardship Fund for local authorities. Work is ongoing to establish the full financial impact of the crisis, both short and medium term, and this has, and will be, reported to Cabinet and Council. Whilst the Council is working closely with Welsh Government to ensure the financial impact of responding to COVID-19 is minimised, there remains a risk that not all lost income will be recovered.

## 6. Council Response: Restart, Recover, Renew

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On May 15 the Welsh Government published *'Unlocking our society and economy: continuing the conversation'*<sup>1</sup>, the national framework for moving Wales out of lockdown. This document sets out a traffic light approach to gradually relaxing the lockdown, with the expectation that the re-opening process will be asymmetric, based on advice from Public Health Wales, with restrictions being eased more quickly in some areas than others if the evidence suggests that this would be safe. Similarly, there may be a need to reverse course in some areas should conditions worsen.

The Welsh Government's framework makes clear that the environment within which the Council will be delivering services, and within which the city economy must operate, will for the foreseeable future involve: mandatory social distancing alongside a clear direction to work from home where possible; the phased 'restart' of a wide range of public services and of the economy; and continued proactive work to prevent the further spread of the virus whilst also planning for potential future 'peaks'.

The Cabinet are clear that the Administration's Capital Ambition of building a fairer, greener more prosperous city is more important now than ever. With city partners, the Council will:

- Lead a capital city that will be at the forefront of a green and inclusive economic recovery in Wales.
- Tackle the inequalities that will have seen poorer communities hit harder by both the public health and economic crises.
- Meet the climate emergency through accelerating the decarbonisation of city infrastructures and public services.
- Maintain the momentum in public service innovation, through the use of digital technologies, cross-Council integration and cross-city partnership working.

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<sup>1</sup> <https://gov.wales/sites/default/files/publications/2020-05/unlocking-our-society-and-economy-continuing-the-conversation.pdf>

On June 11 2020, the Cabinet approved the Restart, Recover, Renew strategy which sets out the Council’s strategic response to the pandemic and the planned approach to restarting council services as national lockdown measures are eased.<sup>1</sup>

The strategy details a three-stage approach to leading Cardiff’s response to the easing of lockdown and to the ongoing COVID-19 crisis:

- **Restart:** Restarting and adapting a wide range of council services in the context of extended stringent social distancing requirements, in tandem with the evolution of national advice.
- **Recover:** Implementing a strategic response to help the city recover from the immediate crisis while adapting to an extended period of social distancing.
- **Renew:** Working closely with city partners, staff and citizens to set out the future we want for Cardiff post-crisis and how, together, we will make it happen.

## 5.1 Restart

As the lockdown has been gradually eased in Wales, council services have needed to adapt to a new phase of the crisis. The Council has therefore undertaken detailed service planning to prepare for operating post-lockdown. The Cabinet has set out the following principles that have been used to guide this detailed service planning:

- Re-starting services in a way that ensures the safety of staff and citizens.
- Prioritising supporting those most vulnerable to the impact of the virus.
- Working with partners to restart the city economy and city life safely.
- Working at all times working to stop the spread of the virus.
- Being open and engaged, and ready to change approach as new evidence emerges.

As part of the Council’s approach to lowering the rate of transmission, the process of reopening services will be managed in a phased manner within a disciplined and coordinated corporate process, with every service subject to a risk-based assessment to ensure that they can operate effectively and safely.

## 5.2 Recover

To support the Council’s response to the crisis, and the impact of significant business failures and unemployment, work is underway to mobilise a range of council departments in a joined up ‘Recovery Task Force’ under the leadership of the Cabinet. This will include:

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<sup>1</sup> <https://cardiff.moderngov.co.uk/mgAi.aspx?ID=19866#mgDocuments&LLL=0>

- A co-ordinated response between the Council’s Into Work services and the Economic Development team to provide a tailored package of interventions for impacted businesses and employees that seeks to: keep workers in jobs; link displaced workers with new opportunities; help businesses in responding to potential new ways of working; and provide support to reskill staff to respond to changes in working practices and the changing needs of the job market.
- Creating opportunities for young people to access volunteering and accredited training opportunities over the summer period, to help to prepare them for a transition to employment, where prior learning pathways and transition choices may no longer be viable due to the pandemic.
- Partnerships with employers, schools, the further and higher education sector to create and promote the uptake of options available to young people due to leave the education system, including support to apply for college places, guidance on access to university places and information on labour market demand and available jobs.
- Delivering a range of support packages for individuals, including: digital job clubs; online and telephone-based into work training, advice and mentoring; and financial support to overcome barriers to entering the job market.

### 5.3 Renew

The public health crisis has been compounded by an economic crisis. The Cabinet are focused on Cardiff’s recovery, promoting city safety and helping people and businesses at a time of pandemic, and working to secure the city’s success in the new post-COVID world. This will include the development of a renewal agenda that helps to rebuild the local economy but also recognises that Cardiff needs to develop as a resilient, clean city, in the vanguard of tackling the climate emergency.

The COVID-19 crisis will have equally profound implications for Cardiff as the deindustrialisation of the 1980s and the financial crisis of the 2010s. As before, the Council will play a leading role in defining and delivering a long-term renewal programme for the city spanning economic development, housing, transport, digital and energy infrastructures and initiatives. Delivery will depend on a partnership approach with city partners in the public, private and higher education sectors, with the Capital Region and with Welsh and UK Governments. It will also depend on the Council acting as the anchor institution for city development in a way not seen since the response to the economic shocks of deindustrialisation.

Cabinet will shortly consider a report that will set out a strategic response to the economic crisis. This will outline a comprehensive agenda, informed by the work of leading economists on the future role of cities in a post-COVID world, to accelerate the city’s emergence from the

crisis as a dynamic capital city with a focus on sustainable growth. It will recognise that the current crisis requires a radical response that highlights the emerging opportunity for small and medium-sized cities to deliver agglomeration effects with reduced environmental and social impacts. It will also confirm the overriding importance of Cardiff to the Welsh economy.

The report will also consider the opportunity for the Council to stimulate local development, particularly in the area of housing, and the need to encourage further development of the new economy. In a post-COVID city, economic success will go hand in hand with environmental and social improvements. Talented people will continue to be attracted to vibrant city lifestyles, but there will be a new emphasis on clean and attractive environments, health and wellbeing. The positive decarbonisation effects of the recent crisis have demonstrated that environmental change can be delivered; the challenge for Cardiff is to make it stick, so the city can enjoy the long-term economic rewards.

## 7. Managing the Pandemic

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Following the initial peak of the COVID-19 pandemic the possibility of a second wave in the UK cannot be ruled out. If this occurs during the winter months, it could prove more intense than the first wave. However, some opinions are still divided on when another wave may occur, and how it will manifest itself. In an open letter to ministers, published in the British Medical Journal on June 23, UK health sector leaders wrote that: *“available evidence indicates that local flare-ups are increasingly likely and a second wave a real risk”*<sup>1</sup>. All parties can agree that rapid reaction from all levels of government will be required to limit the impact of future outbreaks, if and when they should occur.

Cardiff has established its response infrastructure and further work will be undertaken, within the Council and across partner organisations, to plan and prepare for the months ahead. This section outlines the measures established to manage the spread of the infection and responded to cases, clusters and outbreaks.

### 6.1 Test, Trace & Protect

Welsh Government introduced the Test, Trace and Protect Service (TTP) as a national programme of work to limit the spread of COVID-19 in the population, to protect communities. The objectives of the service are to:

- **Test those who have symptoms**, while they self-isolate
- **Trace people who have been in close contact with the symptomatic person**, asking them to self-isolate until it is safe to return to work or their usual routine
- **Protect the community**, especially the most vulnerable

The service runs across Cardiff and the Vale seven days a week, 8am to 8pm and operates bilingually. The TTP is being delivered in partnership with the Cardiff and Vale University Health Board, the Vale of Glamorgan Council and Shared Regulatory Services.

The TTP is governed by the Senior Leadership Board, consisting of the Council’s Chief Executive, Directors and partners, and has four core components: the Contact Tracing & Advice Service,

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<sup>1</sup> The open letter in the MBJ can be found [here](#).

the Public Health Response Team, the monitoring of Surveillance & Performance, and the Testing Service. Each component is briefly described below:

**Contact Tracing & Advice Service** – Hosted by Cardiff, and covering Cardiff and the Vale, this service undertakes contact tracing of cases, escalating complex cases and clusters to the Public Health Response Team.

**Public Health Response Team** – This multi-agency team provides advice, guidance and oversight for a range of settings and complex cases.

**Surveillance & Performance** – This component collects and presents intelligence reports on 24 key indicators across five themes:

1. Population behaviour and community early warning signals
2. Community: demand and capacity
3. Pre-hospital: demand and capacity
4. Hospital: demand and capacity
5. Hospital: admission avoidance / discharge support

Each indicator beneath these headings is given a RAG status (Red / Amber / Green), showing its current priority level (green being stable, red representing a potentially urgent issue).

In addition to the surveillance dashboard, the Council also maintains an internal COVID-19 Management Dashboard. The focus of this is on the effectiveness of the organisation's response to the pandemic, and the monitoring of key internal indicators which demonstrate the impact on services.

**Testing Service** – This service co-ordinates and delivers COVID-19 testing across the region.

During the TTP's previous month of operation (July 2020), it processed over 70 newly positive cases, resulting in contact tracing success rate of 98%, across 112 contacts. The number of new cases requiring to be traced is currently decreasing, as the overall number of people infected with COVID-19 in the community decreases.

### **Coronavirus Control Plan for Wales**

The Coronavirus Control Plan for Wales, which can be accessed [here](#), sets out the Welsh Government's overall approach to preventing and containing the spread of coronavirus in Wales. This approach is based on the following principles:

1. Caution, recognising that it is better to act early and that prevention is better than cure;

2. Proportionality, that any interventions should not be more restrictive than is needed to contain the virus; and, importantly
3. Subsidiarity, ensuring that decisions are taken at the most effective level, using local knowledge and expertise to inform local decision making.

The national plan recognises that containing outbreaks at source through effective testing, tracing and self-isolation is the best way of avoiding a return to the strict and intrusive all Wales 'lockdown'. It places much of the responsibility for managing the approach at a local level, identifying the local Test, Trace, Protect (TTP) service as the cornerstone of the local response. In short, when more new coronavirus cases, clusters and wider outbreaks emerge, as they inevitably will, a swift, targeted and locally-led response will be the most effective.

If localised outbreak control measures are not deemed sufficient on their own, then further measures to protect public health can be introduced by Welsh Ministers, potentially on a regional basis. This scenario would only transpire if rates of community transmission are increasing and cannot otherwise be controlled because, for example, an outbreak associated with a particular setting has led to wider community transmission or there are a series of outbreaks that require a more substantive response. In the majority of cases, this is not expected to lead to a 'local lockdown' in which a mass shutdown of society and the economy in the area is imposed. Local or regional measures will be implemented in response to the specific local circumstances of that place and the progressive transmission of the virus within it. This could take the form of advice on travelling and seeing others, or regulations requiring, for example, businesses, venues, public buildings or educational establishments to close.

### **The Cardiff and Vale Prevention and Response Plan**

As outlined above, the Cardiff and Vale of Glamorgan Test, Trace, Protect Service, delivered in partnership by Cardiff and Vale UHB, Cardiff Council, Vale of Glamorgan Council, Public Health Wales and Shared Regulatory Services and hosted by Cardiff Council, has been operating successfully now since early June.

The Cardiff and Vale Prevention and Response Plan, an operational plan that sets out the local response in the context of the Coronavirus Control Plan for Wales, is in the process of being finalised. Led by Cardiff and Vale University Health Board, it has been prepared on a collaborative basis with Cardiff and Vale of Glamorgan Councils. It describes how Cardiff will

work together to prevent the spread of the virus, including how any rise in local cases and clusters will be identified, the nature of the local response, how decisions will be taken and how our local response will be implemented. This Plan is a live document that will need to be adapted and refined as circumstances change over the coming months.

The responsibility for the management of the service and for the operational response to the pandemic will sit at a local level, as it has throughout the crisis, with a Senior Executive Board chaired by the Chief Executive of Cardiff and Vale UHB having responsibility for overseeing the implementation of the local TTP service. If, however, a situation arises where an outbreak cannot be managed locally, leading to additional local or regional measures being introduced by Welsh Ministers, then a Joint Cardiff and the Vale of Glamorgan Public Services Board (PSB) Leadership Group will be convened. The Joint PSB Leadership Group will be chaired by the Chair of the Cardiff and Vale University Health Board and include the Leaders of Cardiff Council and the Vale of Glamorgan Council as well as senior executive leadership from the Cardiff and Vale University of Wales Health Board, Cardiff Council, Vale of Glamorgan Council, South Wales Police and the South Wales Fire and Rescue Service.

## 8. Appendices

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### Appendix A – New COVID-19 Cases by Welsh Local Authority by Month

Local Authority	Mar	Apr	May	Jun	Jul	Aug <sup>1</sup>
Blaenau Gwent	83	195	65	16	16	1
Bridgend	64	352	111	31	15	6
Caerphilly	204	403	101	24	12	9
Cardiff	412	1326	380	162	40	41
Carmarthenshire	105	395	246	50	18	15
Ceredigion	16	21	5	17	7	8
Conwy	15	233	323	118	31	10
Denbighshire	22	261	363	113	41	18
Flintshire	39	214	288	103	98	20
Gwynedd	18	228	201	123	23	15
Isle of Anglesey	11	82	146	205	16	5
Merthyr Tydfil	42	228	146	149	14	2
Monmouthshire	93	158	107	14	12	3
Neath Port Talbot	97	415	106	30	25	6
Newport	336	373	142	21	11	10
<i>Outside Wales</i>	<i>25</i>	<i>69</i>	<i>26</i>	<i>15</i>	<i>2</i>	<i>1</i>
Pembrokeshire	30	194	55	11	10	6
Powys	39	147	110	25	34	11
Rhondda Cynon Taf	193	958	529	152	40	21
Swansea	157	943	179	18	30	17
Torfaen	118	188	42	7	7	0
<i>Unknown</i>	<i>29</i>	<i>37</i>	<i>16</i>	<i>52</i>	<i>7</i>	<i>1</i>
Vale of Glamorgan	131	405	138	82	32	11
Wrexham	33	252	401	440	204	63
<b>Wales Total</b>	<b>2312</b>	<b>8077</b>	<b>4226</b>	<b>1978</b>	<b>745</b>	<b>300</b>

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<sup>1</sup> August data goes up to August 20 (not full-month).

## Appendix B – Cumulative COVID-19 Cases by Welsh Local Authority by Month

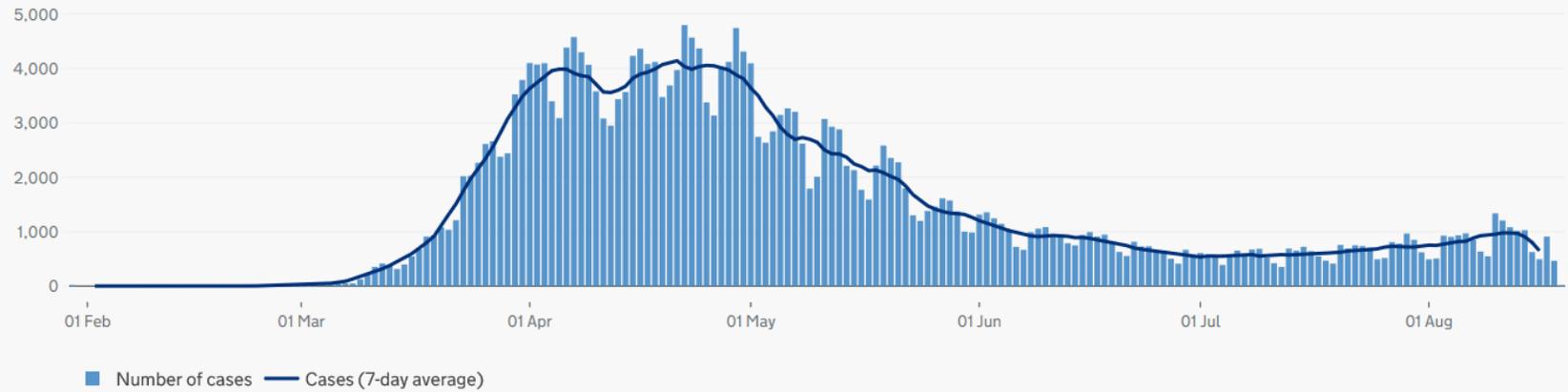
Local Authority	Mar	Apr	May	Jun	Jul	Aug <sup>1</sup>
Blaenau Gwent	616	6102	9890	10497	11409	7132
Bridgend	408	8190	15017	16465	17571	10966
Caerphilly	1551	13559	20473	21602	22928	14204
Cardiff	2604	37051	60226	66625	71336	44496
Carmarthenshire	648	10032	20004	23006	24941	15635
Ceredigion	118	915	1227	1541	1978	1378
Conwy	81	3561	12893	19208	21862	13783
Denbighshire	110	4709	14168	21739	24008	15407
Flintshire	181	4621	13466	18021	21151	14344
Gwynedd	123	3873	10908	15417	18108	11418
Isle of Anglesey	54	1401	5251	10326	14047	8780
Merthyr Tydfil	222	4980	10915	13597	17759	11018
Monmouthshire	822	5727	9816	10993	11684	7333
Neath Port Talbot	677	10081	17795	19092	20445	12850
Newport	2593	17231	24992	25915	27190	16869
<i>Outside Wales</i>	<i>138</i>	<i>1874</i>	<i>3506</i>	<i>3801</i>	<i>4229</i>	<i>2617</i>
Pembrokeshire	175	4208	8161	8537	9133	5765
Powys	315	3528	7769	9418	10382	6826
Rhondda Cynon Taf	909	22176	44702	53441	57557	35823
Swansea	1090	21006	37857	38777	40758	25422
Torfaen	816	7372	10169	10542	11068	6878
<i>Unknown</i>	<i>209</i>	<i>1554</i>	<i>2300</i>	<i>2989</i>	<i>4255</i>	<i>2683</i>
Vale of Glamorgan	702	11288	18821	21652	23943	15087
Wrexham	219	4597	15380	26069	37847	26042
<b>Wales Total</b>	<b>15381</b>	<b>209636</b>	<b>395706</b>	<b>469270</b>	<b>525589</b>	<b>332756</b>

<sup>1</sup> August data goes up to August 20 (not full-month).

## Appendix C – COVID-19 Cases in England: Daily and Cumulative

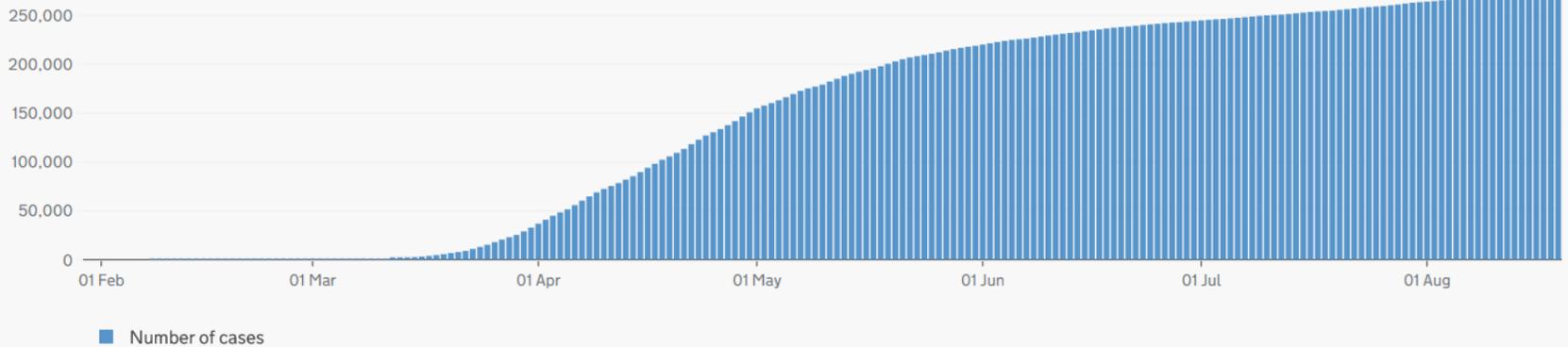
Number of people with at least one lab-confirmed positive COVID-19 test result, by specimen date. Individuals tested positive more than once are only counted once, on the date of their first positive test.

[Daily](#) [Cumulative](#) [Data](#) [About](#)



Number of people with at least one lab-confirmed positive COVID-19 test result, by specimen date. Individuals tested positive more than once are only counted once, on the date of their first positive test.

[Daily](#) [Cumulative](#) [Data](#) [About](#)



## Appendix D – New COVID-19 Tests by Welsh Local Authority by Month

Local Authority	Mar	Apr	May	Jun	Jul	Aug <sup>1</sup>
Blaenau Gwent	208	561	1089	1764	2023	993
Bridgend	405	1357	2551	3042	3672	2044
Caerphilly	540	1331	2574	3438	3890	1894
Cardiff	1591	3529	5875	6971	8825	5498
Carmarthenshire	503	1616	3329	5159	4955	2268
Ceredigion	140	304	646	1494	1142	852
Conwy	197	699	2967	3749	3573	2148
Denbighshire	207	730	3212	3007	3330	1988
Flintshire	227	668	2856	3594	4365	2746
Gwynedd	135	678	2837	3314	3562	1897
Isle of Anglesey	78	321	1703	2653	2068	956
Merthyr Tydfil	171	590	1232	2306	1867	710
Monmouthshire	303	553	1366	1639	2138	1168
Neath Port Talbot	377	1203	2692	3158	3506	1729
Newport	733	1191	2312	2822	3470	2144
<i>Outside Wales</i>	<i>119</i>	<i>225</i>	<i>242</i>	<i>380</i>	<i>516</i>	<i>395</i>
Pembrokeshire	252	790	1859	2804	3119	1520
Powys	213	512	1555	3020	2844	1409
Rhondda Cynon Taf	712	2512	4563	5605	6032	3214
Swansea	686	2573	4559	4616	5128	3315
Torfaen	297	620	1300	1981	1919	1150
<i>Unknown</i>	<i>685</i>	<i>491</i>	<i>1013</i>	<i>2056</i>	<i>1497</i>	<i>497</i>
Vale of Glamorgan	539	1354	2606	2636	3689	2163
Wrexham	230	837	3166	5051	5542	3016
<b>Wales Total</b>	<b>9548</b>	<b>25245</b>	<b>58104</b>	<b>76259</b>	<b>82672</b>	<b>45714</b>

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<sup>1</sup> August data goes up to August 20 (not full-month).

## Appendix E – Cumulative COVID-19 Tests by Welsh Local Authority by Month

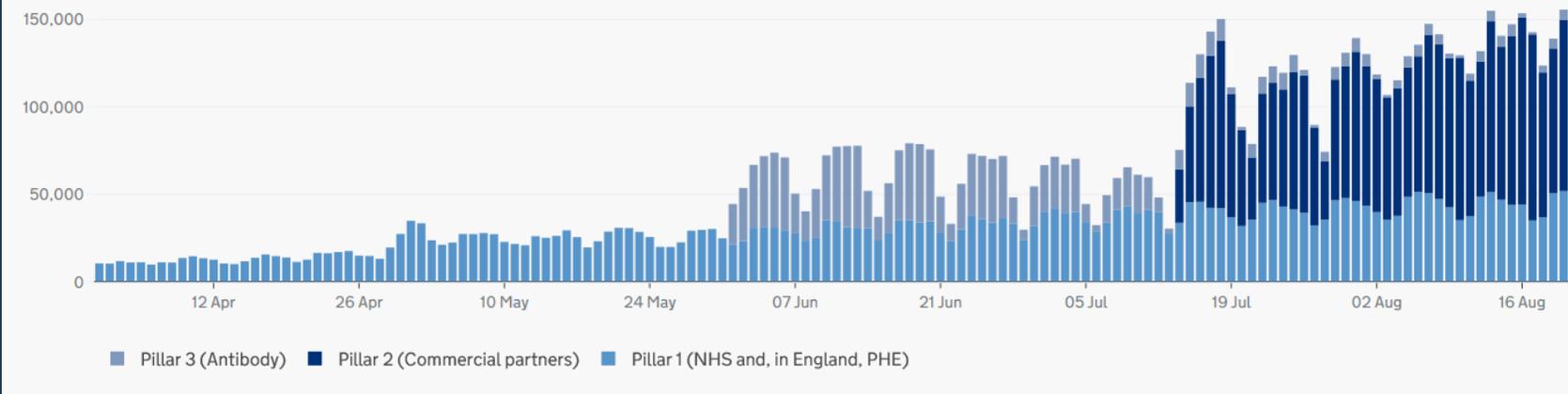
Local Authority	Mar	Apr	May	Jun	Jul	Aug <sup>1</sup>
Blaenau Gwent	1769	14862	39302	81864	143672	118783
Bridgend	4005	32261	90975	181329	289958	231689
Caerphilly	5190	35756	92074	189695	308101	244421
Cardiff	14435	106400	234929	443227	700916	569832
Carmarthenshire	4414	38873	112664	264297	404167	320186
Ceredigion	1410	9015	21909	57472	99174	80690
Conwy	2447	15091	65654	185806	289561	235285
Denbighshire	2315	16394	69130	180824	275930	220135
Flintshire	2510	15546	70070	176119	291876	253023
Gwynedd	1740	13131	61807	167839	273807	220111
Isle of Anglesey	1197	6371	33202	104522	181461	140459
Merthyr Tydfil	1475	13846	41810	89374	163004	124736
Monmouthshire	3481	17984	45563	93582	152573	126828
Neath Port Talbot	4135	29824	85795	182797	285152	227511
Newport	6811	40573	95113	172911	273873	222621
<i>Outside Wales</i>	<i>920</i>	<i>7344</i>	<i>14440</i>	<i>23383</i>	<i>36951</i>	<i>32530</i>
Pembrokeshire	2950	19313	55761	140430	221766	184886
Powys	2161	13649	44812	125101	204124	170539
Rhondda Cynon Taf	5955	58200	161809	328881	513878	403788
Swansea	7122	59441	164586	310351	465249	371661
Torfaen	2727	18863	47530	97620	159235	127680
<i>Unknown</i>	<i>8403</i>	<i>29617</i>	<i>51110</i>	<i>98870</i>	<i>153311</i>	<i>115343</i>
Vale of Glamorgan	4729	37386	94393	177223	283573	228903
Wrexham	2161	17970	76018	210485	360674	317872
<b>Wales Total</b>	<b>94462</b>	<b>667710</b>	<b>1870456</b>	<b>4084002</b>	<b>6531986</b>	<b>5289512</b>

<sup>1</sup> August data goes up to August 20 (not full-month).

## Appendix F – COVID-19 Testing in England: Daily and Cumulative

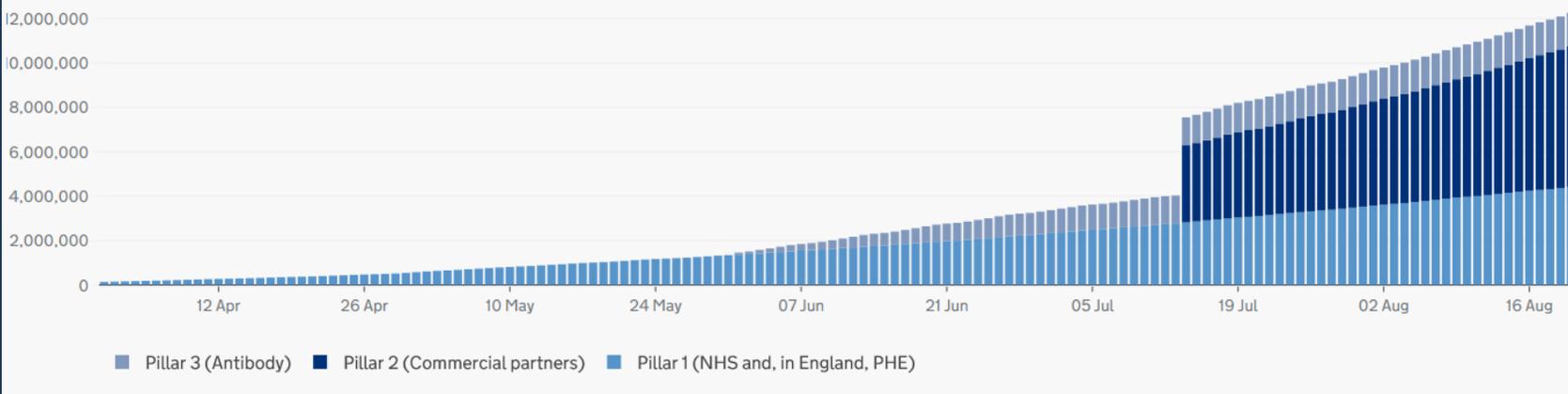
Number of lab-confirmed positive or negative COVID-19 test results, by pillar (type of testing), by date reported. This is a count of test results and may include multiple tests for an individual person. Data for antibody and surveillance testing (pillars 3 and 4) are only available for the UK as a whole.

[Daily](#) [Cumulative](#) [Daily data](#) [Cumulative data](#) [About](#)



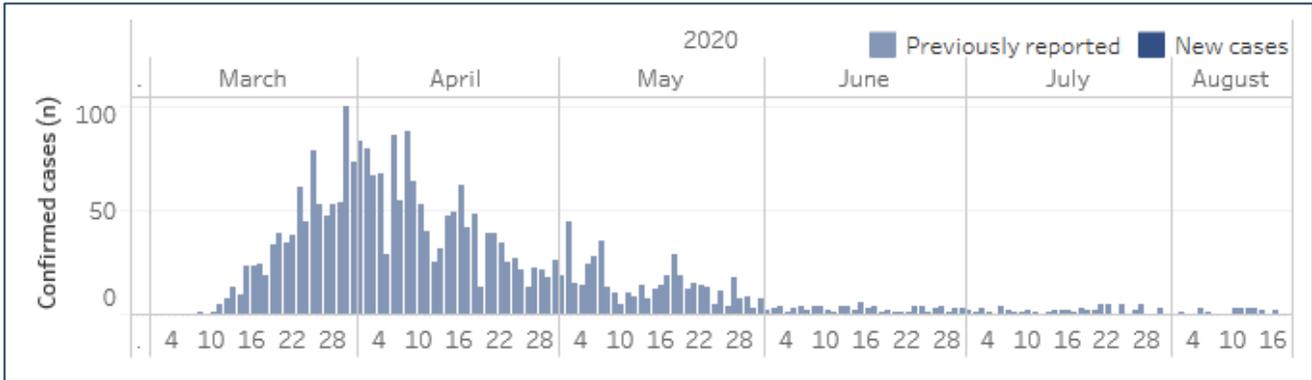
Number of lab-confirmed positive or negative COVID-19 test results, by pillar (type of testing), by date reported. This is a count of test results and may include multiple tests for an individual person. Data for antibody and surveillance testing (pillars 3 and 4) are only available for the UK as a whole.

[Daily](#) [Cumulative](#) [Daily data](#) [Cumulative data](#) [About](#)

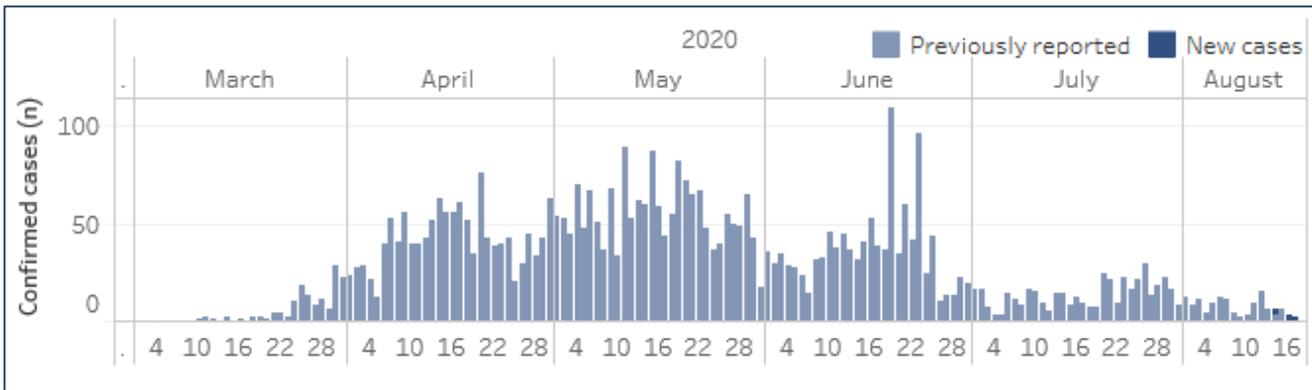


**Appendix G – COVID-19 Cases by Local Health Board (Wales)**

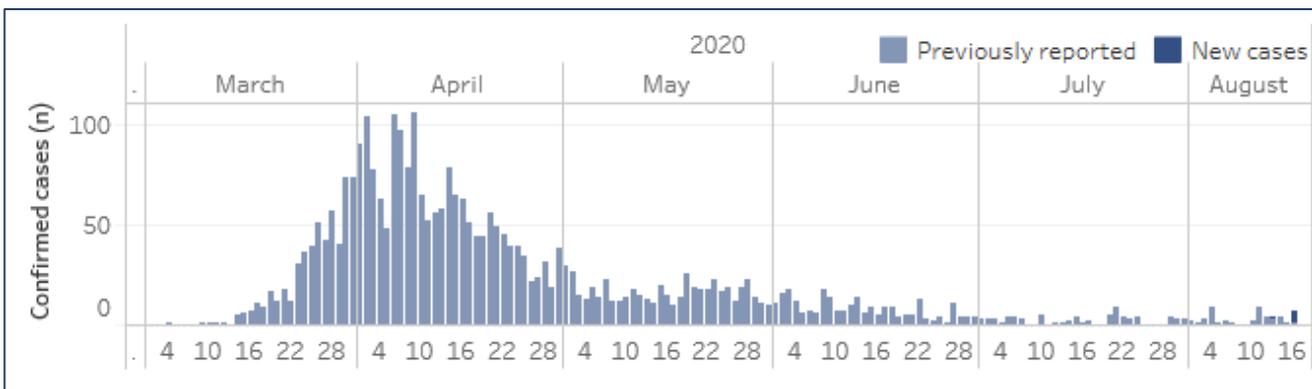
**Aneurin Bevan University Health Board**



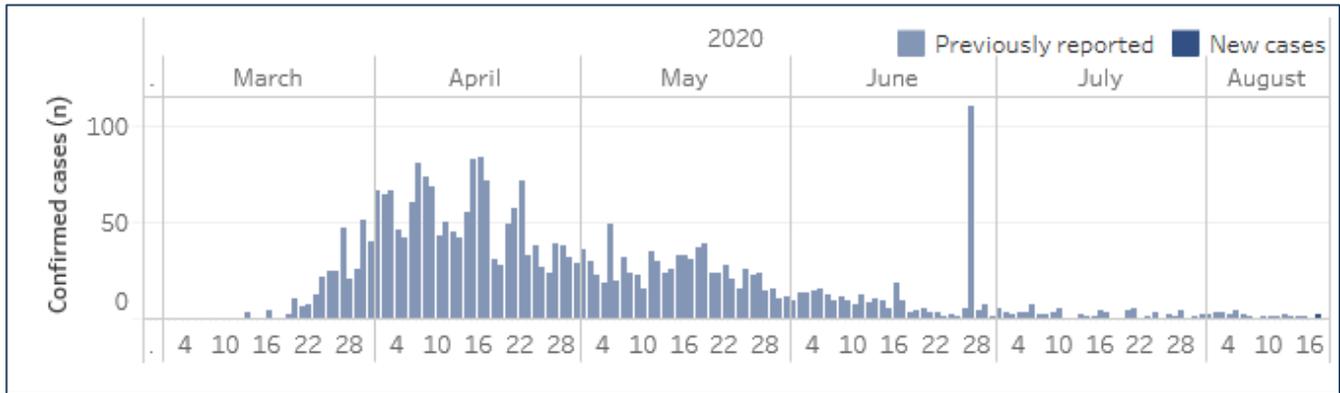
**Betsi Cadwaldr University Health Board**



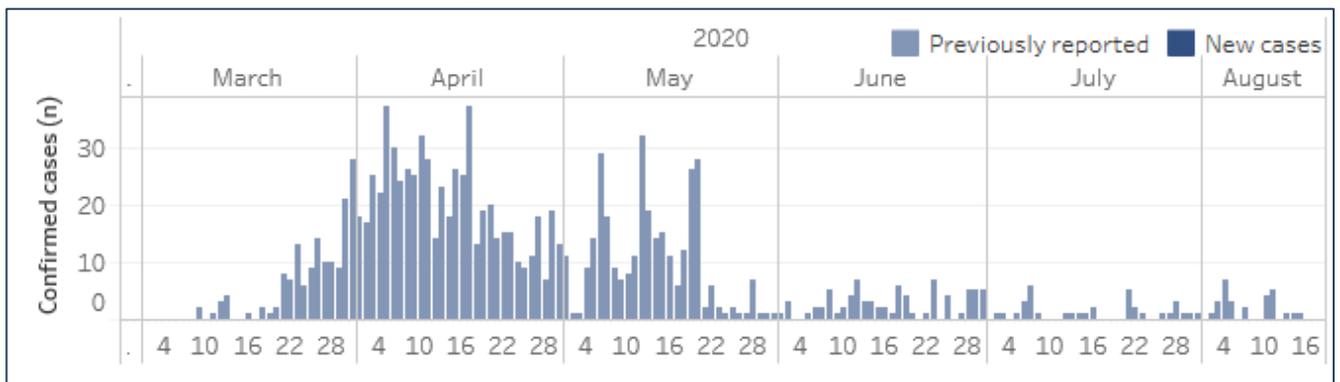
**Cardiff and Vale University Health Board**



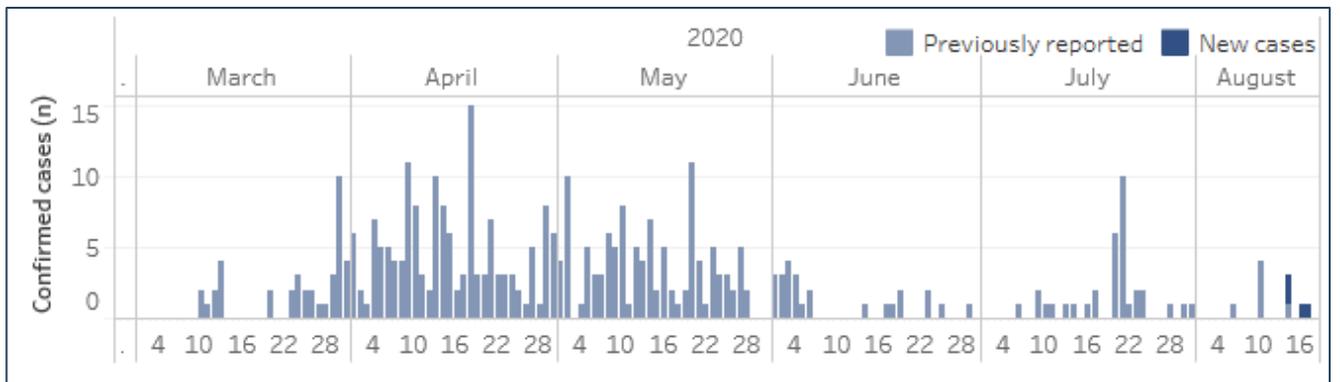
**Cwm Taf Morgannwg University Health Board**



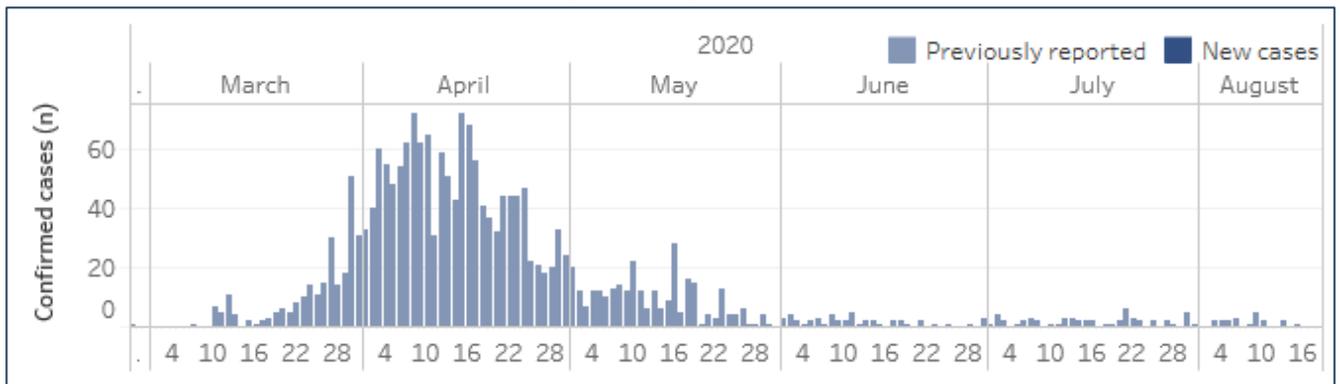
**Hywel Dda University Health Board**



**Powys Teaching Health Board**

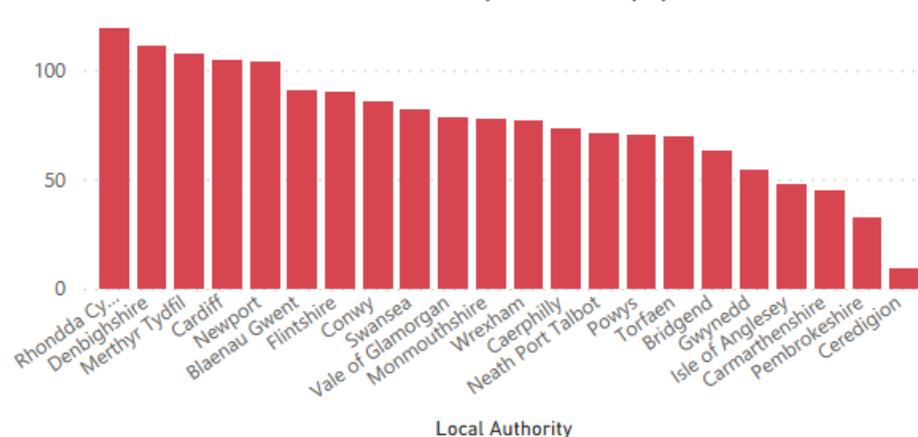


**Swansea Bay University Health Board**

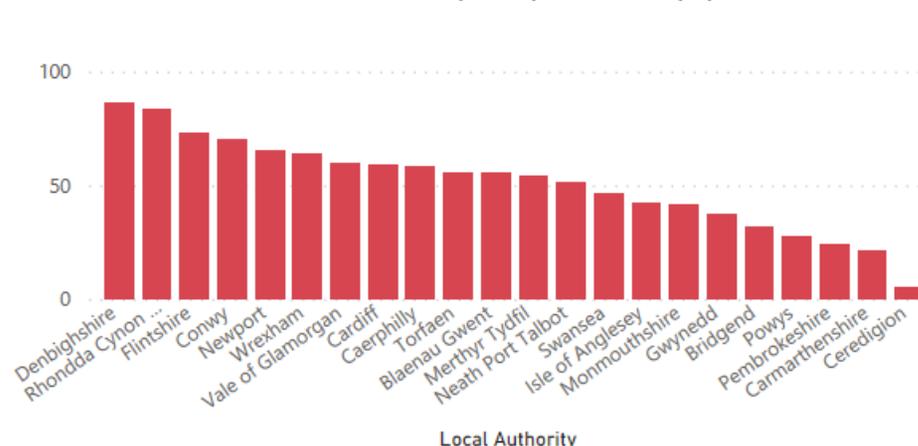


## Appendix H – COVID-19 Deaths per 100,000 Population by Place of Death: Wales

Total number of COVID-19 deaths per 100,000 population (Wales)

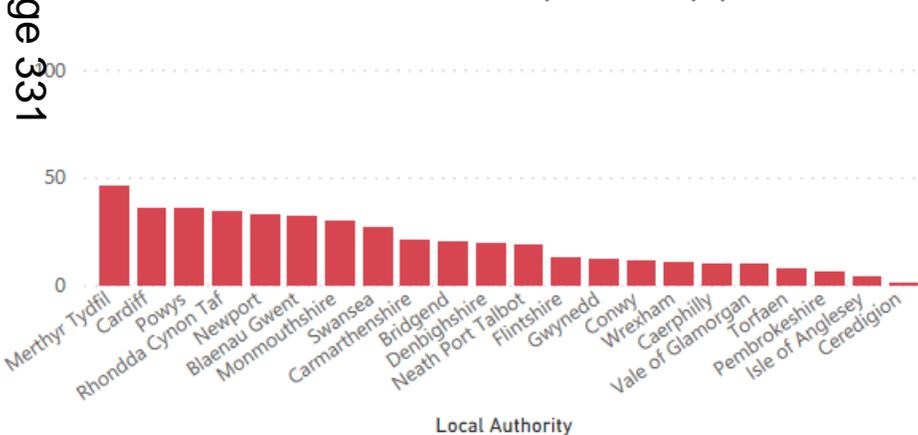


Number of COVID-19 deaths in Hospitals per 100,000 population (Wales)

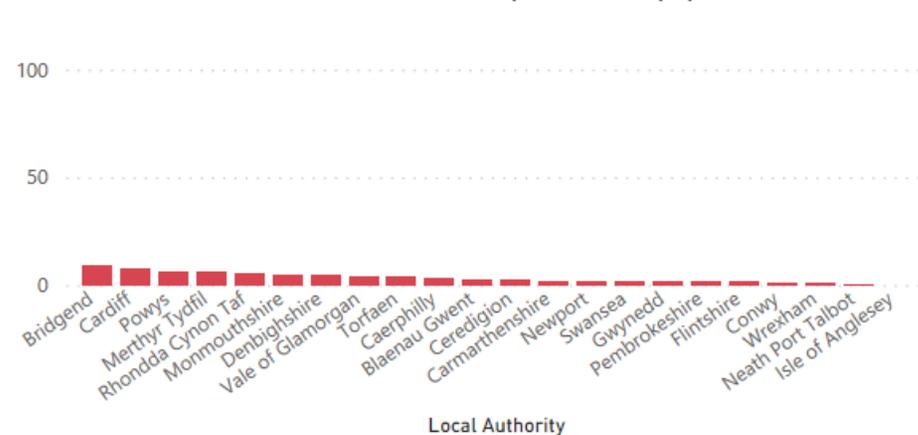


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Number of COVID-19 deaths in Care Homes per 100,000 population (Wales)



Number of COVID-19 deaths at Home per 100,000 population (Wales)



Source: Office for National Statistics licensed under the Open Government Licence.  
Last updated on 18 August using data up to 7 August. All data is provisional.



**CARDIFF COUNCIL  
CYNGOR CAERDYDD**



**CABINET MEETING: 17 SEPTEMBER 2020**

**CARDIFF  
CAERDYDD**

**SCHOOL ORGANISATION PLANNING: 21<sup>ST</sup> CENTURY  
SCHOOLS BAND B: REDEVELOPMENT OF CANTONIAN,  
RIVERBANK AND WOODLANDS SCHOOLS**

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

**AGENDA ITEM: 4**

**Reason for this Report**

1. To enable the Cabinet to:
  - note the approval of the Welsh Minister for proposals to increase the capacity of Cantonian High School, transfer Riverbank Special School and Woodland High School to the Cantonian High School site and increase their capacities.
  - delegate authority for officers to take the appropriate actions to implement the proposals.

**Background**

2. At its meeting on 13 June 2019 the Cabinet agreed the publication of statutory notices to:
  - Increase the capacity of Cantonian High from 6 forms of entry (6FE) to eight forms of entry (8FE) with sixth form provision for up to 250 pupils in new build accommodation;
  - Expand the Specialist Resource Base (SRB) for learners with an Autism Spectrum Condition (ASC), hosted at Cantonian High School from 20 to 30 places in purpose built accommodation in the new school buildings;
  - Transfer Woodlands Special School to the Doyle Avenue site and increase the capacity from 140 places to 240 places in new build accommodation;
  - Transfer Riverbank Special School to the Doyle Avenue site and increase the capacity from 70 to 112 places in new build accommodation.

3. The statutory notices were published on 28 June with one objection received by the statutory notices closing date.
4. Where objections are received to the statutory notices, an objection report must be published summarising the statutory objections and the proposer's response to those objections.
5. The Council published the objection report on 21 August 2019.
6. As the proposals affect sixth form provision they required the approval of Welsh Ministers. A copy of the statutory objection and the objection report were submitted to the Welsh Ministers for determination of the proposal on 28 August 2019.

### **Issues**

7. Kirsty Williams, Minister for Education, has considered the Council's proposals to increase the capacity of Cantonian High School, transfer Woodland High School and Riverbank Special School to the Cantonian site and increase their capacities with effect from 1 September 2023.
8. Proposals to make a regulated alteration published under section 48 of the School Standards and Organisation (Wales) Act 2013 ('the 2013 Act'), the effect of which would increase or decrease sixth form provision, require the approval of Welsh Ministers under section 50 of the 2013 Act. The Minister noted that both the Cantonian and Woodland proposals are to make a regulated alteration which would have the effect of increasing sixth form provision.
9. Under section 52 of the 2013 Act proposers must send to the Welsh Ministers any proposals they consider to be related to those which require approval under section 50 of the Act. The Minister noted that the local authority considers the Riverbank proposal is related to the Cantonian proposal because if the Cantonian proposal was not approved the local authority would need to consider alternative options to meet current and future demand for places. The Minister also noted that all three proposals form part of a single 21st Century Schools funding bid and were the subject of a joint consultation. The Minister therefore agreed that the Riverbank proposal is related to the Cantonian proposal and required her approval under section 50 of the 2013 Act.
10. Where a proposal requires their consideration the Welsh Ministers may reject the proposal, approve the proposal, or after obtaining the consent of the proposer and consulting with the school governing body approve the proposal with modification.
11. In a letter dated 21 July 2020, the Welsh Government advised that the Minister for Education had decided to approve the proposal. (A copy of the letter can be seen at appendix 1).

12. The Minister has approved the proposal on the basis that it is likely to maintain at least equivalent outcomes and offer provisions at least equivalent to that which is currently available to learners at the schools.
13. In addition she considers that the proposal will:
  - Provide new school buildings, removing reliance on temporary classrooms, offering an improved learning environment and accommodation with 21st Century facilities;
  - Contribute to the effective funding of education;
  - Increase the number of English medium secondary school places and contribute towards meeting projected demand for places;
  - Increase the number of places in special schools for learners aged 4-19 with complex additional learning needs and autistic spectrum condition and contribute towards meeting projected demand for places.
14. The Minister notes that the local authority proposes to implement these proposals on 1 September 2023. The Council must inform the Schools Management and Effectiveness Division, Education and Public Services Group within the Welsh Government when the proposal has been implemented.

#### **Local Member consultation**

15. Members were consulted as part of the consultation on the proposals.

#### **Reason for Recommendations**

16. To meet demand for community English-medium secondary school places and special school places for learners with complex ALN aged 4 – 19.

#### **Financial Implications**

17. The financial implications arising from this proposal have not significantly deviated from those outlined in previous Cabinet reports. These have been summarised in the paragraphs below.
18. In relation to capital expenditure (moving school sites and increasing pupil capacity) the overall cost of the Cantonian, Riverbank and Woodlands Schools project is part of the programme of works for 21st Century Schools. The total cost for the scheme has been approved in principal by WG as part of the overall Band B programme, but will require full business case sign off prior to release of any grant monies. Current WG intervention rates were agreed in principal at 70% (the overall rate for this scheme will be determined by WG based on the proportion of the scheme that relates to mainstream school at 65% and special school at 75%). Regardless of intervention rates the overall Band B programme must remain within the approved financial envelope, with the remaining costs will be funded by the corporate 21st Century Schools Invest to Save scheme.

19. The funding provided to individual schools, including external revenue grant funding, is largely predicated on the basis of pupil numbers. Therefore, any changes to the number of pupils admitted to individual schools, presents the possibility that the budget for a school will increase or decrease. To enable this to be achieved, without financial detriment to other individual schools budgets, it will be necessary to factor the projected growth in pupil numbers into the Council's annual budget setting process and medium term financial planning. Should the school not reach its full capacity in the first few years following transfer to its new accommodation, it will be necessary to evaluate the financial impact of this and consider any action required to ensure that the schools do not enter financial difficulties.
20. There may be additional financial implications with the potential requirement to provide free home to school transport. Should the proposal result in a change to the school transport provision required, it will need to be identified and also considered as part of the Council's budget planning process and reflected in the Medium Term Financial Plan.

### **Legal Implications**

21. Under the Education Act 1996, the Council has a general statutory obligation to promote high standards of education and to provide sufficient school places for pupils of compulsory school age.
22. Parents have a right to express a preference for the school they wish their child to attend under section 86 of the School Standards and Framework Act 1998. This does not provide a right to attend a certain school, as applications can still be refused for admission where this would prejudice the provision of efficient education or the efficient use of resources.
23. A local authority can make school organisation proposals, including regulated alterations to a maintained school, including a community special school, under sections 42-44 of the Schools Standards and Organisation (Wales) Act 2013 ("the 2013 Act").
24. It is noted that Council has complied with the requirements of the 2013 Act, as set out in the Cabinet report dated 13th June 2019, and the Welsh Minister has approved the Council's proposals.
25. Admission arrangements, including admission numbers and catchment areas, will need to be determined, following consultation, in accordance with the School Admission Code and the Education (Determination of Admission Arrangements) (Wales) Regulations 2006.
26. When considering the proposals, the Council must have regard to its public sector equality duties under the Equality Act 2010 (including specific Welsh public sector duties). Pursuant to these legal duties, Councils must in making decisions have due regard to the need to (1)

eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. The characteristics are: age, gender reassignment, sex, race – including ethnic or national origin, colour or nationality, disability, pregnancy and maternity, marriage and civil partnership, sexual orientation, religion or belief – including lack of belief. An Equalities Impact Assessment should be carried out to identify the equalities implications and due regard should be given to the outcomes of the Equalities Impact Assessment.

27. The Council must also be mindful of the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards and consider the impact of its proposals upon the Welsh language.
28. The Well-being of Future Generations (Wales) Act 2015 requires the Council to consider how the proposals will contribute towards meeting its well-being objectives (set out in the Corporate Plan). Members must also be satisfied that the proposals comply with the sustainable development principle, which requires that the needs of the present are met without compromising the ability of future generations to meet their own needs.

### **HR Implications**

29. There are significant HR implications arising from the proposals. Firstly, the proposed increase in pupil numbers for each of the three schools will require the Governing Bodies of Cantonian High School and the Western Learning Federation to plan for the workforce requirements in readiness for their respective expansions. The Governing Bodies will be encouraged to undertake this work in line with the SOP HR Framework.
30. HR People Services will provide advice, support and guidance for to the Governing Bodies for the workforce planning and consequential recruitment processes. Where the Governing Bodies have adopted the Council's School Redeployment and Redundancy Policy, any new vacancies arising as a consequence of an increase in numbers on the role will provide opportunities for school based staff on the school redeployment register.
31. Secondly, the proposals include the relocation of Riverbank and Woodlands special schools which will require high levels of staff and trade union consultation; clear communication plans regarding the arrangements for the transition from one school site to another; in addition to staff involvement in the development of building specifications or designs.
32. There may also be HR implications arising from the potential for the three schools to be co-located on one school site, for example, governance arrangements for shared service contracts such as cleaning and estates management arrangements. The full implications of this will need to be assessed as the proposal progresses, and the Governing Bodies will need to ensure full consultation with staff and trade union colleagues.

### **Property Implications**

33. Strategic Estates have reviewed the proposals and there are no immediate property related issues identified at this stage requiring action.
34. Any land transactions, negotiations or valuations required to deliver the proposals set out in this report should be done so in accordance with the Council's Asset Management process, and in consultation with Strategic Estates and relevant Service Areas.

### **Traffic and Transport Implications**

35. The significant increase in the numbers of people who would be travelling to the site requires a range of measures to offset the potential for increased impact on the local highway network.
36. Council policy means that a primary target for new developments is to make a positive contribution to city-wide improvements in the use of sustainable modes of transport (by foot, cycle and/or use of public transport). This will be achieved by ensuring that the development is fully integrated with infrastructure to mitigate potential transport impact.
37. The Council is also committed to ensuring all schools in Cardiff have an Active Travel Plan by 2022. This will set out actions identified by the school to reduce car use and encourage active travel. There are a range of measures available which would help support pupils, parents and staff to travel more actively for the journey to school.
38. The transport assessment (incorporating a travel plan for the site) includes recommended highway measures to reduce the overall proportion of vehicular traffic to the site. Increased levels of active travel will be encouraged through the improvements to key walking and cycling routes, including appropriate crossing facilities. The school site will have direct and convenient walking and cycling accesses and secure storage facilities for cycles and scooters.
39. The transport assessment work also includes information on construction traffic for the site.
40. Existing volumes of traffic and congestion in the local centres will continue to be considered in developing measures designed to accommodate efficient access and egress of authorised vehicles to the site. Measures will also be identified to reduce existing issues with parking on local roads, to supplement the measures which encourage a modal shift towards active travel.
41. As further transport assessment work is progressed in conjunction with the detailed design of the layout, access and buildings, emerging options for transport proposals would be a matter for further informal engagement with stakeholders including local residents and at planning application stage.

## RECOMMENDATIONS

Cabinet is recommend to:

1. note approval of the proposal by the Welsh Minister
2. delegate authority to the Director of Education & Lifelong Learning (in consultation with the Cabinet Members for Education, Employment & Skills and Finance, Modernisation & Performance, the Director of Governance and Legal Services, the Director of Economic Development and the Corporate Director for Resources) to determine all aspects of the procurement process (including for the avoidance of doubt development of all procurement documentation and selection and award criteria, commencement of procurement through to award of contracts) for the new build schools.

<b>SENIOR RESPONSIBLE OFFICER</b>	<b>Nick Batchelar</b> <b>Director of Education &amp; Lifelong Learning</b>
	11 September 2020

*The following appendices are attached:*

- Appendix 1: Welsh Government letter confirming determination of proposals  
Appendix 2: Statutory Screening Tool and Equality Impact Assessment

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Nick Batchelar  
Director of Education & Lifelong Learning  
Cardiff County Council  
County Hall  
Atlantic Wharf  
Cardiff  
CF10 4UW

Ein cyf/Our ref: MA-P-KW-3408/19

Dear Mr Batchelar

**SCHOOL STANDARDS AND ORGANISATION (WALES) ACT 2013 - PROPOSALS TO INCREASE THE CAPACITY OF CANTONIAN HIGH SCHOOL, TRANSFER RIVERBANK SPECIAL SCHOOL AND WOODLAND HIGH SCHOOL TO THE CANTONIAN SITE AND INCREASE THEIR CAPACITIES**

1. Kirsty Williams, Minister for Education, one of the Welsh Ministers, has considered Cardiff County Council's proposals to increase the capacity of Cantonian High School, transfer Woodland High School and Riverbank Special School to the Cantonian site and increase their capacities with effect from 1 September 2023.
2. Proposals to make a regulated alteration published under section 48 of the School Standards and Organisation (Wales) Act 2013 ('the 2013 Act'), the effect of which would increase or decrease sixth form provision, require the approval of Welsh Ministers under section 50 of the 2013 Act. The Minister notes that both the Cantonian and Woodland proposals are to make a regulated alteration which would have the effect of increasing sixth form provision.
3. Under section 52 of the 2013 Act proposers must send to the Welsh Ministers any proposals they consider to be related to those which require approval under section 50 of the Act. The Minister notes that the local authority considers the Riverbank proposal is related to the Cantonian proposal because if the Cantonian proposal was not approved the local authority would need to consider alternative options to meet current and future demand for places. She also notes that all three proposals form part of a single 21<sup>st</sup> Century Schools funding bid and were the subject of a joint consultation. The Minister therefore agrees that the Riverbank proposal is related to the Cantonian proposal and requires her approval under section 50 of the 2013 Act.

Rydym yn croesawu derbyn gohebiaeth yn Gymraeg. Byddwn yn ateb gohebiaeth a dderbynnir yn Gymraeg yn Gymraeg ac ni fydd gohebu yn Gymraeg yn arwain at oedi.

We welcome receiving correspondence in Welsh. Any correspondence received in Welsh will be answered in Welsh and corresponding in Welsh will not lead to a delay in responding.

4. Where a proposal requires their consideration the Welsh Ministers may reject the proposal, approve the proposal, or after obtaining the consent of the proposer and consulting with the school governing body approve the proposal with modification.
5. I am directed by the Minister to say that she has considered the consultation document, the consultation report, the objection, objection report and additional information provided by the local authority for the purposes of consideration of the relevant factors set out in the Code. In exercise of her powers under section 50 of the 2013 Act the Minister has decided to approve the proposals.
6. The Welsh Ministers exercise their school reorganisation functions in accordance with the 2013 Act and the School Organisation Code ('the Code'). As the consultation on this proposal was published on 4 February 2019 it must be published and determined in accordance with the second edition of the Code.
7. The relevant factors of the Code relating to these proposals are sections 1.3, 1.4, 1.5, 1.6, 1.10 and 1.14. These are set out below and are followed by an analysis of the extent that the Minister considers these factors have been complied with in relation to this proposal. Where appropriate, the extent to which proposals have/have not satisfied the factors is judged with reference to the objections raised and the local authority's response thereto.
8. The Minister notes that there was one objection to the proposal.

## **QUALITY AND STANDARDS IN EDUCATION**

### **Outcomes (Standards and Wellbeing)**

9. The Minister is satisfied, having taken into account the most recent Estyn reports and Estyn's comments on the proposal, that the proposal is likely to maintain at least the current standards of education.
10. The Minister notes that the local authority has committed to ensure that any building work carried out on the Cantonian High School site will be managed effectively in consultation with the school to ensure the full curriculum continues to be delivered and that education and safety standards are maintained. Pupils enrolled at Riverbank Special School and Woodlands High School will remain on their current sites until the new build school facilities are ready. She has noted that prior to the implementation date the local authority has committed to ensure that year 12 students, who are the most affected by the change, will be undertaking programmes of study that will be continued in the new sixth forms.

### **Provision (learning experiences, teaching, care, support and guidance, and the learning environment)**

11. The Minister agrees that the improved and modern 21<sup>st</sup> Century school buildings and facilities will improve the learning environment of all three schools, benefiting all pupils. She notes that Cantonian and Woodlands Schools currently rely heavily on temporary classrooms. She notes that Estyn's evaluation of performance of schools before and after moving into new buildings or significantly refurbished premises in 2007 concluded that improvements in the quality of buildings have a very beneficial effect on the quality of teaching and morale of staff which has a positive effect on pupil performance.

### **Leadership and Management (leadership, improving quality, partnership working and resource management)**

12. The Minister expects the increase in capacity at the three schools to have a moderate impact on leadership and management. However, she is satisfied that standards of leadership and management are likely to be at least equivalent to those currently. In terms of resource management, she notes that Cantonian High School has carried a budget deficit for the past five years which is steadily reducing. She considers that the increased school budget which comes with the increase in pupils will put the school on a firmer financial footing.

#### **Section 1.4 Need for places and the impact on accessibility of schools**

13. The Minister is satisfied that the authority has evidenced a current and future need for English medium secondary places, autistic spectrum provision and special school places in the area. She is satisfied that the proposals will improve access for disabled pupils as the new buildings will be fully accessible and compliant with the Equality Act 2010.

#### **Section 1.5 Resourcing of education and other financial implications**

14. The Minister notes that the proposal will have a neutral impact on the distribution of funding between mainstream schools within the local authority area.
15. With regards surplus places the local authority estimates that the number of pupils aged 11-16 admitted to Cantonian High School will increase to 821 in 2023. As the current capacity of the school is 900 places for pupils aged 11-16 that will give 79 surplus places (8.7%). Increasing the capacity to 1000 places for pupils aged 11-16 would give 179 surplus places (17.9%).
16. The Minister agrees that the location of Cantonian High School makes it well placed to meet excess demand for places. As well as providing sufficient places for children living in the catchment area of the school it would also serve neighbouring catchment areas. It would in future allow for the local authority as admission authority for neighbouring community schools to adjust catchment areas accordingly to better serve central Cardiff.
17. The Minister is satisfied that the local authority has demonstrated an increased demand for places in Cantonian High School in the future as a consequence of a larger catchment area and new housing developments. She therefore consider that the proposal is likely to reduce the number of surplus places at Cantonian High School in the longer term.
18. The Minister is aware that the proposal forms part of the local authority's 21<sup>st</sup> Century School's investment programme and will contribute to the delivery of sustainable schools for the 21<sup>st</sup> Century and to the better strategic management of the school estate through the removal of maintenance backlogs and school buildings which are inefficient or in poor condition.
19. The Minister understands that there may be some additional transport costs should the local authority amend Cantonian High School's existing catchment area. She also notes that some pupils attending Riverbank and Woodlands special schools may have to travel further to the new site. However, others may not have so far to travel as children from all over Cardiff attend these schools. She notes that free transport will be provided for those who meet the home to school transport criteria.
20. The Minister notes that the local authority estimate the overall cost of the project to be between £78m to £96m, which will be provided by Cardiff Council and the 21<sup>st</sup> Century School's investment programme. She is satisfied that the necessary capital funding is

available. The Minister approved the Strategic Outline Case (SOC) for this project and an agreement in principle letter to move to the next stage of the business case process was issued in January 2019. The approval was on the condition that Welsh Government and Cardiff local authority continue to work together closely to ensure the total cost is brought down as the project develops.

21. The percentage of 21<sup>st</sup> Century Schools programme funding rate has increased from 50/50 to 65/35 for mainstream schools and 75/25 for special schools. The local authority has identified capital resources in the Council's approved schools organisational plan financial model and has also been resourced within the authority's capital programme from a combination of general capital grant, capital receipts and prudential borrowing. The Minister is satisfied that the necessary recurrent funding is available.
22. The Minister notes that the removal of temporary classrooms will result in savings in rental costs and that the new build schools will significantly reduce maintenance costs.
23. The Minister notes that Cantonian High School has had a deficit budget for the last five years which is reducing, but still significant. Increasing the capacity of the school and the number of pupils should help reduce the deficit.

#### **Section 1.6 Other general factors**

24. The Minister considers that the proposal is likely to have a positive impact on educational attainment among children from economically deprived backgrounds. She notes that approximately 37.6% of pupils attending Cantonian High School are eligible for free school meals which is well above the national average and that around 53% live in the 20% most deprived areas in Wales.
25. Estyn's 2007 evaluation of performance of schools before and after moving into new buildings or significantly refurbished premises found that in nearly all schools with new or refurbished buildings surveyed, pupil attainment and achievement had improved. In some areas the improvement in attainment was significant, especially in a few schools in communities with high levels of social and economic deprivation. The schools that are subject to the proposal are in a poor condition. The proposal will deliver 21<sup>st</sup> Century learning environments and ensure that there are appropriate, high quality school places for young people in this area.
26. The Minister notes that an initial equality impact assessment undertaken by the local authority concluded that the proposal would not negatively affect any particular group in society. She is satisfied that increasing the capacity of Cantonian High School, the special resource base for pupils with autistic spectrum condition, Riverbank Special School and Woodlands High School will have a positive impact on equality issues. Increasing the number of places at the special resource base and the two special schools will improve access to special education in Cardiff.
27. The Minister notes that as none of the schools are subject to any trust or charitable interests which might be affected by the proposals or the disposal of vacant sites after the implementation of the proposal.

#### **Section 1.10 Specific factors to be taken into account for proposals to reorganise secondary schools or to add or remove sixth forms**

28. The Minister considers that the increased capacity and 21<sup>st</sup> Century Schools learning environment and designated sixth form accommodation and facilities at Cantonian High School is likely to lead to increased participation in learning by pupils beyond

compulsory school age. She is satisfied that the school will continue to provide an appropriate range of relevant courses and qualifications and high quality, employer informed, vocational learning routes targeted at pupils of all abilities, whilst maintaining GCSE, AS/A level and other established courses, as required under the Learning and Skills (Wales) Measure 2009 and contribute to the 14-19 agenda.

29. She considers that the proposal will have a positive effect on 11-16 provision in both Cantonian and Woodland High Schools as both schools currently rely heavily on temporary and demountable classrooms to deliver the curriculum. The new 21<sup>st</sup> Century school buildings and facilities will improve learners' experience. In Woodlands the new build will also deliver accommodation to allow improved multi-disciplinary meetings and space to deliver professional development opportunities to increase ALN expertise across the city's teaching staff.
30. The Minister considers that the proposals will have a neutral impact on the viability of institutions already providing good-quality post-16 provision, including school sixth forms, Further Education Institutions and private training organisations. The local authority has identified an increasing demand for such provision particularly in Central Cardiff, some of which will be met by the increase in provision at Cantonian High School.
31. The Minister considers that the proposal is likely to have a neutral impact on the sustainability or enhancement of Welsh-medium provision in the 14-19 network and wider area. She notes that the local authority is taking separate steps to expand ALN provision in the Welsh medium sector as part of their WESP, the Educational Tribunal (ALNET) Act Regional Implementation plan and Cardiff ALN Strategy.
32. The Minister considers that the improved learning environment, designated sixth form accommodation and 21<sup>st</sup> Century School facilities along with the removal of temporary accommodation will provide additional learner benefits compared with the status quo and other tenable options for post-16 organisation. The increase in sixth form provision to over 200 pupils should provide a level of funding that would support a range of courses enabling pupils to have access to a broad curriculum and provide increased opportunities for pupils.
33. She notes that the proposal will have a neutral impact on discretionary transport provision as the local authority does not provide free transport to learners above compulsory school age. However, students in Cardiff aged 16-21 can apply for "My Travel Pass" which entitles the holder to 30% off bus fares.

#### **Section 1.14 Additional factors to be taken into account in preparing, publishing approving or determining proposals for the reorganisation of SEN provision**

34. The Minister considers that the new 21<sup>st</sup> Century School buildings for Woodlands and Riverbank Special Schools and expanded SRB for pupils with Autistic Spectrum condition at Cantonian High School will improve standards of accommodation for pupils with SEN including building accessibility.
35. She notes that the proposals will increase specialist provision in the immediate and wider local authority area reducing reliance on out of area placements. She notes that at present 118 pupils attend special schools and units and independent special schools outside Cardiff at a cost of £2.8 million per year. The proposal will allow the local authority to use this money more effectively and ensure more children with additional needs are educated in their home authority area.

36. The Minister considers that the proposal will have a positive effect on health, safety and welfare the new build schools will remove the reliance on temporary classrooms, provide 21<sup>st</sup> Century facilities and improve the learners' experience. In Woodlands the new build will deliver accommodation to allow improved multi-disciplinary meetings and space to deliver professional development opportunities to increase ALN expertise across the city's teaching staff.
37. The Minister is satisfied that the local authority has evidenced a need for places for autism spectrum condition and SEN provision in the area. She notes that between 2012 and 2017, the number of ASC places offered in SRBs in Cardiff increased from 82 to 140. It is expected that demand for places in specialist schools will continue to grow over the next 5-10 years as a result of a growing population and better diagnosis of ASC. Current local authority projections indicate that the number of pupils with SEN will continue to grow. At present the demand for places for pupils with significant needs exceeds the number of places available.
38. The Minister notes that the proposals will have a neutral impact on the transportation of learners with SEN. The local authority provides free transport to pupils who reside over the statutory walking distances from their nearest suitable school (2 miles for a primary school pupil and 3 miles for a secondary school pupil in Years 7 -11) whether or not they have a statement for Special Educational Needs (SEN). For pupils with SEN, the local authority applies the same distance criteria but applies the cognitive age of the child when assessing the qualifying distance, based on advice from an Educational Psychologist.

#### **Section 1.15 factors to be taken into account in approving/determining school organisation proposals**

39. The Minister considers that the Riverbank Special School proposal is related to the proposal to increase capacity at Cantonian High School. The local authority has advised that implementation of the Riverbank proposal would be prevented or undermined if the Cantonian and Woodlands proposals were not implemented. The Minister agrees with the authority's analysis and that the proposals are related and require Welsh Ministers' approval under section 50 of the 2013 Act.
40. The Minister is satisfied that the statutory consultation was conducted and the proposals published in accordance with the Code including the timescales in which the consultation document and the consultation report were published. Under Section 4 of the Code proposers are required to publish a statutory notice with a 28 day objection period. On the day the proposals are published statutory consultees, including the Welsh Ministers must receive either a hard copy of the proposals or a link to the relevant website. The Minister is satisfied that this was received and that the Notice contained all the required information under section 4.3 of the Code.
41. The Minister has considered the consultation document and the consultation report and is satisfied that both documents complied with the requirements of the Code.
42. The Minister notes that there was one objection. She is satisfied with the local authority's response to the objection, although she considers it would have been helpful if a description of the proposed transport improvements to access Doyle Avenue plan had been available at an earlier stage in the process.
43. The Minister has approved the proposal on the basis that it is likely to maintain at least equivalent outcomes and offer provisions at least equivalent to that which is currently

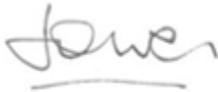
available to learners at the schools. In addition she considers that the proposal will:

- Provide new school buildings, removing reliance on temporary classrooms, offering an improved learning environment and accommodation with 21<sup>st</sup> Century facilities.
- Contribute to the effective funding of education.
- Increase the number of English medium secondary school places and contribute towards meeting projected demand for places.
- Increase the number of places in special schools for learners aged 4-19 with complex additional learning needs and autistic spectrum condition and contribute towards meeting projected demand for places.

44. The Minister notes that the local authority proposes to implement these proposals on 1 September 2023. The local authority must inform the Schools Management and Effectiveness Division, Education and Public Services Group within the Welsh Government when the proposal has been implemented. She has noted that prior to this date the local authority has committed to ensure that year 12 students, who are the most affected by the change, will be undertaking programmes of study that will be continued in the new sixth forms.

45. I am sending a copy of this letter to Paul Orders, Chief Executive of Cardiff County Council.

Yours sincerely



**Huw Owen**

**Deputy Director  
Schools Effectiveness Division**

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## Appendix 2

### Cardiff Council Statutory Screening Tool Guidance

If you are developing a strategy, policy or activity that is likely to impact people, communities or land use in any way then there are a number of statutory requirements that apply. Failure to comply with these requirements, or demonstrate due regard, can expose the Council to legal challenge or other forms of reproach.

For instance, this will apply to strategies (i.e. Housing Strategy or Disabled Play Strategy), policies (i.e. Procurement Policy) or activity (i.e. developing new play area).

Completing the Statutory Screening Tool will ensure that all Cardiff Council strategies, policies and activities comply with relevant statutory obligations and responsibilities. Where a more detailed consideration of an issue is required, the Screening Tool will identify if there is a need for a full impact assessment, as relevant.

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The main statutory requirements that strategies, policies or activities must reflect include:

- **Equality Act 2010 - [Equality Impact Assessment](#)**
- **Welsh Government's [Sustainable Development Bill](#)**
- **Welsh Government's Statutory Guidance - [Shared Purpose Shared Delivery](#)**
- **[United Nations Convention on the Rights of the Child](#)**
- **[United Nations Principles for Older Persons](#)**
- **[Welsh Language Measure 2011](#)**
- **[Health Impact Assessment](#)**
- **[Habitats Regulations Assessment](#)**
- **[Strategic Environmental Assessment](#)**

This Statutory Screening Tool allows us to meet all the requirements of all these pieces of legislation as part of an integrated screening method that usually taken no longer than an hour.

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The Screening Tool can be completed as a self assessment or as part of a facilitated session, should further support be needed. For further information or if you require a facilitated session please contact the Policy, Partnerships and Citizen Focus Team on 2078 8563 e-mail: [siadavies@cardiff.gov.uk](mailto:siadavies@cardiff.gov.uk). Please note:

- **The completed Screening Tool must be submitted as an appendix with the Cabinet report.**
- **The completed screening tool will be published on the intranet.**

## Statutory Screening Tool

<b>Name of Strategy / Policy / Activity:</b>  <b>SCHOOL ORGANISATION PLANNING: 21<sup>ST</sup> CENTURY SCHOOLS BAND B: REDEVELOPMENT OF CANTONIAN, RIVERBANK AND WOODLANDS SCHOOLS</b>	<b>Date of Screening:</b>  <b>August 2020</b>
<b>Service Area/Section:</b> Education & Lifelong Learning, School Organisation Planning	<b>Lead Officer:</b> Richard Portas
<b>Attendees:</b> Self assessment	

<b>What are the objectives of the Policy/Strategy/Project/Procedure/ Service/Function</b>	<b>Please provide background information on the Policy/Strategy/Project/Procedure/Service/Function and any research done [e.g. service users data against demographic statistics, similar EIAs done etc.]</b>
<p>Proposal:</p> <p>Page 350</p> <p>Replace the Cantonian High School buildings with new build accommodation on the same site expanding the school from six forms of entry (6FE) to eight forms of entry (8FE) with sixth form provision for up to 250 pupils; and expanding the current Specialist Resource Base (SRB) for learners with an Autism Spectrum Condition (ASC), hosted at Cantonian High School from 20 to 30 places in purpose built accommodation in the new school buildings</p> <ul style="list-style-type: none"> <li>• Maximise the opportunities afforded by one of the largest educational sites in Cardiff (Doyle Avenue) to locate other new school provision on the same site, in addition to Cantonian High School but organised as separate entities, to:</li> <li>• Transfer Woodlands Special School, part of the Western Learning Federation, to the Doyle Avenue site and increase the capacity from 140 places to 240 places in new build accommodation;</li> </ul>	<p>At its meeting on 13 June 2019 the Cabinet agreed the publication of statutory notices to:</p> <ul style="list-style-type: none"> <li>• Increase the capacity of Cantonian High from 6 forms of entry (6FE) to eight forms of entry (8FE) with sixth form provision for up to 250 pupils in new build accommodation;</li> <li>• Expand the Specialist Resource Base (SRB) for learners with an Autism Spectrum Condition (ASC), hosted at Cantonian High School from 20 to 30 places in purpose built accommodation in the new school buildings;</li> <li>• Transfer Woodlands Special School to the Doyle Avenue site and increase the capacity from 140 places to 240 places in new build accommodation;</li> <li>• Transfer Riverbank Special School to the Doyle Avenue site and increase the capacity from 70 to 112 places in new build accommodation.</li> </ul>

- Transfer Riverbank Special School, part of the Western Learning Federation, to the Doyle Avenue site and increase the capacity from 70 to 112 places in new build accommodation.

statutory notices were published on 28 June with one objection received by the statutory notices closing date.

Where objections are received to the statutory notices, an objection report must be published summarising the statutory objections and the proposer's response to those objections.

The Council published the objection report on 21 August 2019.

As the proposals affect sixth form provision they required the approval of Welsh Ministers. A copy of the statutory objection and the objection report were submitted to the Welsh Ministers for determination of the proposal on 28 August 2019.

In a letter dated 21 July 2020, the Welsh Government advised that the Minister for Education had decided to approve the proposal. (A copy of the letter can be seen at appendix 1).

The Minister has approved the proposal on the basis that it is likely to maintain at least equivalent outcomes and offer provisions at least equivalent to that which is currently available to learners at the schools.

In addition she considers that the proposal will:

- Provide new school buildings, removing reliance on temporary classrooms, offering an improved learning environment and accommodation with 21st Century facilities;
- Contribute to the effective funding of education;
- Increase the number of English medium secondary school places and contribute towards meeting projected demand for places;
- Increase the number of places in special schools for learners aged 4-19 with complex additional learning needs and autistic spectrum condition and contribute towards meeting projected demand for places.

## Part 1: Impact on outcomes and due regard to Sustainable Development

Please use the following scale when considering what contribution the activity makes:		
<b>+</b>	Positive	Positive contribution to the outcome
<b>-</b>	Negative	Negative contribution to the outcome
<b>ntrl</b>	Neutral	Neutral contribution to the outcome
<b>Uncertain</b>	Not Sure	Uncertain if any contribution is made to the outcome

	Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick				Evidence or suggestion for improvement/mitigation
		+	-	Ntrl	Un-Crtn	
Page 352	<b>1.1 People in Cardiff are healthy;</b> <i>Consider the potential impact on</i> <ul style="list-style-type: none"> <li>the promotion of good health, prevention of damaging behaviour, promote healthy eating/active lifestyles etc,</li> <li>vulnerable citizens and areas of multiple deprivation</li> <li>Addressing instances of inequality in health</li> </ul>	x				- See 1.2 below – encouraging walking, cycling and use of public transport
	<b>People in Cardiff have a clean, attractive and sustainable environment;</b> <i>Consider the potential impact on</i> <ul style="list-style-type: none"> <li>the causes and consequences of Climate Change and creating a carbon lite city</li> </ul>	x				- This proposal would result in pupils from the existing schools namely Cantonian, Riverbank and Woodlands being accommodated in new buildings fit for the 21 <sup>st</sup> Century. It is proposed to provide cost effective sustainable buildings that will reduce ongoing revenue costs in turn reducing the Council's carbon footprint in line Cardiff's Carbon Reduction Strategy (May 2015).
	<ul style="list-style-type: none"> <li>encouraging walking, cycling, and use of public transport and improving access to countryside and open space</li> </ul>			x		- In line with the Well-being of Future Generations Act Cardiff's Band B programme is committed to providing Local Schools for Local Children, to encourage use of sustainable modes to travel to schools, such as walking and cycling. School projects take into account transport issues when they are being designed and the need to provide safer routes to encourage walking to schools

	Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick				Evidence or suggestion for improvement/mitigation
		+	-	Ntrl	Un-Crtn	
Page 353						- It is acknowledged that pupils from Riverbank and Woodlands are likely to need transport to school as the schools are city wide provisions and pupils may have mobility/access issues. There are no plans to change the Council's transport policy for school children.
	<ul style="list-style-type: none"> <li>reducing environmental pollution (land, air, noise and water)</li> </ul>			x		- The schools would be designed to be in compliance with the BREEAM Excellent specification, minimising running costs, construction costs and detrimental environmental impact.
	<ul style="list-style-type: none"> <li>reducing consumption and encouraging waste reduction, reuse, recycling and recovery</li> </ul>	x				- Proposals are progressed in line with Welsh Government Community Benefit Measurement Tool which encourages reduced consumption, waste reduction and recycling.
	<ul style="list-style-type: none"> <li>encouraging biodiversity</li> </ul>			x		- Site surveys will be undertaken to establish levels of biodiversity and will explore opportunities to develop appropriate initiatives.
1.3	<p><b>People in Cardiff are safe and feel safe;</b> Consider the potential impact on</p> <ul style="list-style-type: none"> <li>reducing crime, fear of crime and increasing safety of individuals</li> <li>addressing anti-social behaviour</li> <li>protecting vulnerable adults and children in Cardiff from harm or abuse</li> </ul>			x		- All schools in Cardiff have policies in place to ensure safeguarding and the wellbeing of staff, children and young people.
1.4	<p><b>Cardiff has a thriving and prosperous economy;</b> Consider the potential impact on</p> <ul style="list-style-type: none"> <li>economic competitiveness (enterprise activity, social enterprises, average earnings, improve productivity)</li> <li>Assisting those Not in Education, Employment or Training</li> <li>attracting and retaining workers (new employment and training opportunities, increase the value of employment,)</li> <li>promoting local procurement opportunities or enhancing the capacity of local companies to compete</li> </ul>	x		x	x	<ul style="list-style-type: none"> <li>The schools provide employment.</li> <li>Consideration would be given to using local contractors and suppliers.</li> </ul>

	Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick				Evidence or suggestion for improvement/mitigation
		+	-	Ntrl	Un-Crtn	
1.5	<p><b>People in Cardiff achieve their full potential;</b>  <i>Consider the potential impact on</i></p> <ul style="list-style-type: none"> <li><i>promoting and improving access to life-long learning in Cardiff</i></li> <li><i>raising levels of skills and qualifications</i></li> <li><i>giving children the best start</i></li> <li><i>improving the understanding of sustainability</i></li> <li><i>addressing child poverty (financial poverty, access poverty, participation poverty)</i></li> <li><i>the United Nations Convention on the Rights of a Child and Principles for Older persons</i></li> </ul>	x				<ul style="list-style-type: none"> <li>- The Council's proposals for Band B of the 21<sup>st</sup> Century Schools Programme, and the Cardiff 2020 strategy, clearly state the link between improving the environment for learning and raising standards of achievement.</li> <li>- Whilst organised as separate entities, the location of the two special schools on the same site as Cantonian High School will provide opportunities for collaboration including access to specialist facilities located on the Cantonian High School site.</li> <li>- With significant sports and wider leisure provision now established, or being developed, in many schools a key objective is to enable third party to access the sports facilities at schools, on a sustainable financial basis. The development of a viable model for all schools across the city to be accessed by the communities which they serve is needed.</li> <li>- Cardiff's Child Friendly City strategy places the rights and voices of children and young people at the heart of Cardiff's policies, strategies and services; involving them in decision making and addressing the barriers which limit their life chances. As such the public consultation on the proposal will include representation from children and young people.</li> <li>- Subject to approval any future design work would also include representation from children and young people.</li> </ul>

	Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick				Evidence or suggestion for improvement/mitigation
		+	-	Ntrl	Un-Crtn	
Page 355	<b>1.6 Cardiff is a Great Place to Live, Work and Play</b> <i>Consider the potential impact on</i> <ul style="list-style-type: none"> <li>• promoting the cultural diversity of Cardiff</li> <li>• encouraging participation and access for all to physical activity, leisure &amp; culture</li> <li>• play opportunities for Children and Young People</li> <li>• protecting and enhancing the landscape and historic heritage of Cardiff</li> <li>• promoting the City's international links</li> </ul>			x		<ul style="list-style-type: none"> <li>- With significant sports and wider leisure provision now established, or being developed, in many schools a key objective is to enable third party to access the sports facilities at schools, on a sustainable financial basis. The development of a viable model for all schools across the city to be accessed by the communities which they serve is needed.</li> </ul>
	<b>1.7 Cardiff is a fair, just and inclusive society.</b> <i>Consider the potential impact on</i> <ul style="list-style-type: none"> <li>• the elimination of discrimination, harassment or victimisation for equality groups</li> </ul>			x		<ul style="list-style-type: none"> <li>- See Equality Impact Assessment below and attached.</li> <li>- The Council's recruitment process would ensure that good practice is followed, including the application of the Council's policies on equal opportunities.</li> </ul>
	<ul style="list-style-type: none"> <li>• has the community or stakeholders been engaged in developing the strategy/policy/activity?</li> <li>• how will citizen participation be encouraged (encouraging actions that consider different forms of consultation, through more in depth engagement to full participation in service development and delivery)?</li> </ul>			x		<ul style="list-style-type: none"> <li>- The public consultation on the proposal undertaken prior to the publication of the statutory notice included engagement with a range of relevant stakeholders.</li> </ul>
	<b>EQUALITY IMPACT ASSESSMENT (This is attached on page 13)</b> <i>Will this Policy/Strategy/Project have a differential impact on any of the following:</i>					
<b>1.8 The Council delivers positive outcomes for the city and its citizens through strong partnerships</b> <i>Consider the potential impact on</i> <ul style="list-style-type: none"> <li>• strengthening partnerships with business and voluntary sectors</li> <li>• the collaboration agenda and the potential for shared services, cross-boundary working and efficiency savings</li> </ul>			x		<p>The 'Cardiff Commitment' is the Council's youth engagement and progression strategy. The Cardiff Commitment sets out how the council, together with a wide range of public, private and third sector partners, will work together to ensure a positive destination for every young person in Cardiff after they finish school, either in employment or further education and training.</p>	

	Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick				Evidence or suggestion for improvement/mitigation
		+	-	Ntrl	Un-Crtn	
						<p>To date over 120 businesses have pledged to support Cardiff Commitment and provide opportunities to schools and young people, better preparing them for the world of work, contributing to the future economic growth of the city.</p> <p>The Council's proposals for Band B of the 21<sup>st</sup> Century Schools Programme, and the Cardiff 2020 strategy, clearly state the link between improving the environment for learning and raising standards of achievement.</p> <p>The Council is keen to assist with the development of opportunities between schools and businesses, to help create a sustainable pool of talent for future workforce needs, and spread skills across the city. An example of this is the Creative Education Partnership that has been established between Cardiff West Community High School and partners from the creative industries to provide opportunities for young people to leave education with skills and competences and to be work ready</p> <p>The significant school developments proposed would provide opportunities for strong partnerships with businesses and employers from a range of sectors in the Cardiff economy. Opportunities for further partnerships are being explored and will be progressed in line with the priorities set out in the Cardiff Commitment</p>

**SUMMARY OF APPRAISAL (highlight positive and negative effects of the policy / plan / project being assessed, demonstrating how it contributes to the economic, social and environmental sustainability of the city):**

**Economic**

- Investment in new build facilities that would support the delivery of a broad and balanced curriculum.
- The new accommodation and expansion of provision would provide employment opportunities.
- Consideration would be given to using local contractors and suppliers.

**Social**

- There could be the potential for community use of school facilities outside of school hours.

**Environmental sustainability**

- This proposal would result in the pupils attending a new build, fit for purpose 21<sup>st</sup> Century schools. The schools would be designed to be in compliance with the BREEAM Excellent specification, minimising running costs and detrimental environmental impact.

**WHAT ACTIONS HAVE BEEN IDENTIFIED OR CHANGES BEEN MADE TO THE POLICY / PLAN / PROJECT AS A RESULT OF THIS APPRAISAL:**

If the proposal were to proceed, an equality impact assessment would be carried out to identify accessibility to the new build high school site. The equality impact assessment would take into account policies such as the Equality Act 2010, TAN 12: Design 2014 as well as building regulations such as, BS8300, Part M and relevant Building Bulletins.

## Part 2: Strategic Environmental Assessment Screening

		Yes	No
2.1	Does the plan or programme set the framework for future development consent?	x	
2.2	Is the plan or programme likely to have significant, positive or negative, environmental effects?		x

<p><b>Is a Full Strategic Environmental Assessment Screening Needed?</b></p> <ul style="list-style-type: none"> <li>▪ If yes has been ticked to both questions 2.1 and 2.2 then the answer is yes</li> <li>▪ If a full SEA Screening is required then please contact the Sustainable Development Unit to arrange (details below)</li> </ul>	<b>Yes</b>	<p><b>No</b></p> <p>X</p> <p>An SEA has been undertaken (attached)</p>
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If you have any doubt on your answers to the above questions regarding SEA then please consult with the Sustainable Development Unit on 2087 3228 or [sustainabledevelopment@cardiff.gov.uk](mailto:sustainabledevelopment@cardiff.gov.uk)

## Part 3: Habitat Regulation Assessment (HRA)

		Yes	No	Unsure
3.1	Will the plan, project or programme results in an activity which is known to affect a European site, such as the Severn Estuary or the Cardiff Beech Woods?		x	
3.2	Will the plan, project or programme which steers development towards an area that includes a European site, such as the Severn Estuary or the Cardiff Beech Woods or may indirectly affect a European site?		x	
3.3	Is a full HRA needed?		x	

Details of the strategy will be sent to the County Ecologist on completion of the process to determine if a Habitat Regulation Assessment is needed. For further information please phone 2087 3215 or email [biodiversity@cardiff.gov.uk](mailto:biodiversity@cardiff.gov.uk)

## Appendix 1 – Statutory Requirements

It is possible that the Impact Screening Tool will identify the need to undertake specific statutory assessments:

- **Equality Impact Assessment:** *This assessment is required by the Equality Act 2010 and Welsh Government’s Equality Regulations 2011.*
- **Sustainable Development Bill:** *The Bill, when it comes into effect, will require sustainable development (SD) to be a central organising principle for the organisation. This means that there is a duty to consider SD in the strategic decision making processes.*
- **Shared Purpose Shared Delivery-** *The Welsh Government requires local authorities to produce a single integrated plan to meet statutory requirements under a range of legislation. Cardiff Council must therefore demonstrate its contribution towards Cardiff’s own integrated plan; “What Matters”.*
- **United Nations Convention on the Rights of the Child:** *The Children Act 2004 guidance for Wales requires local authorities and their partners to have regard to the United Nations Convention on the Rights of a Child.*
- **United Nations Principles for Older Persons:** *The principles require a consideration of independence, participation, care, self-fulfillment and dignity.*
- **The Welsh Language Measure 2011:** *The measure sets out official status for the Welsh language, a Welsh language Commissioner, and the freedom to speak Welsh.*
- **Health Impact Assessment:** *(HIA) considers policies, programmes or projects for their potential effects on the health of a population*
- **Strategic Environmental Impact Assessment:** *A Strategic Environmental Assessment (SEA) is an European Directive for plans, programmes and policies with land use implications and significant environmental effects.*
- **Habitats Regulations Assessment:** *The Conservation (Natural Habitats, &c.) (Amendment) Regulations 2007 provides a requirement to undertake Habitats Regulations Assessment (HRA) of land use plans.*



**Policy/Strategy/Project/Procedure/Service/Function Title:**

**Proposal to:**

- Replace the Cantonian High School buildings with new build accommodation on the same site expanding the school from six forms of entry (6FE) to eight forms of entry (8FE) with sixth form provision for up to 250 pupils; and expanding the current Specialist Resource Base (SRB) for learners with an Autism Spectrum Condition (ASC), hosted at Cantonian High School from 20 to 30 places in purpose built accommodation in the new school buildings
- Maximise the opportunities afforded by one of the largest educational sites in Cardiff (Doyle Avenue) to locate other new school provision on the same site, in addition to Cantonian High School but organised as separate entities, to:
- Transfer Woodlands Special School, part of the Western Learning Federation, to the Doyle Avenue site and increase the capacity from 140 places to 240 places in new build accommodation;
- Transfer Riverbank Special School, part of the Western Learning Federation, to the Doyle Avenue site and increase the capacity from 70 to 112 places in new build accommodation.

**Updated**

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

places in purpose built accommodation in the new school buildings;

- Transfer Woodlands Special School to the Doyle Avenue site and increase the capacity from 140 places to 240 places in new build accommodation;
- Transfer Riverbank Special School to the Doyle Avenue site and increase the capacity from 70 to 112 places in new build accommodation.

**Who is responsible for developing and implementing the Policy/Strategy/Project/Procedure/Service/Function?**

Name: Richard Portas	Job Title: Programme Director School Organisation Planning
Service Team: School Organisation Planning	Service Area: Education
Assessment Date: August 2020	

**What are the objectives of the Policy/Strategy/Project/ Procedure/ Service/Function?**

To address sufficiency and building condition issues by developing the existing Cantonian High School site located at Doyle Avenue, Fairwater in line with Band B priority schemes.

**2. Please provide background information on the Policy/ Strategy / Project / Procedure / Service / Function and any research done [e.g. service users data against demographic statistics, similar EIAs done etc.]**

At its meeting on 13 June 2019 the Cabinet agreed the publication of statutory notices to:

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

places in purpose built accommodation in the new school buildings;

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- Transfer Riverbank Special School to the Doyle Avenue site and increase the capacity from 70 to 112 places in new build accommodation.

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Where objections are received to the statutory notices, an objection report must be published summarising the statutory objections and the proposer's response to those objections.

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As the proposals affect sixth form provision they required the approval of Welsh Ministers. A copy of the statutory objection and the objection report were submitted to the Welsh Ministers for determination of the proposal on 28 August 2019.

In a letter dated 21 July 2020, the Welsh Government advised that the Minister for Education had decided to approve the proposal. (A copy of the letter can be seen at appendix 1).

The Minister has approved the proposal on the basis that it is likely to maintain at least equivalent outcomes and offer provisions at least equivalent to that which is currently available to learners at the schools.

In addition she considers that the proposal will:

- Provide new school buildings, removing reliance on temporary classrooms, offering an improved learning environment and accommodation with 21st Century facilities;

- Contribute to the effective funding of education;
- Increase the number of English medium secondary school places and contribute towards meeting projected demand for places;
- Increase the number of places in special schools for learners aged 4-19 with complex additional learning needs and autistic spectrum condition and contribute towards meeting projected demand for places.

**3 Assess Impact on the Protected Characteristics**

**3.1 Age**

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative/]** on younger/older people?

	Yes	No	N/A
3 to 11 years	<b>X</b>		
11 to 18 years	<b>X</b>		
18 - 65 years	<b>X</b>		
Over 65 years			

<p><b>Please give details/consequences of the differential impact, and provide supporting evidence, if any.</b></p> <p><b>Educational provision (age 4 -18)</b></p> <p>The impact will be positive as the proposals will support the sufficiency of places in high quality learning environments in both mainstream and special provision.</p>
<p><b>What action(s) can you take to address the differential impact?</b></p>
<p><b>If no differential impact, explain the reason(s) for this assessment:</b></p>

### 3.2 Disability and Access

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on disabled people?

	Yes	No	N/A
Hearing Impairment		x	
Physical Impairment		x	
Visual Impairment		x	
Learning Disability		x	
Long-Standing Illness or Health Condition			x
Mental Health			x
Substance Misuse			x
Other			x

<b>Please give details/consequences of the differential impact, and provide supporting evidence, if any.</b>
<b>What action(s) can you take to address the differential impact?</b>
<b>If no differential impact, explain the reason(s) for this assessment:</b>
<p><b>Accessibility of the accommodation</b></p> <p>If the proposal were to proceed, an equality impact assessment would be carried out to identify the accessibility of the new school building. The equality impact assessment would take into account policies such as the Equality Act 2010, TAN 12: Design 2014 as well as building regulations such as, BS8300, Part M and relevant Building Bulletins.</p>

### 3.3 Gender Reassignment

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on transgender people?

	Yes	No	N/A

<b>Transgender People</b> (People who are proposing to undergo, are undergoing, or have undergone a process [or part of a process] to reassign their sex by changing physiological or other attributes of sex)		x	
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<b>Please give details/consequences of the differential impact, and provide supporting evidence, if any.</b>
<b>What action(s) can you take to address the differential impact?</b>
<b>If no differential impact, explain the reason(s) for this assessment:</b>
If the proposal were to proceed, an equality impact assessment would be carried out to identify the accessibility of the new school building. The equality impact assessment would take into account policies such as the Equality Act 2010, TAN 12: Design 2014 as well as building regulations such as, BS8300, Part M and relevant Building Bulletins.

#### 3.4. Marriage and Civil Partnership

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on marriage and civil partnership?

	Yes	No	N/A
Marriage			X
Civil Partnership			X

<b>Please give details/consequences of the differential impact, and provide supporting evidence, if any.</b>
<b>What action(s) can you take to address the differential impact?</b>
<b>If no differential impact, explain the reason(s) for this assessment:</b>
N/A

#### 3.5 Pregnancy and Maternity

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on pregnancy and maternity?

	Yes	No	N/A
Pregnancy			N/A
Maternity			N/A

<b>Please give details/consequences of the differential impact, and provide supporting evidence, if any.</b>
<b>What action(s) can you take to address the differential impact?</b>
<b>If no differential impact, explain the reason(s) for this assessment:</b>
If the proposal were to proceed, an equality impact assessment would be carried out to identify the accessibility of the new school building. The equality impact assessment would take into account policies such as the Equality Act 2010, TAN 12: Design 2014 as well as building regulations such as, BS8300, Part M and relevant Building Bulletins.

**Race**

Will this Policy/Strategy/Project//Procedure/Service/Function have a **differential impact [positive/negative]** on the following groups?

	Yes	No	N/A
White		x	
Mixed / Multiple Ethnic Groups		x	
Asian / Asian British		x	
Black / African / Caribbean / Black British		x	
Other Ethnic Groups		x	

<b>Please give details/consequences of the differential impact, and provide supporting evidence, if any.</b>
<b>What action(s) can you take to address the differential impact?</b>
<b>If no differential impact, explain the reason(s) for this assessment:</b>

The proposal would not have a differential impact upon one particular ethnic group as the provision would be available to all.

Special schools in Cardiff for children with complex learning disabilities or autism spectrum conditions have a higher than average BME population.

All pupils, of all ethnicities, will continue to have access to specialist provision, in all settings, on an equal basis.

### 3.7 Religion, Belief or Non-Belief

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on people with different religions, beliefs or non-beliefs?

	Yes	No	N/A
Buddhist		x	
Christian		x	
Hindu		x	
Humanist		x	
Jewish		x	
Muslim		x	
Sikh		x	
Other		x	

<b>Please give details/consequences of the differential impact, and provide supporting evidence, if any.</b>
<b>What action(s) can you take to address the differential impact?</b>
<b>If no differential impact, explain the reason(s) for this assessment:</b>
The senior staff in a school would be best placed to manage diversity in terms of belief. (e.g. provision of a space for prayer).

### 3.8 Sex

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on men and/or women?

	Yes	No	N/A
Men		x	
Women		x	

<b>Please give details/consequences of the differential impact, and provide supporting evidence, if any.</b>
<b>What action(s) can you take to address the differential impact?</b>
<b>If no differential impact, explain the reason(s) for this assessment:</b>
Maintained school provision admits pupils of both sexes and this would continue to be the case.

### 3.9 Sexual Orientation

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on the following groups?

	Yes	No	N/A
Bisexual		x	
Gay Men		x	
Gay Women		x	
Heterosexual		x	

<b>Please give details/consequences of the differential impact, and provide supporting evidence, if any.</b>
<b>What action(s) can you take to address the differential impact?</b>
<b>If no differential impact, explain the reason(s) for this assessment:</b>

### 3.10 Language

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on Welsh Language?

	Yes	No	N/A

Welsh Language		x	
Other languages		x	

<b>Please give details/consequences of the differential impact, and provide supporting evidence, if any.</b>
<b>What action(s) can you take to address the differential impact?</b>
<b>If no differential impact, explain the reason(s) for this assessment:</b>
<p><b>Language support</b></p> <p>The proposal will not directly impact on the level of support provided. The allocation of teachers and BTAs is usually in place for the period of the academic year but is liable to change throughout the year to meet fluctuations in demand.</p> <p><b>Welsh Language</b></p> <p>It is not anticipated that there will be any negative impact on the Welsh Language, as a result of this proposal.</p> <p>The teaching of Welsh within an English medium setting is subject to the requirements of the National Curriculum. This would not change with the expansion of the school. This proposal does not seek to change the number of Welsh-medium primary or secondary school places available in the area.</p> <p>The Council works closely and constructively with partners on its Welsh Education Forum, which includes representatives of nursery, primary, secondary and further education, childcare, RhAG and the Welsh Government. The Forum actively informs the planning of Welsh-medium places, to continue to drive the Council's plan to sustainably increase the number of learners within Welsh-medium schools and those learning Welsh in English-medium schools.</p> <p>The council monitors birth rates, the yield from proposed housing and the patterns of take-up in Welsh-medium provision at primary and secondary age, with a view to bringing forward appropriate plans to meet any increased demand.</p>

Whilst forecasts, based on the number of children in the Welsh-medium primary, indicate that additional capacity will be required to meet the demand for places in Welsh-medium secondary schools, separate proposals will be brought forward at the appropriate time to ensure there are sufficient places available.

The Council, and its partners on the Welsh Education Forum, are committed to driving the increase in number of pupils educated through the medium of Welsh, to meet the targets within Cardiff's WESP, and to meet the targets set out in the Welsh Government's Cymraeg 2050 strategy.

The Council must ensure that the expansion of school provision is brought forward in a strategic and timely manner, which does not compromise existing provision. Expanding Welsh-medium secondary school provision would, inevitably, have an impact on the take-up of places in other schools, and in turn on the ability of schools to balance budgets and to attract or retain staff.

The proposals for the Doyle Avenue site do not include opportunities for developing Welsh medium ALN provision. Steps to expand specialist ALN provision in the Welsh medium sector are being taken forward separately through the Welsh Education Strategic Plan (WESP), the Educational Tribunal (ALNET) Act Regional Implementation Plan and through the Cardiff ALN Strategy.

Actions taken so far include:

- A new primary SRB at Ysgol Pwll Coch opening January 2019 for up to 20 pupils. The SRB will open with three pupils, and will have capacity to expand to 20 places. This development is in addition to the well-established SRB at Ysgol Coed y Gof for 10 pupils;
- Improvements in secondary SRB accommodation at Ysgol Glantaf, and an increase in the published number from 10 to 30 places. In 2018-19, there are 14 young people in the SRB, with scope to expand in future years;
- A primary 'wellbeing class' was established in 2016-17, offering 6 month placements for up to 8 pupils (per cohort) with significant emotional health and

wellbeing needs. The class is currently hosted at Ysgol Pen y Groes;

- A secondary 'virtual PRU' offering specialist support to up to 18 pupils (per cohort) at risk of exclusion in the three WM secondary schools. The provision was established January 2018.

Since 2016 and, because of the actions described in paragraph 79, the number of specialist places available to learners in the Welsh medium sector have increased from 20 SRB places in 2015-16 (10 places at Ysgol Coed y Gof SRB; 10 places at Ysgol Glantaf SRB) to 60 SRB places and 26 assessment/ 'PRU-type' places in 2018-19. At January 2019, approximately 25 SRB places will be taken-up, with capacity for growth of up to 35 places. Numbers accessing the wellbeing class and the virtual PRU fluctuates: the local authority is keeping capacity under review and will take steps to extend places in response to pupil needs.

The ALNET Regional Implementation Plan, Priority 7, is to 'Review and improve Welsh medium provision and specialist support to increase regional capacity to support ALN'. Cardiff Council are leading on this priority.

The objectives are to

- Conduct an analysis of the prevalence of ALN and level of need in the Welsh medium sector in each LA across the region (Cardiff, Vale of Glamorgan, Bridgend, Rhondda Cynon Taf, Merthyr) ;
- Map Welsh medium provision and support available across the region;
- Increase sharing of good practice for ALN in the Welsh medium sector;
- Ensure that the ALNET Regional Implementation Plan supports and complements regional WESP priorities.

#### 4. Consultation and Engagement

What arrangements have been made to consult/engage with the various Equalities Groups?

The Council's Accessibility Officer would be given the opportunity to comment on the

scheme.

**5. Summary of Actions [Listed in the Sections above]**

<b>Groups</b>	<b>Actions</b>
Age	See Generic over-arching actions below
Disability	
Gender	
Reassignment	
Marriage & Civil Partnership	
Pregnancy & Maternity	
Race	
Religion/Belief	
Sex	
Sexual Orientation	
Language	
Generic Over-Arching [applicable to all the above groups]	If the proposal were to proceed, an equality impact assessment would be carried out to identify the accessibility of the new school building. The equality impact assessment would take into account policies such as the Equality Act 2010, TAN 12: Design 2014 as well as building regulations such as, BS8300, Part M and relevant Building Bulletins.

**6. Further Action**

Any recommendations for action that you plan to take as a result of this Equality Impact Assessment (listed in Summary of Actions) should be included as part of your Service Area's Business Plan to be monitored on a regular basis.

**7. Authorisation**

The Template should be completed by the Lead Officer of the identified Policy/Strategy/Project/Function and approved by the appropriate Manager in each Service Area.

Completed By: Rosalie Phillips	Date: August 2020
Designation: Senior School Organisation Governance and Compliance Officer	
Approved By:	
Designation:	
Service Area:	

- 7.1 On completion of this Assessment, please ensure that the Form is posted on your Directorate's Page on CIS - *Council Wide/Management Systems/Equality Impact Assessments* - so that there is a record of all assessments undertaken in the Council. For further information or assistance, please contact the Citizen Focus Team on 029 2087 3059 or email [citizenfocus@cardiff.gov.uk](mailto:citizenfocus@cardiff.gov.uk)

### Background

In 2008, a retrospective Strategic Environmental Assessment (SEA) of Cardiff's 21<sup>st</sup> Century: A Strategic Framework for a School Building Improvement Programme (published in 2006) was carried out based on the guidance that supports the European SEA Directive 2001/42/EC.

The retrospective approach to assessment was quality assured by an external consultant and their independent compliance review determined that the report detailing the assessment on the strategic framework met the key requirements set out for reporting the SEA process as required by the SEA Directive.

The retrospective assessment provides the basis for assessing current and future school organisation proposals at a strategic level.

If a proposal were to proceed, an environmental assessment would be carried out as part of the planning application process.

**To request a copy of the assessment on the Strategic Framework please contact Rachel Willis, 029 2087 3946, [RWillis@cardiff.gov.uk](mailto:RWillis@cardiff.gov.uk)**

### Proposal

#### Condition of existing school buildings

#### Quality and Standards

y:

xx	= very incompatible; very negative effect
x	= incompatible; negative effect
✓	= compatible; positive effect
✓✓	= very compatible; very positive effect
0	= no links; neutral effect
? and/or mitigation	= uncertain effects
DNA	= data not available

See table headers below: \* Comparison of the preferred option to a possible alternative option(s) are required in a SA/SEA.

SEA objective	Proposal to establish a new build high school in the West of the city from September 2018.		Do nothing	
	Rating	Commentary/ explanation of compatibility with SEA objective	Rating	Commentary/ explanation of compatibility with SEA objective
1. Promote a greener economy by delivering a sustainable pattern of schools across Cardiff	✓	<p>The current school buildings for Cantonian High School are rated D for condition with Riverbank and Woodland schools rated D for suitability.</p> <p>The Cantonian High School buildings are also under-utilised due to the number of surplus places and therefore energy use is inefficient.</p> <p>This proposal would result in the pupils attending a new build, fit for purpose 21<sup>st</sup> Century school building which would be energy efficient and there would be high utilisation rates and therefore more efficient energy use.</p>	x	The current school buildings are not considered fit for the 21 <sup>st</sup> Century.
2. Reduce greenhouse gas emissions through: a) Energy efficient building design and disposing of poor quality surplus accommodation b) Promoting sustainable modes of transport and integrated transport systems	<p>✓</p> <p>X</p> <p>Mitigation</p>	<p>a)</p> <p>This proposal would result in the pupils attending a new build, fit for purpose 21<sup>st</sup> Century school. There would be high utilisation rates and therefore more efficient energy use.</p> <p>The schools would be designed to be in compliance with the BREEAM Excellent specification, minimising running costs, construction costs and detrimental environmental impact.</p> <p>Proposals are progressed in line with Welsh Government Community Benefit Measurement Tool which encourages reduced consumption, waste reduction and recycling.</p> <p>b)</p> <p>These proposals will increase educational activity on this site. The expanded provision will result in additional trips to the site, which have the potential to add/alter existing pressures on the local highway network.</p> <p>The current target for journeys by sustainable modes of transport</p>	x	See comments next to SEA Objective 1 above

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SEA objective	Proposal to establish a new build high school in the West of the city from September 2018.		Do nothing	
	Rating	Commentary/ explanation of compatibility with SEA objective	Rating	Commentary/ explanation of compatibility with SEA objective
		<p>(contained in the adopted Local Development Plan) is to achieve a 50:50 split between journeys by car and journeys by foot, cycle and/or use of public transport by 2026. This will be achieved by ensuring the new developments are fully integrated with transport infrastructure which mitigates the transport impacts and maximises opportunities for travel by sustainable modes</p> <p>This can be achieved by ensuring the design and layout of buildings and the site access arrangements priorities travel by active and sustainable modes. Other critical elements will be the location of access points in positions which take account of the alignment of surrounding network of roads and pathways which service to minimise walking and cycling distances and avoid unnecessary detours for people travelling on foot and by bicycle. The provision of on-site facilities such as secure cycle parking spaces will also be essential.</p> <p>Transport mitigation for the development will be identified through the Transport Assessment process, which will inform the proposals submitted for planning permission.</p> <ul style="list-style-type: none"> <li>- Cardiff's Supplementary Planning Guidance (Access, Circulation and Parking Standards 2010) sets out that all new or expanded schools are required to develop a Travel Plan for submission with a planning application. A Travel Plan is a policy and action plan to: <ul style="list-style-type: none"> <li>o manage transport efficiently</li> <li>o improve access by all means of travel for employees, visitors, patients and students</li> <li>o encourage sustainable transport – walking, cycling, public transport and car sharing</li> <li>o reduce car use.</li> </ul> </li> <li>- A School Travel Plan is specifically designed to address the transport needs of pupils and staff and will vary according to the nature of the education being provided and the catchment area of the school.</li> </ul>		
3. <i>Promote health and wellbeing</i> by protecting and enhancing Public Open Space (POS) and improving access to POS	<b>0</b>	As the open space in and around the school are not accessible to the public the only potential impact of the option on the open space would be loss of visual amenity value.	x	See comments next to SEA Objective 1 above

SEA objective	Proposal to establish a new build high school in the West of the city from September 2018.		Do nothing	
	Rating	Commentary/ explanation of compatibility with SEA objective	Rating	Commentary/ explanation of compatibility with SEA objective
4. <i>Minimise</i> air, light and noise pollution associated with building development and traffic congestion	0	a) Those delivering the scheme would be encouraged to minimise air, light and noise pollution during any works.  b) To reduce congestion and associated pollution the following would be considered: <ul style="list-style-type: none"> <li>▪ Formalising the parking regime outside the school to discourage unsafe parking and help with enforcement.</li> <li>▪ The school agrees to a Travel Plan which includes schemes such as the Park Safe / Walk Safe scheme which encourage parents to park further away from the school.</li> </ul>	x	See comments next to SEA Objective 1 above
5. <i>Protect</i> and enhance biodiversity, flora and fauna	0	Site surveys will be undertaken to establish levels of biodiversity and will explore opportunities to develop appropriate initiatives.	x	See comments next to SEA Objective 1 above
6. <i>Protect</i> and enhance the landscape (habitats/visual amenities)	0	Site surveys will be undertaken to establish levels of biodiversity and will explore opportunities to develop appropriate initiatives.	x	See comments next to SEA Objective 1 above
7. Conserve water resources and increase water efficiency in new developments and promote sustainable urban drainage systems	0	The schools would be designed to be in compliance with the BREEAM Excellent specification, minimising running costs, construction costs and detrimental environmental impact.  Proposals are progressed in line with Welsh Government Community Benefit Measurement Tool which encourages reduced consumption, waste reduction and recycling.	x	See comments next to SEA Objective 1 above
8. <i>Promote</i> regeneration by delivering inclusive schools that will improve equality of opportunity and access for all	0	Achieved by making schools community focused - opening facilities to the public.  If the proposal were to proceed, an equality impact assessment would be carried out to consider the accessibility of the new building site. The equality impact assessment would take into account policies such as the Equality Act 2010, TAN 12: Design 2014 as well as building regulations such as, BS8300, Part M and	x	See comments next to SEA Objective 1 above

SEA objective	Proposal to establish a new build high school in the West of the city from September 2018.		Do nothing	
	Rating	Commentary/ explanation of compatibility with SEA objective	Rating	Commentary/ explanation of compatibility with SEA objective
		relevant Building Bulletins.		
9. <i>Protect and enhance</i> designated historic assets	<b>0</b>	There are no registered historic assets on the proposed new school site.	x	See comments next to SEA Objective 1 above

## Conclusion

The proposal has been assessed to be compatible with the environmental objectives used to assess the goal and principles of the “21st Century Schools: A Strategic Framework for A School Building Improvement Programme” that underpin school organisation proposals.

Where the assessment has identified a potential negative environmental impact in terms of an increase in the volume of traffic (Objective 4), measures to mitigate the effect are detailed.

It is proposed to:

- Increase the capacity of Cantonian High from 6 forms of entry (6FE) to eight forms of entry (8FE) with sixth form provision for up to 250 pupils in new build accommodation;
- Expand the Specialist Resource Base (SRB) for learners with an Autism Spectrum Condition (ASC), hosted at Cantonian High School from 20 to 30 places in purpose built accommodation in the new school buildings;
- Transfer Woodlands Special School to the Doyle Avenue site and increase the capacity from 140 places to 240 places in new build accommodation;
- Transfer Riverbank Special School to the Doyle Avenue site and increase the capacity from 70 to 112 places in new build accommodation.

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**SENIOR MANAGEMENT ARRANGEMENTS**

**FINANCE, MODERNISATION & PERFORMANCE (COUNCILLOR  
CHRIS WEAVER)**

**AGENDA ITEM: 5**

**Reason for this Report**

1. To review the Council's senior management arrangements in the context of the Covid-19 pandemic and the recent resignation of the Director of Social Services;
2. To seek Cabinet approval to consult on an amended senior management structure to:
  - i. support the further integration of Social Care, Health, Housing and Community services, building on the progress that has been made over the past 3 years to develop new preventative and specialist support services; and
  - ii. note some consequential realignment of responsibilities in relation to the Council's Street Scene and Central Transport services.

**Background**

3. The Covid-19 pandemic has had significant implications for the Council. Since the beginning of the crisis, an extended Senior Management Team has been meeting as a Strategic Coordination Group, overseeing the Council's response to the crisis, in consultation with the Leader and the Cabinet. Collectively, and as individuals, the team has delivered what has been asked of them, adapting services to the lockdown and subsequent relaxation of restrictions, and solving problems at pace, often well beyond the scope of normal service delivery. Corporate working has been an essential feature of the Council's approach with senior officers playing a vital role in managing the crisis, notably food procurement and distribution for the vulnerable, the transition to hub schools, delivery of the Dragon's Heart field hospital at the Millennium Stadium, and the development in Cardiff and the Vale of the Test, Trace and Protect (TTP) programme.
4. In many ways, the current phase of the crisis is more challenging with senior officers having to reshape services to new realities, with the business of service delivery resuming in the midst of ongoing financial

uncertainty, and parallel public health and economic crises. Against this backdrop, it is unrealistic to expect organisational structures to stay the same - most organisations see the need to ensure that organisational forms appropriately reflect current pressures and demands.

5. Consequently, this report takes the opportunity provided by the recent resignation of the Director of Social Services, to become Corporate Director of a neighbouring authority, to re-orientate senior management arrangements to present needs. It puts forward for consultation specific proposals relating to the shape and structure of the senior management team in the social services, and communities and housing area. And it identifies consequential modifications to reporting arrangements in the street scene area. These proposals, if agreed by Cabinet, would then be consulted on with the employees and trade unions concerned.

### **Responding to the Pandemic**

6. As the management of the pandemic has moved into a different phase, the Council has been focusing on the safe and efficient restart of services in accordance with the Restart, Recovery, Renew framework agreed by Cabinet on 24 June 2020. This is not straightforward and involves a range of complex work streams that places demands on the senior management tier:

- restart has been predicated on a safety-first approach, with managers working with trade unions to ensure that services and schools are able to resume operation on the basis of a robust, risk-based health and safety methodology that supports and reassures individuals and teams to return where necessary to the workplace;
- working from home has continued as the default mode of operation for many staff with new modes of management and staff engagement needing to be developed to support staff and ensure operational effectiveness;
- TTP has had to be established and embedded quickly with council officers working to ensure that Cardiff has in place an effective contact tracing system that will play a crucial role in managing the pandemic over coming months;
- a continued emphasis on multi-agency working to ensure effective infection control arrangements in closed settings, particularly care homes;
- steps to lock-in the transformation during lockdown of services providing support to vulnerable citizens, particularly the homeless and elderly;
- work to coordinate a response to the economic crisis, including a continued drive to support businesses, with joined up

interventions involving the Council's economic development, Into Work and Cardiff Commitment teams; and

- development of a long-term city renewal strategy, which will seek to accelerate Cardiff's recovery from the crisis, charting the next phase of the Council's development agenda.
7. In effect, the crisis has served to reprioritise the work of senior managers, creating opportunities to transform the performance of key areas, like social services, and also highlighting at a senior level capacity constraints in areas such as children's services, housing, and community services. The resignation of the Director of Social Services provides an opportunity to address such issues positively and within budget. It is proposed that several key changes are made to senior management that will serve to realign capacity and expertise to the challenges facing the Council.

### **Corporate Director, People & Communities**

8. In September 2017 Cabinet considered and approved a number of senior management changes in line with the Capital Ambition statement. In relation to the integration of Social Care, Health and Housing services, this was underpinned by the Council's commitment to work "across the public services in order to deliver lasting solutions to complex problems". The Council and partners needed to adopt a whole system approach with a range of service interventions co-ordinated and aligned to meet specific needs at the right time and in the right place. This reflected growing demands across social services: the demand pressures and costs arising from an ageing population; and the growing demands and complexity of cases in children's services, with increasing numbers of Looked After Children.
9. The new role of Corporate Director, People and Communities, was created with a clear set of reporting and accountability arrangements established to support the statutory responsibilities of the Director of Social Services but also to ensure that the Council's social services agenda was strengthened by effective cross-council working, with the further development of preventative services and interventions, as well as accommodation solutions for the city's most vulnerable citizens.
10. Subsequently, good progress in the development of a more integrated approach has been achieved in a number of areas of activity. In particular, it has been possible to significantly improve the Information, Advice and Assistance services for families, young people and older people:
- the new Family Advice and Support service was launched in September 2019 to provide early help and support for families and young people whose needs fell short of the statutory threshold for assistance. Managed within Housing and Communities, during its first 10 months of operation, the Family Gateway provided 5,000 people with advice while the

Family Help team has provided support for more than 1,000 parents, children and young people; and

- the Independent Living Service, also located within Housing and Communities, continues to provide joined up services for older people, ensuring that the service has been able to meet the needs of nearly 80% of clients without the need for social care. It has recently extended its provision with the development of the “Get Me Home” service operating out of the UHW, ensuring that “wrap around” community services are in place to achieve a timely discharge from hospital.
11. Additional preventative services such as the Young Persons Accommodation and Support Gateway have also been developed. The aim of the Young Persons’ Gateway is to support young people leaving care as well as those who are homeless as a result of family breakdown, providing family mediation, supported housing and assisted move on for these, often very vulnerable, young people. The success of the Gateway in helping young people move towards independence is clear, with 99% able to maintain their tenancy successfully after a supported move on.
  12. Finally, the Multi-disciplinary Outreach Team for rough sleepers and vulnerable homeless people has exemplified how joint working across services boundaries can meet complex needs. This team, also co-ordinated through Housing and Communities, brings together housing, adult social services, mental and primary health services and third sector services, to meet the very specialist needs of this client group. Before lockdown the work of this team had reduced the numbers rough sleeping from more than 80 to 30 individuals and this service has continued to develop and expand during the crisis, helping more clients than ever before to access services.
  13. On all these fronts, the creation of the Corporate Director post has been pivotal, enabling the post-holder to cut across professional and service silos to deliver positive outcomes for vulnerable people. It is proposed that the opportunities afforded by this approach should now be extended with the responsibilities of the Statutory Director of Social Services being assumed by the Corporate Director, People & Communities without changes to the post-holder’s terms and conditions.
  14. The Welsh Government’s Code of Practice on the Role of Statutory Director of Social Services is clear on the accountabilities of the role. The statutory director must *inter alia*:
    - “have a sufficient level of seniority to discharge the authority’s social services functions and deliver their accountabilities”;
    - “provide effective service and performance management, a clear sense of strategic direction and professional leadership for staff and services; foster effective joint working relationships both within and outside the local authority,

*including formal integrated arrangements with health boards; and drive delivery of improved outcomes for people”;*

- *“ensure the head of paid service, executive and councillors have access to the best, up-to-date professional advice and information on all aspects of care and support services”.*

15. Importantly, the proposal has the merit of simplifying the accountability framework for social services at a time when children’s and adults’ services are continuing to implement significant changes, and opens up possibilities to reshape the senior management team in social services as a whole, in accordance with the emphasis placed on cross-service working to deliver better outcomes for vulnerable citizens. It is proposed that the responsibilities of statutory director should be transferred to the Corporate Director, People & Communities, immediately following the departure of the current Director of Social Services at the end of September.

### **Senior Management Arrangements for Children’s Services and Adults, Communities and Housing Services**

16. Two significant changes are proposed. First, the transfer of the statutory role of Director of Social Services to the Corporate Director enables the post of Director of Children’s Services to be established within budget, with the existing post of Assistant Director being deleted.
17. This would address the growing complexity and scale of demand being experienced in Children’s Services and the consequential safeguarding and financial risks that need to be managed effectively by the post-holder. It also responds to the inability of the Council, after successive attempts, to recruit a permanent Head of Children’s Services graded at Assistant Director level.
18. Secondly, and following on from recent successes in developing a joined up early intervention and preventative approach, it is proposed that a new role of Director, Adults, Housing and Communities is established. The Assistant Director, Adults Services, and Assistant Director, Housing and Communities would report directly to this post enabling unified joint assessment of need for accommodation and support services and a service that is integrated in both planning and delivery.
19. The new Director, Adults, Housing and Communities will be tasked with building on the joined up and customer focused services that have been developed to date, achieving this by further aligning services within the existing gateways and also by applying this learning and approach to other services such as mental health and learning disabilities. Strengthening of the management structure within the current Housing and Communities Services will take place to ensure robust arrangements are in place at an operational level.
20. The Director for Adults, Housing and Communities and the Director for Children’s Services will work closely together, ensuring that cross cutting

projects such as the Young Persons Accommodation and Support Gateway are further developed and enhanced and that new opportunities for joint working are explored to provide seamless services for vulnerable individuals transitioning to adulthood.

21. It is expected that the Corporate Director will lead the People and Communities area as an integrated directorate – with back office and support arrangements being managed across the area seamlessly. This has the added advantage of ensuring that areas of good practice, including performance management systems in the communities area, are replicated across social services as a whole.
22. Finally, the People and Communities team will need to continue to develop close links with the new Director of Education and Lifelong Learning, whose responsibilities include being the designated Director for Children and Young People, in accordance with the section 27 of the Children's Act 2004, and focuses on the co-ordination and oversight of arrangements to improve the well-being of children in the local authority area. This is especially important given the Council's commitment to a child-friendly city and championing children's rights.

### **Planning, Transport & Environment**

23. In June 2019 the Chief Executive requested that the Director of Planning, Transport and Environment take on additional and expanded commitments in relation to Cardiff's Clean Air and Transport infrastructure agenda. In order to facilitate this additional workload the Corporate Director, People and Communities, took temporary responsibility for the Waste Management Service and the Corporate Director, Resources, became responsible for the Central Transport Service.
24. The focus that Director of Planning, Transport & Environment has brought to major strategic planning matters and an expanding clean air and transport agenda has been important, and includes development of the Metro and working closely with the Director of Economic Development on city centre recovery during the pandemic. It is proposed that the Director should continue to undertake these responsibilities.
25. Management of Waste Management Services, as well as the client function of the Shared Regulatory Service, will be transferred to the Director, Economic Development, with a mandate to continue the progress that has been made in this area in the last eighteen months. This also reflects the need to strengthen city centre management, including liaison with the business community, as the city goes through the recovery phase. It is proposed that transfer of waste management from the Corporate Director, People and Communities, will take place once the service-wide restructure currently underway is completed (by February 2021 on current projections).
26. Responsibility for Highways will remain with the Director, Planning, Transport and Environment. The Assistant Director, Street Scene, will

report for “pay and rations” purposes to the Director of Economic Development with accountability for highways and parking continuing through the Director of Planning, Transport and Environment.

### **Economic Development**

27. In terms of economic development, a small team has played a highly significant role during the crisis, securing financial contributions to the food distribution scheme, working with financial services and Welsh Government colleagues to ensure grant support valued at £95 million was provided to over 6,000 businesses, providing advice to businesses in difficulties, and developing and implementing the Council’s city centre recovery plans.
28. The team has not only been an important component in the maintenance of investor confidence in the city, but in supporting key city cultural and leisure assets, including parks. With the development of the city’s renewal agenda, and the need to meet the demands of the emerging economic crisis, it requires additional management capacity to focus the Council’s business support activities. The Director will therefore be reviewing operational management arrangements in the area to support the expanding workload of the Investment and Development portfolio.

### **Implications of Proposals**

29. In summary, the Cabinet is recommended to approve the following proposals:
  - the designation of statutory Director of Social Services be allocated to the Corporate Director, People & Communities;
  - deletion of the posts of Director of Social Services and Assistant Director, Children’s Services;
  - establishment of two new social service posts: Director of Children’s Services; and Director of Adults, Housing and Communities; and
  - consequential changes to the reporting arrangements of the Director of Economic Development and Director of Planning, Transport and Environment.
30. Korn Ferry the providers of the Hay evaluation and structure information have provided up to date Benchmarking information. They have provided information that compares Cardiff Council with the public sector and separately with other Core City councils, at Tiers 1 & 2 and shows:
  - The average number of officers at Tier 1 for the public sector is 5.8 FTE and for Core City Councils is 5.3 FTE. Cardiff have 6 officers at Tier 1, therefore at the average for the public sector and is within range of the average for Core Cities.

- The average number of officers at Tier 2 for the public sector is 25.6 FTE and for Core City Councils is 23.2 FTE. Cardiff have 13 officers at Tier 2, therefore is well below the average levels for both the public sector and the Core City councils.
  - The average total number of management roles is 31.4 for the public sector and 28.5 for the Core City Councils. Cardiff is well below these averages at a total in tier 1 and 2 of 19 management roles across tier 1 and 2.
31. The Standing Orders (Wales) Amendment Regulations 2014 require posts over £100k salary to be publicly advertised. Therefore, this needs to be a consideration in the process for moving from the current structure to the proposed model. As a result of these rules an Authority cannot ring-fence any vacancies with salaries over £100k or above as 'suitable alternative employment' for redundant employees, but must advertise externally.
32. This report has been prepared on the basis that, as long as any additions to current roles are only minor, then those roles are counted as not changing. Therefore, it is considered that there are no changes to the following roles:
- Corporate Director, Resources
  - Corporate Director, People and Communities
  - Director, Economic Development
  - Director, Planning, Transport and Environment.
33. The following roles are considered new roles and, therefore, will need to be advertised externally:
- Director, Adults, Housing and Communities
  - Director, Children's Services

### **Process for Decision**

34. There are a number of stages that will need to be completed in order to make changes to the current senior management structure, and these have been added to by the Standing Orders (Wales) Amendment Regulations 2014. The stages that are now required to be followed are:
- This report to Cabinet with recommendation to agree to the consultation process being undertaken.
  - Consultation with individuals and Trade Unions by Chief Executive.
  - Final proposal to Cabinet by Chief Executive to include feedback from all consultations in October 2020. The recommendation will be to approve the revised structure and recommend to Council that the vacant roles over £100k are advertised and recruited to.
  - Report to Council, October 2020, to consider and be recommended to approve, the recruitment to the two new Director posts.

35. It is the responsibility of the Cabinet to decide on employment strategy and policy in so far as this has not been further delegated. The Cabinet may therefore determine the broad Senior Management arrangements of the Council.
36. The Council's Employment Procedure Rules, as required by the Local Authorities (Standing Orders) (Wales) Regulations 2006 (as amended in 2014) state under Rule 2 that:
- A vacancy for designated Chief Officer post of must be reported to the Council or body delegated to do so which will consider whether the post should be filled, and if so, the terms and conditions of employment and method of appointment.
  - Where the proposed remuneration of the Chief Officer post is £100,000 or more per annum, the following will be prepared:-
    - (i) A statement of the duties of the officer concerned and the required qualifications or qualities to be sought in the person appointed, which is sent to any person on request; and
    - (ii) Public advertisement of the post to bring it to the attention of people who are qualified to apply.
  - (ii) Following advertisement, the Council will arrange for either all qualified candidates to be interviewed; or a shortlist to be prepared of qualified applicants and those candidates interviewed. If no suitably qualified person has applied, or if the Council decides to re-advertise the appointment, the post will be re-advertised in accordance with paragraph (ii) above.
37. Appointments to the new roles to be made by Appointments Committee.

### **Scrutiny Consideration**

38. The Policy Review & Performance Scrutiny Committee is due to consider this item on 15 September. Any comments received will be circulated at the Cabinet meeting.

### **Reason for Recommendations**

39. Proposals have been designed to ensure that the Council's senior management team is resourced to deliver the objectives as outlined, to ensure the full integration of services. The recommendations recognise the need to complete the detail of the new posts and to ensure that full consultation takes place ahead of any decision to proceed.

### **Financial Implications**

40. As stated in the body of the report, the proposed changes at Director and Assistant Director level delivers an additional cost of £55,950.compared to previous budget held for these two tiers of management. The Senior management roles that cover Housing need to be assessed in terms of

cost between Housing Revenue Account (HRA) Activities and those activities funded from General Funded Budget. Initial assessments of the work to be undertaken by the Director of Housing and Adult Care and the Assistant Director of Housing & Communities indicated that costs to HRA will increase by £70,000 and that there will be a budget saving of £14,050 to the General Fund. There has been no review of other resources within HRA or any other funding opportunities but these will need careful consideration in order to establish that the additional costs can be found within the HRA Budget.

41. The appointment of the Director of Children's Services anticipates that this will result in a cost avoidance on unbudgeted interim agency costs going forward. This will be demonstrated in the reduction of interim costs at the point the post of the Director of Children's Services is appointed and starts.
42. In proposing the addition and deletions of the posts or outlining the review of any posts, there has been no budgetary allocation provided for any further resources being required as a result of the changes. Any proposals in respect to posts at Operational Manager level or below will need to have identified the funding from within the existing budget allocation of the Council and also have consideration of the council's Budget Strategy going forward.

### **Legal Implications**

43. The legal and governance requirements in relation to the process of establishing and recruiting a Chief Officer are set out at paragraphs 34-37 of this report.
44. The Well-being of Future Generations (Wales) Act 2015 requires the Council to consider how the proposals will contribute towards meeting its well-being objectives (set out in the Corporate Plan). Members must also be satisfied that the proposals comply with the sustainable development principle, which requires that the needs of the present are met without compromising the ability of future generations to meet their own needs..

### **HR Implications**

45. The proposed model as set out in the report is designed to meet the need to support further integration of Social Care, Health, Housing and Community Services, building on the progress that has been made in recent years to develop preventative and specialist support services. The proposal is subject to consultation with affected employees and their representatives. It is proposed that the consultation take place during the next four weeks and an updated report presented to Cabinet/Council in October as set out in the process for decision.
46. An Equality Impact Assessment of the restructure has been completed and there are no adverse impact on any specific groups.

## **Property Implications**

47. There are no property implications for this report.

## **RECOMMENDATIONS**

Cabinet is recommend to:

1. approve the Chief Executive's proposal to transfer the responsibilities and title of the statutory director of social services to the Corporate Director, People and Communities, following the departure of the existing Director of Social Services;
2. approve the proposed remodelling of the Senior Management Team on a provisional basis subject to the outcome of the consultation process.
3. approve a consultation period on the proposed model to commence immediately following cabinet approval.
4. receive a further report in October which will provide confirmation of the model proposed and the process for change taking account of issues raised during the consultation process.
5. delegate authority to the Head of Paid Service in consultation with the Leader and Cabinet Members to realign managers and support staff to the remodelled structure.

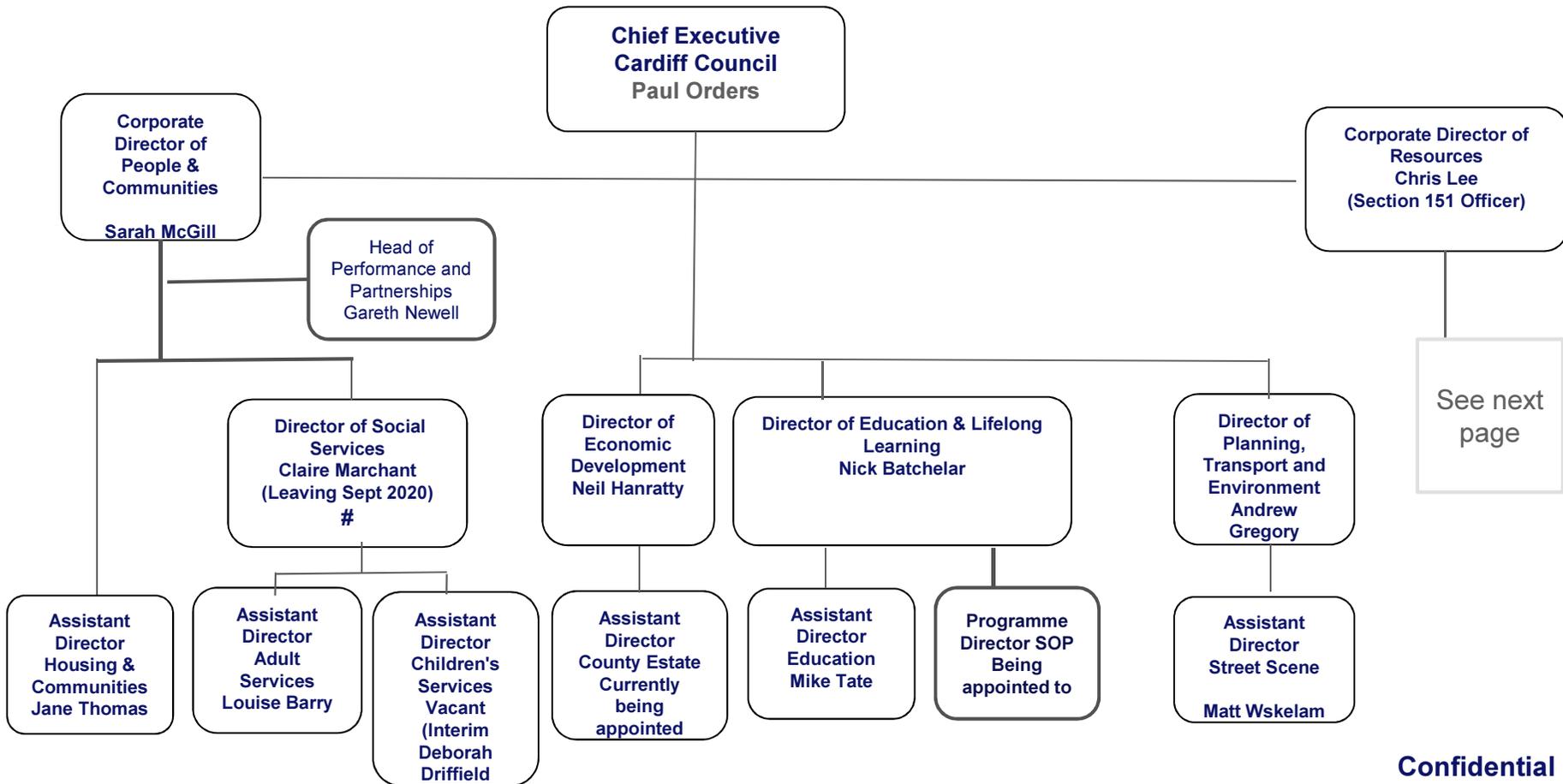
<b>SENIOR RESPONSIBLE OFFICER</b>	<b>PAUL ORDERS</b> <b>Chief Executive</b>
	11 September 2020

*The following appendices are attached:*

- Appendix 1 – Current Senior Management Structure
- Appendix 2 – Proposed Senior Management Structure

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# CEX Direct Reports - Current Structure



See next page

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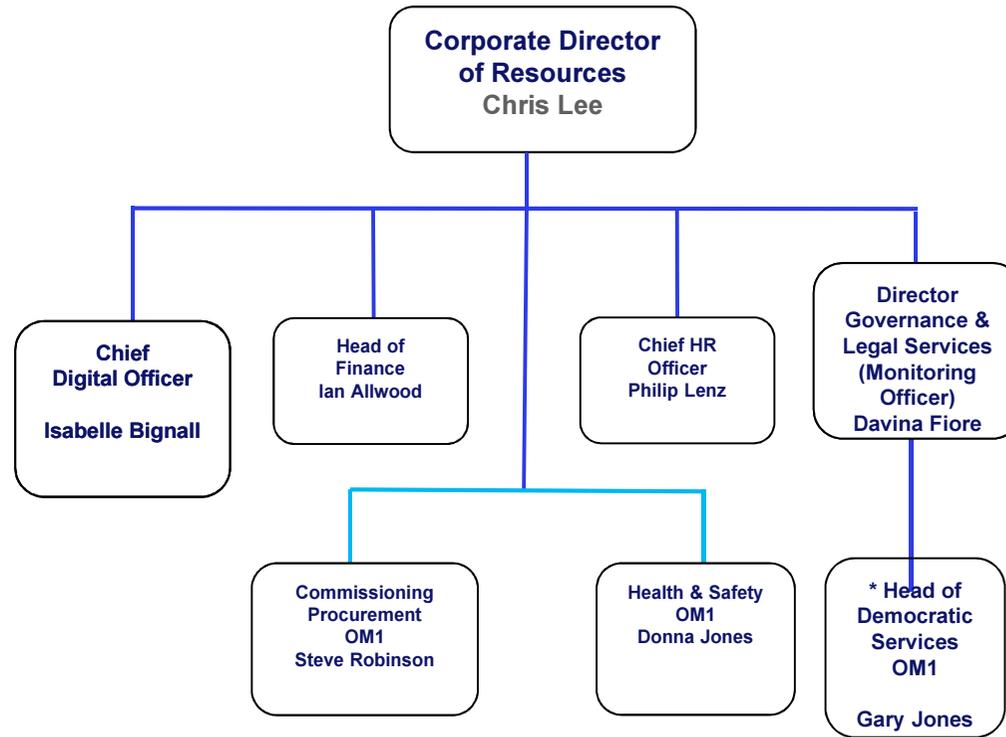
# Statutory Director of Social Services

\* Statutory role – Head of Democratic Services

**Confidential**

# Current Structure

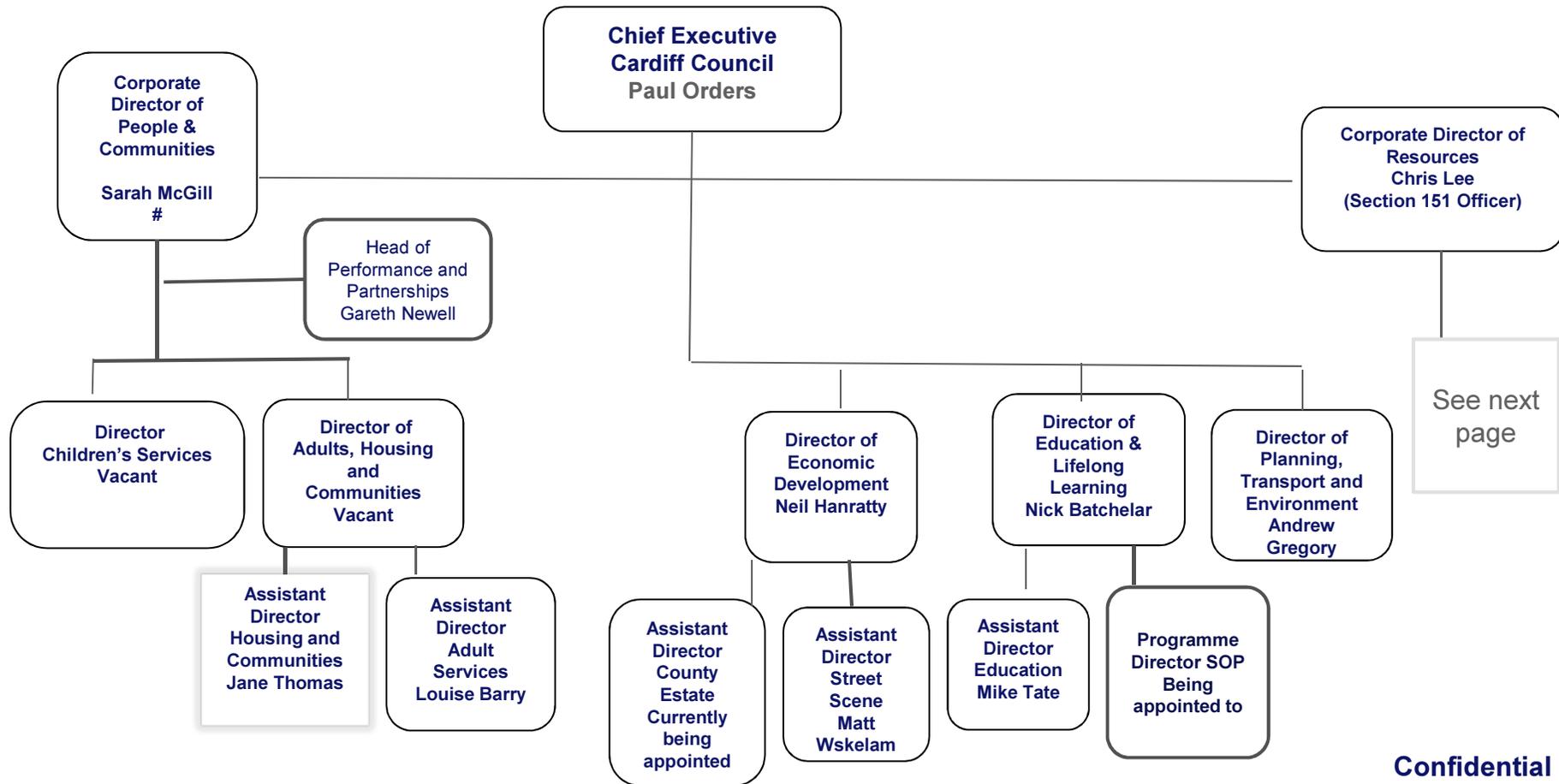
# Resources



• Statutory role -  
Head of Democratic Services

**Confidential**

# CEX Direct Reports - Proposed Structure



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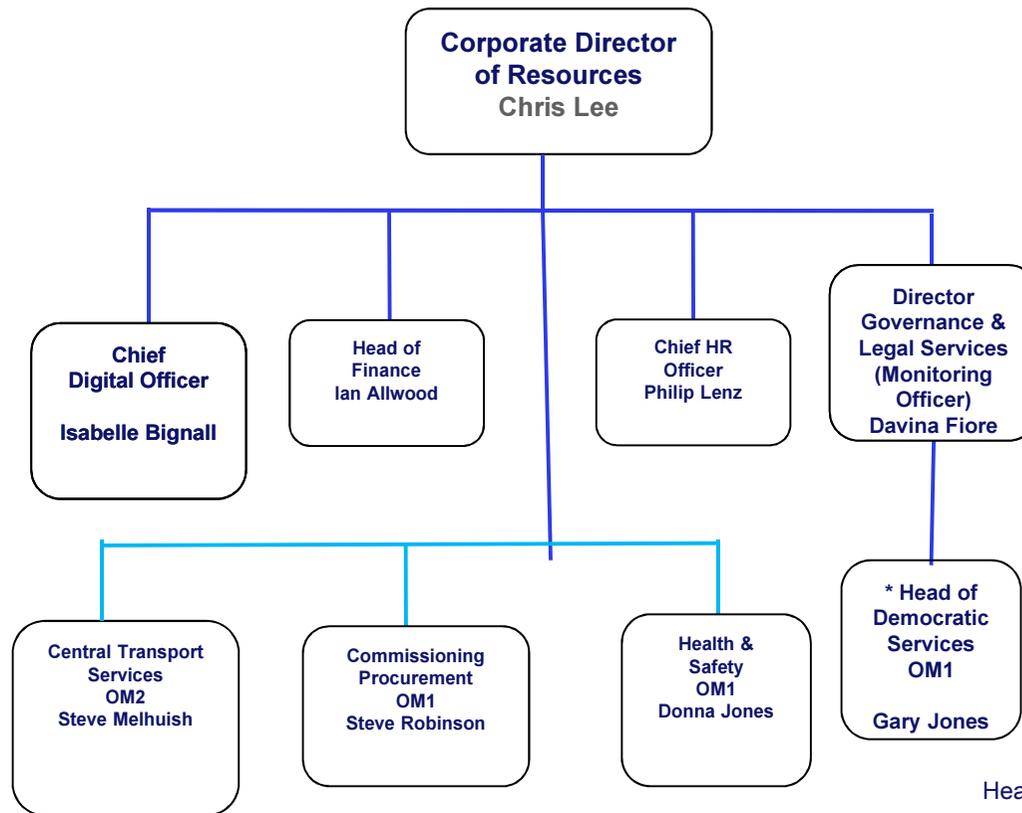
# Statutory Director of Social Services

\* Statutory role – Head of Democratic Services

**Confidential**

# Proposed Structure

# Resources



• Statutory role -  
Head of Democratic Services

**Confidential**

**BUDGET MONITORING - MONTH 4 REPORT 2020/21**

**FINANCE, MODERNISATION & PERFORMANCE (COUNCILLOR  
CHRIS WEAVER)**

**AGENDA ITEM: 6**

**Reason for this Report**

1. To provide the Cabinet with details of the financial monitoring position for the authority as projected at the end of July 2020, and adjusted for any significant movements since that date, compared with the budget approved by Council on 27<sup>th</sup> February 2020. This report includes the financial impact arising from the ongoing response to the COVID-19 crisis.

**Background**

2. Due to the ongoing COVID-19 pandemic, the financial context within which the Council is operating is significantly different when compared to previous years. Because of this, this report takes a different format than usual, by setting out the pressures arising from responding to the crisis separately from those relating to operational service delivery. As such, the first part of the report addresses the financial impact of the crisis, both in terms of additional expenditure and reduced income generation, as well as the Welsh Government (WG) funding response to this. The report then provides details of the overall revenue position, including any unfunded impacts of COVID-19 and any emerging operational issues that have arisen for reasons other than the pandemic. An outline of the actions taken by the Council in response to the emerging financial position is then provided, followed by an update on the position in relation to the Capital Programme.

**Issues**

**COVID-19 Financial Impact**

3. The ongoing COVID-19 pandemic continues to have a significant financial impact on the Council. This is being evidenced through both additional expenditure pressures and reduced income generation across services. These additional expenditure pressures have varied in nature, but have included the procurement of personal protective equipment (PPE), social distancing and infection control measures, support for providers and suppliers, support for vulnerable citizens and staffing costs to provide cover for employees who have had to shield or self-isolate. In relation to income, losses have been experienced in a number of directorates, due to, for

example, venues being closed to the public, car parks not being used and services, such as school catering and trade waste, not being in operation.

4. In response to these financial pressures, the Welsh Government (WG) has made various funding commitments to local authorities across Wales. To begin with, a Local Government Hardship Fund was created, totalling £110 million, and covering the first three months of the financial year. Within this figure were earmarked sums for homelessness provision (£10m), free school meal provision (£40m) and adult social care support (£40m). The balance of funding was available to provide general support for local authorities. This fund was exclusively for expenditure pressures. Local authorities have been required to submit monthly expenditure claims to WG, in order to access the fund.
5. Subsequent to that commitment, WG made further funding available for adult social care, totalling £27.731 million, covering the period to the end of September 2020. In addition, £7 million was made available to cover the costs associated with excess deaths, a further £8 million was added to the general fund, £1.6 million was provided for summer holiday childcare provision for vulnerable children and a further £400,000 for free school meals. In terms of income, WG announced a fund totalling £78.1 million to assist local authorities with income losses experienced during the first quarter of the year. However, it was also stated that this fund was to be used by the sector to take advantage of opportunities for change, arising as a consequence of the pandemic, and, therefore, was not available solely for covering income losses. Furthermore, financial support has been confirmed in relation to additional costs arising, during the first quarter of the year, in connection with the Council Tax Reduction Scheme (CTRS). A more recent announcement has also been made, outlining a further £264.2 million for local government, to provide financial support for the remainder of the financial year. Specific details of this fund have not yet been made available. In overall terms, therefore, to date, just under £500 million of financial support has been committed by WG to support local authorities in Wales.
6. This financial year, to date, the Council has submitted expenditure claims to WG totalling £25.842 million, with the table below providing an overview of claims made to July 2020:

	<b>April (£000)</b>	<b>May (£000)</b>	<b>June (£000)</b>	<b>July (£000)</b>	<b>Total (£000)</b>
PPE	1,937	949	2,078	264	<b>5,228</b>
Free School Meals	721	1,220	785	629	<b>3,355</b>
Body Storage Costs	749	30	773	122	<b>1,674</b>
Homelessness	482	111	669	666	<b>1,928</b>
Adult Social Care	579	1,281	3,409	1,046	<b>6,315</b>
Waste	309	370	647	581	<b>1,907</b>
Supplier Relief	0	0	1,505	0	<b>1,505</b>
Other	424	566	2,773	167	<b>3,930</b>
<b>Total</b>	<b>5,201</b>	<b>4,527</b>	<b>12,639</b>	<b>3,475</b>	<b>25,842</b>

7. It can be seen from the table above that the expenditure incurred peaked during June 2020 and has decreased since then. This is partly due to the

Council moving beyond the crisis phase of the response, and some costs reducing as a consequence, but is also due, in part, to the WG reducing the scope of the general element of the Hardship Fund from July onwards. The table below provides an overview of the status of claims to June 2020, with the amounts reimbursed by WG. The July claim is excluded as feedback from WG has not yet been received.

	<b>April (£000)</b>	<b>May (£000)</b>	<b>June (£000)</b>	<b>Total (£000)</b>
Total value of original claim	5,201	4,527	12,639	<b>22,367</b>
Amendment to claim	(376)	0	(505)	<b>(881)</b>
Funded via alternative source	0	(112)	0	<b>(112)</b>
<b>Revised claim</b>	<b>4,825</b>	<b>4,415</b>	<b>12,134</b>	<b>21,374</b>
Amounts currently held by WG	0	(17)	(21)	<b>(38)</b>
Amounts disallowed by WG	(41)	(55)	(1,150)	<b>(1,246)</b>
LA Contribution (50% ICT)	0	(84)	(412)	<b>(496)</b>
<b>Total reimbursed to date</b>	<b>4,784</b>	<b>4,259</b>	<b>10,551</b>	<b>19,594</b>
<b>Potential amount to be funded by LA</b>	<b>41</b>	<b>156</b>	<b>1,583</b>	<b>1,780</b>

8. As can be seen from the table above, the claims for both April and May were largely paid in full, aside from some smaller items that were disallowed by WG, on the basis that these were items that did not fit within the scope of the fund. In addition, an agreement was reached with WG that local authorities would contribute towards the cost of any new ICT equipment purchased, on the basis that this equipment would provide a benefit to the Council beyond the period of crisis. The June claim contained more items that were ultimately disallowed by WG, including some supplier relief paid, which is being pursued via an alternative funding stream. Some smaller items are currently held by WG, pending requests for further information, and may be reimbursed in future months.
9. In addition to the expenditure claims submitted between April and July, the Council has also submitted a claim for lost income, net of any expenditure savings made, covering the first quarter of this financial year. The table below provides a breakdown of the income loss included within that claim. As well as this, WG requested details on any income that may have been delayed in its receipt, but not permanently lost.

<b>Income Source</b>	<b>Lost Income (£000)</b>	<b>Savings on Lost Income (£000)</b>	<b>Net Income Loss (£000)</b>	<b>Delayed Income (£000)</b>
Parking	3,872	(355)	<b>3,517</b>	
School Catering	3,021	(1,272)	<b>1,749</b>	
Waste Services	862	(95)	<b>767</b>	
Cultural Services	3,524	(845)	<b>2,679</b>	
Arts Venues	1,371	(482)	<b>889</b>	
Other	3,904	(154)	<b>3,750</b>	1,698
<b>Total</b>	<b>16,554</b>	<b>3,203</b>	<b>13,351</b>	<b>1,698</b>

10. To date, the Council has received confirmation that the claims made in relation to Parking, School Catering, Waste Services and Cultural Services (including recreational and sporting activities) will be reimbursed in full. This represents a total reimbursement of £8.712 million. In addition, confirmation has been provided that the claim made in relation to Arts Venues (St David's Hall and New Theatre) will be considered under a separate scheme being administered by the Arts Council for Wales.
11. Any additional expenditure or income losses that the WG has decided not to fund will need to be met from existing Council resources and the relevant amounts are reflected within the projected directorate outturn positions that are outlined later in the report. Despite the recent announcement that further funds will be made available to local authorities, there remains a significant degree of uncertainty as to what cover WG will provide for both ongoing additional expenditure and loss of income. Because of this, the projected directorate positions included within the report do not incorporate the potential COVID 19-related pressures that may occur during the remainder of the year. Instead, because of the range of potential scenarios that could occur, the table below has been prepared to provide an indication of the financial impact that may result. This position will continue to be kept under review and monitored closely.

	<b>Estimate Q2-Q4 (£000)</b>	<b>25% Council Cont (£000)</b>	<b>50% Council Cont (£000)</b>	<b>75% Council Cont (£000)</b>	<b>100% Council Cont (£000)</b>
Projected Cost	14,462	3,616	7,231	10,847	14,462
Projected Income Loss	19,701	4,925	9,851	14,776	19,701
<b>Total</b>	<b>34,163</b>	<b>8,541</b>	<b>17,082</b>	<b>25,623</b>	<b>34,163</b>

12. As can be seen from the table below, the decisions made by WG, in respect of the level of financial support to be provided, will have a significant impact on the overall Council financial position during 2020/21. Because of the large range in values between full WG financial support and zero WG support, it is not possible, with sufficient confidence, to be able to incorporate an absolute figure into the overall monitoring position at this time. However, as the year progresses, it will be possible to make projections with a greater level of confidence and this will be reflected in future monitoring reports.

### Revenue Position

13. The overall revenue position reported in the paragraphs that follow primarily reflect projected variances that have arisen irrespective of the pandemic. The only COVID 19-related figures within these projections are where it is already known that certain items of additional expenditure or lost income are not likely to be funded by WG. In addition, these variances include shortfalls against 2020/21 budget savings proposals and any in-year savings or efficiencies that have been identified at this point of the year.

14. The overall monitoring position, as at Month 4, reflects a total, net, overspend of £1.982 million. This position is detailed in Appendix 1 and is made up of a total directorate net overspend of £5.082 million and a projected overspend of £300,000 in relation to Capital Financing, partially offset by the £3 million general contingency budget and an overall underspend of £400,000 within the Summary Revenue Account.
15. The table below provides a summary of the overall position and outlines the component parts of each directorate's total variance.

<b>Directorate</b>	<b>COVID-19 Impact (£000)</b>	<b>Directorate Position (£000)</b>	<b>In-year savings (£000)</b>	<b>Total Variance (£000)</b>
Corporate Management	1,034	(21)	0	<b>1,013</b>
Economic Development	45	(150)	(399)	<b>(504)</b>
Education & Lifelong Learning	155	2,401	(1,035)	<b>1,521</b>
People & Communities:				
Housing & Communities	19	(432)	(536)	<b>(949)</b>
Performance & Partnerships	0	0	0	<b>0</b>
Recycling & Neighbourhood	6	(6)	0	<b>0</b>
Social Services	117	3,874	(753)	<b>3,238</b>
Planning, Transport & Env	134	(43)	(91)	<b>0</b>
Resources:				
Central Transport Services	0	327	0	<b>327</b>
Governance & Legal Services	0	512	(11)	<b>501</b>
Resources	167	73	(305)	<b>(65)</b>
<b>Total Directorate Position</b>	<b>1,677</b>	<b>6,535</b>	<b>(3,130)</b>	<b>5,082</b>
Capital Financing	0	300	0	<b>300</b>
General Contingency	0	(3,000)	0	<b>(3,000)</b>
Summary Revenue Account	0	(400)	0	<b>(400)</b>
<b>Total Council Position</b>	<b>*1,677</b>	<b>3,435</b>	<b>(3,130)</b>	<b>1,982</b>

16. From the table above, it can be seen that the impact of COVID-19, in terms of unrecoverable costs and income losses, has added £1.677 million to the overall overspend (\*it should be noted that the total held or disallowed by WG from the Hardship Fund includes £103,000 in relation to the Housing Revenue Account, which does not feature in the table above). It is, however, clear that non COVID-19 related issues are the main drivers behind the overall net overspend, with particular pressures evident in Children's Services, Education, Adult Services, Governance & Legal Services and Central Transport Services. Partly offsetting these pressures and overspends are in-year savings amounting to £3.130 million. These savings have been identified following a request for directorates to review their budgets and implement measures to reduce expenditure and increase income, wherever possible.
17. The specific overspends and underspends within each directorate's position are outlined in more detail within Appendix 2. However, the main pressures relate to the additional cost and number of residential and internal fostering placements within Children's Services, as well as additional expenditure in

relation to agency staffing within that directorate. In addition, Education is experiencing pressures in relation to Out of County Placements, again both in terms of cost of individual placements and the overall number of pupils requiring specialist provision. In addition, there are underlying pressures evident within School Transport, due to the number of pupils with additional learning needs requiring transport, and Services to Schools, where certain traded services are demonstrating underlying deficits, irrespective of the impact of the pandemic. Within Adult Services, pressures are evident against the Older Peoples' budget, reflecting the inability to take forward savings proposals, increasing costs with respite care and previous reliance upon grant funding. The main reason for the overspend within Governance & Legal Services is the continued need for external legal services, particularly in relation to complex children's cases. In the case of Central Transport Services, the service is experiencing the knock on effects from COVID-19, including much lower vehicle usage and income recovery across services, and loss of external income during the period.

18. As well as these specific pressures, there are pressures in most directorates arising from not being able to fully deliver the savings proposals agreed as part of the 2020/21 budget. In some cases, these shortfalls are the direct consequence of COVID-19, such as proposals centred on increased income generation at venues that have been closed during the period of lockdown. In other cases, there have been indirect consequences of the pandemic, such as the lockdown period making it challenging to progress staffing restructures, for example. As outlined in Appendix 3, there is an overall projected shortfall of £4.276 million against the target of £8.557 million. At the time of setting the budget, the savings proposals were split into three categories (efficiencies, income generation and service change) and the level of performance varies significantly across the three categories. In the case of efficiency proposals, the majority are projected to be achieved, with an overall shortfall of £608,000 against the target of £3.841 million currently being reflected. However, in the case of income and service change proposals, the level of achievement has been more significantly impacted, with shortfalls of £1.643 million (against a target of £2.541 million) and £2.025 million (against a target of £2.175 million), respectively. These shortfalls are contained within each directorate's overall position and, in some cases, there will have been the opportunity to mitigate the impact via the COVID-19 Hardship Fund.
19. Although some directorates are presenting significant overspends, others are presenting underspends or balanced positions. The main underspends relate to Housing & Communities and Economic Development, who, once removing the potential impact of COVID-19 during the remainder of the year, are reporting sizeable underlying underspends. These positions are largely due to in-year savings against staffing budgets, due to vacancies, and anticipated underspends against one-off allocations made from the Financial Resilience Mechanism (FRM), as part of the 2020/21 budget. The Resources directorate is also projecting an underspend, again largely due to in-year staffing savings, as well as additional internal recharge income. Whilst other directorates, such as Planning, Transport & Environment, are reporting balanced positions, this is largely due to having managed

emerging pressures within their overall budget by identifying in-year mitigations.

20. As well as the individual directorate variances, there are also some corporate variances contained within the position. The first of these is the Capital Financing overspend of £300,000. This budget supports the Council's Capital Programme and treasury management activities, including external interest payable, prudent provision for the repayment of any debt in line with Council policy, as well as interest earned on temporary investments. The position against the budget is impacted by a number of variables such as interest rates, the level of investment balances, share of interest chargeable to the Housing Revenue Account (HRA), the need and timing of external borrowing, as well as performance in achieving capital expenditure projections. The projected overspend includes £200,000 of lower interest receivable on investments, given the significant reduction in the Bank of England base rate to 0.10%, as a result of COVID-19. The remainder of the overspend is the result of a number of factors, including the HRA picking up a lower share of projected external interest costs and lower levels of interest recoverable from directorates in relation to invest to save schemes expected to be completed during 2020/21.
21. In terms of Council Tax Collection, a balanced position is currently being reported. This is because there is a significant amount of uncertainty regarding likely collection rates throughout the remainder of the year. Until more time has elapsed, and the impact of the pandemic on collection rates becomes clearer, any variance in relation to Council Tax will not feature as part of the position. In addition, although Council Tax court cost income is also low at this point of the year, any variance against the budget will not be brought into the position until there is further clarity.
22. As part of the reported directorate positions, certain contributions from contingency budgets have been assumed. These include a transfer from the Council Tax Reduction Scheme (CTRS) contingency, of £3.042 million, to meet the increasing demand from residents for financial support, largely as a direct consequence of the pandemic and financial hardship that people are experiencing. In addition, the Children's Services position includes the £2.175 million contingency held for meeting the additional costs arising from external placements. The recommendations to this report seek Cabinet approval for these transfers. It should be noted that the position in relation to the CTRS contingency is likely to change significantly during the remainder of the year, particularly with WG funding now likely to be forthcoming in respect of the first quarter of the year, as a minimum. An updated position on this contingency will be incorporated within the Month 6 monitoring report.
23. In addition to the general fund directorate positions are the positions of ringfenced and grant funded accounts, in particular the Housing Revenue Account (HRA), Civil Parking Enforcement (CPE) and Harbour Authority. Further detail is provided on these accounts as part of Appendix 2. However, in summary, the position on the HRA is for an in-year surplus of approximately £2.2 million, which is due, primarily, to in-year savings against repairs and maintenance budgets. This surplus would be transferred

to the HRA General Balance at the end of the financial year. In the case of CPE, the current position reflects an in-year trading loss of £306,000, compared to the budgeted surplus of £8.022 million. However, this is an area that has been significantly affected by the COVID-19 pandemic and, as a result, financial support from WG has been available during the first quarter of the year. If this support continues to be available for the remainder of the year, the account will be in surplus and will not result in an overspend within the Planning, Transport & Environment directorate. In the case of the Harbour Authority, an overall deficit of £251,000 is projected, due to reductions in income received. This overspend will either be managed via additional funding from WG or through the Contingency & Projects Fund.

## **Response to the Emerging Financial Position**

24. As the magnitude of the pandemic became clear, and particularly once the UK Government's lockdown measures were introduced, it became evident that the financial impact on all local authorities was going to be significant. To ensure that the Council was able to keep track of the financial impact, a financial issues log (as outlined in the financial report received by Cabinet on 11<sup>th</sup> June 2020) was introduced, to capture all issues arising with the potential for a financial impact. Even at that early stage of the year, it was evident that there would be a wide-ranging financial impact, including direct impacts such as the aforementioned additional expenditure and income losses, but also indirect impacts, such as not being able to fully deliver on directorate savings proposals. Whilst, through close partnership working with WG, it was clear that financial support would be made available, it was always likely that this financial support would not have a wide enough scope to be able to cover the entire impact. Because of this, a number of steps have been taken by the Council in response to this financial crisis, with the aim of minimising that impact.
25. One of the measures taken by the Council was to explore the possibility of furloughing staff and recovering the cost via the UK Government's Job Retention Scheme (JRS). Whilst it was clear that the expectation was for local authorities not to access the scheme in relation to staff funded from public money, there was scope to participate in the scheme in relation to staff funded via external fee generation. This was also a view supported by WG. For that reason, the Council decided to furlough staff from income generating areas, once the opportunity to redeploy these staff to other parts of the Council, in the first instance, had been fully exhausted. This took effect from May 2020 and the services that have furloughed staff include School Catering (including individual school catering operations), Storey Arms Outdoor Pursuits Centre, Cardiff Castle, Venues (predominantly functions catering), St David's Hall and New Theatre. The amounts recovered via the JRS to date total £1.134 million in relation to May, June and July. It is the Council's intention to continue to furlough staff, where services have not restarted, until 31<sup>st</sup> October 2020, at which point the JRS ceases.
26. As well as considering external options, the Council has also looked at internal measures for reducing the overall impact arising from the pandemic. The first of these was to request each directorate to review their in-year

budgets and identify savings, or introduce measures to generate savings, which could assist with alleviating the overall overspend. Whilst each directorate was given a notional target, the intention was for the level of savings to be maximised. As referenced earlier in this report, a total of £3.130 million has been identified and incorporated within the Month 4 position. These savings can be classified as efficiency savings that have arisen in the normal course of business.

27. An internal review of the amounts allocated as part of the 2020/21 budget, in relation to the Financial Resilience Mechanism (FRM) and the Capital Ambition Policy, has been undertaken to ensure any variance against planned spend is being monitored closely. In addition to this exercise, officers are also coordinating a review of earmarked reserves and other corporate funding sources with the aim of identifying other amounts that could be released or repurposed to help mitigate the overall financial position.
28. Throughout the remainder of the year, the Council will continue to consider its options for mitigating the overspend position, particularly if the impact of COVID-19 related additional expenditure and lost income during the coming months results in a deterioration of the overall position. These options will include those listed in the previous paragraphs, as well as ensuring that the appropriate amounts are recovered from WG via the Hardship Fund. As well as this, officers will continue to ensure that any potential opportunities for improving the situation are identified during the year and factored into the position, as appropriate.

## **Capital**

29. The Council in February 2020 approved a new Capital Programme of £194.304 million for 2020/21 and an indicative programme to 2024/25. The budget for the General Fund and Public Housing has since been adjusted to £182.387 million to include actual slippage reported at outturn, incorporation of new grant approvals and confirmation of actual grant awards.
30. The sections below indicate a forecast position for 2020/21 for the General Fund and Public Housing.

## **General Fund**

31. The projected outturn for the year is currently £101.706 million against a total programme of £125.612 million, a variance of £23.906 million, which is predominantly slippage. Expenditure at the end of Month 4 was £12.379 million which represents only 12% of the projected outturn, a third of the way through the financial year. However, there are a number of large expenditure items which are likely to progress during the latter part of the year.

## Capital Schemes Update

32. Delivery of capital projects is complex, may span a number of years and is influenced by a number of external and internal factors, such as weather, statutory and non-statutory approval processes. Directorates continue to be reminded of the need to set achievable profiles of expenditure and to identify slippage at an early stage.
33. The impact of COVID-19 on the programme has been dependent on the nature of the works being undertaken. Following initial delays on schemes during lockdown, contractors are adapting to COVID-19 work restrictions, although issues with labour and materials still remain a risk as the winter period approaches. This had, and is likely to have, an impact on the costs of works which is likely to impact on managing within estimated budgets. This may require reprioritisation of schemes to be undertaken and new contracts being entered into have been amended to make allowance for COVID-19 restrictions, to mitigate the risk of compensations events and additional costs.
34. Capital expenditure can play an important part in helping to kick-start economic activity as well as making improvements and achieving the outcomes intended. Accordingly, it is important that directorates continue to allocate sufficient capacity and resource to ensuring that projects progress within the timescales intended and consider opportunities to bring forward expenditure wherever possible. Robust business cases continue to be essential, particularly where schemes are undertaken on the basis of generating income or savings.
35. A number of specific WG grants in relation to the COVID-19 response have either been included in the programme or approved in principle, pending formal confirmation. These are for projects such as homelessness and transport infrastructure improvements. The likelihood and precedent from previous years is that additional grants will be available during the year and very often late in the year. This may require the need to switch funding resources in order to ensure that such grants can be utilised in full, especially if they are subject to timescales for use. There are other projects, for example those assumed to be paid for from the Parking Reserve, which may need to be reprioritised due to loss of income in these areas, as referenced earlier in this report.
36. The level of capital receipts is a key assumption in the affordability of the capital programme. The annual property plan to be considered by Cabinet will highlight the impact of COVID-19 on the property market, as well as set out assumptions for capital receipts targets for 2020/21 and for future years.
37. Assumptions have been made about projected expenditure on a number of projects, but the programme does include a number of projects where future decisions to be taken will have a significant impact on the level of expenditure during the year. These will be updated as part of future monitoring reports.

38. Further detail on progress against significant capital schemes included in the programme is included in Appendices 4 and 5 to this report.

### Capital Receipts

39. The Capital Programme, approved by Council in February 2018 and in subsequent years, set a target for non-earmarked General Fund capital receipts of £41 million, after making a deduction for eligible revenue costs of disposal. Up to 31<sup>st</sup> March 2020, a total of £6.887 million has been generated against this target. The forecast for receipts when setting the 2020/21 resources was £7 million, from the disposal of land as well as a number of retail parades. No property receipts have been received in this reporting period. The Annual Property Plan for 2020/21 will update on the forecast of receipts during this financial year, and for future years, in order to determine the affordability of the Capital Programme, to be considered as part of future budget strategy.
40. In addition to the position outlined above, land appropriations to the Housing Revenue Account will take place for the development of affordable housing, with the main site being the former Michaelston Community College site, which was originally anticipated in 2019/20.
41. Sites to be disposed of during the year will be subject to Cabinet approvals where relevant, with proceeds from disposals such as Dumballs Road (subject to member approval) to be used to repay the initial investment in acquiring the site.

### Public Housing (Housing Revenue Account)

42. The 2020/21 capital programme for Public Housing is £56.775 million, with net overall slippage of £3.992 million currently forecast.
43. Expenditure of £3.186 million is forecast on a range of estate regeneration schemes to tackle issues of community safety, defensible space, waste storage and courtyard improvements to blocks of flats. Major schemes within the programme include the Roundwood Estate, Arnold Avenue and Bronte Crescent. Subject to contractor capacity, schemes may be brought forward from future years.
44. In respect to planned investment on Council dwellings, COVID-19 has resulted in a focus on the most urgent works, avoiding the requirement to enter properties. This has resulted in a delay to works, with slippage of £2.233 million currently anticipated, primarily in relation to flat roofs, tendered but to commence in 2020/21, window and door upgrades and works to BISF houses. Areas of expenditure forecast during the year include replacement boilers (£0.75 million), front door upgrades to flats following completion of testing for fire safety (£1 million) and a lift replacement programme at flats (£0.257 million). Expenditure of £1.5 million is forecast on the roof replacement programme, with opportunities to be considered to speed up the delivery of the programme. To ensure that Major Repairs Allowance grant funding for 2020/21 is utilised in full, options to bring

forward expenditure in line with contractor capacity will continue to be reviewed during the course of the year.

45. Expenditure on disabled adaptations for public housing is forecast to be £2.7 million. Due to COVID-19, demand in the first quarter has been weak, and the focus has been on the most critical cases. Assessments are now progressing as part of the service recovery plan.
46. Expenditure on the development of new housing over a number of sites during the year is estimated to cost £37.980 million in total. This includes completion of phase one living sites, preparation for future phases as well as specific developments, such as Caldicot Road, the former training and community centre sites in St Mellons, the paddle steamer, and the former Lansdowne Hospital site. The level of expenditure on specific sites to be developed by the Council is lower than initially planned, however additional expenditure on schemes identified below has enabled overall investment on new builds to be maintained at planned levels.
47. Cabinet, in June 2020, considered the impact of COVID-19 on the Council's housing delivery programme and agreed approval in-principle of a specific request from Wates Residential to the immediate purchase of a number of additional properties currently in development as part of the Phase 1 Cardiff Living programme. This estimated the acquisition of an additional 102 properties for Council homes or for Council approved assisted home ownership across 4 sites, namely Willowbrook, St. Mellons; Briardeane, North Road; Highfields, Heath and Llandudno Road, Rumney. To facilitate this, the level of open market buy backs of property over the medium term was to be curtailed, with £4 million expected to be spent in 2020/21 on completion of the buyback programme, for all but urgent cases and those facilitating comprehensive regeneration schemes such as at Channel View.
48. In March 2020, Cabinet agreed to acquire the freehold interest of the former Gas Works site at Ferry Road, Grangetown at a cost of over £10 million in order to deliver a Council led mixed tenure housing scheme. Budget has been brought forward from future years to pay for the acquisition and was completed in April 2020.
49. Cabinet considered in July 2020 a future service model for Homelessness and set out a range of schemes to offer long-term and sustainable housing options for homeless families and single people. COVID-19 has necessitated extreme urgency to deliver longer-term solutions for temporary accommodation to replace the leased hotels.
50. Two sites identified as suitable to deliver new-build temporary accommodation as a meanwhile use are Hayes Place, which will provide 19 new modular homes using the Beattie Passive 'Haus4studio' pods, and the Gasworks site, Grangetown which will provide 50 flats as temporary accommodation for homeless families.
51. Specialist supported accommodation for homelessness is proposed at Adams Court to create an integrated facility of approximately 103 self-

contained units with intensive support and an additional 49 flats for longer term more settled accommodation.

52. The Council submitted a number of grant bids to WG covering COVID-19 related homelessness recovery plans in order to support the costs of the above three projects, projects taken forward by partners as well as the development of affordable housing. Over £12 million of funding has been approved in-principle and subject to detailed terms and conditions. These will be included in the programme when confirmed and where schemes need to be underwritten prior to confirmation of funding, this will need to be managed within the existing HRA capital programme.

#### Section 106 Schemes and Other Contributions

53. The table below shows the Section 106 and other contributions forecast to be spent at the time of setting the budget. This has been reviewed by directorates and is reflected in the new projection at Month 4:

	<b>Budget</b>	<b>Projection at Month 4</b>	<b>Variance</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
Parks & Green Spaces	1,600	1,343	(257)
Traffic & Transportation	601	582	(19)
Strategic Planning & Regulatory	77	31	(46)
Neighbourhood Regeneration	1,093	478	(615)
Economic Development	138	88	(50)
Education & Lifelong Learning	465	364	(101)
Public Housing (HRA)	1,407	1,407	0
<b>Total</b>	<b>5,381</b>	<b>4,293</b>	<b>(1,088)</b>

54. Some of the schemes included in the profile above are:

- Parks and Green Spaces – Schemes are proposed to be undertaken in a number of areas and include Adamsdown Open Space, Cogan Gardens, Llandaff Fields, Shelley Gardens, Kitchener Gardens, Cemaes Crescent, Llanishen Park and cycle improvements along the Roath Park Corridor. Capacity to deliver schemes continues to be reviewed.
- Traffic & Transportation – Public transport improvements, junction improvements, bus stops and bus borders; installation of CCTV and real time information, telematics and transportation schemes including the provision of bus routes in the city and strategic transport initiatives.
- Strategic Planning & Regulatory – Air Quality Monitoring around the city.
- Neighborhood Regeneration – Provision of a Library Service within the Cardiff Royal Infirmary, improvement of community facilities at Penylan

Library and Community Centre, St Peters Community Hall, Lisvane Old School Rooms and Llanishen Street.

- Economic Development – Support for small to medium enterprises in Adamsdown, Butetown and Llanishen.
- Education & Lifelong Learning – Condition works at Llanishen High School and Cathays High School.
- Public Housing – Development of new Council housing.

### **Scrutiny Consideration**

55. The Policy Review and Performance Scrutiny Committee is due to consider this item on 15 September 2020. Any comments will be reported to the Cabinet Meeting

### **Reasons for Recommendations**

56. To consider the report and the actions therein that form part of the financial monitoring process for 2020/21.

### **Legal Implications**

57. The report is submitted for information as part of the Authority's financial monitoring process. The Council's constitution provides that it is a Council responsibility to set the budget and policy framework and to approve any changes thereto or departures there from. It is a Cabinet responsibility to receive financial forecasts including the medium term financial strategy and the monitoring of financial information and indicators.

### **HR Implications**

58. There are no HR implications arising from this report.

### **Financial Implications**

59. In summary, this report outlines a projected Council overspend of £1.982 million at Month 4 of the 2020/21 financial year. This overspend reflects a net directorate overspend of £5.082 million, coupled with a Capital Financing overspend of £300,000. These overspends are partly offset by the general contingency of £3 million and a £400,000 underspend against the Summary Revenue Account. In the event that an overspend of this level exists at the end of the financial year, it would be offset against the Council Fund Balance. Currently, the Council Fund Balance is £14.255 million and would reduce to £12.273 million in such a circumstance. It is important to note that within the overall position are COVID-19 related costs, which have not been possible to recover from Welsh Government, totalling £1.677 million.

60. In response to the overspend and continued financial pressures, directorates were asked to identify in-year savings to mitigate the overspend and the reported position contains £3.130 million of such savings following that request. As the year progresses, it is essential that directorates maintain a focus upon both the delivery of identified savings and the

identification of further savings, wherever possible. Whilst, to date, the Council has been able to recover the majority of COVID-19 expenditure from Welsh Government, there remains a significant risk that this will not be possible during the remainder of the year. This is evidenced by the scenarios presented in the report, which outline the fact that, based on current estimates, the Council could be exposed to as much as £34.163 million in additional expenditure and lost income during the remainder of the financial year.

61. Although the Welsh Government have recently announced further funding for Local Government, in the absence of detail surrounding this commitment, it cannot be assumed that further costs, and losses of income, will be mitigated via further external funding. Therefore, the Council has to ensure that every opportunity is taken to manage the financial impact being experienced. This will require directorates to demonstrate tight financial control and exercise good judgement in relation to income generation. As well as risks directly connected to COVID-19, directorates will also need to manage underlying pressures and ensure that reported positions do not deteriorate later in the year.
62. In addition to directorate risks, there is also the potential for other pressures to emerge. One example is the Council Tax Collection position, which, at this early stage of the year and in the current context, is difficult to predict. Therefore, as outlined earlier in this report, it will be necessary for corporate solutions to be identified as well as directorate-led solutions. This will require a continual review of Council-wide issues and regular monitoring of the Council's balance sheet, including the debtors position and earmarked reserve levels.
63. In relation to the 2020/21 Capital Programme, a variance of £23.906 million is currently projected against the General Fund element, predominantly in relation to slippage against schemes. In terms of the Public Housing element of the programme, overall slippage of £3.992 million is currently forecast. Spend to date is also very low for this stage of the year and, therefore, there is a risk that the overall level of slippage could increase further. On that basis, it is critical that directorates take steps to minimise the risk of slippage and implement measures to ensure that budgets are utilised in a timely and appropriate manner. Where this is not possible, early reporting of emerging issues should take place and robust reprofiling of expenditure should be undertaken to inform the development of the overall programme for future years. This requirement is of even greater significance when considering externally funded schemes, as it is important to ensure that the opportunity to utilise such funding is not lost.
64. In addition to the traditional pressures that the Capital Programme would be exposed to, the situation in relation to COVID-19 presents a different range of challenges. For example, capital expenditure could be used as a way of kick-starting the economy and specific grants have already been made available to contribute towards particular issues, such as homelessness. As well as this, contractors are having to make allowances for specific challenges connected to COVID-19, such as implementing alternative working practices to ensure social distancing. It is of critical importance, in

light of this, that good contract management is undertaken and that issues that could give rise to cost increases or delays in schemes are identified and reported in a timely and appropriate manner. It will also be important to closely monitor the position in relation to capital receipts, as the programme is dependent upon particular targets being achieved in relation to this.

### **Property Implications**

65. The report is submitted for information as part of the Authority's financial monitoring process. The Strategic Estates Department continues to work with the Finance Department to monitor the on-going impact of Covid19 on the Council's estate related revenue and capital budget. There are no further specific property implications to report.

### **RECOMMENDATIONS**

The Cabinet is recommended to:

1. Note the COVID-19 financial impact at Month 4 and the ongoing response to the emerging financial position.
2. Note the projected revenue financial outturn based on the projected position at Month 4 of the financial year.
3. Note the capital spend and projected position at Month 4 of the financial year.
4. Note and approve the allocations from specific contingency budgets to the People & Communities - Housing & Communities and People & Communities - Social Services directorates, as set out in this report.
5. Reinforce the requirement for all directorates currently reporting overspends as identified in this report to put in place action plans to reduce their projected overspends.

<b>SENIOR RESPONSIBLE OFFICER</b>	<b>CHRISTOPHER LEE</b> Corporate Director Resources
	11 September 2020

The following Appendices are attached:

- Appendix 1 – Revenue Position
- Appendix 2 – Directorate Commentaries
- Appendix 3 – 2020/21 Budget Savings Position
- Appendix 4 – Capital Programme
- Appendix 5 – Capital Schemes Update

## Appendix 1

**REVENUE MONITORING POSITION 2020/2021**

Directorate	CASH LIMIT BUDGETS			PROJECTED OUTTURN			VARIANCES		
	Expenditure	Income	Net	Expenditure	Income	Net	Expenditure	Income	Net
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Corporate Management	26,516	(101)	26,415	28,282	(854)	27,428	1,766	(753)	1,013
Economic Development	43,892	(39,791)	4,101	35,364	(31,767)	3,597	(8,528)	8,024	(504)
Education & Lifelong Learning	345,461	(58,049)	287,412	344,008	(55,075)	288,933	(1,453)	2,974	1,521
People & Communities									
- Communities & Housing	249,213	(201,228)	47,985	256,781	(209,745)	47,036	7,568	(8,517)	(949)
- Performance & Partnerships	8,820	(5,816)	3,004	8,755	(5,751)	3,004	(65)	65	0
- Recycling & Neighbourhood Services	41,251	(11,518)	29,733	42,500	(12,767)	29,733	1,249	(1,249)	0
- Social Services	213,581	(31,969)	181,612	224,117	(39,267)	184,850	10,536	(7,298)	3,238
Planning, Transport & Environment	62,951	(51,919)	11,032	58,925	(47,893)	11,032	(4,026)	4,026	0
Resources									
- Central Transport Services	991	(1,026)	(35)	1,111	(819)	292	120	207	327
- Governance & Legal Services	6,885	(1,180)	5,705	7,394	(1,188)	6,206	509	(8)	501
- Resources	30,780	(14,781)	15,999	32,176	(16,242)	15,934	1,396	(1,461)	(65)
Capital Financing	37,873	(6,937)	30,936	36,561	(5,325)	31,236	(1,312)	1,612	300
General Contingency	3,000	0	3,000	0	0	0	(3,000)	0	(3,000)
Summary Revenue Account	9,815	(928)	8,887	9,815	(1,328)	8,487	0	(400)	(400)
Discretionary Rate Relief	400	0	400	400	0	400	0	0	0
<b>Sub-Total</b>	<b>1,081,429</b>	<b>(425,243)</b>	<b>656,186</b>	<b>1,086,189</b>	<b>(428,021)</b>	<b>658,168</b>	<b>4,760</b>	<b>(2,778)</b>	<b>1,982</b>
Council Tax Collection	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>1,081,429</b>	<b>(425,243)</b>	<b>656,186</b>	<b>1,086,189</b>	<b>(428,021)</b>	<b>658,168</b>	<b>4,760</b>	<b>(2,778)</b>	<b>1,982</b>

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## **Appendix 2 – Directorate Commentaries**

### **Corporate Management**

**+£1,013,000**

1. The overall position for Corporate Management reflects an overspend of £1.013 million, largely due to supplier relief that was not approved by Welsh Government (WG), as part of the Council's June claim against the Hardship Fund. As outlined in the main report, it is hoped that there will be an opportunity to recover this amount from another funding stream. However, until that is confirmed, this figure is shown as part of the overspend position. The balance of the overspend reflects other items held by WG as part of the monthly claims process, partly offset by a number of small underspends against the directorate's operational service delivery budget. The 2020/21 savings target of £90,000, in relation to past service pension contributions, is currently projected to be achieved in full.

### **Economic Development**

**(£504,000)**

2. The reported Month 4 position for the Economic Development directorate is an underspend of £504,000. This is comprised of irrecoverable COVID-19 related costs totalling £45,000, an underlying underspend of £150,000 and in-year savings totalling £399,000. It should be noted that this directorate has been particularly badly affected by losses of income due to the closure of various facilities and venues, such as Cardiff Castle, St David's Hall and the New Theatre. For the purpose of this report, income losses associated with these closures, to date, have been assumed recoverable. Potential future income losses have been subject to the scenario analysis outlined in the main report and are not included within this position. Divisions with underspends include Parks, Facilities Management, Property & Office Rationalisation, Sport, Leisure & Development and Culture, Venues & Events. Overspends are being reported in relation to Major Projects and Projects, Design & Development. In terms of savings agreed as part of the 2020/21 budget, a shortfall of £746,000 is projected against the target of £1.478 million. Of this shortfall, £320,000 relates to efficiency proposals, with the majority relating to the delay in the transfer of the New Theatre to a third party, with the balance relating to income generation proposals, which have been significantly impact by the effects of the pandemic.
3. The largest underspend within the directorate position is £373,000 in relation to the Parks service. This underspend includes in-year savings against employee budgets, due to vacancies, and supplies and services budgets. As well as this, the £250,000 Financial Resilience Mechanism (FRM) allocation for ash die back works is not anticipated to be spent during this financial year. The Culture, Venues & Events division, overall, is projecting an underspend of £89,000 due to areas less impacted by the effects of the pandemic experiencing in-year savings against staffing budgets due to vacant posts. Sport, Leisure & Development is also projecting a net underspend, totalling £74,000, part of which is the result of anticipated underspends against FRM allocations. As well as this,

Property & Office Rationalisation is projected to underspend by £187,000 because of in-year savings against staffing budgets, additional internal recharge income and savings within the Office Rationalisation budget. Facilities Management is also projecting an underspend, totalling £91,000, largely due to in-year savings against repairs, maintenance and energy budgets, reflecting the reduced occupation of Council buildings during the lockdown period. Partly offsetting these savings within FM buildings is a deficit in relation to the Building Services trading account, reflecting reduced activity during the early part of the year.

4. Overspends within the directorate can be seen within Major Projects, where an overspend of £192,000 is forecast, and Projects, Design & Development, where an overspend of £100,000 is projected. The Major Projects overspend is due to unbudgeted non-domestic rates costs in relation to the Toys R Us building with the Projects, Design & Development deficit the result of reduced internal recharge income following a phase of reduced activity during the lockdown period. Other divisions are reporting minor, offsetting, variances or balanced positions. Although an overall underspend is reported, there is a significant risk that the position will worsen if the necessary level of financial support for lost income, in particular, is not forthcoming. The position will be kept under close review and any changes reflected in future reports.

## **Education & Lifelong Learning**

**+£1,521,000**

5. The Month 4 position for the Education & Lifelong Learning directorate reflects an overspend of £1.521 million. This can be broken down between irrecoverable COVID-19 costs amounting to £155,000, an underlying overspend of £2.401 million and in-year savings of £1.035 million. The main pressures within the position include inherent trading deficits within Services to Schools, which relate to School Catering, Music Service and the Storey Arms Outdoor Pursuits Centre. In addition, there is a significant overspend in relation to Out of County Placements and continuing pressures in relation to School Transport. Partially offsetting these pressures are underspends in relation to Achievement, School Organisational Planning (SOP) and the benefit of some of the in-year savings within other divisions. A savings shortfall totalling £265,000 is projected against the target of £951,000. These shortfalls all relate to income generation proposals and are unachievable largely because of the impact of COVID-19 and the traded services not being able to operate as normal.
6. The largest overspend totals £2.118 million and relates to Services to Schools and, specifically, the traded services within that division. This position reflects the continuation of issues that existed in previous financial years, as well as £134,000 of irrecoverable COVID-19 costs. This position does not include any COVID-19 related income losses that may be seen during the remainder of the year. The underlying position is due to income shortfalls against targets and, in effect, non-achievement of savings proposed in previous years. These services

have been particularly badly affected by the closure of schools and there remains significant uncertainty regarding the restart of these services and their financial viability over the forthcoming months. As well as this overspend, the Non-Delegated School Budget is projected to overspend by £173,000, due to a combination of additional transport costs and additional funding provided to schools.

7. In addition, there is an overspend of £615,000 projected in relation to Out of County Placements for pupils with additional learning needs (ALN). The underlying overspend is more significant than that reported, as a significant allocation of WG ALN grant funding has helped to mitigate the position in-year. The pressure has largely arisen due to an increase in the number of pupils requiring these placements, but also significant rises in the cost of such placements. Until capacity within Cardiff schools can be increased, it is likely that such pressures will continue to exist. The other main overspend relates to School Transport and totals £210,000. This is after allowing for an in-year saving on transport provider costs, during the period of inactivity whilst schools were closed. Therefore, the underlying pressure, which is primarily due to increased demand for transport routes for pupils with ALN, is greater than the amount reported.
8. There are a number of underspends within the directorate, the most notable of which is £525,000 in relation to SOP. This is the product of an in-year saving in relation to revenue funded school repairs and capital financing savings, which have arisen due to savings against Asset Renewal budgets in previous financial years. In addition, an underspend of £433,000 is projected against the budget for the Achievement Service. This underspend largely relates to the Youth Service, where additional grant funding has been available to offset base funded costs. As well as this, a number of sections within this division are reporting in-year savings in relation to vacancy management and other expenditure controls. The other mitigating factors within the overall position relate to the in-year savings proposals put forward by the directorate. One is to maximise the use of grant funding, saving £100,000, and the other is to capitalise upon a likely in-year underspend against the redundancy budget held for school redundancies. This proposal could potentially save £500,000.

## **People & Communities**

### **Housing & Communities**

**(£949,000)**

9. The Housing & Communities directorate is reporting an overall underspend of £949,000 at Month 4. This position comprises an underspend of £432,000, after assuming an in-year underspend against Financial Resilience Mechanism allocations, in-year savings proposals totalling £536,000 and irrecoverable costs relating to COVID-19 amounting to £19,000. The main directorate variances, after allowing for in-year savings, include overspends within Advice & Benefits and Housing Strategy & Service Development, and underspends within the

Independent Living Service, Homelessness & Hostels and Hubs & Community Services. In terms of savings, a shortfall of £129,000 is projected, in relation to a planned restructure and additional income generation within Cardiff Works and charging for equipment. The other proposals, of which the majority are efficiency savings, are projected to be achieved in full.

10. The largest underspend within the directorate relates to the Independent Living Service and totals £264,000. This underspend is the result of a review of available grant funding and the staffing establishment, which identified in-year staffing savings and the opportunity to offset base funded costs with grant funding. Homelessness & Hostels is also projecting an underspend, totalling £128,000, based on the assumption that all COVID-19 costs associated with temporary accommodation for homeless people will be reimbursed by WG. The underlying underspend is due to in-year staffing savings, which have arisen because of delays in recruiting to posts relating to Housing Options. Should there be further delays, this underspend will increase. In addition, an underspend of £115,000 is projected in relation to Hubs & Community Services, due to the in-year supplies and services savings, and Early Help is projecting a £91,000 underspend due to in-year vacancies. In addition to these divisional underspends is the assumption that the FRM allocation for estates management will not be utilised this year, saving a further £454,000.
11. Overspends within the directorate include £94,000 in relation to Advice & Benefits. This is due to an unachievable income target in relation to Into Work Services and a reduction in internal income against the Cardiff Works budget. Although Adult & Community Learning has experienced income losses, it is currently assumed that these will be reimbursed by WG. The other overspend relates to Housing Strategy & Service Development, where the aforementioned restructure has not been possible to progress. This overspend is almost entirely offset by an underspend within Business, Performance & Support, due to in-year staffing savings. Also contained within the directorate position is a significant increase in expenditure in relation to the Council Tax Reduction Scheme. At this stage of the year, this would require the full contingency allocation of £3.042 million to cover costs and, therefore, this report recommends that the contingency budget is transferred in full. However, this is a developing situation and, therefore, it will be kept under close review throughout the year, both in terms of the level of expenditure likely to be incurred and the prospects for recovering this via WG.

## **Performance & Partnerships**

**Balanced**

12. Performance & Partnerships is reporting a balanced position overall, with overspends against Policy & Partnerships, Prevent, Cohesion & Engagement and Bilingual Cardiff offset by projected underspends against Cabinet Office & Performance Management and Media & Communications. The largest overspend totals £29,000 and relates to Bilingual Cardiff. This is due to shortfalls

in both internal and external income, although this is partly offset by in-year staffing savings and reduced expenditure on supplies and services. Cohesion & Engagement's overspend is projected at £26,000 and is largely due to income shortfalls, with the other overspends due to additional employee costs. The underspends within Cabinet Office & Performance Management and Media & Communications are projected to be £69,000 and £14,000, respectively, and are both due to in-year staffing savings. The two budget savings proposals, amounting to £99,000, and both of which were classified as efficiencies, are projected to be achieved in full.

## **Recycling & Neighbourhood Services**

**Balanced**

13. The Recycling & Neighbourhood Services directorate is current projecting a balanced position. Within this position is a net £6,000 impact due to irrecoverable COVID-19 costs, offset by an overall £6,000 underspend, which is aided, in particular, by an in-year underspend against allocations from the Financial Resilience Mechanism (FRM). Particular in-year pressures include a projected overspend in relation to Waste Treatment & Disposal, offset by an underspend against Street Cleansing. Other divisions, including Domestic Collections, Trade Service Environment Enforcement and Strategy & Support are projecting minor variances or balanced positions. The savings proposals for 2020/21, classified as efficiency savings, amounted to £78,000 and are projected to be achieved in full.
14. The Waste Treatment & Disposal overspend is £141,000 and reflects the overall increased cost of processing materials caused by an increase in the volume of mixed recycling. The increased number of residents at home during the period of lockdown is assumed to be the cause. In addition, the new digital booking arrangements introduced at the recycling centres to ensure social distancing have required additional staff resources, although these are more than offset by the saving on processing costs through improved control measures and quality of material collected and processed. The Street Cleansing underspend totals £138,000 and will be achieved by delaying the creation of a new city centre team, thereby releasing the funding from the FRM. Environmental Enforcement is projecting a small overspend, due to additional staffing costs, with Strategy & Support projecting a small underspend due to in-year staffing savings.

## **Social Services**

**+£3,238,000**

15. The overall position for Social Services reflects a total overspend of £3.238 million. This comprises an overspend of £897,000 within Adult Services, an overspend of £3.741 million within Children's Services and additional, unallocated, grant totalling £1.400 million, to be split across both directorates. Within that overall position is a significant amount of expenditure in relation to COVID-19, particularly within Adult Services. However, the majority of this has been fully reimbursed by WG, with only a total of £117,000 not reclaimable, with

the majority of this sitting within Children's Services. Therefore, the majority of the overspend relates to underlying issues, although there is some mitigation with the fact that £753,000 of in-year savings have been identified. A total of £2.280 million in savings shortfalls are being reported, which represents almost all of the savings agreed as part of the 2020/21 budget. Whilst COVID-19 is a contributory factor in this non-achievement, the majority of the explanation is due to the continuation of pressures experienced in previous years, meaning that new initiatives, whilst potentially helping with cost avoidance, are not resulting in a net decrease in expenditure. Further detail on each directorate's position is provided in the paragraphs that follow.

### Adult Services

16. Adult Services is currently projected to overspend by £897,000 at Month 4. It is important to note that this is predicated on the current level of residential and nursing placements, which has reduced in comparison to previous years. The position does not assume that the number of placements will increase later in the year, however, should an increase materialise, it has the potential to substantially increase the level of overspend. In the first quarter of the year, the service has incurred approximately £5.1 million in COVID-19 related costs. These costs have predominantly related to financial support for the care sector, demonstrated via fee uplifts and payments based on planned activity, rather than actual activity. This has almost entirely been reimbursed via the ringfenced allocation for adult social care within the WG Hardship Fund. Had this not been the case, the overspend would have been significantly higher than the figure being reported.
17. The largest variance within the directorate is a projected overspend of £700,000 against the budget for Commissioned Services - Older People. This overspend is despite the reduction in numbers of residential and nursing placements and is due to the inability to take forward savings proposals, previous reliance upon grant funding, increasing costs associated with respite care, due to longer placements, and additional costs associated with the ExtraCare contract. Whilst the nursing and residential placements numbers have reduced over the last few months (17% in the case of nursing placements), there have been a number of instances where former self-funders have required funding because of a fall in income. This has placed an additional financial pressure upon the authority. In terms of other commissioned services, Mental Health is showing an overspend of £313,000, due to the inability to progress savings proposals and additional costs in relation to direct payments and supported living. Learning Disabilities is projecting an overspend, partly due to not being able to progress savings proposals, although this is largely offset by an underspend against the Physical Disabilities budget.
18. In terms of internal services, an overspend of £345,000 is projected against the budget for Learning Disabilities Supported Living and Day Care, which is mainly due to additional employee costs associated with agency workers and overtime.

For similar reasons, the Management & Support budget is projected to overspend by £171,000. Regarding underspends, the Reablement / Older People Day Care service is projecting a total underspend of £529,000. This is primarily due to the level of vacancies within the team, which is also the reason for an underspend of £137,000 in relation to Assessment & Care Management.

### Children's Services

19. Children's Services is currently forecasting an overspend of £3.741 million at Month 4. Within this position is £112,000 of irrecoverable COVID-19 costs, the majority of which relate to WG only funding 50% of any ICT investment arising from the need to enable agile working during the pandemic. In addition, the position contains £353,000 of in-year savings. Therefore, the underlying position amounts to £3.982 million. This is after allowing for the use of £2.175 million corporate contingency for additional costs in relation to external placements, which forms part of the recommendations to this report.
20. The main pressure within the directorate position relates to Substitute Family Care. The projected overspend is £2.870 million, after assuming use of the corporate contingency. Within this division, the main pressure relates to external residential placements which have increased, net, by 16 since the start of the financial year, reflecting a 20% increase. As a result of these increases, this particular budget is projected to overspend by £4.650 million, before use of the contingency. Elsewhere within this division, an overspend of £902,000 is projected against the In-House Fostering budget, partly due to an increase of 28 in terms of kinship placements and increased fostering allowances. Partly offsetting this position is a projected underspend of £436,000 in relation to external fostering placements. It should be noted that this position does not allow for any further placements during the remainder of the year and, therefore, there is a risk that the overspend will increase further. However, with fostering placements representing a lower cost than residential placements, any shift from residential placements to fostering placements would significantly aid the monitoring position.
21. Other overspends within the directorate are being reported in relation to Strategy, Performance & Resources (£620,000), Wellbeing, Protection & Support (£338,000), Localities (£303,000) and Improvement & Strategy (£216,000). In the case of each division, expenditure on agency staff to cover vacancies is the primary reason for the overspend. However, in terms of Localities, additional costs are being experienced across multiple budget headings in relation to Ty Storrie, with the facility having been transferred back into the Council during the last financial year. There have also been additional costs in relation to direct payments, however these have partly been mitigated by reduced costs in terms of service level agreements with external partners. Partly offsetting the overall directorate overspend is an underspend of £606,000 within Restorative, Leaving & Edge of Care Services. Although additional agency costs have been incurred,

these are more than offset by an in-year underspend against the budget for the Assessment Centre, due to a delay in commencing that service, and additional grant funding enabling base budget funded costs to be funded by external sources. Both the Youth Justice Service and National Adoption Service are projecting balanced positions.

## **Planning, Transport & Environment**

**Balanced**

22. The Month 4 position for Planning, Transport & Environment reflects a balanced position overall, after allowing for irrecoverable COVID-19 costs and in-year pressures. Within the position is an underlying underspend totalling £43,000 and in-year savings totalling £91,000. These are offsetting irrecoverable COVID-19 costs amounting to £134,000, including some ICT expenditure which was funded by WG at a rate of 50%. Particular in-year pressures are evident within Energy Management and Transport Planning, Policy & Strategy, whilst Bereavement & Registration Services and Highways are reporting underspends. Other divisions are reporting minor variances or balanced positions. In terms of 2020/21 budget savings proposals, an overall shortfall of £647,000, against a total target of £1.490 million, is projected. This shortfall is entirely related to income generation proposals, with efficiency targets currently projected to be achieved in full. The main shortfall relates to an additional drawdown from the Parking Reserve, which is unlikely to be feasible in light of significantly reduced Civil Parking Enforcement income levels this year to date. However, this shortfall should not impact upon the directorate revenue position, as expenditure commitments have been reduced as a mitigation.
23. The Energy Management overspend comes to £192,000 and is because of a shortfall in renewable income sources and recharge income shortfalls. It also includes repair costs incurred at Radyr Weir following the February storms, which may ultimately be funded externally, but are assumed as a cost to the Council at present. The Transport Planning, Policy & Strategy net overspend is £51,000, caused by existing income shortfalls across several activities. Previously, the use of grant funding would have offset these shortfalls, but it is currently assumed that this opportunity is unlikely to present itself this year. The position has been partly mitigated by an anticipated surplus in Design & Delivery reflecting the additional workload on transport schemes.
24. The Bereavement, Registration & Dogs Home underspend is £126,000 and reflects the additional income from excess deaths in April and May and a planned use of reserves to fund additional burial sites. Highways are forecasting a net underspend of £117,000 reflecting the holding back of funds allocated via the Finance Resilience Mechanism (FRM) which offset the cost of repairs caused by the February floods and various pressures against certain activities. Civil Parking Enforcement is reporting a balanced position although the current forecast indicates a significant reduction in the surplus. Any surplus that is generated will be transferred to the Parking Reserve. Planning & Building Control are also

anticipating a balanced position, although this is dependent upon several significant planning applications being submitted. If these are delayed then it will have an adverse impact on the position.

## **Resources**

### **Central Transport Services +£327,000**

25. At Month 4, the projected position for Central Transport Services (CTS) is for an overspend totalling £327,000. This overspend position is primarily due to a significant reduction in internal income, but also some additional staffing costs. The loss of income relates to Council vehicles not being in operation and, therefore, the requirement for the service to undertake work on vehicles and recharge for that work has been significantly reduced. As well as this, there is an underlying external income target that has not proved achievable. In addition to the lost income, there have been additional staff costs incurred due to the requirement to change working patterns in response to services amending their mode of operation in response to COVID-19, such as Waste Services.

### **Governance & Legal Services +£501,000**

26. The position at Month 4 for the Governance & Legal Services directorate is for an overspend of £501,000. This position is entirely due to underlying issues and in-year savings. Any expenditure incurred as a direct result of COVID-19 has been recovered via WG, with any lost income currently assumed to be recoverable. The underlying position is due to a projected overspend within Legal Services, partly offset by an underspend within Democratic Services. The Legal Services overspend totals £531,000 and is primarily due to continued pressures in relation to complex children's' cases and the requirement to engage external legal services to provide support with this work. In addition, there are overspends in relation to employees, due to the need to engage locums, and supplies and services. The underspend in relation to Democratic Services totals £28,000 and is due to in-year staffing savings. Other divisions are reporting minor, offsetting, variances or balanced positions.

### **Resources (£65,000)**

27. The Resources directorate is projecting an overall underspend of £65,000, comprising £167,000 of irrecoverable costs relating to COVID-19, an underlying overspend of £73,000 and in-year savings of £305,000. The irrecoverable costs are mainly within Health & Safety and primarily relate to additional legionella testing required within schools. The underlying overspend is the combination of overspends within Digital Services and Health & Safety, offset by underspends within Finance and Human Resources. In terms of savings, a shortfall of £169,000 is projected, with the majority of the shortfalls relating to income proposals and plans to generate additional income within Revenues, Commissioning & Procurement, Human Resources and Health & Safety.

Wherever possible, these shortfalls have been mitigated within the monitoring position or via reimbursement from WG.

28. The largest underspend within the position totals £185,000 and relates to Human Resources. This underspend is due to a combination of in-year employee savings, additional internal income and underspends against the budgets for projects. In addition, Finance is projecting a £150,000 underspend, including the assumption that income shortfalls will be recoverable via WG. The reason for the underspend is because of in-year staffing savings across a number of teams, with these proposals forming part of the directorate's in-year savings total of £305,000. The largest overspend within the position totals £189,000 and relates to Health & Safety, although a large part of this is in connection with irrecoverable COVID-19 expenditure. The balance is predominantly due to shortfalls against internal income targets. The other main overspend is within Digital Services and totals £72,000. This overspend is mainly because of additional costs within Customer Services, which have been incurred in order to be able to achieve income targets.

## Ring-fenced and Grant Funded Accounts

### Housing Revenue Account

29. The Housing Revenue Account (HRA) is projecting a potential surplus of £2.2 million. The major variance is an anticipated £1.418 million underspend within the Housing Repairs Account, partly due to delays to planned work and access issues as a result of COVID-19. Other variances include vacancy savings across the functions, estimated at £246,000. This reflects delays to filling of vacant posts, again impacted by COVID-19 restrictions.
30. The Housing Repairs Account includes underspends on responsive repair works and electrical testing, partly offset by additional planned spend on void property repairs. A balanced position against the Disabled Facilities Grant budget is still assumed on the assumption that there will be no shortfall against planned staff recharges to capital schemes. Based on week 12 statistics, rent and service charge income are estimated at £75,000 below target, offset by void rental allowances estimated at £186,000 below budget. Insurance forecasts are largely based on average costs in previous years and indicate an underspend of £196,000. Actual costs will depend on the number and value of claims which will not be clear until later in the financial year.
31. These variances are partly offset by security costs (£170,000) and bad debt provision above budget (£35,000) for the hostels and other accommodation. Additional security arrangements have been put in place at several HRA sites as a direct result of COVID-19 requirements with related costs for April to June assumed to be met by the claim to WG. There is currently no certainty around funding post June and the estimated overspend here reflects the assumption that these arrangements will continue to the end of the financial year. The balance of the variance is largely due to savings on premises costs and supplies and services and unbudgeted income from the WG COVID-19 claim reimbursement for additional spend, largely staffing and IT.
32. Any surplus generated within the HRA will transfer to the HRA General Balance, which will improve the ability to deal with future budget pressures and provide more flexibility for any unavoidable commitments in the new financial year.

### Civil Parking Enforcement

33. Civil Parking Enforcement (CPE) manages parking, parking enforcement and moving traffic offences throughout the city. The income from these activities is used to support the operational costs with the surplus being transferred to the Parking & Enforcement Reserve. The table below provides a summary of the budget and projected outturn position.

	<b>Budget</b>	<b>Projected</b>	<b>Variance</b>
	<b>£000</b>	<b>Outturn</b>	<b>£000</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Income</b>			
On street car parking fees	5,634	1,313	4,321
Off street car parking fees	1,420	264	1,156
Residents parking permits	405	307	98
Penalty charge notices	2,507	833	1,674
Moving Traffic Offences (MTOs)	4,746	2,445	2,301
<b>Total Income</b>	<b>14,712</b>	<b>5,162</b>	<b>9,550</b>
<b>Expenditure</b>			
Operational costs, parking & permits	774	483	(291)
Enforcement service including TRO	5,916	4,985	(933)
<b>Total Expenditure</b>	<b>6,690</b>	<b>5,468</b>	<b>(1,222)</b>
<b>Annual Surplus / (Deficit)</b>	<b>8,022</b>	<b>(306)</b>	<b>(8,328)</b>
Re-imburement from WG	0	3,517	3,517
<b>Revised Surplus / (Deficit)</b>	<b>8,022</b>	<b>3,211</b>	<b>(4,811)</b>

34. The CPE budget for 2020/21 assumed a trading surplus of £8.022 million. The current projection indicates a trading loss of £306,000, a reduction of £8.328 million.
35. The COVID-19 pandemic has had a profound effect on CPE income. Since lockdown was introduced on 23<sup>rd</sup> March 2020, almost all enforcement activities stopped and very few parking spaces were utilised. All income streams have been affected with significant reductions in the use of on street and off street parking. Enforcement activity was scaled back during the height of the pandemic and lower traffic volumes, particularly in the city centre, will mean lower fine income from Moving Traffic Offences (MTOs).
36. The reduced activity generates a consequential reduction on expenditure. This includes lower spend on overheads such as IT support, management fees, credit card commission, hybrid mail and advertising. In addition, there are savings from staff vacancies and less routine maintenance.
37. A claim for re-imburement of lost income was made to the WG covering the first quarter. This was for £3.517 million, was approved in full, and improves the position to a trading surplus of £3.211 million. There is currently no certainty

regarding future income losses beyond quarter one although the Council continue to have dialogue with the WG.

38. The table below illustrates the effect on the trading position using various reimbursement scenarios.

	<b>Current Position £000</b>	<b>25% Recovery £000</b>	<b>50% Recovery £000</b>	<b>75% Recovery £000</b>	<b>100% Recovery £000</b>
Current Forecast	3,211	3,211	3,211	3,211	3,211
Future Reimbursement	0	1,203	2,406	3,608	4,811
<b>Surplus</b>	<b>3,211</b>	<b>4,414</b>	<b>5,617</b>	<b>6,819</b>	<b>8,022</b>

39. The existing forecast reflects the approved reimbursement for quarter one. Scenarios ranging between a further 25% and 100% reimbursement illustrates the impact on the surplus.

40. The surplus is transferred to the Parking & Enforcement Reserve. This is available to support highway, transport and environmental maintenance and improvements. The table below illustrates the forecasted year-end position for each scenario.

<b>Parking &amp; Enforcement Reserve</b>	<b>Current Position £000</b>	<b>25% Recovery £000</b>	<b>50% Recovery £000</b>	<b>75% Recovery £000</b>	<b>100% Recovery £000</b>
Balance 1 <sup>st</sup> April 2020	2,115	2,115	2,115	2,115	2,115
Contribution from CPE	3,211	4,414	5,617	6,819	8,022
<b>Total Available</b>	<b>5,326</b>	<b>6,629</b>	<b>7,732</b>	<b>8,934</b>	<b>10,137</b>
Contribution Agreed in Budget Proposals	5,935	5,935	5,935	5,935	5,935
<b>Balance</b>	<b>(609)</b>	<b>594</b>	<b>1,797</b>	<b>2,999</b>	<b>4,202</b>

41. The brought forward balance in the reserve is £2.115 million. The actual contribution to the reserve from CPE activities will depend on decisions made by the WG regarding reimbursement of lost income. The current position reflects the recovery of income for quarter 1 only. Scenarios ranging between a further 25% and 100% recovery illustrate the significant impact on the surplus and consequential effect on the sum available. The contribution agreed in the budget is £5.935 million. The current position shows there is an insufficient sum available in the reserve to fund the revenue commitments. If this scenario remained then

there would be a financial pressure within the Planning, Transport & Environment directorate. This position is however unlikely and the table illustrates the balance in the reserve under the various recovery scenarios.

### Harbour Authority

42. For the current year, the Council worked with WG to identify achievable efficiencies, service reductions and savings against the approved Fixed Costs budget and to agree on an appropriate budget arrangement for Asset Renewal. The WG have agreed Fixed Costs funding of £4.961 million and Asset Renewal of £262,000, giving a budget of £5.223 million, which is the same overall total as the 2019/20 financial year.
43. The forecast at the end of quarter one indicates a funding requirement of £5.474 million, representing a variance of £251,000 over budget.

	<b>Budget (£000)</b>	<b>Projected Outturn (£000)</b>	<b>Variance (£000)</b>
Expenditure	5,896	5,632	(264)
Income	(935)	(420)	515
<b>Fixed Costs</b>	<b>4,961</b>	<b>5,212</b>	<b>251</b>
Asset Renewal	262	262	0
<b>Total</b>	<b>5,223</b>	<b>5,474</b>	<b>251</b>

44. The introduction of government restrictions, particularly around travel, as a result of the COVID-19 pandemic, has had a significant impact on income generation for the Harbour Authority. Car parks were closed until mid-June and, whilst now reopened, it remains to be seen how usage increases over the coming months, with limitations on social activities and shopping within the Bay area. Within the figures in the table above, income of £110,000 for car parking is projected against the target of £523,000. The balance of the shortfall in income relates to the Aqua Park and harbour dues and rentals. This forecast will be updated as more information becomes available over the coming months.
45. The shortfall in income is partly mitigated by a number of managed underspends across a range of areas, including Community Liaison and administration, Harbour Master operations and building / general overheads. Spending has been restricted, where possible, to offset expected shortfalls in income. The Asset Renewal budget is currently indicating a full spend in line with the approved schedule of work, including the purchase of a barrage crawler crane and phase one of the proposed railing refurbishment scheme at Penarth Marina.
46. The Harbour Authority maintains a Contingency & Project Fund, which is used to support projects and provides a contingency if the approved budget is exceeded. The fund receives contributions from a combination of receipts from the sale and disposal of land and a share of past year underspends on the Fixed Cost budget.

The balance at 31 March 2020 was £63,000 and this is line with the amendments to the Deed of Variation as agreed in April 2020.

47. It is anticipated that any overspend will be dealt with initially through the Contingency & Project Fund, with the remainder to be funded by WG as part of an additional claim for unforeseen costs.

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**DIRECTORATE BUDGET SAVINGS PROPOSAL SUMMARY 2020/21**

Dir.	Ref	Proposal	Savings Proposal				Savings Progress			
			Employee Costs £000	Other Spend £000	Income £000	Total £000	Achieved £000	Projected £000	Unachieved £000	Comments
<b>Efficiency Savings</b>										
CMT	E1	<b>Reduce Budget for Past Service Contributions</b> A review of past service contributions to pension funds in respect of ex-employees has identified that there will be a £90,000 reduction in costs for the year 2020/21. The current budget in respect of this area is £825,000.	90	0	0	90	0	90	0	Based on expenditure to date, it is assumed that this saving will be achieved in full.
<b>Corporate Management - Efficiency Total</b>			<b>90</b>	<b>0</b>	<b>0</b>	<b>90</b>	<b>0</b>	<b>90</b>	<b>0</b>	
Economic Development	E2	<b>Deletion of Post in Major Projects</b> The deletion of one post through voluntary redundancy. The current staffing budget for Major Projects is £185,000.	53	0	0	53	53	53	0	The related post has been deleted and this saving has been achieved in full.
	E3	<b>Dr Who Experience</b> The existing budget will no longer be required once the building is dismantled and the land is handed back to Welsh Government. Handover should be completed by March 2020. The current net budget for the Dr Who Experience is £120,000.	0	120	0	120	120	120	0	This saving has been achieved in full.
	E4	<b>Transfer of New Theatre building to an alternative provider</b> This saving will be achieved through the release of Facilities Management budgets following the transfer of the New Theatre building to an alternative provider. The current New Theatre Facilities Management budget is £212,000.	0	212	0	212	0	0	212	The transfer of the New Theatre has been delayed as a direct result of the COVID-19 pandemic and this saving will not be achievable this year.
	E5	<b>Reduction in staff costs in Facilities Management</b> Saving will be achieved following a restructure of staffing resources within Facilities Management. This proposal relates to the Building Support function with a current staffing budget of £1.354 million.	10	0	0	10	10	10	0	This restructure has been finalised and the saving has been achieved in full.
	E6	<b>Reduction in staffing budget in Economic Development</b> A reduction in the staffing budget associated with the operation of Economic Development. This reflects the deletion of 3 x vacant posts, and 1 x voluntary redundancy. This proposal relates to the Business and Investment functions with a current staffing budget of £825,000.	150	0	0	150	28	150	0	The three posts planned for deletion have been deleted. However, agency staff are still being utilised by the service, which may impact upon achievability of the full saving.
	E7	<b>Relocate Tourist Information Centre from Old Library</b> Relocate provision of Tourist Information from the Old Library to St David's Hall (SDH) as a satellite to the main Tourist Information Centre (TIC) at Cardiff Castle. Tourist information would be provided by existing staff at SDH, with the saving being achieved through a reduction in agency costs associated with covering the current TIC. Cover has been previously provided through the use of staff at Cardiff Castle with a current staffing budget of £1.343 million.	20	0	0	20	0	20	0	Staff linked to the provision of this service have been relocated to St Davids Hall. The impact on use of agency staff and related savings requires ongoing review as to achievability.
	E8	<b>Cardiff Castle - Bookings Taken On Line</b> St. David's Hall box office to facilitate Cardiff Castle bookings online providing a reduction in cost against the current external arrangements. The current budget for this service is £20,000.	0	20	0	20	0	20	0	Although both SDH and the Castle anticipate venue closures for a significant part of 2020/21 due to COVID-19, the arrangement for online bookings transferred to SDH and has realised savings in external costs.
	E9	<b>Cardiff Castle - Volunteer Programme</b> Implementation of a volunteer programme which will reduce agency and overtime costs. Volunteers would assist and support staff during peak demand and the summer season. Recruitment is planned from colleges and universities programme to include work experience, trainees or apprentices. Reduced costs during events weekend and Bank Holiday periods. The Castle has a current staffing budget of £1.343 million.	20	0	0	20	0	0	20	Cardiff Castle is currently closed as a result of the COVID-19 pandemic and although anticipating a potential phased re-opening later in the year, it is unlikely that this planned volunteer programme will be implemented.
	E10	<b>Reduction In Office Rationalisation Budget</b> This budget will no longer be required from April 2020 as a result of buildings being vacated. The current budget for Office Rationalisation is £184,000.	0	92	0	92	92	92	0	This saving has been achieved in full.
	E11	<b>Revised Tourism Offer</b> A reduction in posts equivalent to 3 FTE in the Tourism Service. This will include the deletion of one vacant post and one voluntary redundancy. The current staffing budget for the Tourism service is £484,000.	100	0	0	100	100	100	0	Two posts relating to this proposal have been deleted. A delayed voluntary redundancy is offset in-year by other staff savings and is therefore considered achievable.
	E12	<b>Reduction in Staff Costs in the Events Service</b> The Events Service has a core establishment of six staff supporting an average of 40 events, as well as the City Centre. The proposal includes the deletion of a part-time post through voluntary redundancy. In addition, the team has absorbed income-funded work that was previously covered by agency staff. The Events service has a current gross staffing budget of £604,000.	48	0	0	48	0	0	48	The planned voluntary redundancy not taken place and this savings target is not currently considered achievable.

Dir.	Ref	Proposal	Savings Proposal				Savings Progress			
			Employee Costs £000	Other Spend £000	Income £000	Total £000	Achieved £000	Projected £000	Unachieved £000	Comments
	E13	<b>Reduced Cleaning in Corporate Buildings</b> The proposed saving would be achieved through a reduction in the frequency of cleaning, and also an increase in productivity where this is practical and possible. The frequency of cleaning hygiene areas will remain unchanged but the frequency of cleaning office, meeting/conference rooms and communal/circulation areas will decrease. Most of these changes will be in the larger Council buildings (e.g. County Hall, City Hall, Willcox House, Cord House, St David's Hall,) where the current cleaning resource is greater. The savings will affect approximately 20 cleaning operatives (equivalent to circa FTEs). A number of voluntary redundancy applications from cleaners working in corporate buildings have been received. The current staffing budget for the Cleaning service is £4.956 million.	50	0	0	50	50	50	0	This saving has been achieved in full.
	E14	<b>Review of staffing resources within Play Services</b> Saving will be found by deleting posts through voluntary redundancy. The current staffing budget for Play Services is £560,000.	40	0	0	40	40	40	0	This saving has been achieved in full.
	E15	<b>Review of staffing resources within Facilities Management</b> Saving will be found by deleting posts through voluntary redundancy. The current staffing budget in respect of Facilities Management and Buildings Support is £4.019 million.	117	0	0	117	37	77	40	This saving has been partially achieved. One post has not been progressed for voluntary redundancy and the target is considered to be partly achievable.
<b>Economic Development - Efficiency Total</b>			<b>608</b>	<b>444</b>	<b>0</b>	<b>1,052</b>	<b>530</b>	<b>732</b>	<b>320</b>	
Education	E16	<b>Reduction in centrally retained Business Continuity Budget</b> Improvements in the management of school buildings and clarity about the split of responsibility between schools and the Local Authority have meant that the centrally retained budget for responsive building repairs to assist business continuity in schools underspent in 2018/19. This proposal would reduce the budget by £150,000 to reflect this. The current net budget for Business Continuity is £272,000.	0	150	0	150	50	150	0	Current forecasts indicate the potential for an underspend against the residual budget and, therefore, this saving is projected to be achieved.
	E17	<b>Further staffing savings in the Education Directorate Management Structure</b> Following a restructure of the Education Directorate this proposal would involve deletion of one management post. The current budget for this post would be removed in full.	100	0	0	100	100	100	0	The budget for this post has been deleted.
	E18	<b>Realignment of ICT Invest to Save Budgets</b> Review of invest to save budgets to reflect current capital financing commitments. The current invest to save budget is £634,000.	0	150	0	150	150	150	0	The relevant budgets have been reduced and the repayment schedules confirm that this saving is achievable.
	E19	<b>Rationalisation of School Based Counselling Provision</b> This reflects the savings achieved by bringing the external contract through Action for Children for School Based Counselling Service in-house under the management of the Principal Education Psychologist. An additional amount would be achieved through refinancing of the online service element from WG grant. The current net budget for School Based Counselling is £426,000.	0	100	0	100	33	100	0	Current projections suggest that this saving will be achieved in full.
	E20	<b>Reduce the annual contribution made to the Central South Consortium</b> A 3% reduction in the annual contributions made by partner LAs to the Central South Consortium in 2020/21. The current budget in respect of the contribution is £1.319 million.	0	41	0	41	41	41	0	The Council's contribution for the year has been agreed and reflects a reduction sufficient to ensure that this saving is achieved in full.
	E21	<b>Review of staffing resources</b> Saving will be found by deleting a post through voluntary redundancy. The current budget for this post would be removed in full.	45	0	0	45	45	45	0	The relevant post has been deleted and this saving has been achieved.
<b>Education - Efficiency Total</b>			<b>145</b>	<b>441</b>	<b>0</b>	<b>586</b>	<b>419</b>	<b>586</b>	<b>0</b>	
rd Communities	E22	<b>Better alignment of Advice Services and increased external income</b> The alignment of Into Work and Advice Gateways enables the deletion of a vacant manager post. This relates to the Money Advice Outreach service with a current staffing budget of £168,000.	43	0	0	43	43	43	0	This saving was achieved with the deletion of a vacant post
	E23	<b>Benefit Assessment - efficiencies in processing and digitalisation</b> Saving will be made through the deletion of posts via voluntary redundancy. This is possible due to efficiencies achieved through risk-based verification (reducing assessment time), digitalisation of services including Housing Benefit (HB) and Council Tax Reduction Scheme (CTRS) on-line claim forms, and scan station, reducing input time required by staff. This is in addition to a reduction in caseload of HB claims as Universal Credit roll out continues. The Benefit Assessment service has a current gross staffing budget of £3.215 million.	120	0	0	120	120	120	0	This savings target has been achieved in full following a restructure which saw the deletion of four vacant posts.
	E24	<b>Citizen Advice Bureau (CAB) Contract - Agreed Reduction</b> This saving reflects the fourth year of a five year phased reduction in the cost of the Advice Services Contract. The contractual agreement reduces funding by £30k a year for four years and then by £20k in year five. The current budget for the Advice Services Contract is £350,000.	0	30	0	30	30	30	0	This is the fourth year of a five year phased reduction in contract payments to Citizens Advice and the savings target has been achieved in full.
	E25	<b>Appeal Team Review</b> With the introduction of Universal Credit, fewer appeals against benefit decisions will be made and Tribunal hearings will reduce, enabling the reduction of one vacant post. The current staffing budget for the Complaints and Appeals service is £338,000.	38	0	0	38	38	38	0	This savings target is achieved in full with the deletion of one vacant post.

Appendix 3 - Savings Summary 2020/21

Dir.	Ref	Proposal	Savings Proposal				Savings Progress			
			Employee Costs £000	Other Spend £000	Income £000	Total £000	Achieved £000	Projected £000	Unachieved £000	Comments
Housing a	E26	<b>Review of out of hours arrangements for homelessness</b> Currently both housing options and hostels services provide out of hours rota which is a duplication. Hostel staff can be trained to undertake this role. The current staffing budget for the Housing Options Centre is £2.261 million.	17	0	0	17	17	17	0	Budgets were reduced accordingly and this saving has been achieved in full.
	E27	<b>Rationalisation for Childcare Business Support</b> The deletion of a post following the retirement of the post-holder. Impact on service delivery will be offset by Childcare Offer grant income in the short-term, as childcare provider support is integral to the new grant. The current staffing budget for the Childcare service is £340,000.	17	3	0	20	20	20	0	Budgets were reduced accordingly and this saving has been achieved in full.
	E28	<b>Joint Equipment Service - Increase in contribution from partners</b> Currently the contributions from partners is based on a model set up in 2008, which no longer reflects current levels of activity. Work is underway with partners to address this, and Cardiff's contributions to the service are expected to reduce by £92,000. The current budget for total partner contributions to the service is £1.678 million.	0	92	0	92	0	92	0	This saving is expected to be achieved in full following a revised Joint Equipment Service Agreement which distributes service overheads on a revised basis.
	E29	<b>The Legal Process and Complaints Review</b> The alignment of two teams managing the legal process, and complaints and appeals under the same management structure. The current staffing budget for the Complaints and Appeals service is £338,000.	48	0	0	48	0	0	48	Whilst this saving was previously understood to be achievable, it is now evident that it will not be met in-year as the planned restructure is on hold due to COVID-19.
<b>Housing &amp; Communities - Efficiency Total</b>			<b>283</b>	<b>125</b>	<b>0</b>	<b>408</b>	<b>268</b>	<b>360</b>	<b>48</b>	
P&P	E30	<b>Staff restructure in Policy, Partnerships and Performance Management</b> The saving will be achieved through a restructure that will better align the work of Policy, Partnerships and Performance Management that will release two posts through voluntary redundancy. The combined staffing budget for these areas is £947,000.	79	0	0	79	79	79	0	Two posts have been deleted via voluntary redundancy and the saving fully achieved.
	E31	<b>Third Sector Infrastructure Grant</b> The Council provides a grant to the Cardiff Third Sector Council (C3SC) to deliver through a Service Level Agreement (SLA), a range of support services to the third sector in the city. It is proposed to remove from the SLA, funded activities in relation to a community engagement work-stream, following a review of activities undertaken in recent years which concluded that insourcing these activities through the new Cohesion and Community Engagement Team would enhance efficiency and effectiveness in this area. With the new Local Government Bill proposing that all local authorities produce statutory Public Participation Strategies this will be a continued area of focus for the authority, particularly engaging with disconnected and deprived communities.  It is therefore proposed to remove the grant funding (£45,690) for community engagement activities from the SLA in 2020/21, with £25,690 reinvested to support the work of the Cohesion and Community Engagement team, realising a saving of £20,000. The current budget in respect of Third Sector Infrastructure Grant is £191,000.	0	20	0	20	10	20	0	The saving is fully expected to be achieved.
<b>Performance &amp; Partnerships - Efficiency Total</b>			<b>79</b>	<b>20</b>	<b>0</b>	<b>99</b>	<b>89</b>	<b>99</b>	<b>0</b>	

Dir.	Ref	Proposal	Savings Proposal				Savings Progress			
			Employee Costs	Other Spend	Income	Total	Achieved	Projected	Unachieved	Comments
			£000	£000	£000	£000	£000	£000	£000	
Recycling & Neighbourhood	E32	<b>Review of staffing resources</b> Saving will be found through a restructure within depots and cleansing that will enable the deletion of two posts through voluntary redundancy. The combined staffing budget for these areas is £4.139 million.	43	0	0	43	0	43	0	The planned restructure and voluntary redundancies are in progress and the saving is expected to be achieved.
	E33	<b>Stores Review</b> A review of the current stores provision at Lamby Way will be undertaken including opportunities for a more integrated approach to stock delivery across the City. The review will include consideration of the levels of stock held including levels of obsolescent stock, alternative stock management options and governance. The saving will be achieved through a reduction in agency costs and vehicle utilisation. The current net budget for Stores is £748,000.	28	7	0	35	0	35	0	The proposed review is still at the planning stage, but the saving is expected to be achieved.
<b>Recycling &amp; Neighbourhood Services - Efficiency Total</b>			<b>71</b>	<b>7</b>	<b>0</b>	<b>78</b>	<b>0</b>	<b>78</b>	<b>0</b>	
Social Services	E34	<b>Support practice in mental health services across adult and children's services in understanding organisational responsibilities in respect of section 117 and children's CHC</b> Current practices for obtaining CHC funding for adults will be expanded in order to seek additional Health funding towards care packages for children. Given the size of children's care packages (£210k for a residential placement) additional CHC contributions in just a small number of cases would be sufficient to achieve the saving. The current income budget for contributions from the Health Service towards the cost of jointly funded packages across Social Services is £3.7 million.	0	100	0	100	0	0	100	Childrens placements have already been reviewed at panel including Education and Health to ensure all additional funding is considered. In Adults, the review of funding contributions is not happening as usual. There may be a chance of savings later in the year.
	E35	<b>Review of existing contracts and practices</b> In addition to major contracts for domiciliary and residential care, the Directorate operates a range of smaller contracts for specific services. These will be reviewed and efficiencies identified. There will also be a review of placement finding and brokerage across adults and children's to develop a single directorate team with the commercial skills, links to social work teams and strong relationships with providers. Across the Directorate, there are budgets of £3.3 million for small contracts for specific services.	0	100	0	100	0	0	100	Commissioning posts are now in place but unlikely to result in significant savings in-year. Processes and governance are currently under review but significant increases in Childrens residential placements have resulted in increasing overspends. In Adults, the review of contracts is concentrated on the recovery of services post-COVID 19 and therefore the saving will not be achieved.
<b>Social Services - Efficiency Total</b>			<b>0</b>	<b>200</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>200</b>	
Planning, Transport & Environment	E36	<b>Residential LED Lighting Energy Reduction</b> Continuation of reduction in the energy costs associated with street lighting due to the introduction of LED lighting and the dimming and trimming of the network. The current Street Lighting energy budget is £2.516 million.	0	100	0	100	33	100	0	This saving is anticipated to be achieved.
	E37	<b>Highways - Reshaping of Maintenance Operations</b> A review of demand for highways related work has identified the opportunity to grant voluntary redundancy requests. A reduction in the need for reactive works, along with improvements in technologies and ways of working, supports a reduction in resources within Highways Operations, with no detrimental effect on service provision. The current staffing budget for Maintenance Operations is £2.261 million.	75	0	0	75	75	75	0	This saving has been achieved in full.
	E38	<b>Highways - Reduction in External Spend</b> Reduced use of external resources related to non-essential and non-safety related highway asset improvement works. The current budget is £1.668 million.	0	15	0	15	0	15	0	This saving is anticipated to be achieved.
	E39	<b>Shared Regulatory Service - 2020/21 Annual Savings</b> Reflects a further year's saving for Cardiff from the creation of a single shared service for Environmental Health, Trading Standards and Licensing functions of Cardiff, Bridgend and the Vale of Glamorgan Councils under a single management structure. As agreed in the service's financial business plan, this equates to 5% compounded over three years. The current budget provision is £4.793 million.	0	94	0	94	94	94	0	This saving has been achieved following a revised agreed contribution to the SRS.
	E40	<b>Review of staffing resources within Planning</b> This saving would be achieved by deleting a post through Voluntary Redundancy. The current staffing budget in Planning is £2.103 million.	22	0	0	22	0	22	0	A review is planned to take place and the saving is anticipated to be achieved.
	E41	<b>Review of staffing resources within Road Safety</b> This saving would be achieved by deleting a post through Voluntary Redundancy. The current staffing budget in Road Safety is £609,000.	22	0	0	22	22	22	0	This saving is anticipated to be achieved.
	E42	<b>Review of staffing resources within Bereavement Services</b> This saving would be achieved by deleting a post through Voluntary Redundancy. The current staffing budget for Bereavement Services is £1.532 million.	40	0	0	40	0	40	0	Due to COVID-19, little progress has been made on the review. It is anticipated to be undertaken later in the year.
	E43	<b>Street Lighting - use of Central Management System (CMS) to reduce Energy costs on Strategic routes</b> Use of CMS to further reduce energy costs on Strategic Routes through the introduction of a dimming regime during periods of very low traffic flow. The saving would be achieved by city-wide roll out, following an in-year pilot. The current Street Lighting energy budget is £2.516 million.	(5)	55	0	50	12	50	0	This saving is expected to be achieved.
<b>Planning, Transport &amp; Environment - Efficiency Total</b>			<b>154</b>	<b>264</b>	<b>0</b>	<b>418</b>	<b>236</b>	<b>418</b>	<b>0</b>	
	E44	<b>Business Support Efficiencies</b> A further review of staffing within the section, enabling the deletion of posts through a combination of vacancies and voluntary redundancy. This would necessitate the transfer to other areas of some of the functions currently undertaken by the section. As part of this proposal, it will be necessary to review income targets associated with these areas of work. The current net budget for Business Support is £291,000.	125	25	(45)	105	35	105	0	This saving is expected to be achieved.
	E45	<b>Staff efficiencies within Information Governance</b> The proposal comprises an employee saving to be achieved in relation to staff turnover. The current staffing budget for Information Governance is £1.050 million.	50	0	0	50	17	50	0	This saving is expected to be achieved.

Dir.	Ref	Proposal	Savings Proposal				Savings Progress			
			Employee Costs £000	Other Spend £000	Income £000	Total £000	Achieved £000	Projected £000	Unachieved £000	Comments
Resources	E46	<b>Efficiencies in Recovery &amp; Revenues</b> The proposal comprises £60,000 staff savings through flexible retirement and voluntary redundancy. The current staffing budget in Revenue Services is £3.676 million.	60	0	0	60	26	60	0	Part of the saving has been achieved via voluntary redundancy. The balance is expected to be achieved through flexible retirement.
	E47	<b>Reduction in Accountancy Staff Budgets</b> A further review of staffing structures and responsibilities in the section, enabling staff savings through a combination of vacant posts and voluntary redundancy. The current staffing budget for Accountancy is £1.950 million.	60	50	0	110	75	110	0	Part of the saving has been achieved via voluntary redundancy. The balance is expected to be achieved through deletion of vacant posts.
	E48	<b>Organisational Development Staffing</b> Review of staffing structures and responsibilities in the section enabling the deletion of a post through voluntary redundancy. The current staffing budget for Organisational Development is £529,000.	27	0	0	27	27	27	0	This saving has been achieved in full.
	E49	<b>Customer &amp; Digital Services Restructure</b> Implementation of the new staff structure within Customer and Digital Services, enhancing the ability to develop digital services across the Authority. The current staffing budget for this area is £11.882 million.	173	0	0	173	173	173	0	This saving has been achieved in full.
	E50	<b>Reduction of ICT spend with external suppliers</b> • Blackberry Email licence removal - by the time of the next renewal of Blackberry email maintenance, it is anticipated all users will have been converted to O365 email • Netapp file store maintenance removal • Mitel licence reduction • Sirsi Library maintenance reduction The current net budget for ICT is £766,000.	0	100	0	100	40	60	40	This saving is to be partly achieved this year with the shortfall being mitigated, within the overall monitoring position, by use of the mobile device technology fund.
	E51	<b>Reduction in Emergency Management Unit salary budget</b> Deletion of a vacant post, retaining part of the budget to provide flexibility for overtime and standby pay. The current staffing budget for the Emergency Management Unit is £218,000.	17	0	0	17	17	17	0	This saving has been achieved in full.
	E52	<b>Commissioning &amp; Procurement - Staffing</b> Savings released through flexible retirement. The current staffing budget for Commissioning & Procurement is £1.287 million.	2	0	0	2	2	2	0	This saving has been achieved in full.
	E53	<b>Health &amp; Safety - Staffing</b> The saving will be achieved through not filling a vacant post within Health and Safety. The current staffing budget for Health & Safety is £786,000.	44	0	0	44	44	44	0	This saving has been achieved in full.
	E54	<b>Human Resources - Staffing Efficiencies</b> Staffing efficiencies across HR through the deletion of vacant posts, voluntary redundancy and flexible retirement. The current staffing budget for Human Resources is £4.033 million.	147	0	0	147	147	147	0	This saving has been achieved in full.
	E55	<b>Resetting of the Information Governance Offer</b> The proposal is to review the service delivery model to reduce costs without compromising the Council's ability to deliver compliance in this key area. A heightened level of accountability and responsibility from individual directorates will be a key component of the success of the proposal. The current staffing budget for Information Governance is £1.050 million.	75	0	0	75	75	75	0	This saving has been achieved in full.
<b>Resources - Efficiency Total</b>			<b>780</b>	<b>175</b>	<b>(45)</b>	<b>910</b>	<b>678</b>	<b>870</b>	<b>40</b>	
<b>GRAND TOTAL EFFICIENCY</b>			<b>2,210</b>	<b>1,676</b>	<b>(45)</b>	<b>3,841</b>	<b>2,220</b>	<b>3,233</b>	<b>608</b>	

Dir.	Ref	Proposal	Savings Proposal				Savings Progress			
			Employee Costs	Other Spend	Income	Total	Achieved	Projected	Unachieved	Comments
			£000	£000	£000	£000	£000	£000	£000	
<b>Income Savings</b>										
Economic Development	INC1	<b>Increased Income Generation at St David's Hall</b> Saving will be achieved through the generation of increased income streams at St David's Hall. The current income target for St David's Hall is £6.059 million.	0	0	129	129	0	0	129	Due to the current enforced closure of the venue as a result of the COVID-19 pandemic, it is not considered likely that this savings target is achievable in 2020/21.
	INC2	<b>Pest Control</b> Increase in pest control charges in respect of rats, mice, squirrels and wasps. The current income target for the Pest Control service is £312,000.	0	0	27	27	0	0	27	Ability to achieve this target has been affected by the COVID-19 pandemic and loss of external customers and is, therefore, unlikely to be achieved.
	INC3	<b>New Theatre - Additional rental income from new operator</b> Additional rental income generated following the appointment of an independent theatre operator for the New Theatre. The New Theatre forms part of the Arts Venues budget with St David's Hall which has a combined net budget of £1.253 million.	0	0	60	60	0	0	60	The transfer of the New Theatre to an external operator has been delayed as a direct result of the COVID-19 pandemic and this saving will not be achievable this year.
	INC4	<b>New Attraction at Cardiff Castle (Black Tower Tales)</b> Black Tower Tales is a new interactive visitor attraction at Cardiff Castle, which will result in additional income from ticket sales. The attraction will serve a dual purpose as both an educational and entertaining addition to the Castle's core offering. This will increase the attractiveness of the facility to local schools, education establishments and community groups and to the established tourist market both nationally and internationally. The current income target for the Castle is £4.236 million.	0	0	190	190	0	0	190	The proposed Black Tower Tales new attraction to generate additional income has not been implemented due to the COVID-19 pandemic and the additional income is not considered achievable as a result.
	INC5	<b>Increase retail yield at Cardiff Castle</b> Selling (including on-line) high yield products at Cardiff Castle. The current income target for the Castle is £4.236 million.	0	0	20	20	0	0	20	Due to the current enforced closure of the venue as a result of the COVID-19 pandemic, it is not considered likely that this savings target is achievable in 2020/21.
<b>Economic Development - Income Total</b>			0	0	426	426	0	0	426	
Education	INC6	<b>Proposal to increase prices at Storey Arms Centre</b> Proposal to increase all prices for users of Storey Arms by 5% from September 2020. The current income target is £527,000.	0	0	15	15	0	0	15	The ability to achieve an increased level of income has not been possible, due to the enforced closure of the centre due to the COVID-19 pandemic.
	INC7	<b>Realignment of the Targeted Support, Early Help and Engagement teams to optimise deployment of provision across the City.</b> Recent changes in grant funding from Welsh Government will provide the service with an opportunity to realign the amount of base-budget funded provision. The current net budget for this area is £1.964 million.	0	0	100	100	33	100	0	It is anticipated that grant funding levels will be sufficient to ensure that this proposal is achieved in full.
	INC8	<b>Review of Services provided to schools on a traded basis</b> This saving would be achieved through ensuring that the support costs are being captured in those services provided to schools on a traded basis, such as specialist teaching resources, educational psychology services, music tuition services and outdoor education and learning at the Storey Arms Centre. The current income target is £17.894 million.	0	0	250	250	0	0	250	Whilst it will be ensured that the appropriate costs are charged against the trading account, it will not be possible to cover these via additional income generation due to the impact of the COVID-19 pandemic and the service not being in operation during the early part of the year.
<b>Education - Income Total</b>			0	0	365	365	33	100	265	
Housing & Communities	INC9	<b>Review of Charging for Equipment</b> Cardiff currently purchases caddies, trolleys and perching stools, the cost of which range from £8 to £25 per item. It is proposed to charge for these items. This model has been implemented in other Welsh Authorities without detriment to the citizen. In addition, if a client feels they are unable to pay this amount they will be referred to Independent Living Service to review their income, in order to establish they are in receipt of all relevant benefits. This is a new income target for the service.	0	0	31	31	0	0	31	Due to the current COVID-19 pandemic, this target is not expected to be achieved in 2020/21.
	INC10	<b>Cardiff Works - Increase Income Generation</b> The council has an in-house agency "Cardiff Works" for administrative staff but uses external agencies for all other agency workers. A project is being established to see if more agency staff can be provided in house and thereby retain the agency fee income. This is at an early stage and may require the establishment of an arms-length company to increase flexibility. A report will be made to Cabinet in quarter one 2020/21 in respect of this element of the saving, with the new model expected to be implemented in quarter three. For 2020/21, £50,000 is anticipated from the new model, with an additional £100,000 from revising the internal charge from 0.2% to 2%. The current income target for the service is £6.073 million.	0	0	150	150	0	100	50	Current service area assumptions are that there will be partial achievement of this savings target.
	INC11	<b>Advice Services - increased external income</b> Grant funding is available to fund staff costs associated with the provision of fuel poverty advice. This relates to the Money Advice Outreach service with a current staffing budget of £168,000.	0	0	20	20	0	20	0	Smart Energy Grant is expected to be received for 2020/21, meaning that this saving should be achieved.
<b>Housing &amp; Communities - Income Total</b>			0	0	201	201	0	120	81	
Social Services	INC12	<b>Increase in maximum weekly charge for Domiciliary Care in line with Welsh Government (WG) policy</b> It is proposed that the Council increases its maximum weekly charge from £90 to £100 per week in 2020/21 to mirror WG policy. This will increase the level of income the Council receives in service user contributions. The current income budget for charges for domiciliary care is £3.555 million.	0	0	255	255	50	200	55	Whilst there is a level of decline in Domiciliary Care income, the price increase will be achievable on the element of retained income.
<b>Social Services - Income Total</b>			0	0	255	255	50	200	55	

Dir.	Ref	Proposal	Savings Proposal				Savings Progress			
			Employee Costs	Other Spend	Income	Total	Achieved	Projected	Unachieved	Comments
			£000	£000	£000	£000	£000	£000	£000	
Planning, Transport & Environment	INC13	<b>Energy Management - Lamby Way Solar Farm Scheme</b> Lamby Way Solar Farm will provide a substantial amount of clean, renewable energy to supply the local electricity grid and connected sites, generating an income for the Council, in addition to making a positive contribution to national and local renewable energy generation and carbon reduction targets. The current income target for Lamby Way Solar Farm is £30,000.	0	0	35	35	0	0	35	COVID-19 has caused a delay of approximately four months before further discussions regarding completion can take place. The better solar months will be missed. Net income is unlikely to be sufficient to achieve this target.
	INC14	<b>Civil Parking Enforcement</b> Additional contribution from Civil Parking Enforcement reflecting an increase in activity of on street parking and Moving Traffic Offences. The current operating costs are £6.203 million.	0	0	550	550	0	0	550	Income will be significantly lower due to COVID-19. CPE is unlikely to generate a trading surplus and, therefore, the drawdown from reserve is unlikely.
	INC15	<b>Planning - implement various Planning initiatives</b> Through improved proactive monthly monitoring of planning applications/Pre Planning Applications (PPAs) and major projects, this saving would be achieved by increasing income opportunities. The current income target is £2.481 million.	0	5	95	100	0	100	0	This saving will be achieved, depending upon the submission of schemes and planned price increase in the autumn.
	INC16	<b>Maximising opportunities for recharging services to grants</b> Maximising opportunities for recharging for services to WG grants within Transport, Policy & Strategy and Design & Delivery. The current income budget is £3.165 million.	0	0	135	135	0	135	0	The saving is anticipated to be achieved following the expectation of additional grants, for example Active Travel.
	INC17	<b>Bereavement Services - Burial and Cremation Fees</b> Generate additional income through increases to fees for burials and cremations. The current income target is £3.211 million.	0	0	120	120	0	120	0	It is anticipated the additional income will be achieved following the price increases.
	INC18	<b>PTE - General Fees &amp; Charges</b> Generate additional income through increases to a number of fees & charges in respect of highways and transportation. The current income target is £1.083 million.	0	0	32	32	0	0	32	The additional income will not be achieved following the impact of COVID-19.
	INC19	<b>Registration - Fees &amp; Charges</b> Generate additional income through increases to fees & charges in respect of ceremonies and certificates. The current income target is £836,000.	0	0	30	30	0	0	30	The enforced closure caused by COVID-19 will result in an income shortfall and therefore this saving will not be achieved.
	INC20	<b>Cardiff Dogs Home</b> Use of the Cardiff Dog's Home Legacy reserve to support operational costs in the short term, pending a further comprehensive review of the service. The current net budget for Cardiff Dogs Home is £275,000.	0	0	70	70	70	70	0	This saving will be achieved by drawing down from the Legacy Fund in line with the proposal.
<b>Planning, Transport &amp; Environment - Income Total</b>			0	5	1,067	1,072	70	425	647	
Resources	INC21	<b>Additional Income in Recovery &amp; Revenues</b> The proposal comprises an income target of £85,000 in connection with recently recruited recovery staff. The current income target is £1.096 million.	0	0	85	85	0	0	85	This saving is unlikely to be achieved as a result of COVID-19.
	INC22	<b>WITS charge for Business Support functions</b> Cardiff Council host the WITS, which is funded by public sector partners. Rather than create additional support posts, WITS utilises Customer Services business support functions (statistics, workforce planning, ordering / invoicing, financial monitoring etc.) This proposal is to ensure that these costs are fully recovered from the service. The current income target for C2C is £1.109 million.	0	0	25	25	25	25	0	This saving has been achieved in full.
	INC23	<b>Commissioning &amp; Procurement - Additional Income</b> Additional income reflecting procurement support for the 21st Century Schools Band B Programme (four year commitment). The current income target is £399,000.	0	0	40	40	0	0	40	This income is not achievable from this source. This will be mitigated, within the monitoring position, by income from the administration of a national framework.
	INC24	<b>Commissioning &amp; Procurement - Additional Income</b> Additional income reflecting SEWSCAP / SEWH billing contractor levy (1 day a month). The current income target is £399,000.	0	0	3	3	3	3	0	This saving has been achieved in full.
	INC25	<b>Health &amp; Safety - Additional External Income</b> The saving will be achieved through generation of additional income from asbestos and other Health and Safety training, as well as investigating opportunities for collaboration with neighbouring Local Authorities. The current external income target is £126,000.	0	0	15	15	0	0	15	Ability to achieve this target has been affected by the COVID-19 pandemic and is therefore unlikely to be achieved.
	INC26	<b>HR - Cardiff Academy Income</b> Additional income from Cardiff Academy. The current external income target is £99,000.	0	0	29	29	0	0	29	Income is not achievable due to the current inability to deliver physical classes. However, this will be mitigated within the monitoring position by reduced external spend on training providers.
	INC27	<b>Increased Income within Information Governance</b> The proposal comprises the introduction of an income target in line with levels of income being generated in the current year. The current income target is £14,000.	0	0	25	25	0	25	0	This saving is expected to be achieved.
<b>Resources - Income Total</b>			0	0	222	222	28	53	169	
<b>GRAND TOTAL INCOME</b>			0	5	2,536	2,541	181	898	1,643	

Dir.	Ref	Proposal	Savings Proposal				Savings Progress			
			Employee Costs	Other Spend	Income	Total	Achieved	Projected	Unachieved	Comments
			£000	£000	£000	£000	£000	£000	£000	
<b>Service Change Savings</b>										
Social Services	S1	<p><b>Strength Based Practice and Commissioning Saving - Children Services</b></p> <p>Implementation of priorities contained in the children's services strategy to ensure the right range of cost effective services are in place, including development of community support to keep families together, a reunification framework, continued development of in-house fostering, reframing the relationship with IFAs and developing purposeful homes for children closer to Cardiff. Specifically, it is anticipated that the Directorate will successfully recruit an additional 15 internal foster carers (25 currently being assessed) leading to an equivalent reduction in the number of externally commissioned foster placements, producing a net saving of c£300,000. In addition, it is anticipated that, through the implementation of a range of initiatives, there will be reduced reliance on high cost residential placements. It is assumed that there will a net reduction of 3-4 placements, with an implied saving of c£600,000. The current budget for externally commissioned placements for children is £27.834 million.</p>	0	900	0	900	0	50	850	The new commissioning posts are now in place, however it is unlikely to result in significant savings in-year. Processes and governance are currently under review but significant increases in residential placements during the early part of the year have resulted in increasing overspends. Programmes to allow additional internal fostering placements, rather than commissioned places, have slipped considerably but are now progressing. However, it is unlikely that any significant savings will result during the year.
	S2	<p><b>Closer to Home Support - Return 5 people in year to lower cost provision from out of county residential care placements</b></p> <p>Via an ongoing process of review, the aim is to return care users to lower cost forms of provision from out of county residential care placements or to step down individuals from other high cost placements. The proposed saving represents the equivalent of stepping down 5 individuals from a learning disability residential placement (average cost c£87,000 pa) to a medium cost supported living placement (average cost £57,000). There are currently 119 residential/nursing placements in learning disabilities. In terms of capacity, the existing supported living contract contains places for c300 care users with a degree of turnover evident each year. Work is ongoing with Communities to identify further accommodation. The availability of supported living places is constantly monitored and opportunities for step down considered on an ongoing basis. The current budget for care homes for adults with learning disabilities is £10.389 million.</p>	0	150	0	150	0	0	150	Due to COVID-19 it is impracticable to move residents from one form of provision to another and as a result savings will be unachievable.
	S3	<p><b>Provide more step down to general purpose accommodation for mental health users</b></p> <p>Via an ongoing process of review, the aim is to step down care users to general purpose accommodation. The proposed saving represents the equivalent of 3 residential mental health placements (average cost £37,000). If stepping down to a domiciliary care supported package (average £25k) then the equivalent of 12 individuals would have to step down to achieve the saving. There are currently 84 residential/nursing placements in mental health. The current budget for care homes for adults with mental health needs is £3.008 million.</p>	0	150	0	150	0	100	50	The facility has been available since the end of July and therefore savings should be achievable during the later part of the year.
	S4	<p><b>High Cost Case review in Older people and Physical Disability cases</b></p> <p>The implementation of a strength-based panel in 2019/20 has increased the scrutiny and review of high cost placements. The panel examines opportunities to encourage independence and reduce reliance on traditional forms of care. The proposed saving of £250,000 represents the equivalent of 15,156 hours of care, which represents c1.25% of the total annual number of domiciliary care hours delivered to older people. The ongoing review includes right-sizing and examining opportunities for the use of community equipment where appropriate. The current combined budgets for commissioned domiciliary care, care homes and direct payments for older people and adults with physical disabilities amount to £51.854 million.</p>	0	250	0	250	0	0	250	Focus has been on the response to the pandemic with no possibility for package review. If there is some opportunity later in the year to review high cost packages there could be an element of savings.
	S5	<p><b>Review packages for joint funding opportunities in Older People and Physical Disability</b></p> <p>There is an established CHC review process to examine the potential for the joint (Health) funding of packages in learning disabilities. This has realised c£200k in additional Health funding in 2019/20. Recent data from external consultants suggests that further levels of joint health funding should be available in relation to learning disabilities. Learning disability placements are high cost (c£90,000) and where joint funding is agreed, the UHB contribution is typically 50%. To achieve the saving, 6-7 additional packages would need to be approved for CHC. It is intended that CHC processes in relation to older people and physical disability cases are enhanced with additional capacity being identified. The current income budget for contributions from the Health Service towards the cost of jointly funded packages is £3.7 million.</p>	0	275	0	275	0	0	275	Scope to review funding arrangements is not possible at present, however there is potentially some scope much later in the year depending on COVID-19 circumstances.
	S6	<p><b>Double to single handed care review</b></p> <p>There is an ongoing review process seeking opportunities to reduce double handed domiciliary care visits to single carer calls. Via OT reviews, savings of c£125,000 have been identified in 2019/20 to date. Use is made of existing community equipment budgets where appropriate. The proposed saving represents approximately 6,050 hours of care, which represents 0.5% of the total care hours delivered to older people in a year. There are currently 300 care users receiving double handed care. The current budget for older people's commissioned domiciliary care is £16.04 million.</p>	0	100	0	100	0	0	100	Assessment and review is difficult in current circumstances, however there may be some scope later in the year as packages on hold come back on line.

Appendix 3 - Savings Summary 2020/21

Dir.	Ref	Proposal	Savings Proposal				Savings Progress			Comments
			Employee Costs £000	Other Spend £000	Income £000	Total £000	Achieved £000	Projected £000	Unachieved £000	
Social Services	S7	<p><b>Community Resource Team</b></p> <p>The community resource team provides a re-ablement service which in many cases leads to a reduction in the level of care required by vulnerable people, typically after discharge from hospital. It has been identified that c900 care users have not benefitted from reablement. The intention is therefore to increase the number of people reabled, with a recent trial study identifying that there were further opportunities in this area. The proposed saving represents the equivalent of 7,600 hours of care or 0.6% of the total hours delivered to older people in a year. A 50% care reduction to a typical package size would produce a saving of c£12,000 per individual. The current budget for older people's commissioned domiciliary care is £16.04 million.</p>	0	125	0	125	0	0	125	The saving was around reabling people, especially on discharge from hospital, ultimately resulting in lower commissioned packages of Domiciliary Care. However, routine hospital discharge has slowed down during the early part of this year, therefore hindering the ability to deliver savings. Possible scope for some savings later in the year.
	S8	<p><b>Implement Review of Reablement</b></p> <p>A significant element of the growth in the number of care hours delivered (and hence costs) relates to incremental increase in existing care packages. The strength based group is undertaking an ongoing and more stringent review of requests for increases to packages suggesting, alternatives where appropriate. The proposed saving represents the equivalent of 7600 hours of care or 0.6% of the total hours delivered. The current budget for older people's commissioned domiciliary care is £16.04 million.</p>	0	125	0	125	0	0	125	Planned savings was a process of challenge on the level of domiciliary care packages provided. There has been a drop off in the number of domiciliary care hours due to COVID-19. However, extra budgetary pressures have also been incurred providing support to the domiciliary care providers.
	S9	<p><b>Use of technology in the provision of care and support packages.</b></p> <p>Explore opportunities for the use of technology in the provision of care and support packages. Some technological applications, such as telecare, are already being utilised to support care provision. Further opportunities are being explored with a focus on preventative services that could reduce the reliance on commissioned care, the aim being to mainstream the use of technology in care provision. The current combined budgets for commissioned domiciliary care, care homes and direct payments for older people and adults with physical disabilities amount to £51.854 million.</p>	0	100	0	100	0	0	100	There has been a lack of capacity to progress in the current circumstances.
<b>Social Services - Service Change Total</b>			0	2,175	0	2,175	0	150	2,025	
<b>GRAND TOTAL SERVICE CHANGE</b>			0	2,175	0	2,175	0	150	2,025	
<b>GRAND TOTAL SAVINGS PROPOSALS 2020/21</b>			2,210	3,856	2,491	8,557	2,401	4,281	4,276	

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**APPENDIX 4 - CAPITAL PROGRAMME 2020-2021**

**DIRECTORATE & SCHEME**

	2020-2021 Programme	2019-20 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2020-21	Outturn	Slippage	(Underspend) / Overspend	Total Variance
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>ECONOMIC DEVELOPMENT</b>										
<b>Business &amp; Investment</b>										
1	Town Centre Loan Scheme	1,500	0	0	0	1,500	1,500	0	0	0
2	Chapter Arts Centre	280	0	0	(280)	0	0	0	0	0
3	S106 Schemes	138	382	(382)	0	138	88	(50)	0	(50)
	<b>Total Business &amp; Investment</b>	<b>1,918</b>	<b>382</b>	<b>(382)</b>	<b>0</b>	<b>1,638</b>	<b>1,588</b>	<b>(50)</b>	<b>0</b>	<b>(50)</b>
<b>City Development &amp; Major Projects</b>										
4	Economic Development Initiatives	2,000	0	0	0	2,000	0	(2,000)	0	(2,000)
5	Black Tower Tales	0	130	0	0	130	130	0	0	0
6	Economic Stimulus Support James Street	0	1,929	0	0	1,929	1,700	(229)	0	(229)
7	International Sports Village	1,000	0	0	0	1,000	0	(1,000)	0	(1,000)
8	Central Square Public Realm	0	342	0	0	342	0	(342)	0	(342)
9	Red Dragon Centre Acquisition	5,664	0	0	0	5,664	0	(5,664)	0	(5,664)
10	Pizza Hut Acquisition	0	0	0	0	639	639	0	0	0
	<b>Total City Development &amp; Major Projects</b>	<b>8,664</b>	<b>2,401</b>	<b>0</b>	<b>0</b>	<b>11,704</b>	<b>2,469</b>	<b>(9,235)</b>	<b>0</b>	<b>(9,235)</b>
<b>Parks &amp; Green Spaces</b>										
11	Asset Renewal Buildings	0	117	0	0	117	117	0	0	0
12	Asset Renewal Parks Infrastructure	140	113	0	0	253	253	0	0	0
13	Play Equipment	290	243	0	0	533	533	0	0	0
14	Parc Cefn Onn	100	169	0	0	269	140	(129)	0	(129)
15	Roath Park House	0	34	0	0	56	56	0	0	0
16	Roath Park Dam	150	0	0	0	150	100	(50)	0	(50)
17	S106 Funded Schemes	1,600	1,036	(1,036)	0	1,600	1,343	(257)	0	(257)
	<b>Total Parks &amp; Green Spaces</b>	<b>2,280</b>	<b>1,712</b>	<b>(1,036)</b>	<b>0</b>	<b>2,978</b>	<b>2,542</b>	<b>(436)</b>	<b>0</b>	<b>(436)</b>
<b>Leisure</b>										
18	Asset Renewal Buildings	310	0	0	0	310	310	0	0	0
19	Leisure Centres ADM (GLL)	0	678	0	0	678	220	(458)	0	(458)
20	Cardiff Riding School - Outdoor Arena	18	62	0	0	80	80	0	0	0
	<b>Total Leisure</b>	<b>328</b>	<b>740</b>	<b>0</b>	<b>0</b>	<b>1,068</b>	<b>610</b>	<b>(458)</b>	<b>0</b>	<b>(458)</b>
<b>Venues &amp; Cultural Facilities</b>										
21	St David's Hall & New Theatre	0	222	0	0	222	222	0	0	0
	<b>Total Venues &amp; Cultural Facilities</b>	<b>0</b>	<b>222</b>	<b>0</b>	<b>0</b>	<b>222</b>	<b>222</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Property &amp; Asset Management</b>										
22	Asset Renewal - Buildings	2,027	556	0	0	2,583	2,583	0	0	0
23	Community Asset Transfer	0	123	0	0	123	50	(73)	0	(73)
24	Investment Property Strategy	0	0	0	0	0	0	0	0	0
25	Ocean Park Arena	0	0	0	0	250	250	0	0	0
26	Cardiff Market Roof & HLF Grant bid	(30)	318	(248)	0	40	20	(20)	0	(20)
	<b>Total Property and Asset Management</b>	<b>1,997</b>	<b>997</b>	<b>(248)</b>	<b>0</b>	<b>2,996</b>	<b>2,903</b>	<b>(93)</b>	<b>0</b>	<b>(93)</b>
<b>Harbour Authority</b>										
27	Harbour Asset Renewal	262	0	0	0	262	262	0	0	0
	<b>Total Harbour Authority</b>	<b>262</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>262</b>	<b>262</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL ECONOMIC DEVELOPMENT</b>	<b>15,449</b>	<b>6,454</b>	<b>(1,666)</b>	<b>0</b>	<b>20,868</b>	<b>10,596</b>	<b>(10,272)</b>	<b>0</b>	<b>(10,272)</b>
<b>EDUCATION &amp; LIFELONG LEARNING</b>										



**APPENDIX 4 - CAPITAL PROGRAMME 2020-2021**

<b>DIRECTORATE &amp; SCHEME</b>		<b>2020-2021 Programme</b>	<b>2019-20 Slippage</b>	<b>Budget revision</b>	<b>Virements</b>	<b>Changes &amp; New Approvals</b>	<b>Total Programme 2020-21</b>	<b>Outturn</b>	<b>Slippage</b>	<b>(Underspend) / Overspend</b>	<b>Total Variance</b>
		<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
60	Day Centre Opportunities	0	30	0	(30)	0	0	0	0	0	0
<b>Total Adult Services</b>		<b>0</b>	<b>54</b>	<b>0</b>	<b>(30)</b>	<b>0</b>	<b>24</b>	<b>24</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Children's Services</b>											
61	Accommodation Strategy	0	229	0	0	0	229	0	(229)	0	(229)
62	Children Looked After	500	0	0	0	0	500	370	(130)	0	(130)
63	Trelai Youth Centre	150	0	0	0	0	150	150	0	0	0
<b>Children's Services</b>		<b>650</b>	<b>229</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>879</b>	<b>520</b>	<b>(359)</b>	<b>0</b>	<b>(359)</b>
<b>Total Social Care</b>		<b>650</b>	<b>283</b>	<b>0</b>	<b>(30)</b>	<b>0</b>	<b>903</b>	<b>544</b>	<b>(359)</b>	<b>0</b>	<b>(359)</b>
<b>TOTAL PEOPLE &amp; COMMUNITIES</b>		<b>9,211</b>	<b>4,631</b>	<b>(252)</b>	<b>0</b>	<b>985</b>	<b>14,575</b>	<b>11,279</b>	<b>(3,296)</b>	<b>0</b>	<b>(3,296)</b>
<b>PLANNING, TRANSPORT &amp; ENVIRONMENT</b>											
<b>Energy Projects &amp; Sustainability</b>											
64	Energy Retrofit of Buildings (REFIT - Invest to Save)	750	0	0	0	0	750	750	0	0	0
65	Salix SEELS	500	0	0	0	(500)	0	0	0	0	0
66	Lamby Way Solar Farm	1,891	290	0	0	519	2,700	2,700	0	0	0
<b>Total Energy Projects &amp; Sustainability</b>		<b>3,141</b>	<b>290</b>	<b>0</b>	<b>0</b>	<b>19</b>	<b>3,450</b>	<b>3,450</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Bereavement &amp; Registration Services</b>											
67	New Cemetery Site ( Invest To Save)	2,185	335	0	0	0	2,520	2,520	0	0	0
68	Property Asset Renewal	275	0	0	0	0	275	275	0	0	0
<b>Total Bereavement &amp; Registration Services</b>		<b>2,460</b>	<b>335</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,795</b>	<b>2,795</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Recycling Waste Management Services</b>											
69	New HWRC North Cardiff	0	200	0	0	0	200	0	(200)	0	(200)
70	Recycling Collection Containers	(815)	815	0	0	0	0	0	0	0	0
71	MRF	45	0	0	0	0	45	45	0	0	0
72	Waste Recycling and Depot Site Infrastructure	0	396	0	0	0	396	492	96	0	96
73	Property Asset Renewal	0	85	0	0	0	85	85	0	0	0
<b>Total Recycling Waste Management Services</b>		<b>(770)</b>	<b>1,496</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>726</b>	<b>622</b>	<b>(104)</b>	<b>0</b>	<b>(104)</b>
<b>Highway Infrastructure</b>											
74	Highway Carriageway - Reconstruction	400	357	0	0	0	757	757	0	0	0
75	Highway Resurfacing	2,473	2,906	0	923	0	6,302	6,302	0	0	0
76	Footpaths	1,035	538	0	(923)	0	650	650	0	0	0
77	Footway Improvements around Highway Trees	125	29	0	0	0	154	154	0	0	0
78	Millennium Walkway	100	240	0	0	0	340	340	0	0	0
79	Bridges & Structural Work	1,200	682	0	(47)	0	1,835	1,000	(835)	0	(835)
80	Street Lighting Column Replacement	70	763	0	0	0	833	225	(608)	0	(608)
81	LED Lighting Residential (Invest to Save)	1,000	2,000	0	0	0	3,000	1,500	(1,500)	0	(1,500)
82	Coastal Erosion Schemes	283	471	(233)	0	0	521	433	(88)	0	(88)
83	Flood Prevention Schemes	0	37	0	47	229	313	313	0	0	0
<b>Total Highway Maintenance</b>		<b>6,686</b>	<b>8,023</b>	<b>(233)</b>	<b>0</b>	<b>229</b>	<b>14,705</b>	<b>11,674</b>	<b>(3,031)</b>	<b>0</b>	<b>(3,031)</b>
<b>Traffic &amp; Transportation</b>											
84	Road Safety Schemes	335	0	0	0	0	335	335	0	0	0
85	Asset Renewal Telematics / Butetown Tunnel	595	(36)	(35)	0	0	524	524	0	0	0
86	Cycling Development	800	1,874	0	0	0	2,674	1,462	(1,212)	0	(1,212)
87	WG Grant Matchfunding	375	397	0	0	0	772	666	(106)	0	(106)
88	City Centre & Key links Transport Improvement	(1,259)	1,259	0	0	405	405	405	0	0	0
89	WG Covid Response	0	0	0	0	3,619	3,619	3,619	0	0	0
90	WG (Local Transport Fund )	990	4	0	0	1,905	2,899	2,899	0	0	0

**APPENDIX 4 - CAPITAL PROGRAMME 2020-2021**

<b>DIRECTORATE &amp; SCHEME</b>	<b>2020-2021 Programme</b>	<b>2019-20 Slippage</b>	<b>Budget revision</b>	<b>Virements</b>	<b>Changes &amp; New Approvals</b>	<b>Total Programme 2020-21</b>	<b>Outturn</b>	<b>Slippage</b>	<b>(Underspend) / Overspend</b>	<b>Total Variance</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
91 WG Resilient Roads	0	0	0	0	1,673	1,673	1,673	0	0	0
92 WG (Local Transport Network Fund)	9,000	0	0	0	(9,000)	0	0	0	0	0
93 WG (Road Safety Casualty Reduction)	700	101	0	0	(429)	372	372	0	0	0
94 WG (Safe Routes in Communities)	285	17	0	0	0	302	302	0	0	0
95 WG (Active Travel Fund)	3,000	580	0	0	1,295	4,875	4,875	0	0	0
96 DfT On Street Residential Charge points	50	55	(55)	0	(50)	0	0	0	0	0
97 Electric Vehicle Charging Points	200	304	(304)	0	(200)	0	0	0	0	0
98 Transport & Environmental Imps	250	0	0	0	(250)	0	0	0	0	0
99 Moving Offences Enforcement / P&D Equipment	475	181	0	0	(150)	506	506	0	0	0
100 Bus Corridor Improvements	415	0	0	0	(335)	80	80	0	0	0
101 Cardiff West Interchange	250	(3)	0	0	0	247	0	(247)	0	(247)
102 CCTV System Upgrade	0	(35)	35	0	0	0	0	0	0	0
103 WG Air Quality	10,000	0	0	0	(6,000)	4,000	4,000	0	0	0
104 S106 Funded Schemes	601	474	(474)	0	0	601	582	(19)	0	(19)
<b>Total Traffic &amp; Transportation</b>	<b>27,062</b>	<b>5,172</b>	<b>(833)</b>	<b>0</b>	<b>(7,517)</b>	<b>23,884</b>	<b>22,300</b>	<b>(1,584)</b>	<b>0</b>	<b>(1,584)</b>
<b>Central Transport Services</b>										
105 Vehicle Replacement -Lease or Buy	3,260	0	0	0	0	3,260	2,900	(360)	0	(360)
<b>Strategic Planning &amp; Regulatory</b>										
106 S106 Projects	77	150	(150)	0	0	77	31	(46)	0	(46)
<b>Total Strategic Planning &amp; Regulatory</b>	<b>77</b>	<b>150</b>	<b>(150)</b>	<b>0</b>	<b>0</b>	<b>77</b>	<b>31</b>	<b>(46)</b>	<b>0</b>	<b>(46)</b>
<b>TOTAL PLANNING, TRANSPORT &amp; ENVIRONMENT</b>	<b>41,916</b>	<b>15,466</b>	<b>(1,216)</b>	<b>0</b>	<b>(7,269)</b>	<b>48,897</b>	<b>43,772</b>	<b>(5,125)</b>	<b>0</b>	<b>(5,125)</b>
<b>RESOURCES</b>										
<b>Technology</b>										
107 Modernising ICT to improve Business Processes	600	(175)	0	0	0	425	300	(125)	0	(125)
108 ICT Refresh	830	36	0	0	0	866	866	0	0	0
<b>Total Technology</b>	<b>1,430</b>	<b>(139)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,291</b>	<b>1,166</b>	<b>(125)</b>	<b>0</b>	<b>(125)</b>
<b>Corporate</b>										
109 Contingency	200	0	0	0	0	200	200	0	0	0
110 Invest to Save - Bid Allocation for small schemes	500	0	0	0	0	500	500	0	0	0
111 City Deal - Cardiff Share	1,198	2,474	0	0	0	3,672	0	(3,672)	0	(3,672)
112 Core Office Strategy -Digital Infrastructure	2,000	0	0	0	0	2,000	2,000	0	0	0
113 Web casting and Infrastructure	220	0	0	0	0	220	220	0	0	0
114 Cardiff City Transport Services Ltd - Cardiff Bus Support	7,000	0	0	0	0	7,000	7,000	0	0	0
<b>Total Corporate</b>	<b>11,118</b>	<b>2,474</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,592</b>	<b>9,920</b>	<b>(3,672)</b>	<b>0</b>	<b>(3,672)</b>
<b>TOTAL RESOURCES</b>	<b>12,548</b>	<b>2,335</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,883</b>	<b>11,086</b>	<b>(3,797)</b>	<b>0</b>	<b>(3,797)</b>
<b>TOTAL GENERAL FUND</b>	<b>106,389</b>	<b>56,862</b>	<b>(33,847)</b>	<b>0</b>	<b>(4,134)</b>	<b>125,612</b>	<b>101,706</b>	<b>(24,906)</b>	<b>1,000</b>	<b>(23,906)</b>
<b>PUBLIC HOUSING (HRA)</b>										
115 Estate Regeneration and Stock Remodelling	2,900	90	(90)	0	0	2,900	3,186	286	0	286
116 External and Internal improvements to buildings	11,150	2,678	(2,678)	0	0	11,150	8,917	(2,233)	0	(2,233)
117 Disabled Facilities Service	3,350	(263)	263	0	0	3,350	2,700	(650)	0	(650)
118 Housing New Builds & Acquisitions	39,375	3,359	(3,359)	0	0	39,375	37,980	(1,395)	0	(1,395)
<b>TOTAL PUBLIC HOUSING</b>	<b>56,775</b>	<b>5,864</b>	<b>(5,864)</b>	<b>0</b>	<b>0</b>	<b>56,775</b>	<b>52,783</b>	<b>(3,992)</b>	<b>0</b>	<b>(3,992)</b>
<b>TOTAL</b>	<b>163,164</b>	<b>62,726</b>	<b>(39,711)</b>	<b>0</b>	<b>(4,134)</b>	<b>182,387</b>	<b>154,489</b>	<b>(28,898)</b>	<b>1,000</b>	<b>(27,898)</b>

**APPENDIX 4 - CAPITAL PROGRAMME 2020-2021**

**DIRECTORATE & SCHEME**

<b>2020-2021 Programme</b>	<b>2019-20 Slippage</b>	<b>Budget revision</b>	<b>Virements</b>	<b>Changes &amp; New Approvals</b>	<b>Total Programme 2020-21</b>	<b>Outturn</b>	<b>Slippage</b>	<b>(Underspend) / Overspend</b>	<b>Total Variance</b>
<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>

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## **Appendix 5 - Capital Schemes Update**

### **Economic Development**

1. The 2020/21 programme for the Directorate is £20.868 million, with an initial variance identified of £10.272 million predominantly in relation to city development and major projects.

### **Business and Investment**

2. The council has received from Welsh Government, repayable loans totalling £4.810 million for the implementation of town centre regeneration schemes in order to bring back vacant, underutilised or redundant buildings into beneficial use. Expenditure of £1.5 million on loans is currently assumed for the year, but is dependent on applications, due diligence and ensuring appropriate security arrangements for any loans. This currently includes projects at Windsor Place and Chapter Arts Centre.

### **City Development & Major Projects**

3. A sum of £2.366 million was originally allocated in the 2019/20 capital programme for economic development initiatives, primarily in relation to heritage buildings. A sum of £366,000 is to be used for the completion of the Black Tower Tales visitor experience at Cardiff Castle, with £130,000 of this to be spent in 2020/21 to allow for completion of this. The balance of £2 million is currently assumed to be carried forward into 2021/22 to facilitate ongoing economic development initiatives.
4. A sum of £1.929 million arising from 2019/20 Welsh Government grant to support economic stimulus in local authorities has been used for the acquisition of land situated on the corner of James Street and Adelaide Street in Cardiff Bay that has remained derelict for over 30 years. Site clearance and demolition is planned this financial year and coupled with existing land ownership in the area such as the Royal Stuart Workshops, a comprehensive redevelopment plan of the area is to be prepared to assist with the regeneration of Cardiff Bay.
5. An initial sum of £1 million was allocated in 2020/21 towards the Development strategy for the Sports Village and infrastructure works which would be repaid through capital receipts or revenue from sites. An updated masterplan and development strategy is due to be presented to Cabinet in the latter half of the year. Pending this, it is assumed that no costs will be incurred this financial year.
6. The primary phase of Central Square Public Realm was completed in November 2018 with costs of £8.7 million in 2018/19 and prior. Slippage of £342,000 will continue to be carried forward into 2021/22 in order to complete works arising following future phases of the development and in line with various other public realm works planned around the site.

7. Cabinet approved the acquisition of the Red Dragon Centre site in December 2019, triggering the approval of the affordability envelope in respect of delivery of a new indoor arena as part of the 2019/20 budget proposals. Completion of the site took place in January 2020. Procurement of a developer/operator for the new Indoor Arena is currently under way, with shortlisted bidders in a competitive dialogue phase as part of a full business case on the delivery of the Arena to be presented to Cabinet for final approval. Subject to submission of a planning application for an Indoor Arena on the Atlantic Wharf site, a further sum is payable for the acquisition of the site. This is currently assumed to be in 2021/22, resulting in slippage.
8. In August 2020, the affordability envelope was also utilised to acquire the long leasehold in a property known as Pizza Hut, Hemingway Road, Cardiff. The property is to be managed as part of the Red Dragon Centre, but is also deemed a strategic investment to assist with the Council's wider master planning of Atlantic Wharf.

### **Parks & Green Spaces**

9. The contract for the refurbishment of the toilet block at Parc Cefn Onn which started last February was completed in August at a total cost of circa £219,000 with additional funding required to complete this of £117,000 to be met from the Council's building asset renewal budget.
10. The Parks Asset Renewal Infrastructure budget for 2020/21 including slippage is £253,000 and is to be used for footpath reconstruction at Hailey Park and Whitchurch Common, and for retaining structural works, including Waterhall bridge replacement, Cath Cobb Woods and Fairwater Park Wall.
11. The enhanced play equipment capital allocation is £533,000 including a significant level of slippage from 2019/20. It is essential that a robust process for the planning and delivery of these schemes is in place with resurfacing and replacement of playground equipment at sites including Lascelles, Parc Caedelyn, Glenmount Way, Grange Gardens, Drovers Way, Catherine Gardens, Victoria Park and Peppermint Drive.
12. Refurbishment works at Roath Park House, to protect it from further deterioration and make it wind and watertight, commenced in September and were completed in August 2020 at a cost of £617,000. Options and costs are now being determined to complete the building and fit out the property as a cafeteria and cookery school for Youth Foods. The project utilises most of the funding from capital receipts from the disposal of the former youth hostel at Wedal Road agreed by Cabinet to be re-invested in the Roath Park District Area.
13. Expenditure of £100,000 is forecast on professional fees and surveys during the year in relation to Roath Park Dam in order to determine an options report for works deemed required as part of the Reservoir Act 1975 and in response to a Natural Resources Wales inspection report. Future costs are subject to this

appraisal, consideration of the impact on other features of this Grade1 listed Historic Park as part of a future Cabinet Report.

## **Leisure**

14. A property asset renewal budget of £310,000 has been allocated in the year to replace sections of roof at Western Leisure Centre in order to urgently address water ingress.
15. As part of the contract for the transfer of leisure sites to GLL, the balance remaining of the £3.5 million for investment in the transferred leisure sites is £0.678 million, which is repayable on an investment to save basis. Expenditure of £220,000 is forecast during the year on the Air Handling Unit at Western Leisure Centre.
16. Following confirmation of drainage requirements, a tender package is being amended and is to be issued for a scheme at Pontcanna Riding School to resurface the outdoor arena. The project has been a significant time in development but is aimed to be completed this financial year following confirmation of a drainage assessment. Funding sources include a grant from Sport Council Wales and a contribution from the friends of Pontcanna Riding School.

## **Venues and Cultural Facilities**

17. A balance of £222,000 is available in 2020/21 from Capital budgets initially allocated in 2015/16 for priority works identified at St David's Hall (£350,000) and New Theatre (£295,000). The upgrading of the Building Management System at St David's Hall which commenced last year will be completed this year at a total cost of £415,000, with the balance to be met from the Council's property asset renewal budget.

## **Property & Asset Management**

18. Property Asset Renewal works for administration buildings will be developed over the year but currently includes health and safety works at Ocean Park Arena, roof replacement at Cardiff Castle Visitor Centre, the Grassroots Building, Thornhill Crematorium and Cardiff Central Market and lift upgrades at County Hall and St David's Hall.
19. The Community Asset Transfer budget provides up to £25,000 for improvement works to buildings being taken on by third party organisations. Payments are subject to progress on schemes and slippage of £73,000 is shown at this stage into 2021/22.
20. In respect of the former Virgin Active Tennis Centre, immediate health and safety as well as works to reconfigure the centre into separate, self-contained units has been completed at a cost of £1.635 million to create a local sports and club facility, the Ocean Park Arena. Rental and service charge agreements have been established with tenants and works are currently being undertaken in respect to

outdoor sports pitches in partnership with the House of Sport. In the absence of a land receipt from the site, these costs are paid for from capital receipts from the investment property strategy. Further work to replace the Air Handling units at an estimated cost of £250,000 is proposed to be paid for as part of the Property asset renewal budget.

21. In respect of Central Market, the council's phase one application for a scheme to provide interpretation and to restore and prevent further deterioration to the building has been approved by the National Lottery Heritage Fund. The development and design stage is expected to run to August 2021 and subject to this, there will be a final funding announcement in January 2022. The Council has allocated £450,000 capital funding over the next four years as well as an earmarked revenue reserve of £269,000. Expenditure during this year is forecast to be £20,000.

### **Harbour Authority**

22. The Harbour Asset Renewal budget approved for 2020/21 is £262,000, to be spent on the purchase of a new crane to undertake barrage maintenance and refurbishment of railings at Penarth Marina. Discussions are taking place with Welsh Government in respect of works required in relation to the Dock feeder and Castle water bus stop.

### **Education and Lifelong Learning**

23. The 2020/21 programme for the Directorate is £26.389 million, with a net overall variance identified of £1.416 million primarily due to the delays in on site works across all schemes due to the COVID-19 lockdown restrictions at the start of the year.

### **Schools - General**

#### *Asset Renewal - Buildings*

24. The Council asset renewal allocation of £5.601 million in 2020/21 includes an assumed £3 million WG grant for schools capital maintenance, in line with grants received in the prior two financial years. Full expenditure is anticipated this financial year based on the current programme of roof and boiler replacements, fire precaution works, safeguarding of lobbies and kitchen upgrades. Due to limited scope for works to be carried out during recent lockdowns, spend is anticipated to be lower than prior years and the medium term budgets re-profiled to reflect current circumstances. An additional £25 million invest to save funding to address condition, health and safety and additional learning needs within the schools estate was approved in 2018/19 and, as approved in the Capital Programme in February, no spend from this allocation was intended for 2020/21. This additional funding will be used flexibly over the medium term to support the programme of works when required.

#### *Asset Renewal – Suitability and Sufficiency*

25. The Suitability and Sufficiency budget of £1.095 million includes £55,000 slippage brought forward from 2019/20. This budget is expected to be fully utilised in 2020/21 on a range of works including; security and safeguarding works on boundaries and receptions across the schools estate, as well as priority Disability Discrimination Act (DDA) adaptations.

#### *Whitchurch High*

26. A £1.194 million separate allocation exists for works at Whitchurch High with future works subject to a full options appraisal. Opportunities for virements from existing education budgets will be considered subject to the impact of such an approach. Given delays in construction across the programme it is assumed that there will be slippage of £450,000.

#### *Welsh Medium Grant*

27. A further grant of £1 million was awarded from WG in 2019/20 to improve Ysgol Y Wern under the Welsh Medium programme. Works on the project will be finalised this year, which will increase the school to three forms of entry by providing two new permanent classrooms via extension of the existing building, along with the development of a Welsh medium teachers training room in partnership with Cardiff Metropolitan, Welsh Government and the Central South Consortium. Full spend of the remaining £730,000 grant is anticipated in 2020/21.

#### *Reducing Infant Class Sizes Grant*

28. As part of an ongoing programme to reduce infant class sizes, Welsh Government agreed a £3.322 million grant funding package until 2021 for St Fagan's Primary, St Francis Primary and Oakfield Primary. Final payments to Oakfield contractors will be paid this year, with works on the St Fagan's project having commenced. St Francis is expected to commence later this year, with expected slippage of £1.865 million. WG have confirmed an extension to this grant allowing slippage into 2021/22 due to the difficulties in working on site caused by COVID-19.

#### **Schools Organisation Plan – 21<sup>st</sup> Century Schools**

29. The 21<sup>st</sup> Century Schools Band A programme has fully utilised Welsh Government grant funding of circa £66 million with final expenditure in 2020/21 expected to be £1.5 million including the demolition and security costs at the Michaelston site as part of the Cardiff High School in the West project. This is significantly higher than first planned due to delays in being able to start on site (COVID-19 related) and significant concerns relating to asbestos and other site contaminants. Outstanding Band A grant retentions will be utilised to fund this expenditure in the first instance with Invest to save picking up any additional spend.

30. Band B of the 21<sup>st</sup> Century Schools Programme has now commenced with an original funding envelope of circa £284 million. This has been amended by WG to £202 million based on the movement of Cathays High and Willows schemes to the Mutual Investment Model (MIM). This is to be funded by a Welsh Government grant award with match funding from Cardiff Council at a rate determined by the type of school. The timescales of the programme have been reviewed since the initial submission to Welsh Government and will continue to evolve as detailed business cases are developed. At present three schemes are progressing; Fitzalan High, St Mary the Virgin and Doyle Avenue.
31. The stage one and enabling works contracts for Fitzalan have been awarded and works on site are expected to commence imminently. Total spend anticipated in 2020/21 is £11.479 million out of the total £64.3 million allocated budget. The full business case has been agreed by Welsh Government.
32. St Mary the Virgin is currently at design stage with the full business case currently being drafted. Minimal expenditure is anticipated this year in line with cash flows projected in the business case.
33. The Doyle Avenue scheme aims to house three schools (Cantonian, Riverbank and Woodlands) on one shared campus. This is currently at the initial design stage, awaiting appointment of technical project management due to the complex nature of the scheme. Current projections are based on historic cost profiles and are currently being reviewed. It is likely that additional slippage will occur on this scheme.

### **People & Communities**

34. The total programme for 2020/21 is £14.575 million, with a variance identified of £3.296 million, the majority of which relates to slippage on regeneration schemes and housing.

### **Communities & Housing**

#### **Neighbourhood Regeneration**

35. The Neighbourhood Renewal Schemes budget of £489,000, includes completion of schemes from 2019/20 in relation to street scene environmental improvements in Cathays and Riverside as well as implementation of a 3G sports pitch at Splott Park. Additional projects in development include a range of wellbeing improvements in Llanishen Park as well as environmental improvements on Cowbridge Road East and Llanishen Street.
36. Including slippage from the prior year of £26,000 the alley gating budget is £76,000 for priority schemes throughout the city. Subject to completion of consultation and legal procedures, full expenditure is currently forecast.
37. In March 2018, Cabinet agreed priorities for submission under the Welsh Government Targeted Regeneration Investment (TRI) Programme. In

accordance with the terms and conditions of the funding, the Council has allocated its own resources to supplement other public and private funding, a total of £1.3 million.

38. TRIP funding of £545,000 was approved towards Butetown Pavilion which is now complete following a delay in the acquisition of equipment and fit out as a result of COVID-19.
39. The Tudor Street Business Improvement Scheme will focus on the delivery of external improvements to commercial premises in Tudor Street, Riverside. Start on site was delayed by COVID-19 and progress continues to be dependent on the ability to enter properties. TRIP funding of £920,000 is approved for this £1.35 million scheme, expected to be complete by September 2021.
40. £1.630 million of TRIP funding has been approved for an environmental improvement and green infrastructure scheme at Tudor Road as part of a potential scheme totalling £3 million, subject to completion of a tender process. Subject to this, a start is expected this financial year.
41. Schemes to create hubs at Rhydypennau and Whitchurch funded by Welsh Government MALD and Integrated Care Fund (ICF) grants were completed in August. Options are being considered to create a comprehensive scheme at Rhiwbina, with initial design costs assumed in 2020/21 and subject to grant applications to Welsh Government.
42. The Council aims to develop an integrated city centre business academy for young people, at Grassroots in Charles Street. The project is at design stage and with forecast costs of over £2.5 million. An Intermediate Care Fund grant bid has been approved at £400,000 to supplement a Council allocation of £800,000 and the outcome of further external grant bids is awaited as part of a wider regeneration scheme. The feasibility and viability of the scheme is being considered given the cost and outcomes of alternative grant funding bids.

### **Housing (General Fund)**

43. The Disabled Facilities Service budget for mandatory and discretionary grants to housing owner-occupiers as well as for administration costs for the grants is £4.550 million and includes an additional £750,000 p.a to meet additional demand and reduce waiting times. This expenditure allows housing owner-occupiers to continue living in their own home. Due to COVID-19, demand in the first quarter has been weak, and the focus has been on the most critical cases. Assessments are now progressing as part of the service recovery plan, with the current forecast of expenditure being £3.9 million.
44. In addition, an Enable grant totalling £436,000 has been awarded in the year from Welsh Government to deliver additional adaptations.
45. An Intermediate Care Fund (ICF) grant of £660,000 and £1.644 million was received late in 2018/19 and 2019/20 respectively and utilised for disabled adaptations expenditure. In accordance with the terms in accepting the grant, the

Council was required to carry forward its own displaced resources as slippage. This £2.304 million is now to be returned to Welsh Government to be spent on agreed ICF priorities with the health board.

46. To facilitate comprehensive regeneration schemes, the estate environmental improvement allocation supports the costs of works to owner-occupier properties as part of the Public Housing programme. Schemes during the year include, Roundwood Estate, Arnold Avenue and Bronte Crescent. The budget will also contribute towards any requirement for enabling works as part of approved energy efficiency schemes, for which £100,000 is assumed whilst a WG led scheme is developed. There will be slippage of £200,000 into 2021/22 in respect of the energy scheme and to allow completion of existing schemes.
47. Acquisition of a site to expand the number of pitches at Shirenewton traveller's site took place in 2019/20 with total expenditure of £433,000. Demolition of buildings is being undertaken in parallel with options to determine the number of pitches on site prior to submission of a grant application to Welsh Government.
48. The Domestic Abuse One Stop Shop at the Cardiff Royal Infirmary site was built in partnership with the Health Board and will be run by RISE which is a consortium of organisations providing services to support women. Handover was delayed as a result of COVID-19 whilst awaiting final interior elements to be installed.
49. Subject to finalisation of legal agreements and terms and conditions of funding from Welsh Government, the Council will trial of the Private Rented Sector (PRS) Leasing Scheme between 2020-27. The purpose of the Scheme is to improve access to longer term affordable and good quality housing, with tenancy support, in the PRS. The lessons learned from the trial of this scheme will support the development of a national scheme across all local authorities in Wales. The Scheme will support those who are homeless or at risk of homelessness and provide tenants with longer term security of accommodation (up to 5 years) at a rent at local housing allowance (LHA) level. Under the scheme, the Council will provide support to tenants to help them to access and maintain their tenancies; reducing the risk of future homelessness by addressing their challenges quickly and responsibly. The Council will acquire quality properties for a period of 5 years; providing regular rental income to property owners at the relevant Local Housing Allowance rate less 10%. Detailed processes are being determined with further information on timescales, revenue and capital grants as well as loan funding to be provided by Welsh Government included in the programme in future monitoring reports.

### **Flying Start**

50. The budget for Flying Start Capital schemes for the year totals £152,000. This comprises of allocations for furniture and ICT for Ely and Caerau Children's Centre and Greenway Primary (£45,000 and £47,000 respectively), alongside a sum of £60,000 for refurb works at seven nursery sites across Cardiff. It is anticipated that all works will be completed by year-end.

### **Childcare Capital Grant**

51. WG grants in relation to Childcare total £382,000 to continue to support sufficient childcare places to meet demand. Slippage of £271,000 is expected in relation to St Mary the Virgin and childcare for the new Welsh Medium childcare, due to dependency on other projects progressing first. The remainder is estimated to be fully utilised in 2020/21.

## **Social Services**

### **Children's Services**

52. Proposals from the remaining John Kane Fund include an extension and refurbishment of the Crossland's home. With projected costs in excess of the budget available and the need to mitigate the impact of the works on service delivery, no expenditure is currently assumed during the year.
53. Expenditure of £370,000 is assumed to acquire a property and develop it for short stay assessment accommodation for Children looked after as part of the 'Right Home, Right Support' commissioning strategy.
54. An Integrated Care Fund grant of £300,000 over two years is available to improve and increase capacity of Trelai Youth Centre on the Ty Gwyn Special School campus, making it available to children and young adults with learning disabilities and complex needs in Cardiff for out of school activities.

## **Planning, Transport & Environment**

55. The 2020/21 programme for the Directorate is £48.897 million, with a variance identified of £5.125 million. This is primarily in relation to slippage of highway maintenance and cycling development projects. A range of grants have been approved by Welsh Government, in most cases, with a requirement to undertake expenditure by 31 March 2021. Schemes and associated preparatory works will need to progress promptly in order to maximise utilisation. Opportunities to switch council funding will also need to be considered as the year progresses.

### **Energy Projects & Sustainability**

56. A number of energy schemes totalling circa £1.3 million are proposed to be undertaken under the second phase of the REFIT programme. Subject to tender as well as application and approval of a repayable Salix loan, forecast expenditure is £750,000 during 2020/21.
57. In May 2019, Cabinet approved the final business case to deliver a solar farm at Lamby Way. The Solar Farm is a long term invest to save project which is projected to be self-financing over its operational life which is in excess of 30 years. In reaction to the COVID-19 crisis, the contractor left the site in March and returned in June, resulting in a delay in the works. However installation of the panels is now complete with first electricity generation following connection to the grid expected in early September. The critical next phase in terms of timing and maximising income is the installation of a private wire and this is now

expected to be complete before the end of November. The total cost of the scheme is now expected to be in excess of £8.5 million including the initial grid connection.

58. The Council has been offered grant funding of £6,628,000 for Phase 1 of the Cardiff Heat Network project from the Department of Business, Energy and Industrial Strategy (BEIS). This is subject to the outcome of a procurement exercise to appoint a contractor to design, build, operate and maintain the network and subsequent approval of the final business case by Cabinet.
59. It should be noted that the costs of all projects identified above together with ongoing maintenance must be paid back from savings or future income generation.

### **Bereavement & Registration services**

60. A contract for works to create new burial space in the North of the city is currently on site and forecast to be complete by February 2021. Any expenditure must be repaid from future income receivable as part of the bereavement reserve.
61. As part of the budget proposals for 2020/21, a segregated Capital property asset renewal allocation for bereavement services was created from the rest of the property portfolio to allow more of the bereavement reserve to be used to support the revenue costs of the service and Directorate. The allocation for 2020/21 is £275,000, to support site infrastructure improvements, equipment, lighting and improvements to facilities. The lining of the three cremators have also been replaced at a cost £185,000 earlier than planned, with funding to be potentially brought forward subject to progress on other schemes.

### **Recycling Waste Management Services**

62. The five-year capital programme includes £3.325 million to explore options for a new household waste recycling / reuse centre. No expenditure is forecast to be incurred during the year until a suitable site is identified, resulting in slippage of £200,000.
63. The Capital programme for 2019/20 included an allocation of £815,000 to roll out a separate glass collection scheme. The Council is working with Welsh Government, WRAP and Local Partnerships on the Recycling Service Strategy Development and to evaluate, plan and implement a cost-effective waste management system that meets current and future Welsh Government and Council targets and aspirations. Opportunities for grant support will be considered as part of any agreed approach. The budget has been profiled and moved to the 2021/22 financial year.
64. Funds previously allocated for fire safety measures in relation to the Materials Recycling Facility (MRF) equipment and building are to be used for a range of infrastructure improvements at depot and recycling sites. This includes CCTV,

barriers for health and safety, weighbridge and vehicle wash upgrades. Current projections show that budgets allocated in future years will need to be brought forward. Property asset renewal works include shower and drying facilities for staff at Lamby Way, with other schemes being considered to support improvement of site operations.

## Highway Maintenance

65. Expenditure on the reconstruction of structurally deteriorated roads which are deemed to be a priority is forecast to be £757,000. Site investigations will determine the most appropriate treatment to address their condition and form the basis of any tender exercise. Prioritised roads are Church Road in Pentyrch and Creigiau Road.
66. The budgets for carriageway and footpath works total £7.106 million including slippage from 2019/20. Budgets from footpaths have been re-prioritised to carriageways as social distancing requirements make the delivery of such works difficult as well as costly. The budget will complete 2019/20 carriageway preventative, resurfacing and patching contracts, micro asphalt resurfacing and a number of other treatments during the remainder of the year. In order to avoid slippage, assessment of priorities and immediate actions should be put in place in order to ensure works can be procured and completed where budgets have been requested during the year to address condition.
67. The five year capital programme includes a sum of £2.240 million to replace the timber surface of the Millennium Walkway which is deemed to be at the end of its expected lifespan. Works entail the replacement of the timber decking and supporting bearers using reinforced plastic components along the length of the walkway from Wood Street to Cowbridge Road East/Castle Street along the River Taff. Following a trialling of materials, a tender process is to be undertaken, with the timing of any works subject to decisions in respect to the Dragons Heart temporary hospital site.
68. The bridges and structures budget of £1.835 million will support St Fagan's Road and Llandennis Road culvert works as well as any capital works arising from assessment reports from North Road flyover. The budget will also be used to match fund a number of small scale flood defence schemes attracting Welsh Government grant, planned to be undertaken during the year. Slippage of £835,000 is currently forecast and to be re-prioritised in future years.
69. The street lighting infrastructure budget is to be utilised for subway lighting, column replacement and also to start the design process for electrical works on Eastern Avenue. Implementation of the latter continues to be delayed resulting in overall slippage of slippage of £608,000 into 2020/21.
70. Following a successful trial of LED lighting in the Radyr Ward, with the conversion of 1,250 columns, Cabinet approved in May 2019, an invest to save business case for all remaining residential columns to be converted to LED at a potential cost in excess of £6 million. Procurement of works has not yet commenced and subject to this, expenditure assumed during the year is £1.5 million.

71. As part of a coastal defence scheme to implement improvements from Rover Way to Lamby Way, a Welsh Government grant of £639,000 was awarded to progress design, habitat assessments and complete a full business case. A ground investigation contract was completed in May 2020, with the results to be utilised in order to determine the most appropriate detailed design. The detailed design is due to be completed by the end of the financial year for submission to WG. Implementation of any scheme is subject to approval of the business case as well as confirmation of financial viability including any match funding required from the Council. Subject to the above, this is likely to be in early 2022.

## **Traffic & Transportation**

72. The Council Road Safety Schemes budget of £335,000 will be used to match fund safety related schemes being delivered as part of Welsh Government grants.
73. The enhanced asset renewal telematics budget of £524,000 is to be used for replacement of obsolete analogue CCTV cameras at various locations with HD digital CCTV cameras, replacement of electronic signage / control system for the North Road tidal flow lane control system and Bute Tunnel entrance electronic signage.
74. The total budget for cycling development in 2020/21, including slippage from the prior year, is £2.674 million, which will be used to match fund WG grant funded schemes for primary cycleways and completion of schemes such as North Road Phase II. Opportunities will be considered to supplement WG grant to introduce additional pop up cycling facilities. Slippage of £1.2 million is forecast, in line with the current delivery programme.
75. A sum of £375,000 Council match funding is included in the Capital Programme to help secure a range of Welsh Government grants where match funding is required. Together with slippage from 2019/20 this is to complete a range of schemes for Local Transport, Safe Routes in Communities and Road Safety. Current estimated suggest slippage of £106,000, but with Welsh Government terms and conditions requiring all grant to be utilised by 31 March 2021, this may increase towards the end of the year.
76. The Council's City Centre and Key Links Transport Improvement budget of £1.259 million is to be utilised towards schemes in the City Centre in future years in line with the delivery programme. However, for 2020/21, a Metro+ grant approval has been received of £405,000 which will be used towards the design of City Centre Eastside.
77. A Local Sustainable Transport COVID-19 Response Grant of £3.619 million has been approved by Welsh Government for 2020/21. It includes funding for pop up cycle measures, infrastructure to support social distancing measures; 20 mph limits on key routes, and public realm enhancements for spill over pedestrian areas and low-cost solutions to reallocate road space in favour of sustainable forms of transport.

78. The Welsh Government allocation to Cardiff for the Local Transport Fund is £2.899 million. The fund supports development of integrated, effective, accessible, affordable and sustainable transport systems. Schemes bid for and approved include £2.649 million towards improving sustainable transport infrastructure and tackling local and national air quality issues at City Centre West (Central Square) and City Centre South (Fitzalan Place / Bute Terrace). It also includes £250,000 towards implementation of 20 mph limits in various areas to encourage active travel and improve quality of life for residents.
79. The Resilient Roads Fund of £1.673 million is to support transport projects that mitigate and adapt to the effects of climate change, including addressing disruptions caused on the highway network by severe weather. Schemes supported are the A470 Bus Corridor improvement; Caedelyn Road to Tyn y Parc Road and the A4119 Bus Corridor improvement – Phase 2D. The Council's bus corridor improvement budget of £80,000 will be used to match fund these schemes.
80. Whilst bids were submitted for the Welsh Government Local Transport Network Fund, no bids were approved.
81. The Welsh Government Road Safety Casualty Reduction grant approval was lower than estimated at £271,000, which along with slippage of £101,000 will support capital projects that reduce road casualties including traffic calming and pedestrian improvements on Crwys Road.
82. Safe Routes in Communities Grant of £285,000 along with slippage of £17,000 aims to improve accessibility and safety and encourage walking and cycling in communities. There is particular emphasis on improving routes to and from schools within the Canton area.
83. Welsh Government Grant available for Active Travel is £4.875 million. The purpose of the fund is to increase levels of active travel, improve health and well-being, improve air quality, reduce carbon emissions and connect communities. Funding will support Cardiff Cycle Superhighways stage 1 (£2.773 million), Taff Trail upgrade at Hailey Park (£460,000), Active Travel to Schools (£579,000) and an allocation of £1.063 million for various improvements to the Integrated Network Plan.
84. A number of transport and environmental projects were initially assumed to be paid for from income arising from the Civil Parking Enforcement Account. This includes on street residential charge points and charge points in various council locations. Due to the impact of COVID-19 on the level of income receivable, budgets allocated for these purposes have been removed pending a review of affordability and feasibility of funding these projects with alternative sources of funding.
85. In relation to moving traffic offences, expenditure of £325,000 is to be incurred on purchasing motion cameras and £181,000 for attended parking stationary

cameras. This expenditure is on an invest to save basis, to be repaid from future parking and enforcement income.

86. Slippage is shown in relation to development of the transport interchange on the site of the former recycling site at Waungron Road, which is proposed to be delivered in parallel with the housing scheme. Planning permission has been received, however delivery is dependent on design works in respect to the housing development and also completion of Network rail improvements to the retaining wall and Fairwater train station.
87. In order to comply with the requirement of the Environment Act 1995 – air quality direction 2019 Welsh Government provided a grant for a range of agreed measures including Bus retrofit (£2.25m); Taxi vehicle emissions incentive (£1.86m); City Centre transport and active travel (£15.2m); completion of 20mph (£1.28m); Implementation management and monitoring (£0.65m). As part of the City Centre Transport projects, works have commenced on improvements at Central Square as part of a £7.5 million scheme. Works are currently expected to be complete in February 2022.

### **Resources**

88. The 2020/21 programme for the Directorate is £14.883 million with a variance of £3.797 million, mainly due to slippage of City Deal projects.

### **Technology**

89. The Modernising ICT budget aims to support projects in the Cardiff Capital Ambition programme and the digitisation of business services utilising modern technology. Expenditure planned during the year includes a final contribution towards the roll out of SharePoint (Electronic Document Management System), Digitalisation projects and SAP archiving. Expenditure of £300,000 is currently forecast for the year.
90. The ICT Refresh budget of £866,000 will support a range of projects to support resilience, capacity and capability such as core network switch replacement, telephony rationalisation and the update of firewalls.

### **Corporate**

91. In respect of the contingency budget of £200,000, given that it is early in the financial year, this is shown projected to be fully required, although as the year progresses, any under spend will be used to reduce the level of borrowing assumed in the Capital Programme.
92. The £500,000 invest to save budget for small schemes has not been requested to be drawn down for approved schemes to date. This will be reviewed and adjusted in future monitoring reports if schemes are approved during the year.
93. Including slippage from 2019/20, the 2020/21 programme includes an allowance of £3.672 million as part of the Council's £28.4 million approved contribution to

the £120 million Cardiff Capital Region City Deal (CCRCD) wider investment fund. The timing and value of any drawdown is subject to proposed projects being considered and approved by CCRCD joint committee, but is also dependent on the different funding streams available to CCRCD to manage expenditure obligations. Current assumptions are that any expenditure will be managed within existing resources held by City Deal and accordingly, slippage of £3.672 million will be carried into 2021/22.

94. To allow the development of a housing viability loan scheme across the region, Cardiff Council agreed to be the recipient of a £10 million repayable loan from Welsh Government. The scheme is subject to approval of a final business case and detailed operational procedures by Regional Cabinet. Subject to this, future monitoring reports will include loan expenditure as part of this scheme.
95. An overall allocation of £9.750 million was included in the programme over a three year period with £2 million of this assumed in 2020/21. This was towards smarter working, digital infrastructure and minor building adaptations to allow consolidation into alternative council buildings including County Hall. Drawdown of this allocation is subject to any expenditure being repaid on an invest to save basis, and subject to further reports to Cabinet on Wilcox House and Core Office proposals.
96. In respect to infrastructure and equipment for webcasting Council meetings, procurement has been delayed due to COVID-19, but this has also necessitated a change in specification to allow meetings to be Hybrid i.e. some attendees in the chamber or meeting room and some attending remotely. Expenditure of £220,000 is assumed at this stage.
97. Subject to a further report to and decision of full Council, due diligence and other matters; a package of support for Cardiff City Transport Services Limited totalling £13.6 million is included in the capital programme over a two year period. This report scheduled for September will consider the actual level of expenditure required and its timing.

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**CABINET MEETING: 17 SEPTEMBER 2020**

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**BUDGET STRATEGY REPORT 2021/22 AND THE UPDATED  
MEDIUM TERM FINANCIAL PLAN****FINANCE, MODERNISATION & PERFORMANCE  
(COUNCILLOR CHRISTOPHER WEAVER)****AGENDA ITEM: 7**

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**Reason for this Report**

1. To provide an update in relation to the Medium Term Financial Plan.
2. To consolidate and update the financial strategy of the Council in readiness for the preparation of the 2021/22 revenue and capital budgets.
3. To outline the timetable that the budget process will follow in order to present the 2021/22 Budget to Council in February 2021.
4. To provide an update in relation to the Council's financial resilience.

**General Background**

5. The Medium Term Financial Plan (MTFP) included within the Council's 2020/21 Budget Report identified a potential budget gap of £73.4 million over the period 2021/22 – 2024/25. This Report updates the MTFP for more recent information. It outlines the 2021/22 Budget Strategy and associated timetable, and sets out the approach for rolling forward the Capital Programme. It also highlights considerations directly associated with the Coronavirus pandemic that will need to be kept under close review from a financial planning perspective in the coming months. Finally, it includes an assessment of the Council's financial resilience in the face of continued financial challenges and the unprecedented circumstances being experienced during 2020/21. (Annex 1 contains the Council's updated Medium Term Financial Plan whilst Appendix 1 provides an overview of the Budget Strategy 2021/22 in a question and answer format.)

**Issues**

6. Before 11 March 2021, Cabinet Members have a collective duty to place before the Council, proposals, which if approved, would result in the adoption of a balanced budget for 2021/22. This Report sets out a strategy and timetable in order to arrive at that position.

7. The external environment in which an organisation operates has a direct influence on financial planning. At present, economic, demographic, social and global considerations, (that is, all key external factors that influence budget setting) are fraught with uncertainty due to the Covid-19 pandemic.
8. The backdrop against which the 2021/22 Budget Strategy is being prepared is unprecedented. It will therefore be key to:
  - Reflect on significant economic uncertainties. These have the potential to affect key assumptions within the MTFP, including future funding levels, as well as pay, inflation and interest rates. Unemployment rates may also affect demand for services.
  - Continue to review all directorate operational considerations, so that no key factors are overlooked, due to focussing on the crisis.
  - Consider how the pandemic may affect service delivery over the medium term, beyond the economic factors already outlined above. Considerations range from the ongoing impact on services of public health measures, to demographic changes that may affect future demand for services.
  - Recognise that in developing the 2021/22 Budget, it will be more critical than ever to continually review and revisit assumptions, given the speed with which circumstances can change.
9. Updates to the 2021/22 Budget Gap are currently predicated upon a review of operational considerations, alongside a revision of core underlying assumptions to reflect the Covid-19 economic climate. This position is supplemented by a set of specific Covid-19 related financial risks that will require continual scrutiny in coming months, as set out in paragraphs 37-41.

### **Economic Context**

10. The UK is currently in recession, which is defined as a reduction in Gross Domestic Product (GDP) over two consecutive quarters. During January to March 2020, GDP fell by 2.2%. During the second quarter of 2020, as nationwide lockdown took effect, GDP fell by a further 20.4%, the biggest quarterly decline since comparable records began. Whilst monthly figures indicate that economic growth returned in May and strengthened in June, this was insufficient to offset the dramatic impact of the first full month of restrictions during April.
11. Looking forward, economic recovery is extremely uncertain. The longer-term impact on businesses of national and local lockdowns, and ongoing public health measures designed to control the spread of the virus, remain to be seen. Other uncertainties include whether there will be a shift in consumer confidence and behaviour, the potential for a second spike of the virus, and the timing and efficacy of any potential vaccine.
12. Brexit is an added uncertainty on the horizon. Although the UK left the EU on the 31 January 2020, it is still unclear whether a trade deal will be reached by the end of 2020. At the end of June 2020, the UK Government

rejected an extension to the transition period beyond 31 December 2020, which potentially increases the chance of a no-deal Brexit.

13. The Government's Job Retention Scheme (JRS) has mitigated the impact of the pandemic on job losses to date. However, unemployment is rising and the tapering of the JRS over coming months, ahead of its withdrawal in the autumn, is likely to lead to further increases. The Organisation for Economic Co-operation and Development (OECD) have estimated that the UK's unemployment rate could increase to between 11.7% and 14.8% by the end of the year, depending on whether there is a second spike of the virus.
14. Government support for jobs and businesses during the pandemic has had a significant impact on public sector borrowing. In July, UK public sector net debt reached £2 trillion for the first time and further heavy borrowing is anticipated in coming months. At the end of July, debt was 100.5% of GDP, the first time it has exceeded 100% in almost sixty years.
15. There will be a need to restore debt to more sustainable levels over time, and this clearly has the potential to affect spending on public services. The Chancellor Rishi Sunak stated that "figures are a stark reminder that we must return our public finances to a sustainable footing over time, which will require taking difficult decisions." The UK Autumn Budget and the outcomes of the Comprehensive Spending Review, which commenced in July 2020, may give further indications in this regard.

### **Cardiff Council Context**

16. The Council has identified almost £225 million in savings over the past ten years and has seen a reduction of over 1,600 full time equivalent (FTE) posts since 2012/13 (in services other than schools). For a number of years, no Aggregate External Finance (AEF) increases were available to meet increasing demand and price pressure. These pressures, which were material in Social Services and Schools, were largely met from savings in other directorates. Over time, this has had a significant impact on the shape of the Council's budget. Along with capital financing, Schools and Social Services now account for over 70% of the Council's net budget. Whilst these challenges are well known, their impact on the Council's ability to continue to identify material levels of savings over the medium term should not be understated.
17. In the 2020/21 financial year, the Covid-19 virus and associated public health measures have had significant financial implications for the Council, both in terms of additional costs and loss of income - issues that have been experienced across Wales. Throughout the pandemic, the financial implications of the Council's actions to support the city through the crisis and to deliver services safely have been closely monitored. This has included the impact of adapting to an essential service model at the height of the crisis, through to the proactive measures the Council has taken to restart services and support city recovery as lock down measures have eased. Over the course of coming months, and throughout the period

covered by the MTFP, it will be key to ensure close links between financial planning and strategies to assist Cardiff's post-crisis renewal.

18. During the first quarter of 2020/21 alone, the Council incurred additional costs of £22.4 million in responding to the crisis and experienced income losses of £13.3 million due to lockdown measures. Further information on the nature of these pressures is included at paragraphs 37 and 38.
19. Over the early months of the pandemic, Welsh Government announced £155 million support for Local Government to assist in meeting additional cost pressures and £78 million to support lost income streams. On 17 August 2020, Welsh Government announced a further £264 million funding for the remainder of the financial year, bringing the total support package for Local Government, known as the Covid-19 Hardship Fund, to just under £0.5 billion in 2020/21.
20. Claims for reimbursement via the hardship fund are submitted to Welsh Government on a monthly basis. Full details on Cardiff's reimbursements to date are detailed in the Budget Monitoring - Month 4 Report 2020/21, and are not repeated here. However, the above paragraphs are intended to illustrate the extent to which the pandemic has affected Local Government finances, and the backdrop against which the 2021/22 Budget Strategy is set.
21. Challenging financial circumstances reiterate the importance of clear links between strategic priorities and financial planning. Scarce resources must be appropriately allocated, safeguarding the impact on future generations. The Council's financial strategy documents, including the Budget, MTFP, Capital and Treasury Strategies, are framed by the priorities and objectives set out in Capital Ambition, the Corporate Plan and the Wellbeing Plan. Budget Strategy assumptions also have regard to the principles within the Wellbeing of Future Generations (Wales) Act 2015. The budget process will also need to take into account any emerging strategies, associated with adjusting to the "new normal."

### **The Medium Term Budget Reduction Requirement**

22. The MTFP was last reported in February 2020, alongside the 2020/21 Budget Report. As part of sound financial practice, the MTFP undergoes regular review to ensure it reflects most recent information. Updates made in each key area contributing to the 2021/22 budget gap are summarised in the table below and explained in paragraph 23.

<b>Components of 2021/ 22 Budget Gap</b>	<b>Feb 2020 £000</b>	<b>Updates £000</b>	<b>Revised £000</b>
Employee Costs	9,586	1,934	11,520
Price Inflation	3,366	1,600	4,966
Capital Financing	1,717	0	1,717
Commitments	712	432	1,144
Current Year Risk / Monitoring Analysis	0	5,500	5,500
Demographic Pressures	7,863	(1,757)	6,106
Financial Pressures	3,000	(1,500)	1,500
RSG Differential - assumes +1.5%	(7,036)	0	(7,036)
<b>TOTAL</b>	<b>19,208</b>	<b>6,209</b>	<b>25,417</b>

23. The changes identified in the preceding table reflect the following updates:

<b>Area</b>	<b>Summary of Changes</b>
Employee Costs	<ul style="list-style-type: none"> <li>• Recent Teachers Pay announcement (average +3.1%, Sept 2020)</li> <li>• Ongoing impact of 2020/21 NJC award - agreed at higher than rate previously assumed</li> <li>• Update of assumptions for 2021/22 award – from 2% to 2.5% for NJC</li> </ul>
Price Inflation	<ul style="list-style-type: none"> <li>• Updates to price inflation to reflect most current information</li> <li>• Review of NLW assumptions / impact on commissioned services</li> <li>• Allowance for potential price increases re: contracts due to be re-let and fee-setting strategies due to be finalised in coming months</li> </ul>
Capital Financing	<ul style="list-style-type: none"> <li>• No change required at present – will require ongoing review</li> </ul>
Commitments	<ul style="list-style-type: none"> <li>• Full year running costs of Children's Assessment Centre</li> </ul>
Current Year Risk	<ul style="list-style-type: none"> <li>• A marker for issues identified in the M4 2020/21 monitoring</li> <li>• This is pending further in year work to address and further clarity on the future of grant streams that are assisting in the current year plus actions needed by Services to mitigate pressures</li> </ul>
Demographic Pressures	<ul style="list-style-type: none"> <li>• Sums associated with LDP schools deferred to 2022/23</li> <li>• Update to pupil number projections to reflect most current information – further reduction in primary numbers</li> </ul>
Financial Pressures	<ul style="list-style-type: none"> <li>• Halved sum for emerging pressures as now part way through year and some pressures are reflected above</li> </ul>
RSG Differential	<ul style="list-style-type: none"> <li>• No change for 2021/22, will need close monitoring</li> <li>• Have reviewed assumptions in later years of MTFP</li> </ul>

24. The revised MTFP is summarised below. The estimated budget gap for 2021/22 is £25.417 million and £97.182 million over the period 2021/22 –

2024/25. Further detail on each component of the gap, along with information on key assumptions can be found in the MTFP at Annex 1.

	<b>Medium Term Budget Gap</b>				
	<b>2021/22 £000</b>	<b>2022/23 £000</b>	<b>2023/24 £000</b>	<b>2024/25 £000</b>	<b>TOTAL £000</b>
Employee Related	11,520	10,627	10,788	10,912	<b>43,847</b>
Prices	4,966	3,548	3,529	3,881	<b>15,924</b>
Commitments & M4 Issues	7,217	264	(605)	(302)	<b>6,574</b>
Capital Financing	1,144	1,660	6,603	842	<b>10,249</b>
Demographic Pressures	6,106	5,186	5,639	7,369	<b>24,300</b>
Financial Pressures	1,500	3,000	3,000	3,000	<b>10,500</b>
Funding	(7,036)	(2,380)	(2,392)	(2,404)	<b>(14,212)</b>
<b>Total</b>	<b>25,417</b>	<b>21,905</b>	<b>26,562</b>	<b>23,298</b>	<b>97,182</b>

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

- AEF assumptions, following announcement of the Provisional Local Government Financial Settlement in December 2020.
- Specific grant streams, including any potential shift in Welsh Government grant priorities.
- Pay Awards, for both teaching and NJC staff, which are currently based on assumptions pending their negotiation and agreement.
- The 2020/21 monitoring position as the year progresses.
- The Council Tax Base for 2021/22 when it is approved in December 2020, taking into account any related redistribution of AEF at final settlement.
- The cost implications of contracts being let in the current year.
- Pupil numbers on roll in September 2020.
- Any announcements in the UK budget regarding National Living Wage rates, and their potential impact on the cost of commissioned services.

### **Key Areas of Sensitivity**

26. Current assumptions within the MTFP are prudent and based on best available information. However, there is always a risk of change. If certain assumptions within the MTFP fluctuate by small margins, they have the potential to affect the forecast significantly. These are considered in paragraphs 27 to 36.

### **Funding**

27. The Council has no indicative AEF figures for 2021/22. Estimating the likely level is extremely difficult. Current assumptions reflect a 1.5% increase in 2021/22. This is more optimistic than assumptions in previous years, in light of the positive 2020/21 settlement (+4.1%). However, this

optimism is tempered by the Ministerial warning accompanying the 2020/21 settlement that it did not signify “austerity was over.”

28. It is difficult to judge how Covid-19 related developments may impact Local Government funding levels next year. As already noted, the unprecedented level of UK debt could mean tightening on public spending. Similarly, if business rates yields are affected by the potential failure of businesses, this could have knock-on implications for the Local Government Financial Settlement in Wales.
29. Notwithstanding these risks, at present, the assumption of a 1.5% AEF increase has been retained for 2021/22. However, funding assumptions have been reduced to a 0.5% increase in subsequent years. This position is predicated upon the assumption that whilst there may well be further tightening on public spending over time, this may not be whilst public bodies are still coping with the pandemic.
30. From a funding perspective, it should also be noted that potential population adjustments within the AEF funding formula are likely to have a negative impact for Cardiff. This issue will continue to be closely monitored over coming months in the lead up to receipt of Provisional Local Government Settlement in early December.
31. Minor fluctuations to funding assumptions can have a significant impact on the projected budget gap. For Cardiff, each 0.5% differential in AEF equates to £2.345 million in cash terms. Consequently, in the event that the 2021/22 AEF was cash flat (i.e. neither an increase nor a decrease), this would add £7.036 million to the budget gap in 2021/22.
32. In order to protect the Council from the risk associated with funding assumptions, the Council has a £3.8 million Financial Resilience Mechanism (FRM). The FRM is a base budget that is used to invest in priority areas. However, that investment must be one-off and decided afresh each year. This means the budget could be deleted without affecting day-to-day services, if confirmed funding is worse than anticipated.

### Pay

33. The current year's pay awards are higher than for a number of years, following an extended period of public sector pay restraint. It is difficult at present to gauge whether pay awards may be at similar levels in subsequent years, or if tightening on public spending will see a return to lower awards.
34. The current MTFP assumes that future pay awards will be around 2.5% per annum. Minor fluctuations in these assumptions can have a significant impact. Each 0.25% fluctuation in Teachers' Pay equates to £0.180 million (taking effect from September) and each 0.25% fluctuation in NJC pay has a £0.570 million impact (including Schools support staff.)

## Other Sensitivities and Issues

35. A number of “known unknowns” are also being monitored in relation to the MTFP period. These are currently too uncertain to quantify but will be monitored closely as many have the impact to be significant in terms of quantum. These include:
- Whether the UK will reach a trade deal with the EU by the 31 December 2020
  - The output of the Comprehensive Spending Review that launched on the 21<sup>st</sup> July 2020
  - The impact of Welsh Government’s devolved tax powers
  - The impact of the Local Development Plan, particularly in the latter years of the MTFP and beyond
  - The potential for further changes or reductions to specific grants
  - The outcome of actuarial reviews (Local Government Pension Scheme and Teachers Pension Scheme) during the timeframe of the MTFP
  - Welsh Government policy changes that may come into force over the MTFP period
  - Arrangements for Post 16 Learning Difficulties / Disabilities, responsibility for which is due to transfer to Local Government
36. At present however, the key “known unknown” is the extent to which the Coronavirus pandemic will continue to have implications over the medium term. In this regard, the Council is closely monitoring the potential impact in a number of key areas, which are summarised in the next section.

## **Covid-19 Risk Assessment**

37. In the current year, additional costs associated with Covid-19 have included the procurement of protective equipment, provision of emergency accommodation for homeless people, and the continued provision of food / financial assistance to those entitled to free school meals whilst schools were closed. They also reflect the provision of financial support to care providers, supplier relief in other areas and operational changes required to ensure the safe delivery of services.
38. Income loss associated with the pandemic to date reflects the closure during lockdown, of the Council’s cultural and sporting venues, including theatres, Cardiff Castle and Cardiff International White Water. It also reflects a reduction in activity in other income generating areas including planning, parking, moving traffic offences, trade waste and school catering. The Council has taken action to mitigate these losses including, the furloughing of 471 individuals. It should be noted that the Council has only placed staff on furlough, and claimed against the job retention scheme where those individuals’ posts are funded by income that could no longer be generated due to the pandemic.
39. Review of current year issues associated with the pandemic, such as those listed above is a starting point in identifying future considerations. However, the issues above are largely reflective of the first quarter of

2020/21, during which there was a national lockdown. As restrictions have been eased, there have been subtle shifts in the key issues that need to be addressed at each step. This will continue to be the case over the medium term.

40. Predicting the financial impact of Covid-19 into next year and beyond, is therefore extremely difficult for all the uncertainties already outlined in this Report. In addition, it is not possible to determine the likelihood of any further funding from Welsh Government beyond the current financial year, should Local Authorities continue to experience pandemic-related financial pressure.
41. The table below identifies some of the key overarching issues arising from the current pandemic and considers their potential implications for Cardiff Council next financial year and beyond. The risk rating takes into account likelihood and financial materiality of potential consequences. These issues are not reflected as figures in the MTFP at the moment, but they will be kept under close review and brought in incrementally as required.

Wider Issue	Potential Implications for Cardiff Council	Risk
Failure of businesses / Unemployment	• Potential increase in Council Tax Reduction Scheme Demand	R
	• Potential need to increase Bad Debt Provisions	R
	• Vacancies in investment estate	R
	• Free School Meals - any eligibility increase	R
	• Potential reduction in council tax collection rates	RA
	• Business Rates yield - could affect funding assumptions	RA
	• Extra demand on advice / into work services	A
	• Economic Development - pressure re: regeneration	A
	• Any increase in empty buildings - vandalism / ASB etc.	A
• Impact on council tax base if development dries up	A	
Public Health Measures	• Will there be a need for a PPE budget?	R
	• Any learning needs catch up (post schools closure)	R
	• Provider and Supplier viability / support	R
	• Longer term loss of income -venues etc.	R
	• Cleansing - schools and offices	R
	• School transport	R
	• School catering - any change in model required for new normal	R
	• Further Health & Safety requirements	RA
	• Shared Regulatory Service - pressure re: enforcing guidelines	A
• Test Track Protect - assume funding ongoing and sufficient	G	
Behavioural Shift	• New transport norms - impact on Parking & CPE income	R
	• New transport norms - impact on Cardiff Bus	R
	• More emphasis on outside space - maintenance / cleansing	RA
	• Office and ICT requirements - new ways of working	RA
	• Financial impact of any strategies developed for new normal	RA
	• Any changes to Welsh Government priorities?	RA
• Recycling habits - any risk of fines	A	
Demographics	• Changed demographic profile - difficulty predicting demand – particularly in Adult Social Care	R
	• Homelessness - transitional arrangements / any increase	R
	• Will there be increased family breakdown	RA

## Approach to Budget Strategy

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

	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	TOTAL £000
Modelled Council Tax (+4.0%)*	(6,090)	(6,334)	(6,587)	(6,880)	(25,891)
Savings Required	(19,327)	(15,571)	(19,975)	(16,418)	(71,504)
<b>Total</b>	<b>(25,417)</b>	<b>(21,905)</b>	<b>(26,562)</b>	<b>(23,298)</b>	<b>(97,395)</b>

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

43. The identified council tax income is the net income that will be generated after taking account of the impact on Council Tax Reduction Scheme (CTRS.) It reflects the current year's tax base, and will be updated for the 2021/22 tax base (due to be approved by Cabinet in December 2020), after the provisional settlement has been received.
44. Directorate savings form the largest element of the strategy with a requirement of £71.5 million over the four-year period, and £19.3 million next financial year. Work on identifying savings proposals has commenced. This was initially and necessarily, with a view to mitigating the impact in the current year of Covid-19 related financial issues. Recent funding announcements, including that of the 17<sup>th</sup> August, outlined above, have given a degree of further assurance with regards the in-year position. The next step, is therefore to identify how work already undertaken to identify in-year savings may assist with the 2021/22 savings requirement.
45. In order to improve the deliverability of savings and maximise the chances of securing full year savings in 2021/22, where feasible, efficiency proposals that do not require a policy decision may be actioned during this financial year. Work will continue over coming months to refine and develop proposals and to secure the early implementation of efficiency proposals where possible.
46. The quantum of savings required is such that there will be a requirement for more transformational proposals. Work on fully framing these, and developing business cases will be accelerated over the autumn. Progress in this regard, along with the impact of any further clarity on funding issues, will be reported later in the year, in order to inform consultation.
47. As part of work to support the 2021/22 savings process, as in previous years, expressions of interest in voluntary redundancy will be sought. As well as identifying a cost saving in line with business case requirements, any release through voluntary redundancy must take account of the shape of future operations and business need.
48. It should be noted that in previous years, income generation proposals have contributed to the Council's strategy to addressing the budget gap. Clearly, at a time when core income budgets are in jeopardy as a result of

the pandemic, the scope for income generation to form part of the 2021/22 Budget Strategy is far more limited.

## Consultation and Engagement

49. In order to provide an opportunity for people to have their say on what is important to them and their communities, a detailed consultation on 2021/22 budget proposals will take place in order to inform the budget setting process. This is likely to be during December, once the Council has received its Provisional Financial Settlement for 2021/22.
50. The proposed Budget Timetable Framework for 2021/22 is included at Appendix 2. Over this period, consultation and engagement will also take place with the third sector, Scrutiny Committees, Audit Committee, Schools (via the School Budget Forum) and Trade Unions. In addition, employee engagement at all levels within the organisation continues to be given high priority.
51. The Council has various mechanisms in place to engage directly with employees including staff information emails, team briefings, the core brief, and the staff app. Employees will continue to receive briefings on the overall position through these channels at all key stages of the budget process. In addition, managers will also ensure that there is appropriate engagement and consultation with employees who may be affected by any proposals.

## Capital Investment Programme – Context

52. The Council sets a five-year rolling capital investment programme, which is updated annually. The current five-year programme was approved by Council in February 2020 and is summarised below. The 2021/22 Budget Strategy must set the approach to updating the programme and rolling it forward a year to cover 2025/26.

Capital Programme Expenditure						
	2020/21 £000	2021/22 Indicative £000	2022/23 Indicative £000	2023/24 Indicative £000	2024/25 Indicative £000	Total £000
Annual Sums Expenditure	24,906	21,587	15,787	14,815	14,815	91,910
Ongoing Schemes	18,036	30,980	41,934	9,159	9,134	109,243
New Capital Schemes (Exc ITS)	10,635	12,880	7,845	7,850	2,855	42,065
Schemes Funded by External Grants and Contributions	58,068	92,564	75,991	7,705	0	234,328
Invest to Save (ITS) / Earn Schemes	25,884	38,017	27,244	19,979	500	111,624
<b>Total General Fund</b>	<b>137,529</b>	<b>196,028</b>	<b>168,801</b>	<b>59,508</b>	<b>27,304</b>	<b>589,170</b>
<b>Total Public Housing (HRA)</b>	<b>56,775</b>	<b>87,565</b>	<b>87,330</b>	<b>55,805</b>	<b>62,230</b>	<b>349,705</b>
<b>Total Capital Programme</b>	<b>194,304</b>	<b>283,593</b>	<b>256,131</b>	<b>115,313</b>	<b>89,534</b>	<b>938,875</b>

53. Under the CIPFA Prudential Code for Capital Finance in Local Authorities, the Council must approve a Capital Strategy that sets out the long-term

context in which capital investment decisions are made. The Council's Capital Strategy was approved by Council in February 2020. It provides the guiding principles within which the Capital Programme for 2021/22 – 2025/26 must be set, and will include the approach to:

- Working with partners
- Asset Management Planning
- Risk Appetite
- Governance and decision-making
- Capital Investment Programme
- Funding the strategy and investment programme
- Managing the borrowing requirement
- Prudent Minimum Revenue Provision (MRP) Policy Statement
- Affordability
- Future years' strategy development

### **Capital Programme – Covid-19 Considerations**

54. The impact of the COVID-19 pandemic on the programme to date has been dependent on the nature of the works being undertaken. Following initial delays to schemes during lockdown, contractors are adapting to COVID-19 work restrictions, although issues with labour and materials remain a risk. This is likely to have an impact on the costs of works and managing within estimated budgets, with new contracts being entered into being amended to make allowance for COVID-19 restrictions, to mitigate the risk of compensations events and additional costs.
55. In developing the updated Capital programme, the following potential impacts of Covid-19 will need to be considered in the context of overall affordability:
- Changes in costs of existing schemes due to Covid-19
  - Reviewing existing schemes to facilitate those that prioritise resilience for future ways of working and service delivery in light of the impact of Covid-19
  - Impact on capital receipts and income sources currently assumed to pay towards capital projects.
  - Capacity and resources to deliver schemes

### **Capital Programme Affordability**

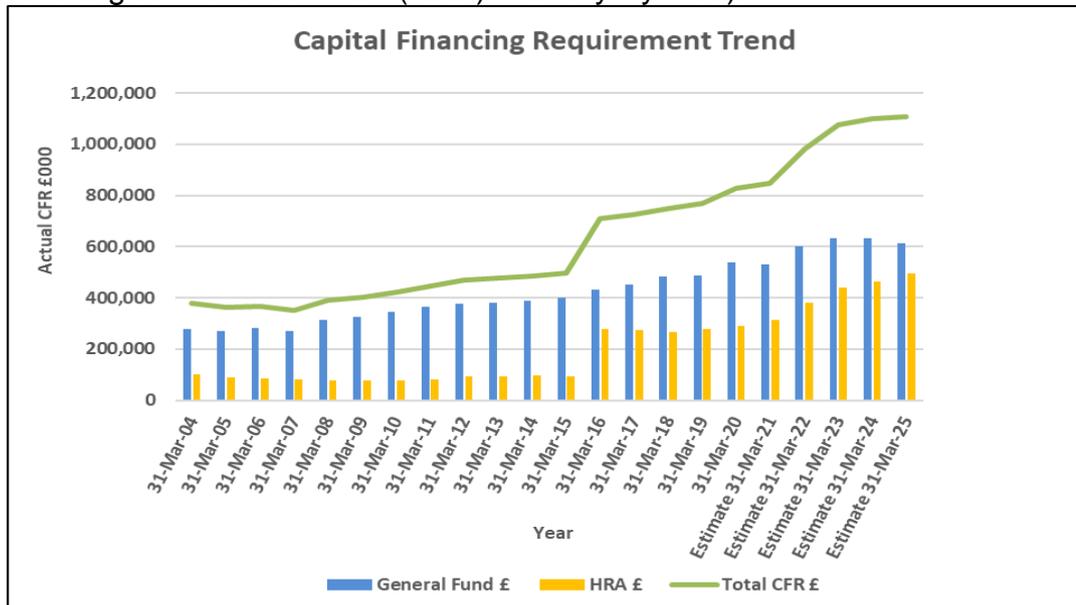
56. Whilst capital expenditure is a key driver of economic stimulus, a key consideration in setting the Capital Investment Programme is capacity to deliver projects and affordability. General Capital Support provided by Welsh Government has reduced by 35% over the past decade, placing additional pressure on the Council to pay for investment. The reduction in General Capital Support has been accompanied by a range of pressures on the capital programme. In broad terms, these either relate to investment in existing assets, or investment in development projects to meet strategic aims. They include:
- Highways infrastructure and repairs backlogs
  - Vehicle procurement options

- Property maintenance backlog and surveys
- Investment to improve services
- Demand for affordable housing
- Economic Development and regeneration aspirations
- Transport White Paper
- School Building Development Programme
- Meeting savings targets and generating income
- Existing capital scheme commitments
- Incurring expenditure in advance of asset sales
- Mandatory investment e.g. disabled adaptations
- Creating city resilience for future ways of working and service delivery resulting from the impact of Covid-19.

57. The Council continues to be successful in bidding for and receiving grant for specific capital schemes from Welsh Government. However, the demand and need for investment in our critical infrastructure and to improve service delivery and outcomes for the City has a significant impact on affordability, requiring prioritisation and consideration of alternative ways of achieving the same outcome. The Council has two main resources that it is able to directly influence in order to fund investment - capital receipts and borrowing. Both of these are considered in further detail below.

### Borrowing

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



59. In order to reduce the CFR, the Council has a statutory duty to make “prudent provision” for the repayment of debt. This takes the form of a charge to the revenue account, called the Minimum Revenue Provision (MRP.) The MRP spreads the costs of borrowing, helping to ensure that the Council is able to service the debt associated with the current and historic capital programmes.
60. The MRP policy was reviewed as part of the February 2020 budget with the revised approach implemented from the financial year 2019/20 onwards. The reduction in revenue resources required in 2019/20 and 2020/21 will be made available to strengthen the Local Authority’s financial resilience in respect of capital and treasury, through the development of a Treasury Management Reserve.
61. Generally, assuming a 25-year asset life, every £1 million of capital expenditure funded by borrowing places an additional pressure of £65,000 on the revenue budget in the initial years (assets with a shorter life result in a higher charge). This excludes any additional operating costs. In considering whether to increase the amount of borrowing, it is therefore important to take into account the affordability implications for the revenue budget, not only now but in future, particularly in the context of the level of savings to be found.
62. The capital financing assumptions included within the MTFP are currently predicated upon there being no further increases in unsupported borrowing. Even on the assumption of no further borrowing, the capital financing budget will increase over the medium term. The proportion of the Council’s controllable revenue budget spent on gross capital financing has increased over recent years, with forecasts shown below:

<b>Capital Financing Costs expressed as percentage of Controllable Budget</b>			
	<b>2011/12 Actual %</b>	<b>2024/25 Estimate %</b>	<b>Diff 2011/12 – 2024/25 (%)</b>
Net capital financing budget	13.47	12.49	(7.28)
Gross capital financing budget	15.17	18.82	24.06

63. The above ratio was first calculated in 2011/12, and this year has been used as a baseline since. Estimates for future years’ ratios reflect the positive 2020/21 revenue funding settlement, and more optimistic assumptions regarding future Aggregate External Financing and rent policy. The latter are clearly assumptions, any adverse change in which may have a significant impact on the outlook for this indicator when updating the MTFP. Opportunities to develop local affordability indicators will be considered as part of the MTFP.
64. The net capital financing percentages shown above assume that income or savings associated with Invest to Save (ITS) or Invest to Earn (ITE) Schemes will all be fully realised. The difference between the gross and net indicators highlights that there would be significant revenue

implications if the level of income, savings or capital receipts associated with ITS/ITE schemes does not ultimately materialise. This additional risk to borrowing levels and affordability requires robust due diligence and risk assessment of business cases before approval, as well as ensuring that schemes are essential to meet strategic objectives. .

65. The ratios above were based on a positive 2020/21 revenue funding settlement, and more optimistic assumptions regarding future Aggregate External Financing and rent policy. The latter are clearly assumptions, any adverse change in which may have a significant impact on the outlook for this indicator when updating the Medium Term Financial Plan.

### **Capital Receipts**

66. Capital receipts are an important means of increasing the affordability of the Capital Programme. The generation of capital receipts is also consistent with the need to accelerate a reduction in the Council's asset base in light of reducing resources. However, the realisation and timing of receipts is relatively unpredictable given the variables involved.
67. The 2018/19 Capital Programme set a £40 million target for non-earmarked receipts (net of fees) for the period 2018/19 - 2022/23, and a further £1 million was added to the target in the 2019/20 programme. Receipts towards this target of £5.5 million were generated in 2018/19 and £1.4 million in 2019/20. This leaves a balance of £34.1 million to be found between 2020/21 and 2024/25.
68. The Council's approach to the delivery of the capital receipts target will be updated in the Annual Property Plan due to be considered by Cabinet in November. Such significant levels of capital receipts need to be supported by a clear approved strategy for their realisation and timing. There is otherwise a significant risk to the Council's borrowing requirement and future revenue budget.
69. The Council's proposed approach to utilisation of capital receipts, as set out in the 2020/21 Budget Report, is summarised below:
- Prioritise receipts required to meet the balance of the target for General Fund Capital Receipts (net of fees), assumed in the 2018/19 – 2022/23 Capital Programme and any additional targets set in subsequent years.
  - Use of receipts in excess of this target to be considered to reduce the level of debt.
  - Where an asset has been funded specifically from prudential borrowing, any receipt arising from it would be utilised to reduce expenditure not yet paid for.
  - To limit the earmarking of capital receipts only for capital expenditure essential to secure a disposal, to meet the terms and conditions of a grant, where approved by Cabinet as ring-fenced for specific projects or strategies, or where required to be ring-fenced by legislation.

## Developing the Capital Programme 2021/22 to 2025/26

70. In the context of the challenges outlined above, the Capital Strategy 2020/21 framed the approach to affordability of capital financing budget in the medium term, as set out below:

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

71. In line with this approach, in updating and formulating the five-year Capital Programme for 2021/22 to 2025/26, it is proposed that wherever possible, emerging pressures should be managed and prioritised within the resources allocated in the current Capital Programme. The approach to formulating investment priorities will be as follows:-

- Directorates consider whether existing commitments remain essential or can be reduced / deferred. This should include realistic appraisal of the capacity to deliver schemes and include and justification for increased contract costs resulting from social distancing requirements.
- Consider ongoing affordability of the programme in the context of progress updates toward capital receipts targets as well as any other income assumptions previously assumed.
- Any other expenditure requests to be considered in the context of external funding or robust ITS / ITE business cases.
- For 2025/26, the new year covered by the 2021/22 – 2025/26 programme, funding requests to undertake additional borrowing will only be considered where they relate to Asset Renewal for existing assets.
- HRA investment to consider long term business plan affordability modelling, with new build schemes subject to individual viability assessments. Key to affordability will be approach to rent-setting within Welsh Government policy framework.
- All investment to be in accordance with Directorate Asset Management Plans, Capital Ambition delivery programme and :-
  - be evidence based
  - be risk prioritised
  - have considered all alternative solutions for funding and achieving the same outcome before request for council funding
  - demonstrate value for money in expenditure and approach to delivering outcomes.

72. There are a number of key strategic projects, which the Council is considering in line with Capital Ambition. Due diligence and further business cases in respect of these projects are being developed for Cabinet consideration during 2020/21 and future years. These projects include the development of an Indoor Arena in Cardiff Bay, Core Office Accommodation and the International Sports Village (ISV) and the Councils approach to participating in the Mutual Investment Model for new schools.
73. The Indoor Arena could be delivered by using a number of different delivery strategies and/or funding options. As per the detail set out in detail in the 2019/20 Budget Report, an affordability envelope has been established to facilitate the delivery the Indoor Arena which provides the flexibility required for the project to explore these various delivery and funding options, but all within the constraints of the budgetary framework. This enables decisions to be taken that would commit future revenue budgets and affect the borrowing requirement. Progress and impact of these strategic projects will be an important consideration in the development of the 2021/22 Capital and Treasury Management Strategies and consequential impact on the Medium Term Financial Plan.
74. It is essential that due diligence is undertaken on business cases for such projects, with sourcing of external expertise where relevant, to support decision-making and to understand key risks and financial liabilities that could arise from such investment. There must also be consideration of whether investment could be better made by, or together with, others.

### Financial Resilience

75. Given the challenges identified, it is important to undertake regular review of the Council's financial standing and resilience. The snapshot included at Appendix 3 provides a high-level overview of the financial health of the Council at the time of setting the Budget Strategy for 2021/22. It reflects key past, present and future information, summarising key points from the draft Statement of Accounts 2019/20, the 2019/20 Outturn Report, the Month 4 monitoring report 2020/21, the financial impact of Covid-19 in the current year, and the Budget Strategy reflected within this report.
76. The first column of the snapshot sets out the challenging historic context. Key points of note include:
- **Savings** - the significant cumulative savings over recent years. This makes continued delivery of savings much more challenging, especially as income generation is likely to play a much lesser role than in previous years, at least for 2021/22.
  - **Funding Sources** - until the current year, lack of real term AEF increases mean that council tax is accounting for a slightly larger proportion of the Council's overall funding. The "gearing" effect means that a 4.3% increase in Council tax is required to generate a 1% increase in overall funding (after accounting for CTRS)
  - **Reserves** – reserves are an important part of financial resilience. They provide a financial cushion and support a healthy cash

position, critical factors, particularly in current uncertain circumstances. The level of useable reserves has increased slightly in 2019/20, both in absolute terms and as a percentage of the Council's net budget. However, in comparative terms, Cardiff's levels of reserves are still relatively small for an Authority of this size. For this reason, the Budget Strategy assumes a conservative annual use of reserves as general budget funding in 2021/22 (£0.75m.) This sum can be accommodated from the Strategic Budget Reserve, which is held for this purpose. This assumption will be kept under review.

- **Other Financial Indicators** – it's important to note that these indicators are measured at one point in time. This means they can be affected by particular circumstances at the point the snapshot in time is taken. In 2019/20, there have been slight increases to the Council's Long Term Borrowing Ratios. These ratios are affected by cycles for the valuation of assets as well as the timing borrowing (both new borrowing and maturity) to pay for capital expenditure. As highlighted in the Outturn Report for 2019/20, the Council increased the level of borrowing during the year. This was to pay for capital expenditure in the year, and to reduce the level of temporary internal borrowing. There is also a slight increase in the Council's working capital ratio in 2019/20. This is a basic measure of liquidity, which compares current assets with current liabilities. The reasons contributing to the change in 2019/20 are an increase in debtor and cash balances compared with 2018/19. The cash balance is associated with the timing of borrowing, and clearly does not present a concern from a liquidity point of view, which is one of the measurement aims of the ratio. Whilst, an increase in debtor balances can sometimes signal that an organisation may wish to ensure that it is collecting debt as efficiently as possible, it is important to note that 2019/20 increase is partly attributable to the fact that the approach to debt recovery during the spring, took account of the exceptional impact of Covid-19. The need for ongoing review of debt collection levels and adequacy of bad debt provisions, has already been flagged up earlier in the Report as a Covid-19 related risk that will need close monitoring.

77. The middle column of the snapshot reflects the current year, capturing the 2019/20 outturn position, an indication of the projected 2020/21 outturn at month 4, as well as a summary of the in-year impact of Covid-19. The position at month 4 shows a projected overspend of £1.982 million. This comprises a £5.082 million directorate overspend, offset by the £3.000 million corporate contingency and a small underspend on the summary revenue account. The ongoing risk associated with issues inherent in the directorate overspend have been reflected in the 2021/22 budget gap outlined above. The Month 4 monitoring Report also sets out Covid-19 related risks of up to £34 million in relation to the remainder of 2020/21. In light of Welsh Government's recent announcement of £264 million additional funding at an All Wales level to support Local Government with Covid-19 related pressure during the remainder of the year, it is anticipated that a level of Welsh Government support will be available in this regard. As noted in the Month 4 Report, projections regarding the precise level of

support will be reflected in future monitoring reports. Additional costs and lost income may not be 100% reimbursed, and this risk will require close ongoing scrutiny.

78. The final column summarises the contents of this report and the future financial challenge that faces the Council. The challenge, which is significant in itself, is amplified by the context summarised in the preceding columns of the snapshot.

### **Scrutiny Consideration**

79. The Policy Review and Performance Scrutiny Committee is due to consider this issue on 15 September 2020. Any comments will be circulated at the Cabinet meeting.

### **Reasons for Recommendations**

80. To seek Cabinet approval for the Budget Strategy in respect of 2021/22 and the updated MTFP.
81. To note the Budget Timetable Framework and forward this to Council for approval.

### **Legal Implications**

82. It is the responsibility of the Cabinet to receive financial forecasts and develop a medium term financial strategy with a view to proposing a Budget for the Council to approve.
83. There are no general legal issues arising from the report. Specific legal issues will be addressed as part of the proposed budget preparation.
84. The report provides that the proposed Budget Timetable framework for 2021/22 will make provision for consultation. In order for there to be robust consultation process it must occur when proposals are at a formative stage; it should give sufficient reasons for any proposal to permit proper consideration; and it should allow adequate time for consideration and response;
85. There must be clear evidence that the decision maker has considered the consultation responses before taking its decision. It is important to note that the consultation raises the legitimate expectation that any feedback received from the consultation will be taken into account in developing the proposals consulted upon.
86. The public sector equality duties under the Equality Act 2010 require the Council to give due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. The protected characteristics are: age, gender reassignment, sex, race – including ethnic or national origin, colour or nationality, disability, pregnancy and maternity,

marriage and civil partnership, sexual orientation, religion or belief – including lack of belief.

87. The Wellbeing of Future Generations (Wales) Act 2015 requires the Council to consider how its proposed decisions will contribute towards meeting the well-being objectives set out in the Corporate Plan. Members must also be satisfied that proposed decisions comply with the sustainable development principle, which requires that the needs of the present are met without compromising the ability of future generations to meet their own needs.

### **Financial Implications**

88. The financial implications are set out in the detail of the report. In summary, the report refreshes the MTFP and sets out the Budget Strategy for 2021/22. It outlines a likely budget reduction requirement of £97.182 million over the period 2021/22 – 2024/25, of which £25.417 million relates to 2021/22. Further detail on the elements of the budget gap is included at Annex 1. The current outline modelled strategy to address the budget gap is a combination of council tax increases (£25.891 million) and savings (£71.504million.) The gap will continue to be reviewed during the current year to reflect most recent information.

### **HR Implications**

89. The report outlines the contexts under which the budget is being set together with the continued financial challenges faced by the Council in balancing reducing finances with increasing demands and the challenges that the COVID pandemic have created. The Council will continue to review the shape and scope of the organisation and the way in which services are delivered and efficiencies achieved. New service delivery models will need to meet demand pressures and reflect budgetary realities alongside securing further efficiency savings through better collaboration and partnerships, integration of service delivery and reducing duplication of effort and resources.
90. Given the level of savings required in 2021/22 and beyond, it will be key that the savings proposals identified are robust and deliverable. The extent of financial challenge in a continued period of restraint will result in savings targets for controllable budgets which will be considerably challenging and will result in significant changes to how local government services are delivered. The availability of resources to support the delivery of these radical and sustained changes will be key.
91. Whilst it is not possible to provide specific HR implications on any changes at this time, it is clear that the ongoing budget difficulties will continue to have significant people implications associated with actions necessary to manage the financial pressures facing the Council. As service delivery proposals are brought forward, there will be consultation with employees (those directly and indirectly impacted) and the Trade Unions so that they are fully aware of the proposals, have the opportunity to respond to them and understand the impact that the new model of service will have on

them. Further and specific HR implications will be provided when relevant models are proposed. Any proposed reductions in resource levels will be managed in accordance with the Council's recognised policies for restructuring which include, where appropriate, redeployment and voluntary redundancy.

92. The Council's Voluntary Redundancy Scheme is always available however, following this report, if agreed, it will be widely publicised to employees. Whilst those interested in leaving on this basis (with a post subsequently deleted) should express an interest to do so, a business case to support the exit will still need to be made and signed off. Flexible retirement continues to be another option available and a Sabbatical policy is in place as well as ability to request voluntary reductions in working hours. Training and development to support new skill requirements will remain available in order to place employees in the best possible position for potential redeployment.
93. Initial Trade Union consultation has taken place on this report. The Trade Union Partnership Meeting has been used for consultation and will be utilised to facilitate early discussion with Trade Unions on any key organisational proposals, with more detailed discussion continuing with employees and trade unions at local directorate level. It is essential that there continues to be appropriate consultation on proposals that are taken forward, as and when they are developed. This could include early proposals which are required to be implemented in preparation for the 2021/22 financial year. Many of these will have people implications that will need to be considered at an early stage in consultation with the Trade Unions and employees affected.

### **Property Implications**

94. The advent of COVID resulted in both transactional and strategic challenges that have impacted certain property transactions within the Annual Property Plan allocated towards the Capital Receipts Target. Whilst for most affected transactions this means a short term delay in originally anticipated completion, the Strategic Estates Department continues to review the quantum and timeline of all future transactions due to the impact of COVID and will liaise closely on implications for the programme in the medium term.
95. The Strategic Estates Department continues to work closely with the Council's tenant base on delayed rental and service charge during the Covid lockdown. The majority of paused income is being dealt with via deferred payments schedules agreed the tenants and the team is working with the Finance Department to assess the on-going impact on the Council's rental income. All future policies or negotiations in respect of the outstanding rent and service charge should be aligned with the Council's Asset Management processes and in consultation with Strategic Estates and relevant service areas.
96. The Strategic Estates Department has provided support and assistance at an early stage towards Covid-19 response including negotiations for

temporary accommodation, as well as medical and testing facilities, within the Council estate. In the event of any further requirements in respect of the Covid-19 response, they should be done so in accordance with the Council's Asset Management process and in consultation with Strategic Estates and relevant service areas.

## RECOMMENDATIONS

The Cabinet is recommended to:

- (1) Agree the budget principles on which this Budget Strategy Report is based and the approach to meeting the Budget Reduction Requirement both in 2021/22 and across the period of the Medium Term Financial Plan within the context of the objectives set out in Capital Ambition.
- (2) Agree that directorates work with the relevant Portfolio Cabinet Member, in consultation with the Corporate Director Resources and Cabinet Member for Finance, Modernisation and Performance to identify potential savings to assist in addressing the indicative budget gap of £25.4 million for 2021/22 and £97.2 million across the period of the Medium Term Financial Plan.
- (3) Delegate to the Chief Executive, in consultation with the Leader and Cabinet Member for Finance, Modernisation and Performance, the authority to implement any saving proposal in advance of 2021/22 where no policy recommendation is required or where a policy decision has already been taken.
- (4) Note that work will continue to update and refresh the MTFP and that this will be reported to Members as appropriate.
- (5) Propose that Council agree that the Budget Timetable Framework set out in Appendix 2 be adopted, and that the work outlined is progressed with a view to informing budget preparation.
- (6) Agree that consultation on 2021/22 budget proposals will take place in order to inform the preparation of the draft 2021/22 Budget.

<b>SENIOR RESPONSIBLE OFFICER</b>	<b>CHRISTOPHER LEE</b>
	Corporate Director Resources
	11 September 2020

*The following Annexes are attached:*

Annex 1: Medium Term Financial Plan

*The following Appendices are attached:*

Appendix 1: Budget Strategy Frequently Asked Questions

Appendix 2: Proposed Budget Timetable Framework 2020/21

### Appendix 3: Finance Resilience Snapshot

*The following Background Documents have been taken into account*

2020/21 Budget Report – February 2020

Capital Strategy 2020/21

Budget Monitoring – Month 4 Report 2020/21

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# Cardiff Council

# Medium Term Financial Plan

2021/22 – 2024/25



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# Section 1. Introduction

## 1.1 Aims and Purpose of MTFP

The Medium Term Financial Plan (MTFP) forecasts the Council's future financial position. Preparation of an MTFP is good financial practice. In particular:

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

## 1.2 Governance

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

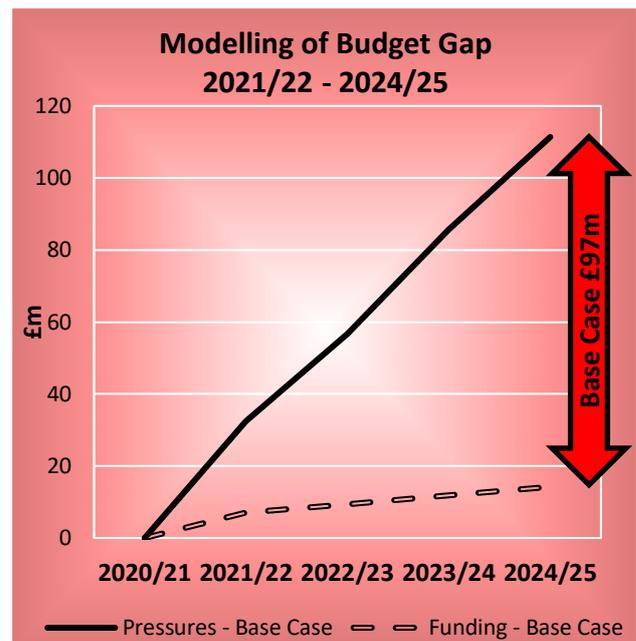
Development of the MTFP is an iterative process. Regular review is required to ensure it reflects most recent information and captures emerging issues. Elected Members and Senior Management are engaged in the process through a series of regular briefings, to scope, inform and scrutinise the plan.

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

The MTFP is formally reported as part of the Council's Budget Report each February, and an update is included with the Budget Strategy Report. This is usually each July, but is later this year due to the Covid-19 pandemic.

## 1.3 MTFP Overview

In February 2020, the positive 2020/21 Local Government Financial Settlement, led to the MTFP reflecting more optimistic funding assumptions than in previous years. However, the impact of Covid-19 on the national economic picture has tempered this optimism. The knock-on impact on the MTFP position is decidedly uncertain and will need to be kept under close review. The MTFP currently estimates a budget gap of £97 million over the period 2021/22 – 2024/25.



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

# Section 2. Key Considerations

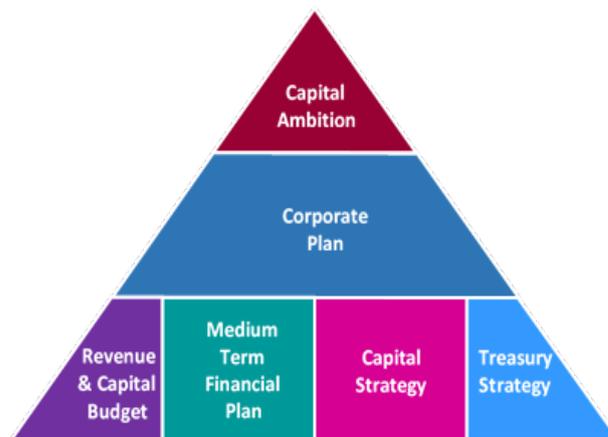
## 2.1 Council Priorities

The policy programme, Capital Ambition, sets out the Administration’s priorities and principles for change. The Corporate Plan, “Delivering Capital Ambition”, sets out how the Administration’s priorities will be achieved. Key priorities and objectives are summarised below.

Capital Ambition	Corporate Plan
Working for Cardiff	<ul style="list-style-type: none"> <li>• Cardiff is a great place to grow up</li> <li>• Cardiff is great place to grow older</li> <li>• Supporting people out of poverty</li> <li>• Safe,empowered communities</li> </ul>
Working for Wales	<ul style="list-style-type: none"> <li>• A Capital City that works for Wales</li> </ul>
Working for the Future	<ul style="list-style-type: none"> <li>• Cardiff Grows in a resilient Way</li> </ul>
Working for Public Services	<ul style="list-style-type: none"> <li>• Modernising and Integrating our Public Services</li> </ul>

The Corporate Plan is consistent with wider local and national goals that support long-term sustainability. It is aligned with the Cardiff Well-being Plan, which contains the shared well-being objectives of Cardiff Public Services Board. These complement Wales’ National Well-being Goals, which focus on creating a more sustainable Wales.

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



This ensures that resources are spent in line with priorities and that financial strategy supports long-term sustainability, in line with the Council’s duties under the Well-being of Future Generations (Wales) Act 2015.

### Implications for Financial Planning

The MTFP needs to reflect the revenue funding requirements of Capital Ambition, including where applicable, the financing requirements of the capital investment needed to deliver the Administration’s priorities.

In addressing the medium term budget gap, savings will be required. There will be a need to continue to ensure that scarce resources are allocated in a way that maximises priorities.

## 2.2 City Demographics

Previous iterations of the MTFP have included significant detail around Cardiff’s demographics, including population, education, housing, employment and deprivation. The pandemic has had an unprecedented impact on all of these areas, such that previous expectations around demographics are not necessarily still relevant to today’s MTFP. The lasting impact and effect on people’s day-to-day lives, are still uncertain, but are likely to include those set out below.

## Section 2. Key Considerations

### *Population*

As of 2018, Cardiff had a population of 364,000. Between 2008 and 2018, its population grew by 9.5%. The expectation was previously that the city would continue to grow, albeit at a slower rate. There will be a need to consider whether this will continue to be the case once the lasting impact of the pandemic on working practices, birth rates and housing begin to become clearer, all of which will can impact on the overall population of the city.

### *Education*

Investment in the building of new schools, and the refurbishment and improvement of existing accommodation is being taken forward as part of the 21<sup>st</sup> Century Schools Band B Programme, along with programmed asset renewal works. New schools will also be developed in connection with the Local Development Plan (LDP). The timing of previously assumed revenue pressures in this regard will require review. In future, there will also be a need to consider lasting effects of the pandemic such as any potential increase in use of blended learning practices and factors that may affect levels of support required by pupils.

### *Housing*

Cardiff's LDP is a 20 year Plan from 2006 - 2026. It set a target for 41,000 additional homes by 2026. The LDP is subject to statutory periodic review, and this will take place over the next two to three years. The Council also has an ambitious Housing Strategy to build affordable, high quality, energy sustainable homes. It is unclear at present how the pandemic might impact the level of new homes required, and, as such, the planned infrastructure and income expected from, for example, planning and building control fees and commuted sums.

### *Employment*

Working from home has become a necessity during periods of lockdown, and many employers have indicated that a move to more agile working

will become a permanent feature of their future plans. In addition, whilst the current Job Retention Scheme is running, the true impact on unemployment levels continues to be an unknown factor. It is likely that once financial support ends, more companies will become financially unviable, and further job losses will be inevitable. This will in turn impact on levels of deprivation, the housing market, benefit claims and Council Tax. The loss of companies, or the move away from office working will also inevitably impact Non-Domestic Rates yield, which in turn could affect funding levels.

There are already large disparities in unemployment levels across the city and there is in-work poverty. Just over a fifth of people in employment earn less than the Real Living Wage (RLW). The RLW is an independently calculated hourly rate of pay, set to cover the basic cost of living. It is paid voluntarily by more than 6,000 UK employers. Cardiff Council is a RLW employer and an advocate of the RLW in the city.

### *Deprivation*

The 2018/19 National Survey for Wales indicated that 16% of people aged 16 or over in Cardiff live in households in material deprivation, which is slightly above the Welsh average of 14%. However, there is disparity across the city. The full and lasting impact of the pandemic on these figures will only become known once there is a greater understanding of the impact on each of those areas above.

## 2.3 Economic and Financial Outlook

Local financial planning is linked to the context. At present, economic, demographic, social and global considerations, (all key external factors that influence budget-setting), are fraught with uncertainty due to the global pandemic.

### *UK Context*

The Office for Budget Responsibility (OBR) produce medium term forecasts for key economic

## Section 2. Key Considerations

indicators. Latest published forecasts (March 2020) were undertaken at a time when the pandemic appeared to be limited to China as recognised by the OBR in the report. Until such time as the longer-term impacts on both the global and UK economy are understood, therefore, any forecasts from that time around Gross Domestic Product (GDP), Inflation (CPI), and Average Earnings, are to some extent meaningless.

However, what is clear, is that the UK is currently in recession, defined as a reduction in Gross Domestic Product (GDP) over two consecutive quarters. During January to March 2020, GDP fell by 2.2%. During the second quarter of 2020, as nationwide lockdown took effect, GDP fell by a further 20.4%, the biggest quarterly decline since comparable records began. Whilst monthly figures indicate that economic growth returned in May and strengthened in June, this was insufficient to offset the dramatic impact of the first full month of restrictions during April. At July 2020, inflation (CPI) stood at 1.0% compared to 2.1% as at July 2019.

### Implications for Financial Planning

Looking forward, economic recovery is extremely uncertain. The longer-term impact on businesses of national lockdown, and of ongoing public health measures designed to control the spread of the virus, remain to be seen.

Other uncertainties include whether there will be a shift in consumer confidence and behaviour, the potential for a second spike of the virus and the timing and efficacy of any potential vaccine.

Brexit is an added uncertainty on the horizon.

### *Britain leaving the European Union*

Although the UK left the EU on the 31 January 2020, it is still unclear whether a trade deal will be reached by the end of 2020. At the end of June 2020, the UK Government rejected an extension to

the transition period beyond 31 December 2020, potentially increasing the chance of a no-deal Brexit.

### *Public Sector Net Borrowing*

Government support for jobs and businesses during the pandemic has had a significant impact on public sector borrowing. In July, UK public sector net debt reached £2 trillion for the first time and further heavy borrowing is anticipated in coming months. At the end of July, debt was 100.5% of GDP, the first time it has exceeded 100% in almost sixty years. There will be a need to restore debt to more sustainable levels over time, and this has the potential to affect spending on public services. The UK Autumn Budget, expected in October, may give further indications in this regard.

### Implications for Financial Planning

The position is uncertain, in terms of both the future economy, and its implications for spending on public services.

Both the UK Budget and Comprehensive Spending Review to be announced in Autumn 2020 should provide further clarity to the UK Government's fiscal policy and its potential implications for the Welsh Block Grant.

### *Welsh Context*

The WG Budget covers one year only which means the Council has no indicative funding figures for 2021 or beyond. Estimating funding is extremely difficult; national economic uncertainty may affect public spending generally, and distribution decisions must be made by both Westminster and Welsh Government before funding reaches individual Welsh Authorities.

Wales Fiscal Analysis (WFA) is a research body, which undertakes independent research into the public finances, tax and expenditure of Wales. Previously, WFA modelled potential future levels

## Section 2. Key Considerations

of the Welsh Block Grant based on Conservative manifesto pledges. This modelling suggests that if the WG continued to allocate 2.7% real term annual increases to the NHS, the rest of the Public Sector may see a small increase (or remain flat) in real terms. However, this modelling was set in the context of significant uncertainty even prior to the pandemic and will need to be reviewed following the UK Budget in the autumn.

A number of taxes are devolved to WG control including landfill disposal tax, Non-Domestic Rates (NDR), land transaction tax and Welsh Income Tax. Whilst WG has the power to vary taxes, the current administration have pledged not to change income tax rates prior to the 2021 election.

### 2.4 Council Financial Context

#### Historic Context

Over the past 10 years, the Council has identified almost £225 million in savings and lost over 1,600 FTE posts in services other than schools.



This period coincides with a marked deterioration in general grant levels. Whilst Cardiff has not seen a **cash** reduction in AEF since 2015/16, until 2020/21 there were annual real term reductions. AEF has not kept pace with the level of inflationary and demand pressure that the Council has experienced.

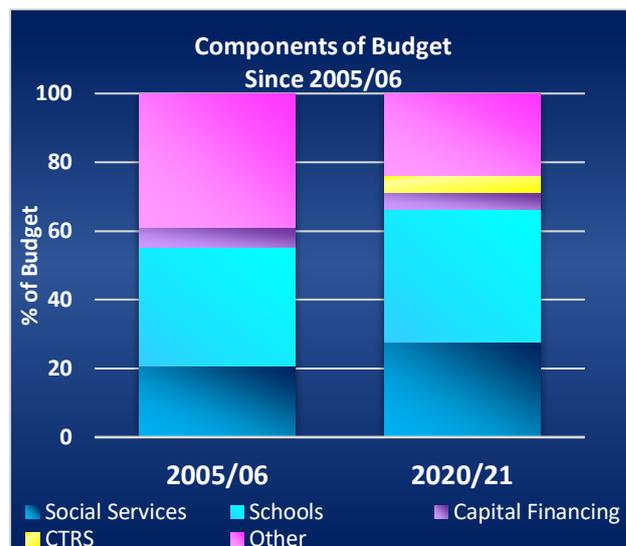
#### Impact on the Council's Budget

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

Demand and price pressure has been acute in Social Services and Schools. Between 2016/17 – 2020/21, these budgets increased by £83 million.

Year	Schools £m	Social Services £m	Total £m
2016/17	11.2	4.1	15.3
2017/18	7.2	9.2	16.4
2018/19	7.4	8.4	15.8
2019/20	10.4	4.1	14.5
2020/21	10.4	10.6	21.0
<b>TOTAL</b>	<b>46.6</b>	<b>36.4</b>	<b>83.0</b>

Until 2020/21, with no real term AEF increases to help meet this demand, it was primarily financed from savings in other directorates, causing those budgets to contract significantly over time.



The “Other Services” budget includes all Council services except Schools and Social Services. For example, it includes highway maintenance, waste collection, parks and homelessness. It contains areas of statutory duty.

#### Implications for Financial Planning

This context makes it more challenging to continue to deliver material levels of savings over the medium term. The Council's financial resilience will continue to be kept under close review.

# Section 3. Medium Term Financial Plan

## 3.1 Forecast Financial Position

The Council's forecast financial pressures, funding and resultant £97 million budget gap are set out below.

	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
<b>Base Budget Brought Forward</b>	<b>656,186</b>	<b>663,222</b>	<b>665,602</b>	<b>667,994</b>
<b>Schools</b>				
Pay Costs	7,013	6,546	6,596	6,628
Price Inflation	75	75	75	75
Pupil Numbers (Primary and Secondary)	748	(738)	(561)	1,095
Special School Places / Resource Bases	928	756	929	919
Complex Needs Enhancement	750	750	750	750
Local Development Plan – Starter Schools	0	716	797	859
Contribution to Band B & Asset Renewal	(1,090)	(1,090)	(1,090)	(1,090)
<b>Total Schools Pressures</b>	<b>8,424</b>	<b>7,015</b>	<b>7,496</b>	<b>9,236</b>
<b>Social Services</b>				
Pay Costs	1,339	1,225	1,257	1,287
Price Inflation	4,161	2,873	2,974	3,076
Commitments	6,396	(132)	(53)	0
Demographic - Adult Social Services	1,405	1,427	1,449	1,471
Demographic - Children's Social Services	2,175	2,175	2,175	2,175
<b>Total Social Services Pressures</b>	<b>15,476</b>	<b>7,568</b>	<b>7,802</b>	<b>8,009</b>
<b>Other Services</b>				
Pay Costs	3,168	2,856	2,935	2,997
Price Inflation	730	600	480	730
Commitments	1,338	1,486	538	788
Demographic Growth	100	100	100	100
<b>Total Other Services Pressures</b>	<b>5,336</b>	<b>5,042</b>	<b>4,053</b>	<b>4,615</b>
<b>Capital Financing</b>	<b>1,717</b>	<b>1,660</b>	<b>6,603</b>	<b>842</b>
<b>Emerging Financial Pressures</b>	<b>1,500</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>
<b>Resources Required</b>	<b>688,639</b>	<b>687,507</b>	<b>694,556</b>	<b>693,696</b>
<b>Resources Available:</b>				
Aggregate External Finance	(476,083)	(478,463)	(480,855)	(483,259)
Council Tax before any future increases	(186,389)	(186,389)	(186,389)	(186,389)
Earmarked Reserves	(750)	(750)	(750)	(750)
<b>Total Resources Available</b>	<b>(663,222)</b>	<b>(665,602)</b>	<b>(667,994)</b>	<b>(670,398)</b>
<b>BUDGET REDUCTION REQUIREMENT</b>	<b>25,417</b>	<b>21,905</b>	<b>26,562</b>	<b>23,298</b>

## Section 3. Medium Term Financial Plan

### 3.2 Pressures Key Assumptions

#### Employee Costs

##### Pay Awards

There are no agreed pay awards for the period covered by the MTFP. The plan contains the following assumptions:

- Teachers' Pay Award - 2.5% per annum
- NJC Pay Award – 2.5% per annum

##### National Insurance

No significant changes to National Insurance rates or thresholds are anticipated. This position will be kept under review.

##### Employer's Superannuation Contributions

Actuarial review of the Local Government Pension Scheme took place during 2019/20. Resultant changes in Employers' contributions are reflected in the 2020/21 budget. The results of the next actuarial review could affect later years of the MTFP. At this stage, no further change in contribution rate is assumed but this will be kept under close review.

The Teachers' Pension Scheme (TPS) is an unfunded public service pension scheme. Employers' contributions to the scheme increased significantly in September 2019 due to an actuarial review and change in the discount rate used to set scheme contributions. At present, the MTFP reflects no further changes, but this another area that will require careful consideration as the next actuarial review nears.

##### Incremental Pay Progression

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

##### Apprenticeship Levy

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

##### Redundancy Costs

In times of financial challenge, savings requirements mean that redundancy costs are an important consideration in financial planning. The Council has a base budget and earmarked reserve set aside to meet these costs. Financial forecasts include potential redundancy costs over and above existing provision.

##### Price Inflation

The Council's budgetary policy is that directorates manage price inflation within existing resources, except in exceptional circumstances. These may relate to the scale of the increase, or the quantum of the budget to which the increase applies. Areas deemed exceptional and included as forecast price pressures include out of county placement costs, NDR, Social Services commissioned care costs and energy.

Where appropriate, forecast increases are in line with the OBR's estimate for CPI as outlined in the table below. However, consideration is also given to other key cost drivers in the services being commissioned, including for example wages.

2021/22	2022/23	2023/24	2024/25
1.90%	2.10%	2.00%	2.00%

##### Commitments

Forecast financial commitments include capital-financing costs, increases to levies the Council is committed to paying and the future implications of previous Cabinet or Council decisions. Further detail on each area is set out below.

## Section 3. Medium Term Financial Plan

### Capital Financing Costs

Forecast capital-financing costs reflect the 2020/21 – 2024/25 Capital Programme and the cost of commitments made in previous years. They reflect the following key assumptions:

- No new commitments funded by additional borrowing unless on an invest to save basis
- The timing and delivery of expenditure will be as profiled in the capital programme
- The assumed interest rate for new borrowing is 3.5%
- Capital receipt targets will be met
- The timing and method of managing borrowing repayments will be as set out in the Treasury Management Strategy
- There will be one pool of debt for the General Fund and HRA. This will be a subject of review during 2020/21.

### Levies

Forecast financial commitments include estimated increases to levies and contributions. The most significant of these is the South Wales Fire Services (SWFS), with a current Council contribution level of almost £18 million. The budget for the SWFS is levied across constituent local authorities on a population basis. Estimates allow for the Council's future levy to increase both as a result of population increases and due to potential increases to the SWFS' overall budget.

### Other Commitments

These include:

- Additional base budget funding for the Council's Corporate Apprentice Scheme in 2022/23, which is when remaining reserve funding will be almost fully depleted.
- Revenue funding associated with the procurement of a new refuse vehicle fleet.
- Funding for homelessness to reduce reliance on the earmarked reserve.
- The operating costs of a Household Waste Recycling Centre consistent with the timescales in the capital programme.

- The potential for market supplement arrangements for Children's Social Workers to be extended.

### Climate Emergency

In March 2019, the Council declared a climate emergency. The Council is investing in a number of initiatives to decarbonise the city with many of these reflected in the Capital Programme including LED lighting, energy efficiency housing, electric vehicles and charging points. The capital financing of schemes within the programme is reflected in the MTFP. Any further investment will need to be considered as part of the refresh of the MTFP.

### Demographic Pressures

The key areas of forecast demographic growth, and the associated financial impact over the period 2021/22 – 2024/25 are summarised below:

Demographic Increases	£m
Adults Social Services	5.8
Children's Social Services	8.7
Pupil Numbers	0.5
Additional Needs of Pupils	6.5
Local Development Plan - Schools	2.4
Other	0.4
<b>TOTAL</b>	<b>24.3</b>

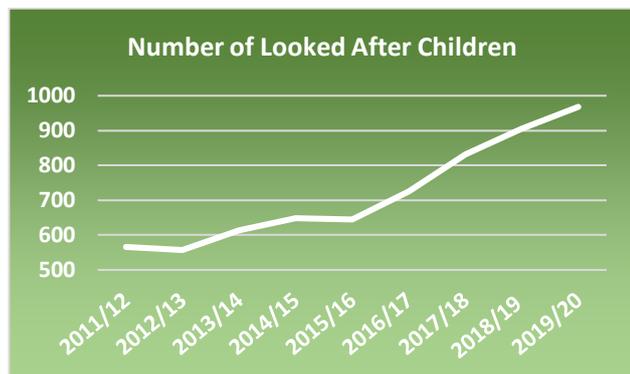
### Adults Social Services

Estimated growth in Adult Social Services takes into account, projected growth in relevant areas of the population. It estimates the impact on commissioning budgets if demand (as a percentage of the overall population) were to remain consistent with pre-pandemic levels. Further careful modelling will be required in coming months, in order to determine the lasting impact of the pandemic on placement numbers and market sustainability.

## Section 3. Medium Term Financial Plan

### *Children's Social Services*

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



Financial forecasts currently include £2.2 million per annum to reflect potential growth in Children's Services. This assumes some flattening of the recent trend line as preventative measures currently being implemented by the directorate take effect. Further modelling will be required in relation to the potential future mix of placements (fostering and residential), to determine whether the significant shift of recent years will even out.

### *Pupil Numbers & Associated Learning Needs*

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

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

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

Education directorate and take into account historic and projected pupil population information. They will be regularly reviewed to take account of most recent information.

Future operating cost of schools in LDP areas are difficult to predict and subject to change. Forecast figures have been amended to reflect schools beginning to open in LDP areas from the September 2022, a year later than previously assumed. Each new school may take a different form, with some being starter schools, which refer to schools that begin with reception and year one groups only and then grow year on year, and others offering places in all year groups from the outset. Assumptions are high level and will need refinement as development within the city progresses and demand for school places becomes clearer. There will also be a need to gauge whether the take up of school places in LDP areas affects demand in other areas of the city.

### *Emerging Financial Pressures*

Forecasts include £3 million per annum (£1.5 million in 2021/22) to address emerging financial pressures, which equates to approximately 0.5% of the Council's net budget. This reflects the fact that it is impossible to foresee all issues and that additional burdens may arise over the next five years, through new legislation, unforeseen demand, policy change, and grant fall out.

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

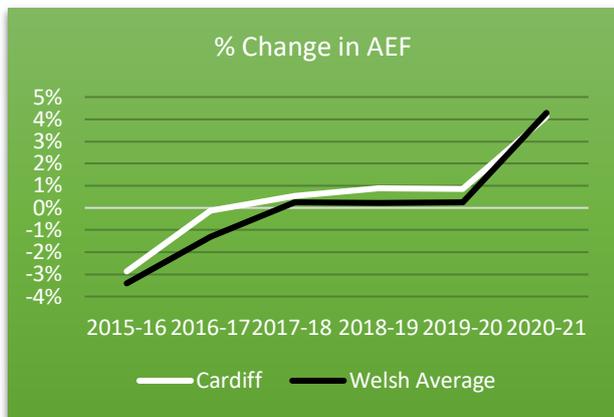
### **3.3 Funding Key Assumptions**

#### *Aggregate External Finance (AEF)*

The 2020/21 Local Government Finance Settlement was for one year only. The settlement was significantly more positive than for many

## Section 3. Medium Term Financial Plan

years with a real term increase in funding for Local Government. At +4.1% Cardiff's increase was slightly below the Welsh average of +4.3%. The chart below models recent settlements (in cash terms).



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

In February 2020, in the context of the 2020/21 settlement, it appeared overly prudent to plan for negative settlements in the MTFP but equally inappropriate to assume that future settlements would be as positive as 2020/21 given the Ministerial letter accompanying the settlement warned the positive 2020/21 position did not mean "austerity is over." On balance, funding assumptions of +1.5% were assumed across the MTFP.

Weighing up the considerations in the economic outlook, in particular the potential for public spending to be tightened as a means of addressing unprecedented levels of UK debt, these assumptions have been dampened to +1.5% in 2021/22, followed by 0.5% each year thereafter. This assumes that public sector funding may well be affected in future years, but this may not be whilst public bodies are still coping with the pandemic.

It should also be noted that there is the potential for Cardiff's settlement to be below average. This is a result of a reset of population figures within the formula, and was the reason for Cardiff's below average settlement in 2020/21.

If indicative funding is worse than these planning assumptions, there may be a need to identify significant additional savings at short notice. This could pose a material risk to the Council's financial resilience, as the achievability risk associated with such savings is likely to be high.

In order to address this risk, the Council has a £3.8 million base budget called a Financial Resilience Mechanism (FRM.) It is used to invest in priority areas, but that investment must be one-off and decided afresh each year. This means that the budget is used proactively, but could be deleted without affecting day-to-day services if required.

### Reserves

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

- Reserves are cash sums and their use to fund the budget creates a gap in the finances of the following year.
- Earmarked reserves are set aside for a particular purpose.
- Reserves are an important part of financial resilience, providing a cash buffer.
- Cash in reserves is not idle; it generates investment income in line with the Treasury Management Strategy and avoids the need for short-term borrowing.
- The level of reserves held by Cardiff Council may be considered to be just at an adequate level for an Authority of this size. As a percentage of gross revenue expenditure, Cardiff has one of the lowest levels of reserves compared to other Welsh Authorities.

Funding forecasts assume that £0.75 million will be used from reserves to support the budget each

## Section 3. Medium Term Financial Plan

year between 2021/22 and 2024/25. This means a total of £3 million will be used from reserves to support the budget over the four years.

The Council has a Strategic Budget Reserve to support the medium term and any opportunities to increase that reserve at year-end are taken. In addition, there is an annual review of reserves, with amounts released where they are no longer required for the purpose originally intended.

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

### **Grant Funding**

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

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

There has been a tendency in recent years, for WG to direct additional funding for Local Government through specific grants. Examples of this have included Teachers’ Pay and support for Social Services pressures. These grants support day-to-day operational pressures, as opposed to WG policy initiatives.

From a financial planning perspective, there is a risk that specific grants may reduce in cash or real terms, or be discontinued altogether. This risk increases where grants are supporting core activity. Whilst still a challenge where grants support specific initiatives, there is at least an

opportunity to review whether those initiatives should continue.

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

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

## Section 4. Addressing the Gap

### 4.1 Budget Gap

The estimated budget gap for the period 2021/22 – 2024/25 is set out below:

2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	Total £m
25.4	21.9	26.6	23.3	97.2

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

### 4.2 Council Tax

Council Tax accounts for 28% of the Council's general funding. This means that in order to generate a 1% increase in overall funding, Council Tax would have to increase by over 4% (after accounting for Council Tax Reduction Scheme (CTRS)). This is called the gearing of the tax. The Council has little control over the majority of its funding, which is through Welsh Government Grant.

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

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

#### *Council Tax Base*

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

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

strategy is not to pre-empt these increases within MTFP. This is because an increase in Council Tax Base often results in a reduction in AEF.

#### *Council Tax Support Budgets*

The Council pays Council Tax support to eligible recipients under the CTRS. The current annual budget is over £30 million.

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

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

In addressing the budget gap, it is assumed that Council Tax will increase by 4.0% per annum. An annual 4.0% increase would contribute the following amounts to addressing the budget gap:

2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	Total £m
6.1	6.3	6.6	6.9	25.9

The assumption of annual 4.0% increases is not fixed, and will be kept under review over the medium term and is subject to Member approval.

### 4.3 Savings Requirement

The residual budget gap to be met from savings after taking into account assumed Council Tax increases is:

2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	Total £m
19.3	15.6	20.0	16.4	71.3

## Section 4. Addressing the Gap

In addressing this gap there will be a need to:

- Capture the full financial benefit of the early intervention and preventative work ongoing across the Authority, in order to manage the pattern of future demand for Council services.
- Consider the level at which it is affordable to continue to subsidise services of a more discretionary nature.
- Continue to review income streams, whilst recognising that in the short to medium term, core income budgets are in jeopardy and therefore opportunities to generate additional income will be more limited than in previous years.
- Continue to target efficiencies, including baseline efficiencies for *all* services including schools.
- Continue to undertake service reviews
- Identify opportunities to work across directorates and in partnership with other organisations.
- Target productivity savings to ensure that optimum value for money is achieved within scarce resources, including making best use of digital technology.
- Consider how targeted capital investment may deliver revenue savings.

In developing detailed savings proposals for the medium term, there will be a need to work across directorate boundaries to review all elements of expenditure that the Council is able to influence. This will include working with delegated schools to identify efficiency opportunities in relation to the £254 million Schools' budget.

Further work on developing a fully defined set of proposals for these years and for 2021/22 in particular will take place in order to inform the 2021/22 Budget Report which will be considered by Cabinet and Council in February 2021.

# Section 5. Risk and Uncertainty

## 5.1 Sensitivity Analysis

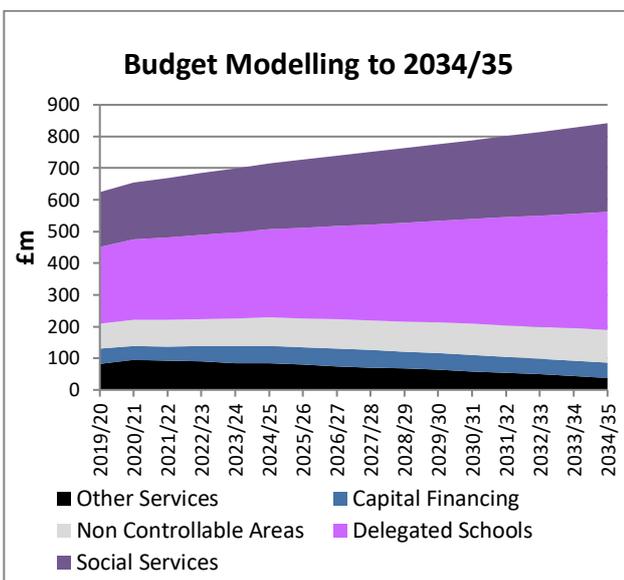
Current MTFP assumptions are based on best available information. However, there is always a risk of change. The table below sets out areas of non Covid-19 related sensitivity and their potential annual impact.

Assumption	£m
AEF 1% worse than anticipated	4.7
Teachers Pay Award 1% higher (from Sept)	0.7
NJC Award 1% higher	2.3
CPI 1% higher (on permitted heads)	1.4
<b>Total Annual Impact</b>	<b>9.1</b>

If **all** these variables changed unfavourably, they could have a £9.1m adverse impact in any individual year. The cumulative impact across the MTFP would be £36 million. It is unlikely that **all** variables would shift unfavourably, but the scale of the impact if they did highlights the importance of regularly reviewing assumptions.

## 5.2 Longer Term Outlook

This graph models a potential long-term outlook for the Council’s budget. It is difficult to model beyond the MTFP due to unknown factors, but the chart is an indication of how things may look in future if historic trends are extrapolated.



The graph shows the continued contraction of “Other Services” over the medium term albeit not as quickly as in previous iterations of the MTFP due to slightly more favourable funding assumptions. As this contains areas of statutory duty, the strategy to address the gap will need to reshape this profile as far as possible.

## 5.3 Key Risks

The key risks associated with the MTFP are recapped below:

Funding	<ul style="list-style-type: none"> <li>Worse than predicted LG financial settlements.</li> <li>The potential fall out of specific grants – especially where these support core activity.</li> <li>Challenges in relation to capital funding and the associated implications for revenue budgets. These include the impact of additional borrowing beyond that reflected in the current programme.</li> </ul>
Demand	<ul style="list-style-type: none"> <li>The difficulty of modelling complexity of demand, including in Adult and Children’s Services and Additional Learning Needs.</li> <li>Welfare Reform</li> <li>The difficulty in modelling increased demand for services resulting from the LDP.</li> <li>Homelessness</li> </ul>
Uncertainty	<ul style="list-style-type: none"> <li>Brexit and the uncertainty around any trade deal</li> <li>The Autumn 2020 UK Budget and the subsequent outlook for public spending.</li> <li>The potential for key assumptions in the MTFP to fluctuate.</li> <li><b><u>The ongoing financial impacts of the Covid-19 pandemic, which are separately recorded below.</u></b></li> </ul>
Financial Resilience	<ul style="list-style-type: none"> <li>The medium term savings requirement, particularly when viewed in the context of historic savings levels.</li> <li>The shape of the Council’s budget – with over 70% now accounted for by capital financing, Social Services and Schools.</li> <li>Planned use of reserves to support the budget, which will need to be kept under review</li> <li>The difficulties associated with predicting the cash impact of preventative strategies.</li> </ul>

## Section 5. Risk and Uncertainty

### 5.4 Covid-19 related risks

In 2020/21, the Covid-19 virus and associated public health measures have had significant financial implications for the Council, both in terms of additional costs and loss of income. During the first quarter of 2020/21 alone, the Council incurred additional costs of £22.4 million in responding to the crisis and experienced income losses of £13.3 million due to lockdown measures. Support is being received from the Welsh Government's Covid-19 Hardship Fund, which totals just under £0.5 billion in 2020/21.

Throughout the pandemic, the financial implications of the Council's actions to support the city through the crisis and to deliver services safely have been closely monitored. This has included the impact of adapting to an essential service model at the height of the crisis, through to the proactive measures the Council has taken to restart services and support city recovery as lockdown measures have eased. Over the course of coming months, and throughout the period covered by the MTFP, it will be key to ensure close links between financial planning and strategies to assist Cardiff's post-crisis renewal.

Review of current year issues associated with the pandemic, is a starting point in identifying future considerations. However, much of the current year to date has been spent in a lockdown situation. As restrictions have been eased, there have been subtle shifts in the key issues that need to be addressed at each step. This will continue to be the case over the medium term.

The adjacent paragraphs identify some of the key overarching issues arising from the current pandemic and considers their potential implications for Cardiff Council next financial year and beyond. These issues are not reflected as figures in the MTFP at present, but they will be kept under close review and brought in incrementally as required.

### *Business Failure / Unemployment increases*

Financial risks include:

- Potential increase in CTRS Demand
- Potential need to increase bad debt provisions
- Vacancies in investment estate
- Free School Meals – any eligibility increase
- Potential reduction in council tax collection rates
- Business rates yield – funding implications
- Extra demand on advice / into work services
- Economic Development – regeneration pressure
- Any increase in empty buildings – vandalism / anti-social behaviour
- Impact on council tax base if development dries up

### *Ongoing public health measures*

Financial risks include:

- Potential need for annual PPE budget
- Potential for learning needs catch up
- Provider / Supplier viability
- Longer-term loss of income – venues etc.
- Cleansing – schools, offices and school transport
- School catering – any change in model?
- Future Health and Safety requirements
- Shared Regulatory Service – pressures of enforcing guidelines
- Test, Trace Protect – currently assumed that funding will be sufficient and ongoing

### *Behavioural Shift*

Financial risks include:

- New transport norms – impact on parking and civil parking enforcement income, as well as Cardiff Bus
- More emphasis on outside space may result in additional maintenance / cleansing costs
- Office and ICT requirements associated with new ways of working
- Financial impact of strategies developed to support the “new normal”
- Welsh Government Grant priorities – potential changes

### *Demographic Implications*

- Changed demographic profile – difficulty predicting demand – especially in Adult Services
- Homelessness – transitional arrangements
- Potential for increase family breakdown

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## Budget Strategy Report 2021/22 - Question and Answers

### What is this about?

- This is a brief overview of the Council's 2021/22 Budget Strategy Report, which you can view in full online.
- It is split into two sections – the first outlines the strategy for setting the 2021/22 Revenue Budget. The second outlines the approach to rolling forward the Capital Programme for 2020/21 – 2025/26.

## The Revenue Budget

### What is the Revenue Budget?

- The revenue budget is the amount of money the Council has to spend on day-to-day services
- These services include running our schools, caring for the vulnerable, collecting waste, maintaining the highway and parks and operating libraries and cultural venues.

### How is the Budget Strategy Formulated?

- The Council must estimate the cost of providing services in the forthcoming financial year and compare this to the amount of funding that is likely to be available.
- The Council has a statutory duty to prepare a balanced budget, so if anticipated funding and expenditure are unequal, the Council must set out plans to bring them into balance.
- Every year, balancing the books becomes more challenging. The Council has identified over £225 million savings over the past ten years. Schools, Social Services and capital financing now account for over 70% of the Council's budget, which has made the squeeze on other areas harder.

### Are things different this year because of the pandemic?

- Yes, as you would expect, this creates significant uncertainty in many areas.
- The pandemic may affect service delivery and associated costs over the medium term but things continue to change quickly. Each easing of lock down restrictions has seen shifts in the key issues to be addressed. Things will continue to evolve over the medium term.
- No organisation operates in a vacuum. This means that all the economic uncertainties that we hear about at a UK level have the potential to affect key assumptions in our financial planning. These include future funding levels, pay, inflation, interest rates and unemployment rates, which may affect demand for services.

### What are the economic uncertainties?

- **UK Economic Position** - the UK is currently in recession and economic recovery is very uncertain. It is difficult to know what long-term impact lockdowns and social distancing requirements will have on businesses. We do not know how confident customers will be to spend in future, or whether people will simply just change their spending habits. It is not certain whether there will be a second spike of the virus, or if and when a vaccine may be available. All these factors affect economic recovery.
- **Unemployment** - the Government's Job Retention Scheme (JRS) also known as "furlough" has mitigated the number of job losses to date. There is the potential for unemployment rates to increase as the scheme is withdrawn.

- **Public Sector Debt** – Government support for business and jobs during the pandemic has had a big impact on Public Sector Borrowing. UK net debt recently reached £2 trillion for the first time and further heavy borrowing is expected in coming months. Over time, the UK Government is likely to seek to reduce debt to more sustainable levels. This may well have an impact for the funding of public services.

#### **What are the anticipated cost pressures on the Council next year and beyond?**

- The Council is still facing significant cost pressures over the next few years.
- Inflation related pressures include external providers increasing their prices and pay awards.
- Although in some areas, there are reductions in demand to take into account – for example, primary school numbers are anticipated to reduce over the medium term, in other areas demand continues to increase, including for example, numbers of looked after children.

#### **What is the funding position?**

- The Council will not have an indication of its 2021/22 grant funding (called Aggregate External Finance or AEF) until early December, when Welsh Government issues the Provisional Local Government Settlement.
- This is problematic - we have to estimate what we may receive, and small changes make a big difference - each 0.5% change in AEF equates to £2.345 million in cash terms.
- When the Medium Term Financial Plan was last updated (Feb 2020), the Council assumed funding increases of 1.5% per annum over the medium term. This was more optimistic than in previous years, due to the positive 2020/21 funding settlement, but not too optimistic as the Ministerial letter accompanying the settlement cautioned that it did not mean that austerity was over.
- The assumption of a 1.5% funding increase has been retained for 2021/22 but reduced to 0.5% for subsequent years. This is on the basis that the unprecedented level of UK debt could lead to tightening on public spending over time. However, our current modelling assumes this might not be whilst public bodies are still dealing with the pandemic.
- The Council could withstand a settlement of up to 0.8% worse than this, by using a financial resilience budget that would otherwise be used for one-off investment.

#### **What are the additional Covid-19 risks?**

- In the current financial year (2020/21), the additional costs and lost income associated with the pandemic have been significant with £22.4 million additional costs and £13.3 million lost income in quarter one alone.
- These have largely been reimbursed by the Welsh Government's Covid-19 Hardship Fund, which supports Local Authorities with Covid-19 related financial issues.
- In the current year, additional costs associated with Covid-19 have included the procurement of protective equipment, provision of emergency accommodation for homeless people, and the continued provision of free school meals support whilst schools were closed. They include the provision of financial support to care providers, supplier relief in other areas and operational changes required to ensure the safe delivery of services. Income loss relates to the closure, during lock down of the Council's sporting and

cultural venues, as well as a reduction in activity in other areas such as parking, planning and trade waste.

- Looking forward, the particular set of pressures resulting from Covid-19 is likely to shift. The implications for the Council finances of the potential ongoing impact of a set of wider issues will continue to be closely monitored in coming months. These include

Issue	Council considerations (not exhaustive – further list in the Report)
Business Failure / Unemployment	<ul style="list-style-type: none"> <li>Potential increases in demand for services / support – e.g. Council Tax Reduction Scheme, free school meals, advice services.</li> <li>Potential impact on income streams – including vacancies in leased property, council tax and potential for bad debt</li> </ul>
Public Health Measures	<ul style="list-style-type: none"> <li>Will there be a need for a PPE budget?</li> <li>Cleansing requirements – schools, office, school transport</li> <li>Longer term loss of income in venues</li> <li>Ongoing providers / supplier viability</li> </ul>
Behavioural Shift	<ul style="list-style-type: none"> <li>New transport norms – impact on Cardiff Bus / Parking etc.</li> <li>Emphasis on outside space – cleansing maintenance</li> <li>Office / ICT requirements and other strategies for “new normal”</li> </ul>
Demographics	<ul style="list-style-type: none"> <li>Difficulty in predicting demand in Adult Services, Homelessness arrangements, potential for increased family breakdown?</li> </ul>

#### How much is the Budget Gap?

- The budget gap is estimated £97.2 million over the next four years, of which £25.4 million relates to 2021/22.

2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	Total £m
25.417	21.905	26.562	23.298	<b>97.182</b>

#### How will the Council bridge this gap?

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

To be kept  
under  
review

	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	Total £m
Modelled Council Tax at +4.0%	(6.090)	(6.334)	(6.587)	(6.880)	(25.891)
Savings	(19.327)	(15.571)	(19.975)	(16.418)	(71.504)
<b>Total</b>	<b>(25.417)</b>	<b>(21.905)</b>	<b>(26.562)</b>	<b>(23.298)</b>	<b>(97.395)</b>

#### Savings

- At £71.5 million over the four-year period, savings form the largest part of the strategy. This will be a challenge in view of the levels of savings previously found.

- Where possible, efficiency proposals will be implemented in the current year to improve the chances of securing full year savings in 2021/22.
- In previous years, income generation proposals have contributed to the Council's strategy to addressing the budget gap. At a time when core income budgets are in jeopardy as a result of the pandemic, the scope for income generation to form part of the 2021/22 Budget Strategy is far more limited.
- The quantum of savings required is such that there will be a requirement for more transformational proposals. Work on fully framing these, and developing business cases will be accelerated over the autumn.
- Although the immediate focus must be on delivering savings for 2021/22, directorates will also be considering in broader terms how to address savings requirements for later years.

#### How can I have my say?

- There will be a detailed consultation, which will focus on transformational proposals or areas of policy change. This is likely to take place in December, once the Council has an indication of 2021/22 funding.

#### What next?

- This year, more than ever, we will continue to keep the budget gap under close review – things can change quickly and regular review is an important part of being prepared.
- Directorates will refine their work on savings proposals over the coming months
- There will be early implementation of efficiency proposals where possible, and where appropriate. There will be further focus on framing proposals to be delivered through transformational or policy change.
- Progress, along with any further clarity on funding issues, will be reported in December in order to inform consultation.

## The Capital Programme

#### What is capital?

- Capital expenditure refers to acquiring or improving assets for the long term.
- Similar to the revenue budget, councils receive some general and specific grant funding to support capital expenditure. However, there are some significant differences to how capital expenditure is funded.
- One of these is that Council are permitted to borrow to fund capital expenditure **as long as that borrowing is deemed affordable, prudent and sustainable.** Councils can also fund capital expenditure from the proceeds of selling assets (called capital receipts.)
- The capital programme sets out our expenditure plans and how we will pay for them over a five-year period.
- The current five-year capital programme was approved by Council in February 2020. This set the programme for 2020/21 and the indicative programme until 2024/25.
- The 2021/22 Budget Strategy must set the approach to updating the indicative programme and rolling it forward one year to cover 2025/26.

**What are the key considerations in updating the programme?**

- Investment pressures
- Affordability.

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

- Broadly speaking, these relate to investment in existing assets, or to investment in development projects to meet the Council's strategic aims. Some examples include:
  - Maintaining our Highways infrastructure
  - Vehicle procurement
  - Property maintenance
  - Demand for affordable housing
  - 21<sup>st</sup> Century Schools Programme – Band A&B
  - Economic development and regeneration aspirations
  - Mandatory investment – e.g. disabled adaptations
  - Creating city resilience for future ways of working and service delivery resulting from the impact of Covid-19.

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

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

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

- In times of financial pressure, reducing the assets we hold can have a dual benefit in terms of financial planning. Firstly, it provides funds to support the capital programme. Secondly, it reduces the financial pressures associated with maintaining and operating assets.
- The current capital programme already includes challenging targets in respect of capital receipts, with over £34 million to be found between 2020/21 and 2024/25.
- There is a significant risk associated with capital receipts in the capital programme in terms of realisation. It is therefore important to ensure there is a clear, approved strategy to realise them and that progress is kept under close review.
- The Council's approach to the delivery of the capital receipts target will be updated in the Annual Property Plan due to be considered by Cabinet in October 2020.

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

- Borrowing places pressures on the revenue budget because debt must be repaid with interest.
- Broadly speaking, each £1 million of capital expenditure places additional pressure of £65,000 on the revenue budget in early years – and this assumes a long asset life of 25 years, the impact on revenue is higher when asset lives are shorter.
- The capital-financing budget already accounts for a significant proportion of the revenue budget. Even with no further borrowing, this budget will increase over the medium term.
- Other considerations from a revenue perspective, are the additional operating and maintenance costs of new assets.

- Given the challenges on the revenue budget, the MTFP assumes there will be no further borrowing beyond that which is already included in the current capital programme.

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

- Yes, these are called invest to save (ITS) or invest to earn (ITE) schemes.
- Usually, the capital investment results in savings or income that help meet the borrowing costs without having a net impact on the revenue budget.
- A robust business case is key to ensure that the income / savings will actually materialise and that they will be sufficient to meet the borrowing costs. If they do not, there is a risk that the revenue budget will end up picking up those costs for many years into the future.

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

- Firstly, directorates will be asked to confirm if commitments in the current programme remain essential, or whether there is any scope to reduce or defer them. This should include a realistic appraisal of capacity to deliver these schemes.
- Secondly, it is essential to keep progress towards capital receipts under review. This is an important factor in overall programme affordability.
- After that, the overarching approach, in line with the Capital Strategy approved in February, will be to focus on looking after our existing assets. Even then, there must be evidence of need to spend, and this should be prioritised by risk.
- New capital expenditure pressures that do not relate to existing assets should only be considered if they can be funded externally, or if there is clear evidence of a sound invest to save business case.
- For 2025/26, which will be the “new” year in the 2021 Programme, additional borrowing will only be considered where it relates to existing assets. All proposed investment should be in line with the Capital Ambition delivery programme, and all alternative solutions for funding and achieving the same outcome should be explored before additional Council funding is considered.

**What next?**

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

## PROPOSED REVENUE BUDGET TIMETABLE FRAMEWORK 2021/22

Date	Budget Strategy
Sept 2020	<ul style="list-style-type: none"> <li>• Budget Strategy Report considered at Cabinet</li> <li>• Budget Strategy Report considered at Council</li> </ul>
Sept - Nov 2020	<ul style="list-style-type: none"> <li>• Directorates further develop 2021/22 efficiency savings proposals</li> <li>• Senior Officer Meetings / Cabinet Member meetings to scrutinise proposals</li> <li>• Consider early implementation of 2021/22 efficiency proposals <b>where possible and appropriate</b></li> <li>• Ongoing review of the in-year monitoring position and the key risk areas identified in the body of the report</li> <li>• Directorates review scope for transformational proposals</li> <li>• Following consultation with Cabinet Members, business cases to be developed in targeted areas</li> <li>• Review of UK Autumn Budget for its impact on key assumptions</li> </ul>
Dec 2020	<ul style="list-style-type: none"> <li>• Provisional Local Government Settlement received</li> <li>• Cabinet approval of 2021/22 Council Tax Base</li> <li>• Consultation on 2021/22 draft budget savings proposals</li> </ul>
Jan 2021	<ul style="list-style-type: none"> <li>• Fine-tuning of budget proposals, taking account of consultation feedback</li> <li>• Further review and consideration of medium term financial plans</li> </ul>
Feb 2021	<ul style="list-style-type: none"> <li>• Approval of Corporate Plan and Budget</li> </ul>
March 2021	<ul style="list-style-type: none"> <li>• Final Local Government Settlement received</li> </ul>

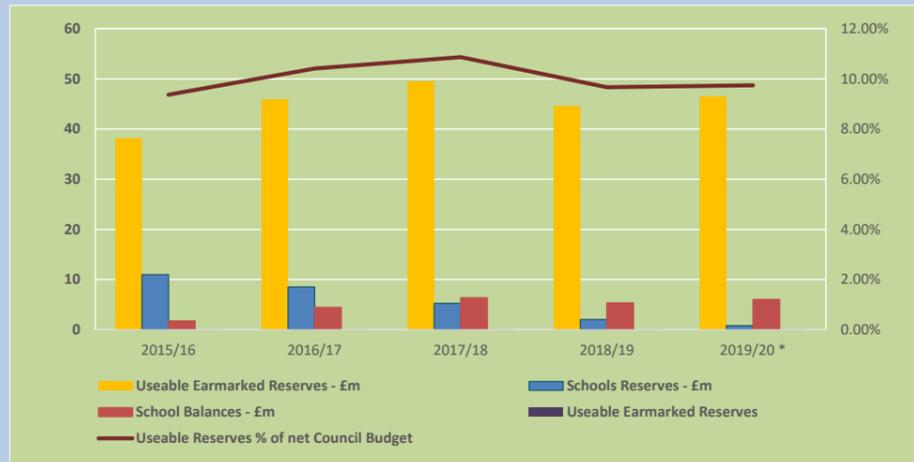
In addition, throughout this period there will be continued involvement and consultation with council tax payers, the grants sector, Scrutiny Committees, Trade Unions, employees and statutory consultation with schools

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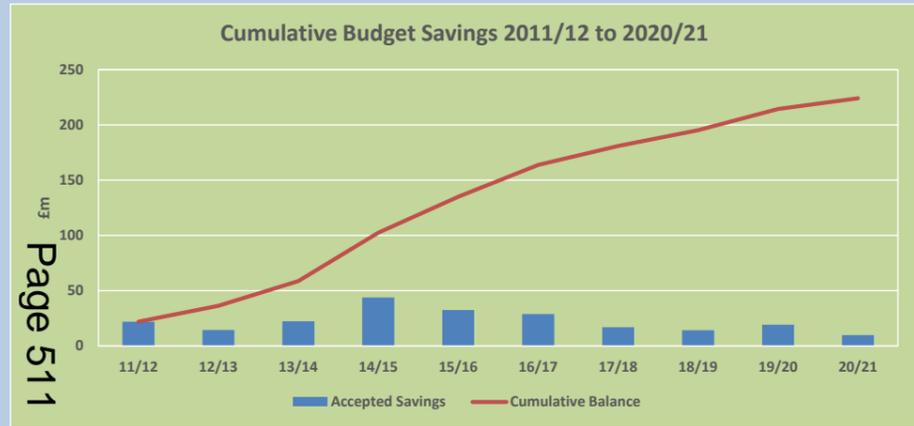
**FINANCIAL SNAPSHOT REPORT - BUDGET STRATEGY VERSION - SEPTEMBER 2020**

The following tables, charts and figures give an indication of the financial resilience of the Council as per the Statement of Accounts.

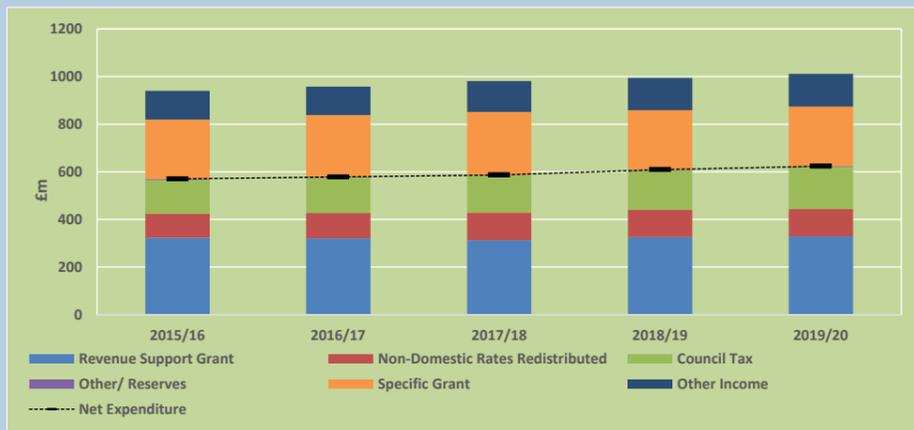
**Level of Useable Earmarked Reserves and Useable Reserves as a % of net Council Budget**



**Cardiff Council Historic Cumulative Budget Savings**



**Actual Revenue Funding Split**



**Other Financial Indicators**

Indicator	2016/17	2017/18	2018/19	2019/20*
Working Capital as a percentage of Gross Revenue Expenditure (%)	6.99%	8.69%	7.15%	10.94%
Unallocated/General Reserves to Gross Revenue Expenditure (days)	6	6	6	6
Long-term Borrowing to Long-term Assets (ratio)	35.13%	36.36%	36.91%	38.46%
Long-term Borrowing to Taxation & Aggregate External Finance	103.10%	103.10%	104.00%	114.75%

\* 2019/20 figures are estimates, subject to Audit.

The tables below show the Outturn position for the 2019/20 financial year for both revenue and capital, and the current position at Month 4 2020/21.

**Revenue Outturn Position**

Directorate	Net Expenditure Budget £000	Outturn £000	Variance £000	Variance %
Corporate Management	26,337	26,290	(47)	(0.2%)
Economic Development	4,035	4,425	390	9.7%
Education & Lifelong Learning	272,126	272,812	686	0.3%
People and Communities				
Housing and Communities	45,145	44,416	(729)	(1.6%)
Performance and Partnerships	2,762	2,616	(146)	(5.3%)
Social Services	172,727	177,241	4,514	2.6%
Planning, Transport and Environment	37,702	41,027	3,325	8.8%
Resources				
Governance & Legal Services	5,493	6,136	643	11.7%
Resources	16,662	16,655	(7)	(0.0%)
<b>Total Directorates</b>	<b>582,989</b>	<b>591,618</b>	<b>8,629</b>	<b>1.48%</b>
Capital Financing	35,236	34,789	(447)	(1.3%)
General Contingency	3,000	0	(3,000)	(100.0%)
Summary Revenue Account etc.	1,964	571	(1,393)	(70.9%)
Discretionary Rate Relief	400	421	21	5.3%
<b>Total</b>	<b>623,589</b>	<b>627,399</b>	<b>3,810</b>	<b>0.6%</b>
Funded by:				
Revenue Support Grant	328,126	328,126	0	0.0%
Non-Domestic Rates (NDR)	116,504	116,504	0	0.0%
Reserves and Balances	2,750	2,750	0	0.0%
Council Tax	176,209	180,019	(3,810)	(2.2%)
<b>Total Funding</b>	<b>623,589</b>	<b>627,399</b>	<b>-3,810</b>	<b>0.0%</b>
<b>Net (Surplus) /Deficit for Year</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Capital Outturn Position - 19/20**

Directorate	Budget £000	Outturn £000	Variance £000	Variance %	(Under)/Overspend £000	Slippage £000
Economic Development	72,119	65,665	(6,454)	(8.9%)	0	(6,454)
Education & Lifelong Learning	42,759	17,236	(25,523)	(59.7%)	2,453	(27,976)
People and Communities						
Housing and Communities	13,285	8,937	(4,348)	(32.7%)	0	(4,348)
Social Services	899	616	(283)	(31.5%)	0	(283)
Planning Transport and Environment	39,288	23,772	(15,516)	(39.5%)	(50)	(15,466)
Resources	9,005	6,670	(2,335)	(25.9%)	0	(2,335)
<b>Total</b>	<b>177,355</b>	<b>122,896</b>	<b>(54,459)</b>	<b>(30.71%)</b>	<b>2,403</b>	<b>(56,862)</b>

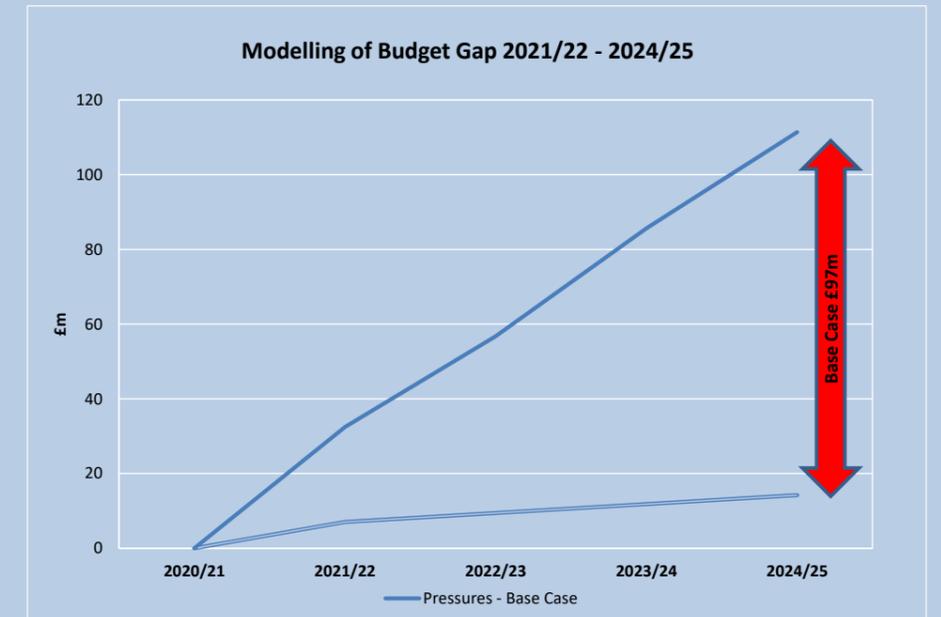
**Month 4 Monitoring Position**

Directorate	Covid-19 Impact £000	Directorate Position £000	In-Year Savings £000	Total Variance £000
Corporate Management	1,013	0	0	1,013
Economic Development	45	(150)	(399)	(504)
Education & Lifelong Learning	155	2,401	(1,035)	1,521
People and Communities				
Housing and Communities	19	(432)	(536)	(949)
Performance and Partnerships	0	0	0	0
Social Services	113	3,878	(753)	3,238
Planning, Transport and Environment	134	(43)	(91)	0
Recycling & Neighbourhood Services	6	(6)	0	0
Resources				
Central Transport Services	0	327	0	327
Governance & Legal Services	0	512	(11)	501
Resources	167	73	(305)	(65)
<b>Total Directorates</b>	<b>1,652</b>	<b>6,560</b>	<b>(3,130)</b>	<b>5,082</b>
Corporate Contingency	0	(3,000)	0	(3,000)
Capital Financing	0	300	0	300
Summary Revenue Account	0	(400)	0	(400)
<b>Net Position</b>	<b>1,652</b>	<b>3,460</b>	<b>(3,130)</b>	<b>1,982</b>

The tables below show the Medium Term Financial Plan (MTFP), the risks and affordability indicators facing the Council.

**MTFP Scenario**

	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	TOTAL £000
Total Pressures	32,453	24,285	28,954	25,702	111,394
Funding Assumptions	(7,036)	(2,380)	(2,392)	(2,404)	(14,212)
<b>Budget Requirement Reduction</b>	<b>25,417</b>	<b>21,905</b>	<b>26,562</b>	<b>23,298</b>	<b>97,182</b>
Council Tax Assumptions - at 4%	6,090	6,334	6,587	6,880	25,891
Total Savings	19,327	15,571	19,975	16,418	71,291
<b>Total Strategy</b>	<b>25,417</b>	<b>21,905</b>	<b>26,562</b>	<b>23,298</b>	<b>97,182</b>



**Capital Expenditure & Capital Financing Requirement (CFR)**

	31 Mar 20 £000	31 Mar 21 £000	31 Mar 22 £000	31 Mar 23 £000	31 Mar 24 £000	31 Mar 25 £000
<b>Capital Expenditure</b>	<b>Actual</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>
Council Fund (General Fund)	122,896	101,953	196,028	168,801	59,508	27,304
Housing Revenue Account	41,521	52,783	87,565	87,330	55,805	62,230
<b>Total Capital Expenditure</b>	<b>164,417</b>	<b>154,736</b>	<b>283,593</b>	<b>256,131</b>	<b>115,313</b>	<b>89,534</b>
<b>Capital Financing Requirement excl. Landfill</b>						
Council Fund CFR	537,273	532,000	600,666	633,580	634,247	614,697
Housing Revenue Account CF	290,217	314,000	381,433	441,044	464,434	493,030
<b>Total CFR</b>	<b>827,490</b>	<b>846,000</b>	<b>982,098</b>	<b>1,074,624</b>	<b>1,098,682</b>	<b>1,107,727</b>

**Affordability Indicator - Capital Financing Costs as a % of Controllable Budget**

	2011/12	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Difference 11/12-24/25
	Actual	Actual	Estimate	Estimate	Estimate	Estimate	Estimate	
	%	%	%	%	%	%	%	%
<b>Net</b>	<b>13.47</b>	<b>11.87</b>	<b>11.21</b>	<b>11.35</b>	<b>11.21</b>	<b>12.88</b>	<b>12.49</b>	<b>(7.28)</b>
<b>Gross</b>	<b>15.17</b>	<b>17.27</b>	<b>16.02</b>	<b>16.41</b>	<b>17.05</b>	<b>19.35</b>	<b>18.82</b>	<b>24.06</b>

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**CORPORATE RISK MANAGEMENT - QUARTER 4 2019/20**

**FINANCE, MODERNISATION & PERFORMANCE (COUNCILLOR  
CHRIS WEAVER)**

**AGENDA ITEM: 8**

**Reason for this Report**

1. To bring the risk management position at quarter 4 2019/20 to the attention of the Cabinet, for consideration of the key risks facing the Council.

**Background**

2. The Cabinet receives an update on the risk management position on a biannual basis, and an opportunity to raise comments. The last Cabinet review was on 19<sup>th</sup> December 2019, at which time the risk management position at quarter 2 2019/20 was presented.
3. Each Directorate holds a Directorate Risk Register (DRR) and the Senior Management Team (SMT) collectively own a Corporate Risk Register (CRR). The CRR records the main risks to the delivery of corporate objectives and priorities, whilst the DRRs record the key risks to the delivery of Directorate functions and priorities.
4. A risk escalation process is in place, whereby each Director is required to take ownership of all residual (current) risks rated as 'red/amber' and above on their DRR and, at a minimum, to escalate all 'red' residual risks to SMT for collective ownership and review.
5. This reporting process allows SMT to determine if any changes are required to the CRR each quarter. The remaining escalated risks continue to be held on DRRs and are reviewed by SMT each quarter until it is agreed that mitigation is sufficient for risk ownership to transfer back to the Directorate.

**Issues**

6. Each Director has worked with their Risk Champion(s) to undertake their quarter four risk management review. The Risk Management Team has also provided advice and guidance on the measurement and reporting of risks. The quarter four risk assessments are presented on the Corporate Risk Register Summary Snapshot (Appendix A) and the Detailed Corporate Risk Register (Appendix B).

7. The Risk Management Review process has two tiers (Directorate and Corporate) and the actions at each for quarter four are detailed as follows.

### **Directorate Risks**

8. At the quarter four position, 216 risks were reported from DRRs. All escalated risks and requests for de-escalation were discussed and approved in SMT on 15<sup>th</sup> July 2020.
9. It was agreed that eight directorate risks would be carried forward as SMT escalated risks at quarter four.

<b>Directorate</b>	<b>Directorate Risks</b>	<b>Risks at SMT Escalation Point</b>
Economic Development	20	1
Education	14	0
Governance & Legal Services	9	1 (Shared)
Housing & Communities	36	2
Performance & Partnerships	2	0
Planning, Transport & Environment	29	1
Recycling & Waste	1	0
Resources	81	1
Social Services	24	3 (1 Shared)
<b>Total</b>	<b>216</b>	<b>8</b>

### **Corporate Risks**

10. SMT collectively reviewed the escalated directorate risks and corporate risk updates at the end of quarters three and four. In consideration of the nature of each risk, the potential impact on the organisation and its corporate objectives and the supporting mitigations, SMT has approved the following material CRR changes since the last Cabinet update on 19<sup>th</sup> December 2019.
11. **Non-completion of Statutory Building Equipment Maintenance**  
*Target Reduction Date extended further to Q3 2020/21 (from Quarter 4 2019/20)*  
*Residual Risk rating amended from B3 (Red-Amber) to C2 (Red-Amber)*  
 Target reduction date has been extended due to further delays in the ongoing work in respect of Landlord/Occupancy Agreements, as a result of Covid-19. The Residual Risk Rating has been revised from B3 to C2 (remaining Red-Amber).
12. **Education Consortium & Attainment**  
*Quarter 3 - Residual Risk decreased from B3 (Red-Amber) to B4 (Green)*  
*Quarter 3 - Target Risk decreased from B4 (Green) to C4 (Green)*

The risk rating has reduced following the external review of the Central South Consortium in the last academic year (follow up report considered by Cabinet in February). Results in 2018/19 continued to be positive and categorisation outcomes improved. Cardiff has strong working relationships with the Senior Challenge Advisors, and a Managing Director for CSC has now been appointed.

*Quarter 4 - Residual Risk increased from B4 (Green) to B3 (Red-Amber)*  
The previous quarter's reduction in Residual Risk Rating has been reversed in light of the impact of Covid-19 on schools and the potentially detrimental effect on pupils' attainment. Target Risk remains at C4 (Green).

**13. Climate Risks (excluding Coastal Erosion)**

Work has been undertaken in quarter four to consider structure and presentation of the CRR in respect of those risks with links to Climate Change and the environment. These include:

- Flooding
- Extreme Weather
- Energy & Decarbonisation
- Biodiversity

This suite of risks is now presented in the CRR in summary format with a weighted rating, with the working papers behind each risk informing that summary.

**Coronavirus (COVID-19)**

14. The lattermost part of quarter four and all of quarter one 2020/21 has been dominated by the Covid-19 pandemic which has had a significant impact globally, nationally and locally across the entire population and the services provided by the Council. This Council has reacted to this unprecedented situation by establishing clear management arrangements and undertaking robust planning exercises in response to the escalation of the virus. Currently, the Council is transitioning from a reactive to a recovery phase, with work ongoing in both resuming and planning for the resumption of services where practicable.
15. The impact of Covid-19 on existing risks has been considered as part of quarter four reporting arrangements. As the year progresses, the impact of the pandemic will evolve in both severity and likelihood in individual risks in different ways. There is a great need to have regular reassessments of risks against the reality of that point in time in order to ensure that risks remain relevant and proportionate. Directorates have also considered Covid-specific risks and these have been recorded through the first quarter of this financial year.

**UK's Exit of the European Union**

16. The UK left the European Union on 31<sup>st</sup> January 2020. It remains in the single market and customs union until the end of the year as part of transition arrangements. Negotiations continue to take place in order to

secure the future relationship between the UK and the EU. The UK government's position remains not to extend the transition period beyond 31<sup>st</sup> December 2020.

### **Corporate Risk Management Steering Group**

17. A meeting of the Corporate Risk Management Steering Group was held on 3<sup>rd</sup> February 2020, chaired by Cllr Chris Weaver. A number of items were discussed with actions to be taken forward. These included a review of the Council's Risk Strategy, sufficiency and relevance of Risk Indicators, the need for a review of the presentation of climate/environmental risks, and the potential for the SOP (Band B) risk to be expanded to cover the numerous major capital projects that the Council is undertaking.

### **Internal Audit of Risk Management**

18. An internal audit of Risk Management arrangements was undertaken during December 2019 and January 2020. The Draft Action Plan in respect of this audit has been received and response provided. The level of assurance remains at *Effective with Opportunity for Improvement*.

### **Reason for Recommendations**

19. To enable the Cabinet to monitor risk management activity, and consider the Risk Management Review – Quarter two 2019/20.

### **Financial Implications**

20. There are no direct financial implications arising from this report. The Corporate Risk register will be used to guide the Internal Audit Plan and the Council's resource planning processes and forms an important part of the governance arrangements for the Council.

### **Legal Implications**

21. There are no direct legal implications arising from this report. However, one of the benefits of identifying risk is that mitigation measures may be taken, if appropriate, and consequently successful claims against the Council may be avoided altogether, or reduced

### **HR Implications**

22. There are no direct HR Implications for this report.

## **RECOMMENDATIONS**

Cabinet is recommended to note the content of the Corporate Risk Register.

<b>SENIOR RESPONSIBLE OFFICER</b>	<b>CHRIS LEE</b> Corporate Director Resources
	11 September 2020

*The following appendices are attached:*

**Appendix A** - Corporate Risk Register Summary Snapshot – Q4 2019/20

**Appendix B** - Detailed Corporate Risk Register – Q4 2019/20

*The following background papers have been taken into account:*

*Corporate Risk Register Q3 & Q4 2019/20*

*Directorate Risk Registers Q3 & Q4 2019/20*

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# Corporate Risk Register Summary Snapshot Quarter 4 2019/20

Appendix A

Number of Risks by Inherent Risk Rating

Likelihood	A	A1 11	A2 2	A3	A4
	B	B1 7	B2 5	B3	B4
	C	C1	C2	C3	C4
	D	D1	D2	D3	D4
	E	E1	E2	E3	E4
		1	2	3	4
		Impact			

Number of Risks by Residual Risk Rating

Likelihood	A	A1 1	A2	A3	A4
	B	B1 2	B2 5	B3 1	B4
	C	C1 2	C2 7	C3 1	C4
	D	D1 3	D2 3	D3	D4
	E	E1	E2	E3	E4
		1	2	3	4
		Impact			

Number of Risks by Target Risk Rating

Likelihood	A	A1	A2	A3	A4
	B	B1 1	B2 2	B3 1	B4
	C	C1	C2 4	C3 3	C4 1
	D	D1 4	D2 5	D3 4	D4
	E	E1	E2	E3	E4
		1	2	3	4
		Impact			

Inherent Risk Rating	Corporate Risk Title	Residual Risk		Target Risk	
		Rating	Movement from Q3	Rating	Movement from Q3
A1	Climate Change	A1	↔	B2	↔
	City Security	B1	↔	B1	↔
	Air Quality & Clean Air Strategy	B1	↔	C3	↔
	Brexit	B2	↔	B3	↔
	Financial Resilience	B2	↔	C2	↔
	Cyber Security	C1	↔	D1	↑
	Budget Monitoring (Control)	C2	↔	D2	↔
	Schools Organisation Programme (Band B)		↔	C3	↔
	Health and Safety		↔	D3	↔
	Non-completion of Stat Building Eqpt Maintenance		↓		↔
Information Governance	D1	↔	D2	↔	
A2	Welfare reform	B2	↔	B2	↔
	ICT Platforms Unsuitable/ Outdated	C2	↓	D3	↔
B1	Coastal Erosion	B2	↔	C2	↔
	Waste Management	B2	↔	C2	↔
	Increase in Demand (Children's Services)	C1	↔	D1	↔
	Education – Schools Delegated Budgets	C2	↔	D2	↔
	Business Continuity	D1	↔	D1	↔
	Safeguarding	D1	↔	D1	↔
B2	Delivering Capital Ambition Programme	D2	↔	D2	↔
	Education Consortium & Attainment	B3	↑	C4	↔
	Legal Compliance	C2	↔	C2	↔
	Performance Management	D2	↔	D2	↔
	Fraud, Bribery and Corruption	D2	↔	D3	↔
	Workforce Planning	C3	↔	C3	↔



**Key**

High (Red)	Medium (Red-Amber)
Medium (Amber-Green)	Low (Green)

↓ Decrease from previous quarter

↔ No change from previous quarter

↑ Increase from previous quarter

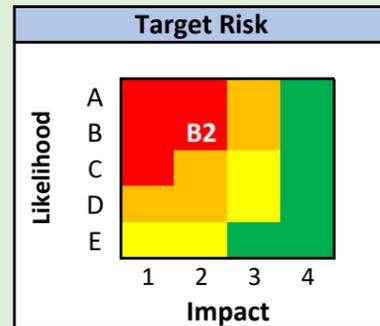
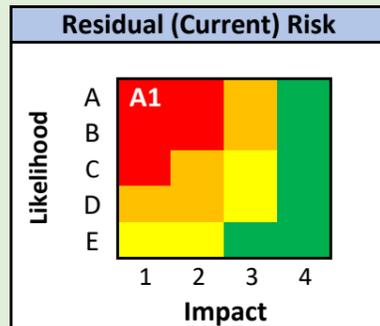
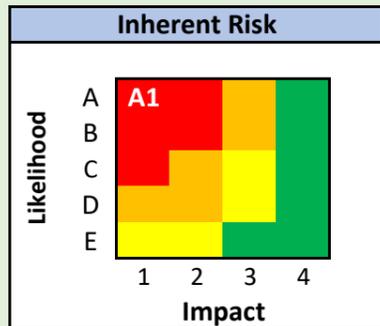
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# Climate Change & Energy Security

**Description**  
Cardiff is not able to manage the effects of climate change and energy security due to lack of future proofing for key (social and civil) infrastructure and business development.

**Potential Impact(s)**

- Flood & Storm**
- Loss of life and risk to life
  - Direct damage to property, utilities and critical infrastructure
  - Blight of Land and Development
  - Disruption to service delivery
  - Contamination and disease from flood and sewer water and flood on contaminated land
  - Increase in health issues
  - Break up of community and social cohesion
  - Increase cost of insurance
  - Migration of ecosystems
  - Inconsistent energy supply
  - Increased costs
  - Inability to deliver public services
  - Decrease in economic output
  - Disruption to the supply of utilities
  - Increased fuel poverty



Last Reviewed Q4 2019/20  
Last Revision Q4 2019/20

Movement from prev Qtr ↔

Target Reduction Date 12 mths +

**Risk Owner(s)**

Andrew Gregory

Councillor Michael Michael  
Clean Streets, Recycling and Environment

**What we've done/are currently doing to achieve the Residual Risk Rating**

The Council has declared a Climate Emergency.

The following specific risk areas have been identified:

- COASTAL EROSION (see separate tab for details)
- FLOODING
- EXTREME WEATHER
- ENERGY SECURITY & DECARBONISATION
- BIODIVERSITY

**What we plan to do to meet target**

- Develop strategic response to the Climate Emergency Declaration to incorporate carbon neutral target. First draft of One Planet Cardiff in partnership with Cabinet Office is being drafted for presentation to Cabinet in March 2020.
- COASTAL EROSION (see separate tab for details)
- FLOODING
- EXTREME WEATHER
- ENERGY SECURITY & DECARBONISATION
- BIODIVERSITY

**Type(s) of Impact**

- Service Delivery
- Reputational
- Legal
- Financial
- Health & Safety
- Partnership
- Community & Environment
- Stakeholder

**Linked Risks**

Coastal Erosion  
Air Quality  
Business Continuity

**Linked Documents**

<https://www.evaccardiff.co.uk/>  
<https://www.cdp.net/en>

**Key Indicators / Measures used to monitor the risk**

Storm Events that meet silver & gold emergency intervention  
Annual number of flooded properties and severity (statutory reporting)  
Energy use / renewable energy production of Cardiff Council

# Coastal Erosion

Description	Inherent Risk	Residual (Current) Risk	Target Risk	Risk Owner(s)																	
<p>Breach of current defences resulting in widespread flooding (current defences are ad hoc and are in a very poor condition)</p>	<table border="1" style="width: 100%; text-align: center; font-size: small;"> <tr><td colspan="2">Last Reviewed</td><td>Q4 2019/20</td></tr> <tr><td colspan="2">Last Revision</td><td>Q4 2019/20</td></tr> </table>	Last Reviewed		Q4 2019/20	Last Revision		Q4 2019/20	<table border="1" style="width: 100%; text-align: center; font-size: small;"> <tr><td colspan="2">Movement from prev Qtr</td><td>↔</td></tr> </table>	Movement from prev Qtr		↔	<table border="1" style="width: 100%; text-align: center; font-size: small;"> <tr><td colspan="2">Target Reduction Date</td><td>12 mths +</td></tr> </table>	Target Reduction Date		12 mths +	<table border="1" style="width: 100%; text-align: center;"> <tr><td colspan="2">Risk Owner(s)</td></tr> <tr><td style="width: 50%;">Andrew Gregory</td><td style="width: 50%;">Councillor Michael Michael Clean Streets, Recycling and Environment</td></tr> </table>		Risk Owner(s)		Andrew Gregory	Councillor Michael Michael Clean Streets, Recycling and Environment
Last Reviewed		Q4 2019/20																			
Last Revision		Q4 2019/20																			
Movement from prev Qtr		↔																			
Target Reduction Date		12 mths +																			
Risk Owner(s)																					
Andrew Gregory	Councillor Michael Michael Clean Streets, Recycling and Environment																				
Potential Impact(s)		What we've done/are currently doing to achieve the Residual Risk Rating		What we plan to do to meet target																	
<ul style="list-style-type: none"> <li>Continued coastal erosion along the coast threatening the Rover Way Traveller site and critical infrastructure including Rover Way and the Rover Way/Lamby Way roundabout</li> <li>Erosion to two decommissioned landfill sites, with risk of releasing landfill material into the Severn Estuary and having significant environmental impacts</li> <li>Flood risk to 1,116 residential and 72 non-residential properties over 100 years, including risk to life, property, infrastructure and services</li> <li>N.B. the predicted rates of erosion threaten the Rover Way Travellers Site and the adjacent electrical substation within 5 years, and further release of large volumes of unknown tip material from the Frag Tip into the Severn Estuary.</li> </ul>		<ul style="list-style-type: none"> <li>Incident management arrangements are in place, which whilst not preventative, represent a level of emergency management for a flood and coastal erosion risk event occurring in a significant storm event.</li> </ul> <p>Coastal Defence Scheme:</p> <ul style="list-style-type: none"> <li>The Flood Risk Management Team are undertaking detailed design for the coastal defence scheme.</li> <li>The necessary works are holistic and cannot be phased. Therefore the residual risk rating cannot be lowered until the completed construction of the coastal defence scheme in its entirety.</li> <li>The inundation risk will be improved by implementing the coastal defence scheme. The scheme will provide defence for a 1 in 200 year severe weather event, plus an allowance for climate change influence of 40%.</li> <li>The total costs associated with the Design, Early Contractor Engagement and Construction phases have been estimated at £10.9m (Welsh Government 75% funding = £8.2m and CCC 25% funding = £2.7m)</li> <li>Formal application has been submitted to Welsh Government (WG) under the WG Coastal Risk Management Programme and development of the Detailed Design and Full Business Case (FBC) for the coastal defence scheme is programmed for completion in May 2020.</li> <li>Work ongoing with Emergency Management to formulate interim measures.</li> </ul>		<p>We will be designing &amp; delivering an effective coastal flood protection scheme as a matter of priority.</p> <p>Keysteps:</p> <ul style="list-style-type: none"> <li>Ground Investigation commenced February 2020. Due to Covid 19 restrictions, ground investigations were postponed during March 2020.</li> <li>Completion date for detailed design and Full Business Case (FBC) anticipated late 2020 (TBC following review of the Ground Investigation and the delays related to Covid 19).</li> <li>Full Business Case to be submitted to Welsh Government for approval &amp; funding confirmation</li> <li>Tender scheme promptly following support from Welsh Government. Contract will be developed as part of detailed design process to support tender process.</li> <li>Anticipated construction starting early 2021, subject to the above, with completion end 2022.</li> </ul>																	
Type(s) of Impact		Linked Risks		Key Indicators / Measures used to monitor the risk																	
<ul style="list-style-type: none"> <li>Health &amp; Safety</li> <li>Health</li> <li>Reputational</li> <li>Financial</li> </ul>		<ul style="list-style-type: none"> <li>Strategic</li> <li>Service Delivery</li> </ul>		<ul style="list-style-type: none"> <li>Award of contract for detailed design and Full Business Case - achieved</li> <li>Completion of detailed design and Full Business Case by May 2020 &amp; submitted to WG</li> <li>Delivery programme of coastal protection scheme</li> </ul>																	
<p>Climate Change (Corporate Risk)</p>																					

# City Security

**Description**  
Major security-related incident in 'crowded places' as a result of international or domestic terrorism.

**Potential Impact(s)**

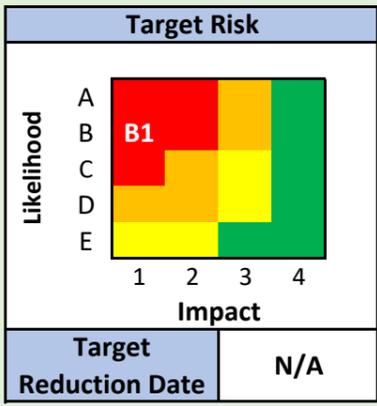
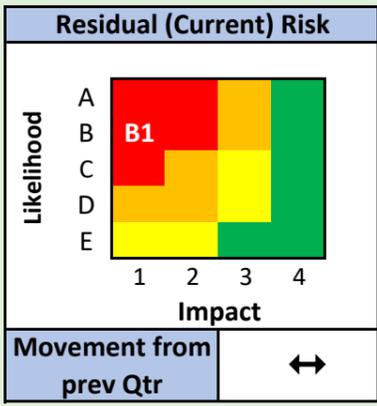
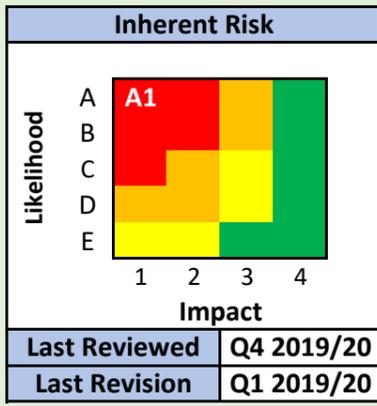
**Immediate / Short-Term**

- Large numbers of fatalities, injuries to public
- Extensive structural damage and/or collapse of buildings
- Closure of roads having impact on transport network and access to businesses and properties.
- Damage/disruption to utilities (gas, electricity, water etc.)
- Immediate impact to core business, retail and sporting district in the centre of Cardiff

**Ongoing / Longer Term**

- Reputational risk due to a public perception Cardiff is an unsafe place
- Area viewed as a risk for potential future business investment.
- Inability to attract major future national and international events (political, sporting etc.)
- Increase in demand for Council services/support for all affected.
- Current economic climate to reduce the effectiveness of any recovery/regeneration of the area.

Type(s) of Impact	
<ul style="list-style-type: none"> <li>• Service Delivery</li> <li>• Reputational</li> <li>• Legal</li> <li>• Financial</li> </ul>	<ul style="list-style-type: none"> <li>• Health &amp; Safety</li> <li>• Partnership</li> <li>• Community &amp; Environment</li> <li>• Stakeholder</li> </ul>



**Risk Owner(s)**

Chris Lee  
(Isabelle Bignall)

Andrew Gregory

Councillor Huw Thomas  
Leader

**What we've done/are currently doing to achieve the Residual Risk Rating**

- All existing identified high-risk, crowded places have been formally assessed
- Some crowded places have an extremely limited and in some cases 'third party managed' access control process to operate them; providing little/no challenge
- CONTEST Protect/Prepare Task & Finish Group maintains the City Gateways Public Realm Enhancement Scheme, with agreed options for suitable PAS 68/69 mitigation for appropriate boundary locations; referred to as 'gateways'
- The work done in the city to address security concerns has been predominantly focused on the provision of physical assets to mitigate against the threat of hostile vehicles
- **Protected as at Q1 2019/20**  
- Principality Stadium, St Mary Street, Queen Street, St David's Dewi Sant, Cardiff Bay
- The Cardiff City Centre Access Control Protocol is currently operating at the heightened response level, reflecting the UK National Threat Level; permitting vehicles onto the pedestrianised areas within Cardiff City Centre using strict parameters
- Wales Extremism and Counter Terrorism Unit (WECTU) Counter Terrorist Security Advisor's (CTSA's), the Emergency Services & Cardiff Council provide Project Argus and EVAC/Griffin training across the city to raise awareness for likely impacts associated with major incidents and in particular, terrorist attacks. The sessions also cover the support likely to be immediately available from the emergency services and Cardiff Council, the practical and simple preparations people/organisations can make prior to an incident occurring to help themselves manage and recover from its impacts.

**What we plan to do to meet target**

- The CONTEST Protect/Prepare Group will continue to monitor and review the city's Hostile Vehicle Mitigation scheme to ensure it is fit for purpose
- The CONTEST Protect/Prepare Group will give a status report to the Cardiff CONTEST Board
- The CONTEST Board will continue to try to identify external funding sources/opportunities from Welsh Government and UK Central Government to conclude scheme and appropriately mitigate the risk
- A holistic security strategy for the city is being developed through the city's CONTEST partnership mechanisms. This strategy will extend the perspective of the city's security beyond hostile vehicle mitigation to incorporate a range of security measures, including the continuing development and agglomeration of the city's CCTV and the deployment of new technological solutions.
- The security strategy will allow partners to be more responsive to emerging funding opportunities
- Identify any potential routes for further funding to enable us to continue the Hostile Vehicle Mitigation (HVM) programme of delivery. Cost estimate to complete City Centre and Bay is £2.5-£3.0M. This will complete the recommended improvements indicated as high risk identified by CONTEST Protect/Prepare group.

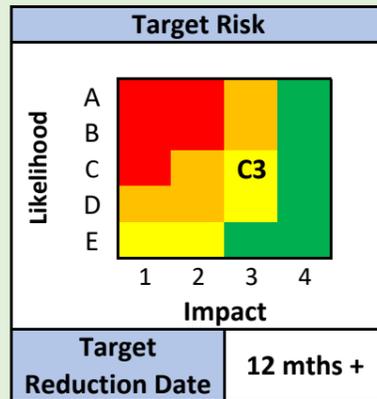
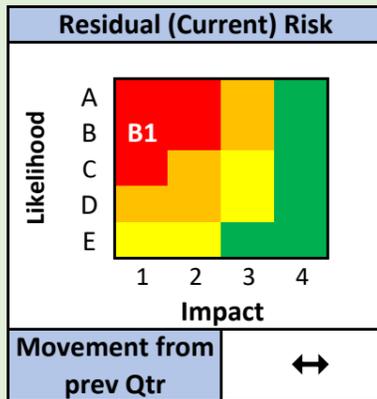
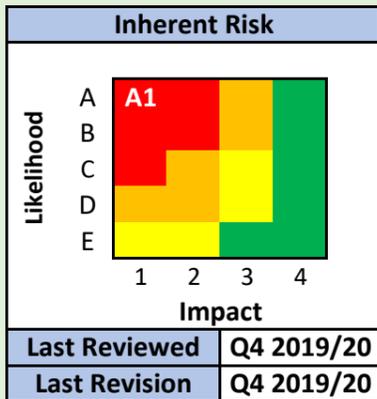
**Linked Risks**

**Key Indicators / Measures used to monitor the risk**

- National Threat Level and period at level
- No of 'Crowded Places' not protected to PAS 68/69 level

# Air Quality & Clean Air Strategy

**Description**  
 Air quality in Cardiff does not meet statutory requirements set by legislation and continues to have a detrimental impact on health for residents and visitors to Cardiff.



**Risk Owner(s)**

**Andrew Gregory**  
(Jason Bale)

**Councillor Caro Wild**  
Strategic Planning & Transport

**What we've done/are currently doing to achieve the Residual Risk Rating**

**Monitoring – Update 2020**, increased the non-automatic monitoring sites in Cardiff which monitor levels of nitrogen dioxide (NO2) to 111 locations. Included in this data are 15 schools across the City, plus TRO projects at schools to monitor impact of pilot projects on air quality around schools.

There are two live monitoring stations:

- Cardiff Frederick Street: Monitors 24/7 measuring levels of NO2, PM10 & PM2.5, SO2, CO and O3
- Richard's Terrace, Newport Road: Monitors 24/7 measuring levels of NO2 & PM10

The primary source of the pollution is road transport emissions, particularly diesel vehicle emissions. Although improvements are being seen, non-compliance of the NO2 limit values is projected beyond 2020. Cardiff has 4 existing declared Air Quality Management Areas (AQMA's) all as a result of elevated NO2 concentrations resulting from road traffic emissions. Local modelling indicates that Castle Street will not be compliant with the NO2 limit value beyond 2020 if no additional interventions are implemented to reduce pollution levels.

Council accepted T&Cs of the Implementation Grant Award to implement Clean Air Plan and signed the agreement confirming acceptance of the funding award (£19.011M) to meet the costs of the preferred option, currently excluding an amount for Bus Retrofit Scheme.

- Ph1 City Centre West scheme (Wood St & Central Square) was awarded.
- Procurement of new monitoring station for Castle Street completed. Procurement of additional indicative monitors for City Centre completed.
- Work ongoing to set up Cardiff Clean Bus (retrofit) Scheme. Project Team completed and with support from Welsh Government submitted a State Aid Notification to the EU Commission to ensure the bus retro fit scheme complies with state aid requirements.
- Discussions with Taxi trade continue around revised emissions standards policy and use of grant to support switch to ULE vehicles. In discussions with WG it was agreed to undertake further assessment of the potential funding options in order to provide further support to the Taxi Trade and specific issues on the taxi.

**Transport White Paper - Cardiff Transport Vision - 2030 launched on 15th Jan 2020, an ambitious plan to help tackle the climate emergency, reduce congestion on the city's road network and improve air quality in Cardiff.**

**What we plan to do to meet target**

- 'Implement Clean Air Plan - Implement package of measures detailed in Final Plan, as per agreed plan and programme, following successful WG funding award.
- Working with consultants to develop evaluation plan to of air quality improvements to show impact of measures and that compliance will be achieved.
- Work with Public Health Wales to quantify future health benefits and improvements from reduced emissions/ NO2 concentrations
- Clean Air Strategy and Action Plan - In developing the Clean Air Plan the Council has further developed a wider Clean Air Strategy and Action Plan to satisfy the requirements of LAQM. The strategy includes measures that will likely provide further AQ improvements including AQMAs such as:
  - Pilot project for implementation of Non Idling Zones, targeted around schools.
  - Living Walls and other Green Infrastructure
  - Progression of EV Infrastructure and Council Fleet working with CTS.
  - Air Quality Planning Guidance
  - Schools Active Travel
  - Behavioural Change Promotion, Car Free Day, Clean Air Day etc
  - Expansion of Real-time monitoring network & display/sharing of data linked to SMART Corridors Project.

**Potential Impact(s)**

**Health & Safety**

- No improvement to health
- Increased burden on health care
- Further deterioration of related health conditions

**Legal & Regulatory / Financial**

- Breach of legal / statutory requirements
- Potential significant financial penalty

**Type(s) of Impact**

<ul style="list-style-type: none"> <li>• Health</li> <li>• Regulatory</li> <li>• Financial</li> <li>• Strategic</li> </ul>	<ul style="list-style-type: none"> <li>• Reputational</li> </ul>
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**Linked Risks**

**Key Indicators / Measures used to monitor the risk**

- Implementation Plan for measures (funding dependent)
- Monitoring and Evaluation Plan for Clean Air Plan
- Ongoing monitoring and reporting under LAQM

# Brexit

**Description**

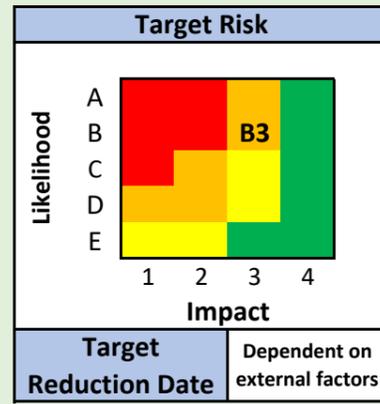
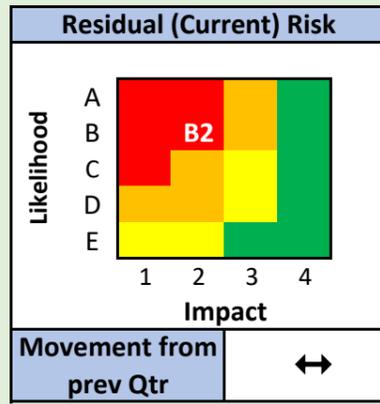
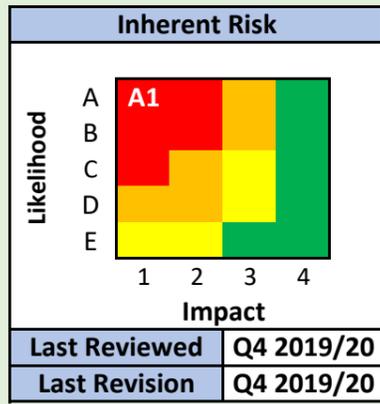
On 31 January 2020, the UK legally ceased to be a member of the EU. There will now be an 11 month transition period up until the end of December 2020, by which time both sides have stated they hope to have agreed a trade deal. Throughout the transition, whilst the UK will no longer be represented in the EU's political institutions, the UK will continue to be subject to EU rules and remain a member of the single market and customs union.

On 30 June 2020 a joint decision will be taken about whether to extend the transition period. If a UK-EU free trade deal has not been agreed by 31 December 2020, the risk remains that we could once again be facing the prospect of a 'no-deal' exit of sorts.

Whilst the Withdrawal Agreement has been ratified, in such a 'no-deal' scenario, the UK would have to trade with the EU on World Trade Organisation terms, with most UK goods subject to tariffs. There would also be a range of other implications of the UK leaving the EU without a deal, which the Council has already undertaken research into and taken steps to prepare for.

- Potential Impact(s)**
- Immediate Issues Identified:**
- Impact on Council supply chain
  - Citizens and Community Cohesion
    - Implementing the EU Settlement Scheme
    - Increases of tension/ hate crime
  - Emergency Management
    - Responding to civil contingencies/ major disruption (potential for protests, food shortages, disruption to water supply (infrastructure) and fuel shortages)
    - Shortage/ loss of key supplies
  - Short-term economic contraction
  - Preparedness of local businesses for a no-deal Brexit.
- Medium to Long-term Issues Identified:**
- Labour Market and Council Staff
  - Impact on Public Finances – Central Government and Welsh Government Analysis suggests that Brexit will have a larger impact than economic downturn of 2008, with close to a 8% drop in GDP.
  - The future of regional funding (the future UK Shared Prosperity Fund)
  - Investment, Trade and Industrial Strategies (including regulations)

- Type(s) of Impact**
- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Service Delivery</li> <li>• Reputational</li> <li>• Legal</li> <li>• Financial</li> </ul> | <ul style="list-style-type: none"> <li>• Health &amp; Safety</li> <li>• Partnership</li> <li>• Community &amp; Environment</li> <li>• Stakeholder</li> </ul> |
|--|--|



**Risk Owner(s)**

<b>Paul Orders</b> (Senior Management Team)	<b>Councillor Huw Thomas</b> Leader (Brexit)
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**What we've done/are currently doing to achieve the Residual Risk Rating**

Business Continuity Plans were previously reviewed in response to Brexit and Assurance Statements provided by each Directorate in March and again in August 2019 to focus on 'no-deal.'

The Council appointed a Brexit Officer in July 2019 through the Welsh Government's EU Transition Fund, with the funding/ post recently extended to March 2021.

Prior to the October 2019/ January 2020 Brexit deadline, the Council's Senior Management Team considered Brexit risks on a fortnightly basis and the Leader updated Council on Brexit preparedness in September 2019.

Nominated Officers, identified in each directorate, lead on Brexit response planning and a Cardiff Council Brexit Issues Register consolidates all identified risks, issues and mitigating actions. The Register responds to all major issues identified in relation to Brexit and, following a review, there are no gaps between the Council's assessment work and the reports produced by Welsh Government and the WLGA.

Whilst the risk of a 'no-deal' remains, the Council's Emergency Management Unit is ensuring that it is in a position to reinstate reporting to the Local Resilience Forum, for the daily reporting to Welsh Government, should that be requested again. Work is also continuing to ensure key areas are monitoring and addressing issues which could impact key services.

**What we plan to do to meet target**

**No-Deal Preparations**  
Under the Withdrawal Agreement, the UK has entered a transition period where it will continue to follow EU rules until 31 December 2020, by which time both sides have stated they hope to have agreed a trade deal. When the transition ends, the UK will leave both the single market and the customs union and enter into a "future relationship" agreement with the EU — or break away with no exit deal in place. A decision to extend the transition period must be made by June 30. Given the complexity of the negotiations and the added complications of COVID-19, the Council will need to alert to the possibility of a No Deal Brexit, particularly if no extension is sought by June 30. This extension deadline represents a timely point to review Brexit planning arrangements.

**Citizens and Community Cohesion**  
The Council will continue to promote the EU Settlement Scheme in communities with high levels of EU migrants. Information on the scheme is being provided to community groups in relevant community languages. Engagement is ongoing with Welsh and UK Governments to ensure an alignment of messaging and of advice on support pathways available.

**Short-term Economic Contraction**  
The Council's Economic Development Service have considered the local economic implications of a no-deal Brexit and have developed clear asks of Government to support the economy in the event of a severe economic contraction (estimated at around 8% of per head GDP by Welsh Government Analysis). This will be re-considered in light of COVID-19.

**Linked Risks**

- Key Indicators / Measures used to monitor the risk**
- High level economic indicators - GDP, GVA
  - Unemployment levels, particularly in key services/sectors
  - Hate Crime statistics
  - Numbers enrolled in settlement scheme

# Financial Resilience

**Description**

Failure to deliver a balanced annual budget and a fully informed Medium Term Financial Plan which would significantly weaken the financial resilience of the Council.

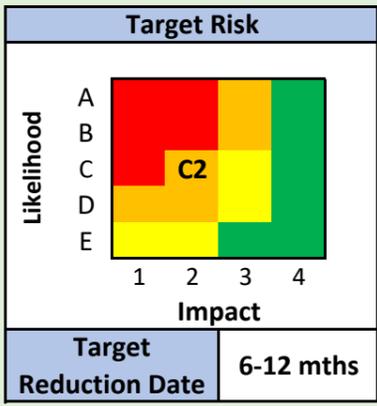
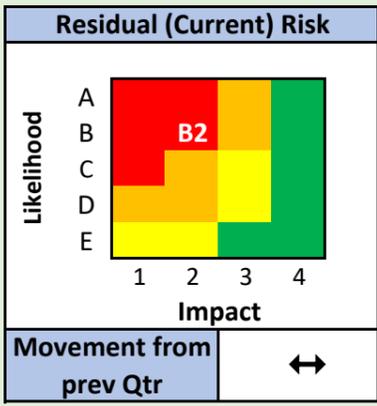
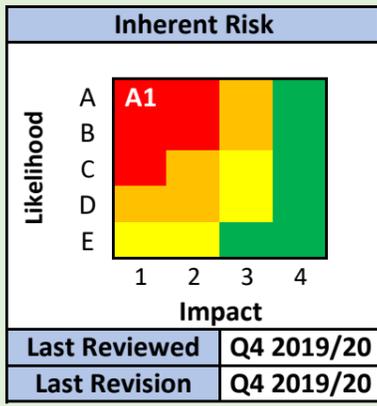
The current outlook is that there is a Budget Gap of £73 million for the period 2021/22 to 2024/25.

**Potential Impact(s)**

- Risk of failing to meet statutory obligations and that service delivery impacted due to uncertainty in the budget planning process.
- Risk that settlement figures will not be as anticipated giving an element of uncertainty to any proposals from Cabinet during public consultation and beyond.
- Risk that savings identified as part of business as usual and efficiencies have not been robustly reviewed for achievability and will not deliver as planned.
- Risk that financial constraints and budget proposals result in unintended consequences such as increased instances of non-compliance and financial impropriety.
- Risk that annual budget settlement frustrates medium / longer-term planning and that the cycle does not integrate with other business cycles and vice versa.
- Risk that Medium Term Savings are not identified in a coherent, strategic way which impacts on service delivery.
- The risk that the Council will not be able to react to adverse situations through a combination of poor imprudent planning and significant challenges such as increasing demands for services such as social services, education, roads etc.

**Type(s) of Impact**

<ul style="list-style-type: none"> <li>• Service Delivery</li> <li>• Reputational</li> <li>• Legal</li> <li>• Financial</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder</li> </ul>
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**Risk Owner(s)**

<p><b>Chris Lee</b> (Ian Allwood)</p>	<p><b>Councillor Chris Weaver</b> Finance, Modernisation and Performance</p>
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**What we've done/are currently doing to achieve the Residual Risk Rating**

**2019/20 and Medium Term**

- Final Settlement received 25 February 2020 - two days before council approval of budget.
- The 2019/20 Budget monitoring position of Month 6 highlights a significant overspend on Directorate budgets.
- Monitoring of the budget realignment of services to provide assurance of delivery of services within budgets allocated. This is in partnership with directorates.
- The Council regularly reports in relation to its financial performance and monitoring
- The Wales Audit Office identified that the Council has a transparent and effective savings approach which supports financial resilience being achieved
- A financial snapshot is used to report the financial resilience of the Council and is reviewed 3 times a year and reported at Budget Report (Feb), Budget Strategy (Jul) and to Audit Committee.

**What we plan to do to meet target**

**2020/21 and the Medium Term**

- Work to be undertaken to establish the financial implications to services both in the short, medium and long term as a result of the impact of the Covid 19 crisis.
- Work in partnership with Directorates to ensure that budgets allocated for key services remain appropriate and sustainable. Key focus on those areas where overspends being reported in 2019/20
- Continue to maintain close alignment with objectives of the Corporate Plan in order to ensure resources are allocated appropriately and that longer term financial savings are developed in enough time to be realised in the medium term.
- Continue to refresh assumptions at key stages as relevant information becomes available.

**Linked Risks**

Budget Monitoring (Control)

**Key Indicators / Measures used to monitor the risk**

Financial Snapshot which highlights historical and current performance on performance against budget, performance against savings against budget, level of borrowing, financial ratios Work being undertaken with SMT to consider the savings opportunities over the medium term 2020/21 - 2023/24.

- Outturn vs Budget: Main budget lines under or overspend as a % of budgeted expenditure.
- Delivery of planned savings: Total (£) unachieved planned savings as a % of total (£) planned savings.
- Use of reserves: 1) Ratio of useable reserves to Net Revenue Budget (NRB), 2) Amount of useable reserves used to balance budget as % of NRB.
- Council tax: 1) Council tax and other income as % of NRB, 2) Council tax collection rates (in-year actual).
- Borrowing: 1) Total commercial investment income as % of total net general fund budget, 2) Total (£) commercial investments and (£ plus%) amount funded from borrowing, 3) Borrowing related to commercial investments as % of General Fund total borrowing, 4) Capital interest costs and MRP as a proportion of NRB.
- Performance against Budget Timetable.
- Frequency / timeliness of engagement with SMT/Cabinet.
- Proportion of Savings Proposals in realised or at Delivering stage

# Non-completion of Statutory Building Equipment Maintenance

**Description**

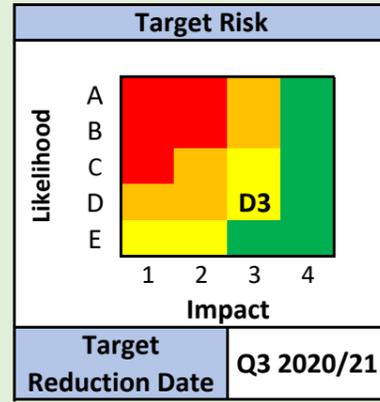
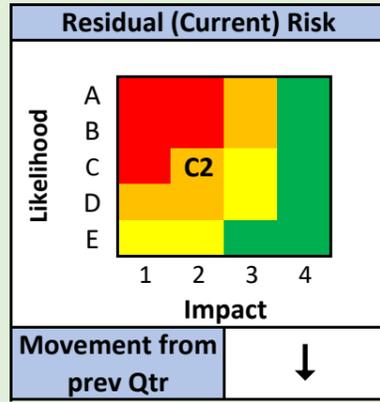
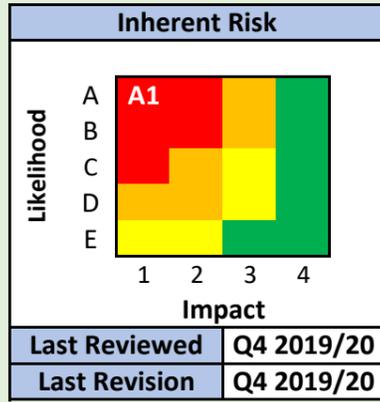
Non completion of cyclical statutory inspections or the remedial works arising out of the inspections, required to maintain the premises and related installations in a safe and legally compliant condition.

**Potential Impact(s)**

Potential consequences of non-compliance with statutory maintenance:

- Fatalities or serious injuries
- Closure of part or whole of facilities with major disruption to service delivery
- HSE interventions and consequential actions including fines and prosecution;
- Significant additional expenditure requiring realignment of Corporate budgets;
- Temporary relocation of staff
- Temporary loss of operational service
- Invalidation of insurance policy
- Serious adverse impact on reputation
- Damage to fabric of building or other equipment

Type(s) of Impact	
<ul style="list-style-type: none"> <li>• Service Delivery</li> <li>• Reputational</li> <li>• Legal</li> <li>• Financial</li> </ul>	<ul style="list-style-type: none"> <li>• Health &amp; Safety</li> <li>• Partnership</li> <li>• Community &amp; Environment</li> <li>• Stakeholder</li> </ul>



**Risk Owner(s)**

Neil Hanratty

Councillor Russell Goodway  
Investment & Development

**What we've done/are currently doing to achieve the Residual Risk Rating**

**Contractor**

- Statutory Planned Preventative Maintenance (PPM) undertaken by competent contractor. Consequential remedial work identified on test certificates.
- Improved statutory maintenance contracting arrangements in place in Qtr 1 inc. use of SFG 20 as specification for statutory obligations testing and new risk based specification for legionella management supported by RAMIS.
- FM competent person(s) review all test certificates, remedial work captured and communicated to client as necessary/applicable
- Statutory Obligations Team has been established within Building Services to improve monitoring and supervision of statutory obligations contractor. Contractors have been trained in the use of RAMIS in order for test certs to be uploaded directly to the system by contractors.

**RAMIS IT Software**

- RAMIS implemented across the Council with bi-monthly reporting on statistics to SMT;
- 500 Building Managers have received training in their responsibilities and use for the RAMIS system, including schools estates staff and Headteachers.
- Full time officer Administrating RAMIS, providing training and issuing reports from the system to all service areas to push compliance ratings up to a minimum of 80% set by SMT.
- Condition surveys have been completed which represents an extensive piece of work to improve our understanding and knowledge base of all the Council's land and property holdings.

**Corporate Landlord Programme**

- County Estates senior management structure established supporting - Strategic Asset Management, Capital Delivery and Property Services, to manage and deliver all the Council's non-domestic property functions within one portfolio.

**Statutory Obligation Compliance**

- Continue to commission work to undertake required compliance testing (and works required) where Building Services has responsibility to do so, as defined on RAMIS
- The occupancy agreement (Memorandum of Agreement) for Schools was issued with the Schools Handbook and 'one front door' established to assist implementation. An occupancy agreement for non-schools properties has been drafted. This will be circulated by end of Qtr 2 (COVID-19 delay).
- The 'One Front Door' approach was rolled out across the corporate estate by end of Q4.

**COVID-19**

- During the COVID 19 period, the periodic gas and 6 monthly fire alarm testing has continued in all buildings. In the core buildings, and also Ty Storrie, Crosslands and Dominions Way Buildings, full statutory obligations testing has continued.

**Linked Risks**

Health & Safety

**What we plan to do to meet target**

**Statutory Obligation Compliance**

- Continue to commission investigations / work to complete required compliance testing (and works required) in respect of 'gaps' in compliance identified by reports from RAMIS.

**Landlord / Occupancy Agreement**

- Roll out Landlord/Occupancy Agreement template and roll out in Qtr 1/2 2020/21 (delayed from 19/20 due to COVID-19). This will set out principle occupant and landlord permissions responsibilities and Permission for Works arrangements required.
- Landlord occupancy principles established and reviewed for inclusion in non-schools handbook which will be rolled out in Qtr 2 20/21 (delay from 19/20 due to COVID-19).

**COVID-19**

- When the WG lift lockdown restrictions, instruct the statutory obligation contractor to resume statutory obligations testing in all buildings.

**Key Indicators / Measures used to monitor the risk**

Compliance stats from the Corporate Health & Safety Team.

# Cyber Security

**Description**

There are 11 areas of potential risk within the National Cyber Security Centre cyber risk model. Of these, nine are assessed as well controlled within the Council

Two of the eleven areas of a Cyber Security assessment underpinning the corporate risk have been identified as high risk as follows:

**Monitoring** - the volumes of systems, applications and audit logs do not lend themselves to easily assess how and when systems are being used, leading to an ineffective response to deliberate attacks or accidental user activity

**Corporate Cloud Security** - 2018 Internal Audit identified contract, SLA and service management weaknesses in externally hosted services

**Potential Impact(s)**

The intent of cyber attackers includes, but is not limited to:

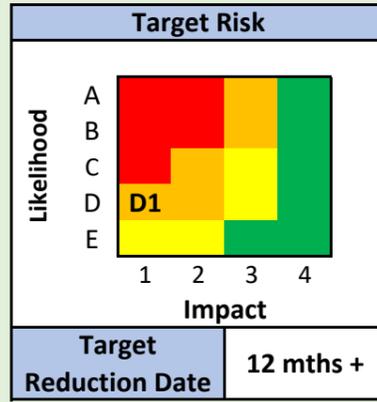
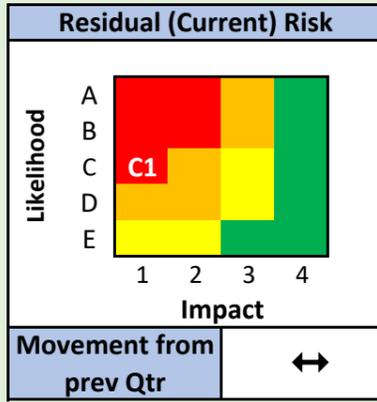
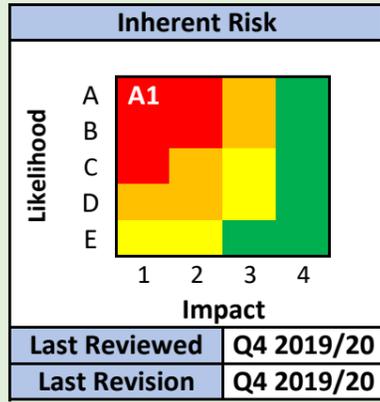
- financial fraud;
- information theft or misuse,
- activist causes to render computer systems intolerable and to disrupt critical infrastructure and vital services.

The impact of a cyber-attack / incident has the potential to involve the realisation of the risks associated with:

- An information governance breach (i.e. Stop Now Order, Information Notice, Enforcement Notice, Financial Penalty etc.)
- A business continuity incident – with a potential for major loss of service and legal, health and safety and financial implications.
- A financial / fraud related attack.

A malicious attack could result in loss of confidence from those transacting with the Council (reputation), as well as legal, asset, system, operational and financial implications.

Type(s) of Impact	
<ul style="list-style-type: none"> <li>• Service Delivery</li> <li>• Reputational</li> <li>• Legal</li> <li>• Financial</li> </ul>	<ul style="list-style-type: none"> <li>• Health &amp; Safety</li> <li>• Stakeholder</li> </ul>



**Risk Owner(s)**

**Chris Lee**  
(Phil Bear)

**Councillor Chris Weaver**  
Finance, Modernisation and Performance

**What we've done/are currently doing to achieve the Residual Risk Rating**

The principal controls for the high risk areas are as follows:

- **Monitoring** - Log analysis is undertaken on a prioritised basis with incident reporting to ISB and discussed with IAO - risk of vulnerabilities could be further mitigated with additional resourcing for log monitoring - this is under continual review
- **Corporate Cloud Security** - Maturing PIA & CIA process used to assess risks to data and technology solutions
- Independent assessment and certification of the council's IT security posture via the National Cyber Security Centre (NCSC) Cyber Essentials Plus scheme
- Independent assessment and certification of the Council's Information Governance (GDPR/Data Protection) posture via the ISAME Governance scheme, awarded at the highest level of Gold
- Staff Cyber Security training programme rolled out to all staff to give guidance on threats and how to spot

**What we plan to do to meet target**

- ICT and Information Governance (IG) Teams to continue to liaise with FM for physical security assurances and to promote an incident reporting culture.
- To ensure strong ICT security, monitoring and cloud security controls:
  - ICT lifecycle and notification targets are being monitored and managed through the 'ICT Platforms' risk actions
  - Collaboration between ICT and IG to develop and map current ICT system providers in phased development of an Information Asset Register
  - Privacy Impact Assessment / Cloud Impact Assessments to be reviewed to ensure compliance with the requirements of the General Data Protection Regulation (GDPR) Action Plan being managed by the Information Governance Team
  - Governance and management requirements to be formalised for periodic and systematic review of all ICT systems.
- SIRO to review / consider Cloud Infrastructure to ensure:
  - Assurance of effective governance and management
  - Resource, risk appetite and outcomes required
  - Education of business systems owners in risk and management of cloud based services.

**Linked Risks**

Information Governance

**Key Indicators / Measures used to monitor the risk**

- Threat intelligence from National Cyber Security Centre (NCSC), including national posture and guidance via the National Cyber Security Strategy/Programme
- Threats and risks highlighted by NCSC Cyber Security Information Sharing Partnership (CiSP), Cymru WARP (Warning, Advice and Reporting Point) and Welsh Government/WLGA
- General UK posture and issues raised in national and local media
- Number of compromises - breaches are monitored, investigated and reported back via Information Security Board and where applicable the ICO
- Monthly reporting of number of virus attacks via email blocked

## Budget Monitoring (Control)

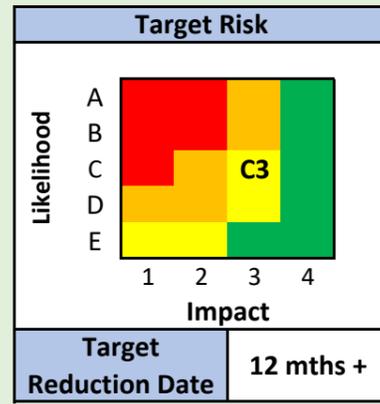
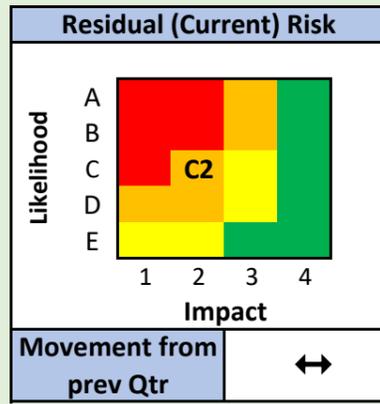
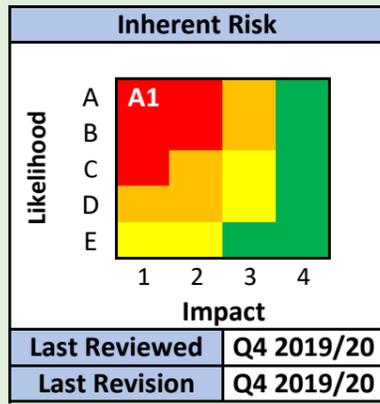
Description	Inherent Risk	Residual (Current) Risk	Target Risk	Risk Owner(s)													
<p>Failure to achieve the budget set, inclusive of budgeted spend and savings across Directorates, with increased use of emergency finance measures and the unplanned drawdown of reserves.</p>	<table border="1" style="width: 100%; text-align: center; font-size: small;"> <tr><th colspan="2">Last Reviewed</th><td>Q4 2019/20</td></tr> <tr><th colspan="2">Last Revision</th><td>Q4 2019/20</td></tr> </table>	Last Reviewed		Q4 2019/20	Last Revision		Q4 2019/20	<table border="1" style="width: 100%; text-align: center; font-size: small;"> <tr><th colspan="2">Movement from prev Qtr</th><td>↔</td></tr> </table>	Movement from prev Qtr		↔	<table border="1" style="width: 100%; text-align: center; font-size: small;"> <tr><th colspan="2">Target Reduction Date</th><td>12 mths +</td></tr> </table>	Target Reduction Date		12 mths +	<p><b>Chris Lee</b> (Ian Allwood)</p> <p><b>Councillor Chris Weaver</b> Finance, Modernisation and Performance</p>	
Last Reviewed		Q4 2019/20															
Last Revision		Q4 2019/20															
Movement from prev Qtr		↔															
Target Reduction Date		12 mths +															
	<b>What we've done/are currently doing to achieve the Residual Risk Rating</b>			<b>What we plan to do to meet target</b>													
	<ul style="list-style-type: none"> <li>Clear financial procedure rules setting out roles and responsibilities for budget management are in place.</li> <li>In recognition of the quantum of savings and the risks posed a £3 million General Contingency was allocated in the Budget.</li> <li>The 2019/20 Directorate outturn position reported a directorate overspend of £6.709m with an overall balanced position.</li> <li>The Corporate Director of Resources, Chief Executive and Cabinet Members hold challenge meetings and these will continue throughout 2019/20.</li> <li>Full financial monitoring processes is in place for month 3 to 11 of the financial year including achievement of budget savings with months 3 to 10 completed.</li> </ul>			<ul style="list-style-type: none"> <li>Regular challenge session meetings held with directors, corporate directors and Chief Executive in order to ensure there is a response to both individual directorate positions and the overall Council position and a view looking forward to the sustainability and deliverability of individual service budgets.</li> </ul>													
<b>Potential Impact(s)</b>	<b>Type(s) of Impact</b>		<b>Linked Risks</b>		<b>Key Indicators / Measures used to monitor the risk</b>												
<ul style="list-style-type: none"> <li>Inability to balance spend against budget, for the financial year</li> <li>Requirement to implement emergency measures to reduce spending during the financial year thus adversely impacting on ability to meet corporate plan objectives</li> <li>Requirement to drawdown from General Reserves at the year end</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder</li> </ul>		<p>Financial Resilience</p>		<ul style="list-style-type: none"> <li>Monthly Directorate Monitoring reports detailing likely outturn position and performance against savings accepted</li> <li>Review of use of earmarked reserves and balances - Half Yearly</li> <li>Regular monthly reporting to SMT</li> </ul>												

## Schools Organisation Programme (Band B)

**Description**  
 Failure to deliver on aspects of the School Organisation Programme, which is significant in value and complex. The programme consists of Band B (£284m) 21st Century Schools, asset management improvement work, ICT and sufficiency projects. The programme of work spans across a number of directorates, requires significant capacity and has significant capital spend.

- Potential Impact(s)**
- Opportunities to enhance the school estate, and transform education will be missed
  - Insufficient secondary places in some central and north east areas of the city
  - Insufficient places in ALN settings across the city, leading to costly placement in out of county & private settings
  - School buildings that are not suitable for teaching and learning
  - Further degeneration of school buildings & rise in asset management backlog
  - Project cost and time overruns
  - Risk that school ICT infrastructure fails in the short to medium term and does not support the new curriculum
  - Risk that in current situation, learners do not have access to ICT equipment to support distance learning

Type(s) of Impact	
<ul style="list-style-type: none"> <li>• Reputational</li> <li>• Legal</li> <li>• Financial</li> <li>• Social</li> </ul>	<ul style="list-style-type: none"> <li>• Health &amp; Safety</li> <li>• Stakeholder</li> <li>• Health and Wellbeing</li> <li>• Sustainability</li> </ul>



**Risk Owner(s)**

**Nick Batchelar**  
(Richard Portas)

**Councillor Sarah Merry**  
Deputy Leader &  
Education, Employment & Skills

**What we've done/are currently doing to achieve the Residual Risk Rating**

- 21st Century Schools Band B funding bid was submitted to Welsh Government in July 2017 and the Strategic Outline Case for £284m was approved in November 2017. Two Cabinet Reports in October and December 2018 outlined the priorities for this second phase of funding. SOP reports for Fitzalan, Doyle Avenue and St Mary the Virgin have been considered by Cabinet under Band B. Progression of these schemes and others have been delayed until September due to COVID-19.
- Discussions with developers and contractors are taking place around capacity to deliver projects in light of COVID-19 clauses.
- Work is ongoing to make sure that all learners have access to digital devices, network and infrastructure to support mobile and distance learning.
- Robust governance model, in line with Corporate Landlord approach is in place and is supporting consistent decision making.
- The post of Programme Director has been approved by Cabinet to make permanent and the postholder is establishing the capacity and capability requirements of the programme.
- Technical feasibility and design work underway
- Finance have re-profiled the capital and revenue budgets to assess the required budgets for each scheme. There are ongoing discussions with Welsh Government to assess the affordability of the programme in light of the current programme.
- Developing more robust management and monitoring processes for the asset improvement programme, including the three "D" category High Schools, Fitzalan, Cantonian and Willows.
- Procurement is underway for ICT infrastructure and devices that will support teaching and learning.

**What we plan to do to meet target**

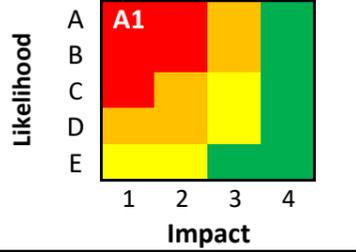
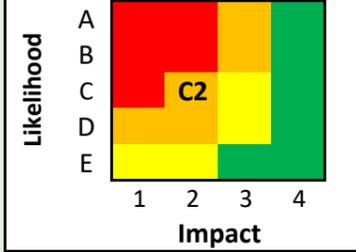
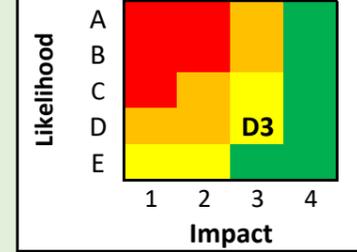
- Develop a high level SOP Strategy that outlines the short/ medium and long term aims of the whole programme
- Strengthening of the capacity of the SOP team critical to ensuring effective delivery of the different elements of the programme. The SOP team are overseeing Hub childcare provision that was put in place following closure of schools and supporting Admissions Appeals. Developing capacity includes ensuring that corporate colleagues in departments including legal, strategic estates, capital projects, ICT, planning and highways and transportation are available.
- Ensure that SOP reports are complete and ready for September and reports are scheduled in a sustainable throughout the next year.
- Continued active dialogue with Welsh Government and other professional parties to support progress and development.
- Prioritise population data development to underpin accurate projections and forecasts for existing resident populations and to support effective s106 negotiations going forward.
- Ensure consistent monitoring and reporting of all risks to Schools Programme Board.
- Continue to move forward with digital projects to support distance and mobile learning and embed into a long term and sustainable model.

**Linked Risks**

**Key Indicators / Measures used to monitor the risk**

- Proportion of Priority 1a Schools Asset Improvement works completed in financial year, in accordance with the responsibilities of schools and corporate landlord (Corporate Plan).
- Timelines to deliver projects within the SOP programme.
- New key performance measures which are being developed as part of the overarching SOP Strategy.

## Health & Safety

Description	Inherent Risk	Residual (Current) Risk	Target Risk	Risk Owner(s)													
<p>Non Compliance with corporate health and safety arrangements to control key risks across the Council in line with statutory requirements.</p>	 <table border="1" style="width: 100%; text-align: center; font-size: small;"> <tr><td colspan="2">Last Reviewed</td><td>Q4 2019/20</td></tr> <tr><td colspan="2">Last Revision</td><td>Q4 2019/20</td></tr> </table>	Last Reviewed		Q4 2019/20	Last Revision		Q4 2019/20	 <table border="1" style="width: 100%; text-align: center; font-size: small;"> <tr><td colspan="2">Movement from prev Qtr</td><td>↔</td></tr> </table>	Movement from prev Qtr		↔	 <table border="1" style="width: 100%; text-align: center; font-size: small;"> <tr><td colspan="2">Target Reduction Date</td><td>6-12 mths</td></tr> </table>	Target Reduction Date		6-12 mths	<p><b>Chris Lee</b> (Donna Jones)</p> <p><b>Councillor Chris Weaver</b> Finance, Modernisation and Performance</p>	
Last Reviewed		Q4 2019/20															
Last Revision		Q4 2019/20															
Movement from prev Qtr		↔															
Target Reduction Date		6-12 mths															
Potential Impact(s)		What we've done/are currently doing to achieve the Residual Risk Rating		What we plan to do to meet target													
<ul style="list-style-type: none"> <li>Fatalities</li> <li>Serious injuries</li> <li>Prosecution – fines for corporate body and/or fines/imprisonment for individual</li> <li>Civil Claims</li> <li>Negative Publicity</li> </ul>		<ul style="list-style-type: none"> <li>RAMIS - New platform was due to be rolled out in QTR 4 along with training sessions and video links to support navigation and use of the new platform. Due to COVID-19 this action has been delayed due to disruption to the contractors business. It is anticipated that this will be undertaken in QTR 1/2 pending availability of the contractors technical staff.</li> <li>Mandatory training of Headteachers in H&amp;S/Building responsibilities commenced in QTR 4 but could not be completed due to the onset of COVID-19.</li> <li>Corporate Asbestos Management Plan approved by Cabinet, implementation sessions planned in QTR4 could not be completed due to COVID-19.</li> <li>Digital Risk Assessment Library - rollout has been extended to QTR 1 &amp; 2 to ensure that all service areas upload their RA's. This includes COVID-19 RA's for Services across the Council.</li> <li>The Improvement action plan for Street Scene has continued however there has been delays with installation of the fire suppression system, installation of employee welfare facility and Improvement to statutory compliance due to the impact of COVID-19 on the external contractors involved.</li> <li>Commencement of building management training for community organisations operating Council premises has not been possible due to the impact of COVID-19.</li> <li>Condition Surveys School Buildings - The completion of Dissemination of Condition Survey information to schools has been effected by COVID-19.</li> <li>Asbestos Training venue - UKATA approval granted for venue and courses, however the service has been disrupted and projected income targets not achieved.</li> </ul>		<ul style="list-style-type: none"> <li>RAMIS - New platform roll out to be completed in Q2 2020/21 along with training webinars and video links to support navigation and use of the new platform.</li> <li>Mandatory training of Headteachers in H&amp;S/Building responsibilities to be delivered in Q3 2020/21.</li> <li>Digital Risk Assessment Library - COVID-19 Building and Service risk assessments to be uploaded in Q2 2020/21.</li> <li>Completion of Improvement action plan for Street Scene, including installation of fire suppression system, installation of employee welfare facility, Improvement to statutory compliance - Q2 2020/21.</li> <li>In Q2 2020/21 Produce training webinars for building management training for community organisations operating Council premises.</li> <li>Condition Surveys School Buildings - Complete Dissemination of Condition Survey information to schools in Q3 2020/21.</li> <li>Launch Asbestos Training - This is likely to be a mix of virtual and practical training, undertaken in line with COVID-19 Safety measures. As this is essential training it is anticipated to re-start in Q2 2020/21.</li> <li>Due to the impact of COVID-19 in Q4 2019/20, Health and Safety resources will be repurposed towards emerging Health and Safety requirements, including Guidance, procurement and issue of PPE and support of vulnerable staff who are at increased risk from the virus. Risk Assessments to support Restart &amp; Recovery across the Council will be essential to ensure that WG and PHW advice is implemented and staff in or returning to work are not exposed to risk of contracting the virus.</li> </ul>													
Type(s) of Impact		Linked Risks		Key Indicators / Measures used to monitor the risk													
<ul style="list-style-type: none"> <li>Service Delivery</li> <li>Reputational</li> <li>Legal</li> <li>Financial</li> </ul>		<p>Non-completion of Statutory Building Equipment Maintenance</p>		<p>RAMIS is used to monitor statutory risk in relation to premises safety, bi-monthly reporting to SMT, quarterly reporting to Health and Safety Forum.</p> <p>Compliance against annual Corporate H&amp;S Objectives, used to monitor improvement secured in Service Areas, reported to Health and Safety Forum.</p>													

# Information Governance

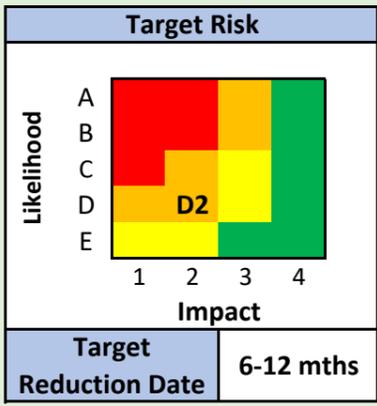
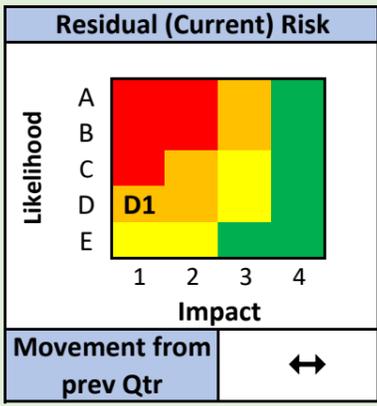
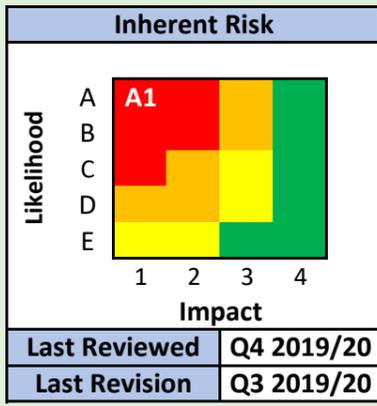
**Description**  
 Information handled inappropriately leaves the Council exposed to intervention and financial penalties issued by the Information Commissioner (ICO). This includes information held by Cardiff Schools.

**Potential Impact(s)**  
 Leads to the Information Commissioner issuing notices of non-compliance

These could consist of:

- A "Stop Now" Order which would mean that no personal data could be processed by the Council in its entirety
- An Information Notice which would mean that a service would have to provide information in a very limited period thereby impacting on service delivery
- Undertaking which requires an Action Plan of Remedial Measures which would be subject to ICO Audit
- Enforcement Notice requires immediate improvement action to be put in place
- Financial Penalty up to £17.5 million for Higher Level Tier and £8 million for Lower Level Tier breaches of the Data Protection Act.

Type(s) of Impact	
<ul style="list-style-type: none"> <li>• Service Delivery</li> <li>• Reputational</li> <li>• Legal</li> <li>• Financial</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder</li> </ul>



**Risk Owner(s)**

**Chris Lee**  
 (Vivienne Pearson)

**Councillor Chris Weaver**  
 Finance, Modernisation and Performance

**What we've done/are currently doing to achieve the Residual Risk Rating**

- Suite of Information Governance Processes, Policies and Strategies in place and annually updated.
- Gold level of assurance as part of Cyber Security Plus ISAME Accreditation process in March 2019.
- Information Governance Training Strategy in place and training provided to staff with access to electronic personal data
- Processes established through procurement and ICT acquisition processes for ensuring Data Protection Impact Assessments are completed if personal data is being processed, including Data Processing Agreement with third party contractors.
- A corporate Information Asset Register is held which details personal data assets held by each Council directorate.
- Service Level Agreements in place where Cardiff Council is the Data Controller for regional services
- Advice, guidance and support is provided to all Cardiff Schools.
- Corporate Retention schedule in place and updated annually in line with any legislative changes.
- Information Governance Maturity Model established to monitor risks against areas of information governance to feed into corporate risk status.
- The Digitalisation of Paper Records Strategy and associated business process changes is in place.
- Data Protection e-learning training released for completion by 31 March 2020 and compliance monitored up to that date by the Data Protection Officer and Directors

**What we plan to do to meet target**

- Individual Rights request processes to be reviewed to consider any opportunities available to improve compliance and streamline the Council's ability to handle requests.
- Monitoring the position in relation to International Transfers as a result of Brexit (deal or no deal) will continue until formal decisions are made in relation to Adequacy by EU Supervisory bodies

**Linked Risks**

**Key Indicators / Measures used to monitor the risk**

- Suite of IG Indicators
- No. of ICO correspondence
- No. of FOI / SAR Requests
- No. of individuals trained on GDPR modules

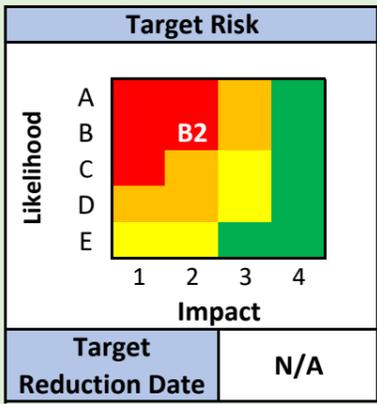
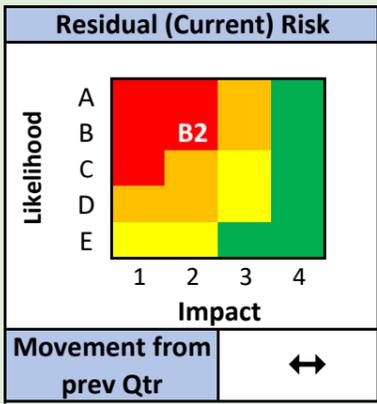
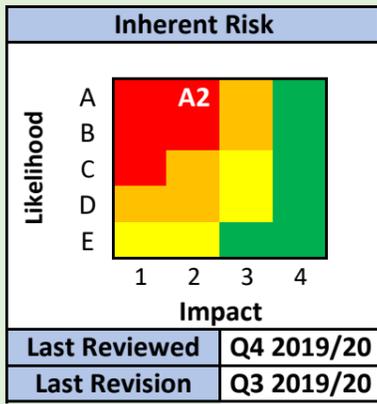
# Welfare Reform

**Description**

That the Council cannot meet its statutory obligations with the increased demands and reduced budgets placed upon it by the Welfare Reform including: Universal Credit, further reduction in Benefit Cap, size restrictions for social tenants and freezing of Local Housing Allowance rates. The potential impact of these changes on rent arrears, homelessness and child poverty make these changes a significant risk. The removal of the DWP funding that paid for digital and budgeting support across the city will potentially increase the problem, although currently council reserves are being used to mitigate this.

- Potential Impact(s)**
- Benefit claimants priced out of private rented sector market
  - Private landlords stop renting to benefit claimants
  - Private landlords leaving the rental housing market
  - Social housing rents become unaffordable to some claimants, in particular those with large families
  - Increased homelessness and demand for temporary accommodation (increased numbers seeking help with homelessness due to loss of private sector accommodation have already been seen)
  - Increased rough sleeping
  - Increased rent arrears, increased evictions (The impact on Council tenant rent arrears has already been considerable and is having an impact on the HRA. This will continue to increase as more tenants move to Universal Credit.)
  - Redeployment / Severance for housing benefits staff
  - Changing demands on Council stock resulting in increased voids and/or undersupply of smaller properties
  - Increased council rent arrears could impact on HRA and lead to barriers to building additional affordable housing
  - LA less likely to pre-empt those who are going to be affected by changes and therefore unable to put mitigation steps in. (This has already had a negative impact on the number of families where contact can be initiated by advice teams to families who have been affected by the benefit cap.)
  - Increase in poverty and child poverty, potentially an increase on demand of social services

Type(s) of Impact	



**Risk Owner(s)**

**Sarah McGill**  
(Jane Thomas)

**Councillor Lynda Thorne**  
Housing & Communities

- What we've done/are currently doing to achieve the Residual Risk Rating**
- Communities staff continue to work closely with private landlords and advice agencies to mitigate wherever possible the reduction in benefit and prevent eviction.
  - Discretionary Housing payments are being used to top up the benefit claims of those most affected by the changes and to pay rent in advance and bonds to help tenants to move accommodation where necessary.
  - Housing Options service have developed additional support to help move families and vulnerable adults into private sector housing with a guarantor agreement to help mitigate the risk of financial loss that landlords fear.
  - Housing Options service have created additional help for those on low incomes but not on benefits to access an interest free loan to pay for bond, rent in advance and moving costs. This also helps with financial inclusion as the clients will open up a savings account with the credit union and have a lump sum saved by the time the loan is repaid.
  - Housing Options service are working with third sector partners to help clients move into settled accommodation in the private rented sector, primarily for single people who have lived in supported accommodation.
  - Digital and budgeting Support is being given to claimants to help them respond to the changes, although funding has been stopped for this, so the Council is using its reserves.
  - A streamlined process is in place for re-housing tenants who need to downsize as a result of the social housing size restrictions. DHP is being used to pay removal costs and to cover shortfall while tenants are waiting to move.
  - The Welfare Liaison team within the housing service is in place to assist tenants affected by the changes. Work has been carried out to identify those affected by the Benefit Cap and to advise them accordingly and to identify the most vulnerable families and award DHP.
  - DHP process has been reviewed to ensure that all those who request a DHP are given budgeting, income maximisation and debt advice
  - Universal Credit full service has commenced in Cardiff. Despite additional resources put in place rent arrears for council tenants have risen significantly since the change was implemented. The Welfare Liaison team work closely with tenants to mitigate the impact of the change.
  - The Money Advice Team is providing comprehensive advice services for those affected by Welfare Reform and this has been rolled out across the city in Community Hubs and foodbanks.
  - The Inclusive Growth Board and subgroups are coordinating multi-agency activity and developing appropriate interventions during a difficult transition period for many people affected.
  - Briefings continue to be provided to Members on Welfare Reform and further information is sent as appropriate.
  - Digital inclusion training and Universal Credit Support has been rolled out across all the new Community Wellbeing Hubs.
  - Into Work Services are providing one to one mentoring support as well as light touch help across the city to help people get back to work or to upskill in their current roles.

- What we plan to do to meet target**
- Further additional resource has been agreed for supporting council tenants following the implementation of Universal Credit Full Service as rent arrears have increased significantly, staff have been recruited to assist with this and the new team is working well. Rent arrears procedure has been reviewed to include a more preventative and flexible approach and more assistance for more vulnerable tenants. After an initial sharp increase in rent arrears, the rate of increase has stabilised. This will be monitored over the coming months.
  - Work has been undertaken to cost the potential risks of Universal Credit and this will continue to be updated as more information is known.
  - Regular meetings are held with social housing providers to monitor and improve processes.
  - DHP spend is being monitored carefully. Expenditure for 19/20 will continue focusing on the most vulnerable individuals, helping people with the transition into work and mitigating the risk of homelessness.
  - Services for private landlords are being further developed to help prevent them withdrawing from the market.
  - Increase in Prevention staff to work with clients at risk of homelessness. Service can be provided from a partner building or in a client's home to increase engagement.
  - In depth assessments to be completed at point of presentation to include a financial statement which will allow discussion to be had around possible expenditure concerns
  - Attendance at monthly meetings to discuss clients affected by Welfare Reform in order that early support can be offered.
  - Increase in Private Rented Sector Housing Solutions Team to obtain affordable private rented sector accommodation in order to assist clients to move quickly to avoid accruing higher rent arrears.
  - Expansion of the Private Rented Sector Housing Solutions Team to include a dedicated person of contact for landlords. This will mean that any issues can be raised at the earliest stage and support provided to try to prevent any issues which may lead to homelessness.
  - Dedicated phone line for landlords will mean easier contact with above team.
  - A new Advice Team is now in place within the Housing Options Service to assist clients and landlords and to ensure that help available is promoted. This will include an online messaging service making the Service accessible to a wider range of clients.
  - Digital and budgeting support available from Into Work and Money Advice on a Saturday for the first time for those who are claiming UC and in work
  - Introduction of landlord portal so that HA's and in the future, private landlords can access information quickly about amount of and dates of payments due online

**Linked Risks**

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**Key Indicators / Measures used to monitor the risk**

Number of customers supported and assisted with their claims for Universal Credit
Additional weekly benefit identified for clients of the city centre advise team

## ICT Platforms Unsuitable / Outdated

**Description**

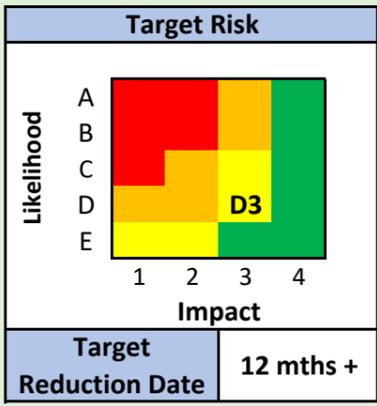
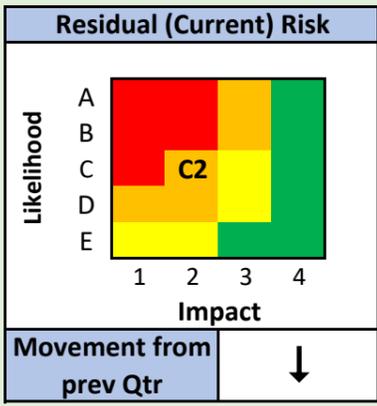
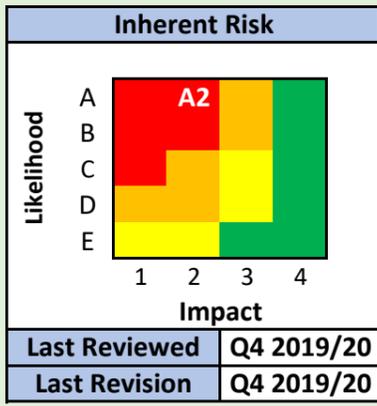
The ICT platforms (desktop, software, network, servers, and telephones) will not be able to support the technologies required by the corporate change programme and deliver effective service to the council, or will not provide a reliable service due to age and condition of equipment and systems.

**Potential Impact(s)**

- Loss of PSN services.
- Service delivery impacts from unreliable/unavailable ICT systems
- Cardiff seen as unable to deliver on aspirations
- Poor morale from frustrations with inability to deliver services.
- Potential for income losses from revenue collection impacts.
- Unable to meet delivery deadlines on both business as usual and transformation projects.

**Type(s) of Impact**

- Service Delivery
- Reputational
- Financial
- Stakeholder



**Risk Owner(s)**

**Chris Lee**  
(Phil Bear)

**Councillor Chris Weaver**  
Finance, Modernisation and Performance

**What we've done/are currently doing to achieve the Residual Risk Rating**

- Spending for renewal/upgrade of highest risk items, in particular firewalls, core servers/switches and external bandwidth is continually reviewed and reprioritised
- Migration of data to SharePoint online providing a cloud resilient and agile service
- Purchase of Extended Support to help keep legacy services covered for an additional year (2008)
- 10 year hardware replacement programme created with costs estimates profiled annually
- Continued assessment of priorities for replacement – applications infrastructure and servers are the next priority
- Assessment of equipment required replacing to maintain PSN compliance

**What we plan to do to meet target**

- Development of lifecycle monitoring for operating systems and software platforms, and clearer customer engagement of upcoming deadlines
- Pilot leasing scheme within schools to be considered for corporate desktop estate

**Linked Risks**

**Key Indicators / Measures used to monitor the risk**

- Annual independent testing of external and internal infrastructure via Information Technology Health Check (ITHC) for PSN compliance.

# Waste Management

**Description**  
 Failure to deliver cost effective compliance with waste legislation including statutory recycling targets.

**Potential Impact(s)**

**Financial**

- Penalties and loss of grant support
- Continuing financial costs to service

**Legal & Regulatory**

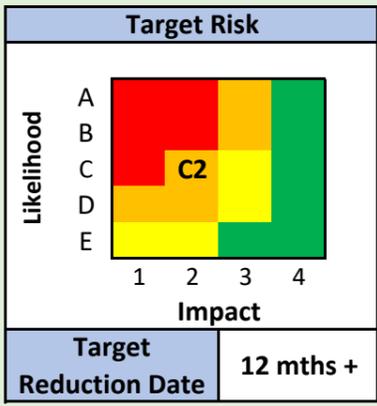
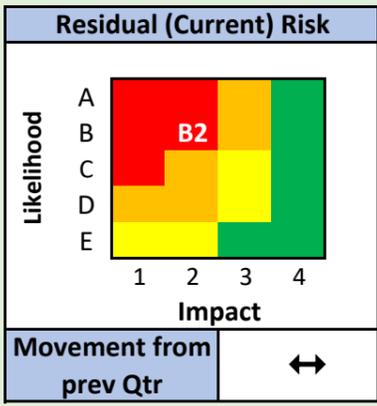
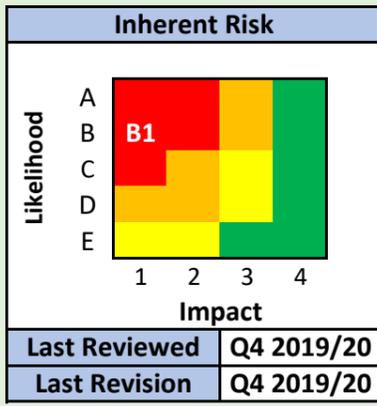
- Failure to comply with EU recycling waste directive, leading to sanctions, penalties or interventions

**Strategic/ Reputational**

- Reputational consequence with citizens and key stakeholders

**Type(s) of Impact**

- Reputational
- Legal & Regulatory
- Financial



**Risk Owner(s)**

**Sarah McGill**  
 (Matt Wakelam)

**Councillor Michael Michael**  
 Clean Streets, Recycling and Environment

**What we've done/are currently doing to achieve the Residual Risk Rating**

**Progress discussions with Welsh Government on operational programme of improvements and recycling in Cardiff to demonstrate how Cardiff will be proceeding to meet statutory targets.**

**Wider Governance & Compliance**

- Targeted internal audits identifying and improving governance and control across the service area (ongoing)
- New management and Corporate governance of tonnage projections and waste data flow reporting to support improving control and management of statutory reporting (complete)
- Introduction of improvements in weighbridge and data systems holding data on waste movements, to improve data management and ease collation of data (ongoing)
- Cardiff Council has commenced a programme working in partnership with Welsh Government to develop a new Recycling Service Strategy and Implementation Plan (ongoing)

**Development of recycling plan for 19/20 optimising resources including considerations of statutory fines.**

- Reviewing and benchmarking tonnages / recycling levels / costs of disposal for Cardiff compared to Welsh Authorities and United Kingdom, to identify areas requiring further review to support the opportunity to improve recycling levels (ongoing)
- Media and communications taking place across Cardiff with focus on key areas for recycling improvement (ongoing)
- Improving use of In-Cab system to improve service delivery through real time technology, optimisation of routes and identification of waste contamination (complete)
- Commencement of new education and enforcement programme to reduce contamination in recycling and garden waste (ongoing)
- Significant volume of garden waste material has been identified at Roath Park and the service are working to move this material within the Welsh Water contract to improve recycling performance for 2019/20 (complete)
- Cabinet Report prepared for Cabinet on 23rd January 2020 'Education campaign to support improving recycling performance' to implement a strategy of education in Cardiff relating to contamination of recycling (the pink sticker campaign) and segregation of recycling at Household waste Recycling Centres (ongoing)

**Recycling Development**

- The Council's Recycling Strategy is the subject of regular review. A new strategy is currently under development for implementation by January 2021.
- Robust analysis and review of business cases relating to the following waste collection & disposal operations:
  - Post sorting of general waste (complete)
  - Bottle and Glass expansion across the City (complete and supplemented by modelling work with Welsh Government)
  - Hygiene (Absorbent Hygiene Products) from Municipal Solid Waste to Recycling (ongoing project with Welsh Government)
  - Trade Waste (ongoing)

**What we plan to do to meet target**

- City wide glass roll-out to be reviewed as part of the Recycling Services Strategy and Implementation Plan. (complete)
- Ongoing In-Cab technology implementation & training to improve reporting of contamination (complete)
- Targeted and tailored intervention to deal with contamination in hot spot areas across the City (ongoing)
- Further develop the new Recycling Strategy for Cardiff. This will set out the Council's long-term objectives over the next 10 years and consider economic, social and environmental aspirations, in order to ensure Cardiff is one of the leading cities in the world for recycling. (ongoing)
- Identification of opportunities such as garden waste at Roath Park to be prioritised to limit shortfall to recycling performance. (complete)
- Pink Sticker Campaign roll-out across Cardiff to commence February 2020 (on hold due to Covid 19)

**Wider Governance & Compliance**

- Work is ongoing to review Waste Data Flow to ensure providing information in a timely manner (complete)
- Senior Management to have ongoing regular engagement and discussions with WG on Cardiff's Recycling Strategy and compliance with the WG Blueprint. Work is now progressing on looking at models for Cardiff - to be completed in May 2020 (complete - modelling showed only a 1.2% increase in recycling performance with a kerbside model rising to 2.7% with a move to 3 weekly residual collections.)
- A further phase of work is required working with Welsh Government to look at the impacts on recycling performance in relation to:
  - Trade waste and new legislation
  - Flats
  - Recycling Centres
 Outcome will be to deliver a road map supported by Welsh Government on improving Cardiff's recycling performance

**Linked Risks**

**Key Indicators / Measures used to monitor the risk**

- Monthly monitoring recycling % from waste data flow
- Monthly tonnage monitoring
- Monthly financial monitoring in each area of waste

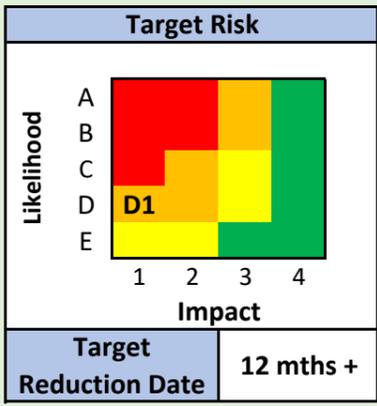
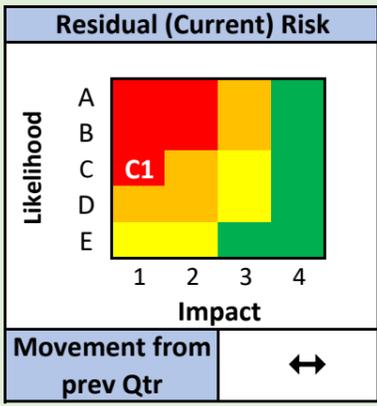
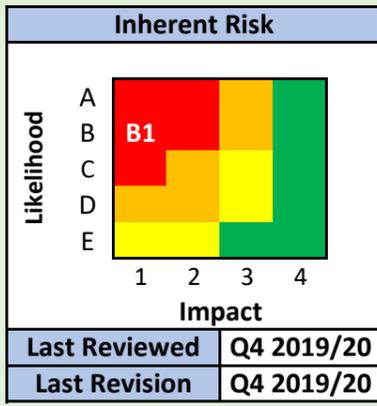
## Increase in Demand (Children's Services)

**Description**  
 Failure to effectively manage demand resulting in increase in number of children looked after and the service and financial pressures this presents.

**Potential Impact(s)**

- Family breakdown leading to children becoming looked after
- Growth in the number of children entering the looked after system and associated costs for the Authority
- Insufficient placements to meet need
- Children are less likely to achieve their potential and to be fully participating citizens
- Life chances for children are reduced
- Delays in issuing care proceedings because of existing capacity in both Children's and Legal Services
- Challenges in improving outcomes for children
- Challenges in effectively managing service and financial pressures
- Significant increase in demand for residential and foster care placements for children looked after resulting in increase in numbers living outside Cardiff

Type(s) of Impact	
<ul style="list-style-type: none"> <li>• Service Delivery</li> <li>• Reputational</li> <li>• Legal</li> <li>• Financial</li> </ul>	<ul style="list-style-type: none"> <li>• Community &amp; Environment</li> <li>• Stakeholder</li> </ul>



**Risk Owner(s)**

Sarah McGill  
 Claire Marchant

Councillor Graham Hinchey  
 Children & Families

**What we've done/are currently doing to achieve the Residual Risk Rating**

- Early Help Strategy
- Cardiff Family Advice and Support Service
- Information, Advice and Assistance functions (including Dewis Cymru)
- Locality working
- Interface Protocol for Children's Services with Children's Team Around Family (TAF) and Disability Team Around the Family (DTAF)
- Flying Start
- Rapid Response Service
- Adolescent Resource Centre
- Legal tracker
- Decision making panels established across the stages of the child's journey
- Direct Payments
- Young Carers Action Plan
- Families First Services recommissioned
- Signs of Safety implementation plan
- "Delivering Excellent Outcomes" Children's Services Strategy
- Recruitment and retention strategy in place to address children's workforce issues
- Flexible approach to the deployment of staff utilising people's skills and capacity to solve problems / take projects forward and reduce "silo" working.
- Focussed on what ONLY social workers can do and identified what tasks can be completed by other workers – further work on skill mix to follow.
- Working hours flexible to meet service and personal needs.
- Referrals to Safe Families.
- Offers of support from Ymbarel and Barnardo's being considered and further offer pending from Your Family Matters.
- Provision and analysis of performance information being tailored to meet arising issues (e.g. monitoring domestic violence).

**What we plan to do to meet target**

(Relevant DDP 2019/20 actions noted in brackets.)

- Improving Outcomes for Children Programme Board and project groups beneath it
- Children's Commissioning Strategy and Market Position Statement being developed to address placement quality and sufficiency (CP 12 - CS)
- Fostering project and residential care projects supporting delivery of the emerging needs from the Commissioning Strategy (CP 12 - CS)
- Partnership arrangements for delivery of Child and Adolescent Mental Health Service (CAMHS) to be reviewed (CP 5 - CS)
- Transformation and ICF proposals developed to enhance services at the edge of care and support proactive improvement (DP 21 - SS)
- Deliver a three year plan that combines service and financial planning for Adult and Children's Social Services (CP 24 - SS)
- Implement new senior management arrangements to ensure that we are able to meet the current and future challenges (DP 22 - SS)
- Following initial dip in demand in the post lock down period, demand has started to rise again; ongoing monitoring due to potential for impact of COVID-19 crisis to increase demand for services.
- Potential for backlog of private law cases noted.
- Work with Finance commenced around potential to extend Managed Team contract into July.

**Linked Risks**

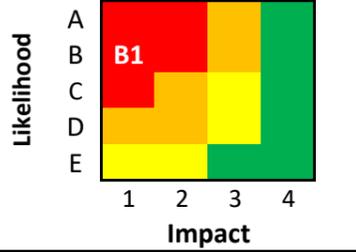
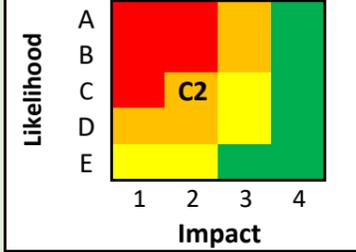
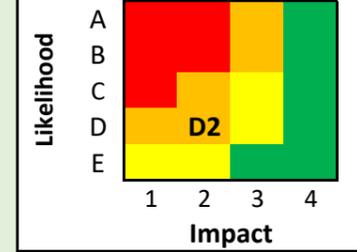
- Workforce Planning (Social Services)
- Safeguarding

**Key Indicators / Measures used to monitor the risk**

Children's Services:

- Early Help 1 - Number of people supported through the Family Gateway
- Early Help 2 - Number of people supported by the Family Help Team
- Early Help 3 - Number of people supported by the Family Support Team
- Contacts 1 - Number of Contacts / Referrals Received
- SSWB 24 - Percentage of assessments completed for children within statutory timescales
- CS LAC 3e - Number of children looked after

## Education - Schools' Delegated Budgets

Description	Inherent Risk	Residual (Current) Risk	Target Risk	Risk Owner(s)									
<p>The number of schools with deficit budgets and/or the overall value of deficit budgets increases, or that those schools (particularly in the Secondary sector) with existing deficit budgets do not deliver agreed deficit recovery plans.</p>				<b>Nick Batchelar</b> (Neil Hardee)	<b>Councillor Sarah Merry</b> Deputy Leader & Education, Employment & Skills								
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="background-color: #d9e1f2;">Last Reviewed</td><td>Q4 2019/20</td></tr> <tr><td style="background-color: #d9e1f2;">Last Revision</td><td>Q4 2019/20</td></tr> </table>	Last Reviewed	Q4 2019/20	Last Revision	Q4 2019/20	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="background-color: #d9e1f2;">Movement from prev Qtr</td><td style="text-align: center;">↔</td></tr> </table>	Movement from prev Qtr	↔	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="background-color: #d9e1f2;">Target Reduction Date</td><td>12 mths +</td></tr> </table>	Target Reduction Date	12 mths +		
Last Reviewed	Q4 2019/20												
Last Revision	Q4 2019/20												
Movement from prev Qtr	↔												
Target Reduction Date	12 mths +												
	<b>What we've done/are currently doing to achieve the Residual Risk Rating</b>			<b>What we plan to do to meet target</b>									
	<ul style="list-style-type: none"> <li>The 2020/21 delegated budget allocations were issued to schools in early March 2020 and monitoring arrangements put in place for those schools showing financial concern.</li> <li>Officers from Education and Financial Services work with individual schools through Headteachers and Governing Bodies to formulate Medium Term Financial Plans (MTFP) to seek to either balance individual school deficits within four financial years or to ensure that the accumulated deficits were frozen or slowed as much as possible.</li> <li>Officers continue to monitor and challenge those schools in deficit before allowing any additional financial commitments, both staffing and other expenditure.</li> <li>For each school in deficit, the Council has identified a monitoring officer to provide an independent challenge to the school. This is in addition to the LFM Officer currently supporting that school.</li> <li>Annual audit of budget impact on individual schools undertaken during the Summer Term, the results of which feed into discussions regarding the medium term financial plan</li> <li>A working group has been established to examine the medium term financial planning processes used by the LA and schools</li> <li>As at 31st March 2020, 18 schools had a deficit balance, compared to 10 schools who applied for a deficit budget at the start of the financial year. However, a number of these deficit balances were not material and do not necessarily present a cause for concern. In addition, some schools that brought forward large deficit balances into 2019/20 have demonstrated significant progress in reducing the level of deficit held at the end of the financial year</li> </ul>			<ul style="list-style-type: none"> <li>Officers exercise the statutory powers of intervention on a school or schools in deficit who are unable to provide a medium term financial plan. This may involve removing delegation from a Governing Body.</li> <li>Officers explore through the School Organisation Planning process how different organisational arrangements for schools would affect the supply of pupils to schools thus affecting their delegated budgets. This will include an understanding of the long term impact of any unused school supply places on the funding formula.</li> <li>Working with CSC to ensure that maximising value from constituent parts of Education Improvement Grant is secured and that there is clarity of allocation mechanism for 2019/20 and beyond</li> <li>Improve individual school risk assessment processes in order to provide an early indication of those schools who may be at risk of entering a deficit position</li> </ul>									
<b>Potential Impact(s)</b>	<b>Type(s) of Impact</b>		<b>Linked Risks</b>		<b>Key Indicators / Measures used to monitor the risk</b>								
<ul style="list-style-type: none"> <li>An overall deficit arising from schools budgets would count against the funding available for the Council</li> <li>Schools with deficit budgets may struggle to adequately fund the resources required to achieve the desired levels of educational attainment</li> <li>Schools with deficit budgets may struggle to adequately fund maintenance of school buildings creating an issue for other budgets, eg Capital/SOP Band B</li> <li>Schools that continually fail to address deficit budgets may ultimately require LA intervention, with a corresponding increase required in centralised resources</li> </ul>	<ul style="list-style-type: none"> <li>Reputational</li> <li>Legal</li> <li>Financial</li> </ul>		Linked risk to Covid 19 issues particularly with regard to decrease in income, impact on grants and inability to manage staffing changes.		<ul style="list-style-type: none"> <li>School budget monitoring position</li> <li>Number of schools setting deficit budgets</li> <li>Final budget balances</li> </ul>								

# Business Continuity

**Description**

Large scale incident/loss affecting the delivery of services.

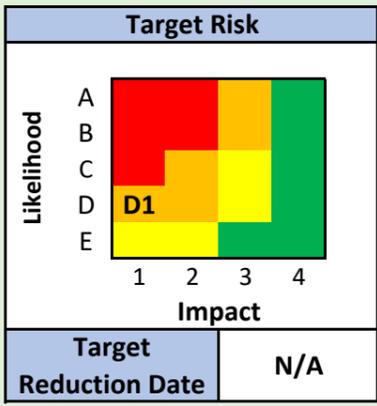
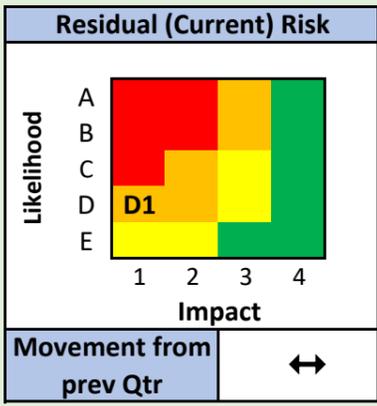
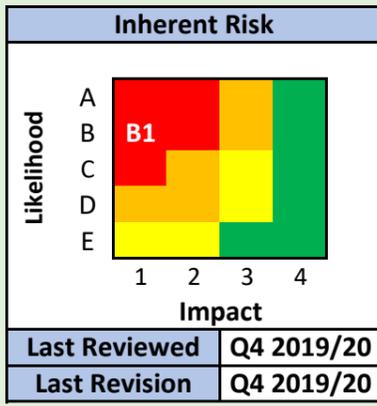
The potential risk is that our most time sensitive activities are not sufficiently resilient and fail, following an incident which impacts on their delivery and that our incident management structure, used in response to internal incidents and external emergencies, also fails in response to an incident.

**Potential Impact(s)**

- **Health and Safety** – potential impact on staff and on the public relying on our most, time sensitive, critical services
- **Legal action** -Failure of key services could lead to Legal action against the council
- **Financial** - Failure of key services could led to significant financial cost both in terms of Ombudsman action and Enforcement action from regulatory bodies, as well as individual legal action against the corporate body where service failure leads to legal action against us from private claimants
- **Reputational** - Impact on key services to the public could lead to significant reputational damage to the organisation
- **Stakeholder** – Impact on key stakeholders as result of failure
- **Service delivery** – Potential significant impact on service delivery to the public, impact of key services could lead to significant impacts to the public and the corporate body un delivering its services

**Type(s) of Impact**

<ul style="list-style-type: none"> <li>• Service Delivery</li> <li>• Reputational</li> <li>• Legal</li> <li>• Financial</li> </ul>	<ul style="list-style-type: none"> <li>• Health &amp; Safety</li> <li>• Stakeholder</li> </ul>
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**Risk Owner(s)**

Chris Lee	<b>Councillor Huw Thomas</b> Leader
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**What we've done/are currently doing to achieve the Residual Risk Rating**

- The Council has a BCM Champion who sponsors BCM at a strategic level
- We have an approved Business Continuity Policy which is aligned to ISO22301
- BCM toolkit is now available on CIS
- The Council employs a Business Continuity Officer who is a qualified ISO22301 lead auditor
- The Emergency Management Unit has developed an Incident Management Plan (Cardiff Council's Emergency Management Plan) to ensure alignment with ISO22301. This was fully updated in March 2019.
- The Council has a 24 hour Incident Management structure for Gold and Silver Officers.
- 84% of our most time sensitive activities (Reds) now have Business Continuity plans which have met, or are going through, audit. Work on the remaining plans is ongoing to close gaps and bring them up to date and in line with the corporate audit requirement
- Cardiff Council is a member of the Core Cities Business Continuity Group
- Internal Audit completed an audit of the Business Continuity Risk in September 2018 and the assurance statement was "Effective with opportunity for improvement"
- Q4 of 2019/2020 saw the council undertake a full review and update of the activities delivered across the council allowing us to focus on the resilient delivery of key functions as we planned and responded to the COVID19 threat. This review was delivered at the Strategic Level.
- The each Directorate was tasked with reviewing and updating their key business continuity plans in preparation for the emerging COVID19 threat. Each Director/Corporate Director as responsible for ensuring this work was undertaken fully and properly. The existing Business Continuity work provided a solid foundation to our response to the COVID19 threat.
- The full corporate incident management team was activated in early March.
- The Council worked positively at a Local Resilience Forum(LRF) level with partners supporting a wider Wales response to the COVID19 threat. This included daily reporting and escalation of key issues to the LRF.
- Areas were forced to change to a far more agile way of operating with our core ICT requirements changing to support far more agile/home working. The mode of delivery worked exceptionally well and provides the potential for longer-term resilient agile working in response to the ongoing COVID19 risk, in addition to positively supporting other aims and corporate risks.
- Staff across the council adapted at speed and have worked incredibly hard to deliver key services in new ways, in addition many staff changed roles to support the resilient delivery of key services and new asks on the council to keep the public safe.

**What we plan to do to meet target**

- Work with ICT to ensure our core infrastructure is as resilient as possible and able to support additional agile working capacity.
- Work with the teams involved with looking at the potential of using alternative delivery models for council services. Identifying risks associated with alternative delivery models for specific services and recommend potential risk management solutions for implementation, to protect the delivery of our most critical services.
- The Business Continuity Officer is working to develop and enhance individual Directorate response capability to ensure Directorates are in a stronger position to respond to incidents which could impact on the Council and our most time sensitive activities
- The BC officer is continuing a review of 4x4 resources across the council to support our response capability to deal with the potential of winter storms.
- The BC officer along with the Resilience Unit are continuing to ensure that corporately we are able to respond to the COVID19 threat and the ongoing risk including of second and third waves until the threat of the pandemic has fully dissipated.

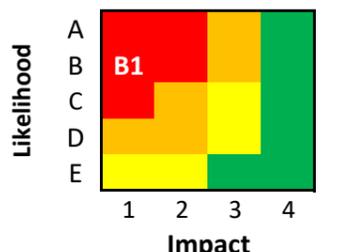
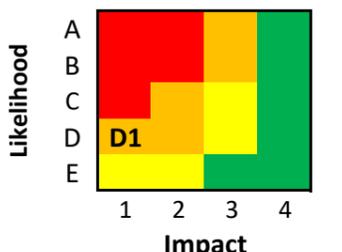
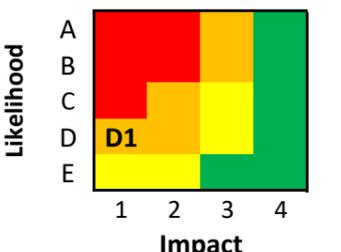
**Linked Risks**

Brexit Risk

**Key Indicators / Measures used to monitor the risk**

The Red activity BC plan status is reviewed on a quarterly basis via a report to SMT after the CRR submission. Additionally the risk is managed as part of the Corporate Risk Management process via the CRR returns and the BC risk is also audited by Internal Audit . The last Internal Audit of the Business Continuity Risk was in in 2018.

# Safeguarding

<b>Description</b> Systemic failure in the effectiveness of the Council's safeguarding arrangements together with other statutory safeguarding partners.	<b>Inherent Risk</b>  Last Reviewed: Q4 2019/20 Last Revision: Q4 2019/20	<b>Residual (Current) Risk</b>  Movement from prev Qtr: ↔	<b>Target Risk</b>  Target Reduction Date: N/A	<b>Risk Owner(s)</b> Sarah McGill Claire Marchant Councillor Huw Thomas (Leader) Councillor Susan Elsmore (Social Care, Health & Well-being) Councillor Graham Hinchey (Children & Families) Councillor Chris Weaver (Finance, Modernisation and Performance)
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- Potential Impact(s)**
- A child(ren) or adult(s) suffer(s) avoidable significant harm or death
  - Reputation of Council and partners
  - Severe adverse publicity
  - Potential regulator intervention
  - Loss of confidence by community in safety of children and adults
  - Loss of confidence of staff in the overall "safety" of the service, impacting on morale, recruitment and retention
  - Potential litigation with associated financial penalties
  - Significant financial implications of formal intervention

- Type(s) of Impact**
- Service Delivery
  - Reputational
  - Legal
  - Financial
  - Partnership
  - Community & Environment
  - Stakeholder

- Linked Risks**
- Increase in Demand (Children's Services)
  - Workforce - Social Services

- What we plan to do to meet target**
- (Relevant DDP 2019/20 actions noted in brackets.)
- Implementation of revised Corporate Safeguarding Policy and action plan arising from internal audit of corporate safeguarding (CP 19 - SS).
  - Additional investment in corporate safeguarding to address recommendations from internal audit report.
  - Exploitation Strategy being developed to cover wider exploitation issues, including adults, in a multi agency way (CP 20 - SS).
  - Ensure children and adults are protected from risk of harm and abuse by raising awareness among public and professionals for the duration of the plan (DP 18 - SS).
  - Embed the Quality Assurance Framework in Adult and Children's Services (DP 19 - SS).
  - Process and escalation procedures agreed for children's work, to be agreed with adults (DP 30 - AS).
  - Implement new arrangements within the Multi Agency Safeguarding Hub (MASH) to take account of the new Early Help Service (CP 21 - CS).
  - Surveys to be undertaken with staff, children and families / carers to determine what has / has not worked well during the crisis and how we can use this experience to shape services going forward, e.g. use of technology.

- What we've done/are currently doing to achieve the Residual Risk Rating**
- Regional Adults / Children's Safeguarding Board.
  - Cardiff local operational safeguarding group established to support effective multi-agency safeguarding arrangements across the City, reporting to the Regional Safeguarding Board.
  - Corporate Safeguarding Board chaired at Director level with each Directorate completing a self assessment in relation to safeguarding.
  - Safeguarding issues included in Senior Management Assurance Statement from 2019/20.
  - Delivering Excellence for Children Steering Group chaired by Chief Executive established to oversee performance to improve outcomes for Cardiff's most vulnerable children.
  - Operational Manager Safeguarding Forum meets quarterly.
  - Systems in place to learn lessons from and address recommendations from Child Practice Reviews, Adult Practice Reviews and multi agency practitioner forums.
  - Monthly quality and performance review across all areas of Social Services.
  - SBAR system implementation to understand and address significant risks, including safeguarding risks, in Social Services.
  - Recruitment and retention strategy in place to address children's workforce issues.
  - Action plan being delivered to address high caseloads in Children's Services.
  - Refreshed Signs of Safety action plan in place.
  - Ongoing implementation of the Child Sexual Exploitation Strategy.
  - Raising profile of Adult Sexual Exploitation (ASE) in Adult Services in line with the Child Sexual Exploitation (CSE) Strategy.
  - Embedded Social Services and Well-being (Wales) Act 2014 in relation to strengthening of adult safeguarding.
  - Review of adult safeguarding undertaken and management strengthened - adult safeguarding improvement plan developed.
  - Safeguarding Self Assessments completed.
  - Regular performance monitoring meetings with Children's and Adult Social Services.
  - Overarching Quality Assurance Framework under development.
  - All Wales Safeguarding Procedures launched
  - Communication with partners and public to ensure they are aware of how to contact Children's Services during the crisis.
  - Risk rated all cases and included contingency plans on file.
  - New duty system implemented.
  - Face to face visits conducted where absolutely necessary throughout crisis.
  - All children on the Child Protection Register received a face to face visit by 7th May with plan in place to extend to other children prioritising those at highest risk.
  - Contact ongoing with all children and families on a virtual basis.
  - High risk panel Terms of Reference reviewed with partners.
  - Priority safeguarding activity continues with partners – joint management and response to risks - agile decision making through Bronze & Silver.
  - OMs have oversight of all high risk cases and share decision making responsibility.
  - Regular communication with staff.
  - Procedures updated and shared in response to COVID-19 crisis.
  - Education provision secured for high risk children throughout the COVID-19 crisis.
  - Working hours flexible to meet service and personal needs.

- Key Indicators / Measures used to monitor the risk**
- Adult Services: SSWB 18 Percentage of adult protection enquiries completed within 7 working days
  - Children's Services: SSWB 24 Percentage of assessments completed for children within statutory timescales
  - SCC.014 Percentage of initial child protection conferences carried out within statutory timescales during the year
  - SCC.034 Percentage of child protection reviews carried out within statutory timescales during the year
  - SSWB 27 Percentage of re-registrations of children on local authority Child Protection Registers
  - SSWB 28 Average length of time for all children who were on the CPR during the year
  - Res 15 - Percentage of Council staff completing Safeguarding Awareness Training
  - Under development - Part IV Referrals
  - Under development - Professional concerns
  - Under development - Escalating concerns

# Delivering Capital Ambition Programme

**Description**

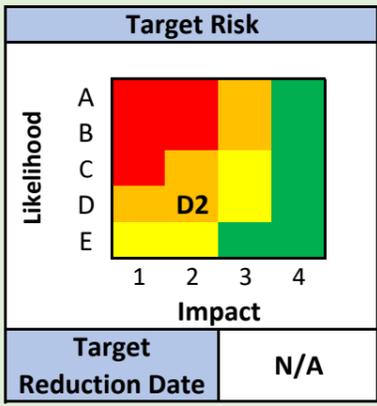
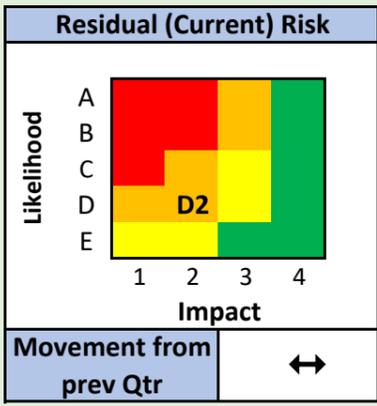
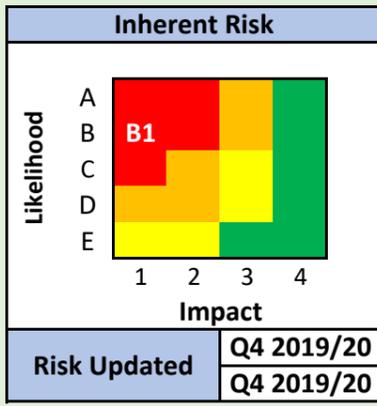
Projects within the Programme fail to deliver the change required to ensure the implementation of the Administration's agenda and to refocus services to meet the challenges faced by the Council and the city's wider public services.

**Potential Impact(s)**

- Failure to deliver the Administration's Capital Ambition statement.
- Failure to respond to the key financial and organisational challenges that dominate the medium term planning horizon of the Council.
- Vital services will not be protected if we fail to find more efficient ways of working.
- Reputational impact if services do not meet increasing customer expectations.
- Public services are not delivered efficiently or effectively and fail to deliver joined up services to the public.
- Lack of a programme management approach to the delivery of these significant projects will result in lack of governance and failure to report project progress to relevant stakeholders in a timely manner.
- Reputational risk with our external regulators if the CADP is not delivering on time and does not have robust governance arrangements in place.

**Type(s) of Impact**

- Service Delivery
- Reputational
- Legal
- Financial



**Risk Owner(s)**

Chris Lee  
(Dean Thomas)

**Councillor Chris Weaver**  
Finance, Modernisation and Performance

**What we've done/are currently doing to achieve the Residual Risk Rating**

- Governance arrangements established and led by the Chief Executive. The Modernisation component of the Capital Ambition Delivery Programme is led by the Corporate Director Resources; and the Resilient Services component is led by the Corporate Director People and Communities.
- Disciplined approach, where risk assessment forms an integral part of the approach to change.
- Programmes and projects initiated with dedicated resources.
- Experienced gained by managing programmes and projects over a number of years, building on lessons learned.
- An extensive training programme for the Capital Ambition Delivery Team was undertaken during 2017/18 to ensure both project management and business analyst's skills and knowledge are enhanced.
- Building capacity and capability across the organisation through development opportunities and skills transfer.
- Appropriate engagement and stakeholder management, including Trade Union meetings and updates for PRAP, Scrutiny and Internal Audit.
- Continued implementation of Programme & Project Management Database to enhance management information and reporting. Investment Review Board review/approve Business Cases and prioritise resources.
- SMT acts as the Sponsoring Group and receives regular updates on programme and project progress. All Programme Briefs are submitted to SMT for discussion prior to them being signed off at the relevant programme board.
- All Programme Briefs have been signed off by SMT and the relevant programme boards.
- Project briefs have been developed for a number of projects within the CADP.
- Effective governance arrangements are now in place for the CADP. These arrangements are continually monitored and refined as and when required.

**What we plan to do to meet target**

- Capital Ambition was refreshed in January 2020. As part of this, the CADP was closed, although projects within the programme continue to be delivered by the relevant service areas with governance arrangements in place.

**Linked Risks**

**Key Indicators / Measures used to monitor the risk**

No key metrics/indicators but robust governance arrangements are in place to monitor the CADP.

# Legal Compliance

**Description**

Changes in services and staff roles across the Council resulting in:

- gaps in Council wide knowledge of the local authority framework of responsibilities and duties within which we have to operate;
- inability to deliver the services in accordance with all duties and responsibilities due to lack of resource:

In each case leading to increased risk of challenges.

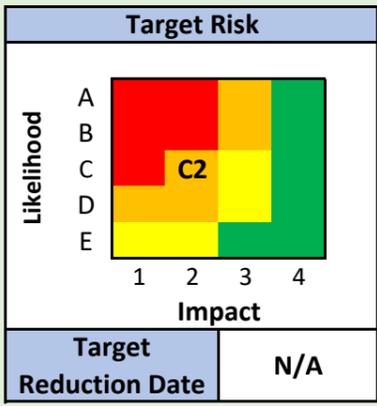
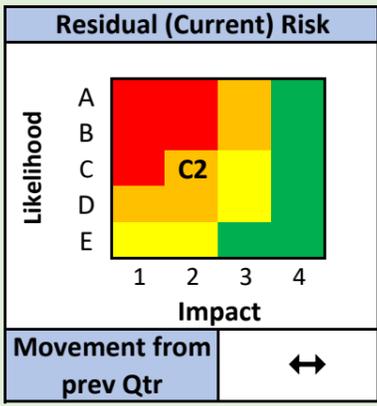
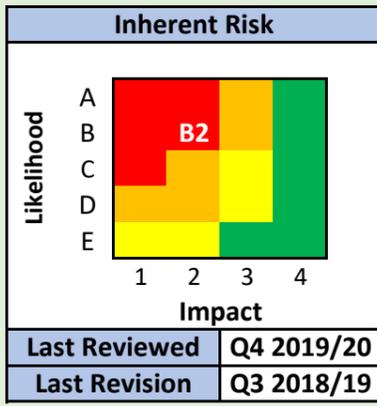
Reduction and changes in front-line services, discretionary and statutory, will lead to increased risks of challenge from users and other stakeholders affected.

**Potential Impact(s)**

- Increase in number of challenges and complaints with consequences in terms of already stretched resources and impact of adverse decisions
- Implementation of decisions delayed due to challenges and potentially fatally disrupted
- Impact on projects if reputation for sound management and implementation of projects is damaged
- Major incident
- Adverse press/media reaction
- Involvement from Welsh Government in terms of performance standards or measures
- Increased costs
- Impact on capacity to deal with proactive legal work

**Type(s) of Impact**

- Service Delivery
- Reputational
- Legal
- Financial



**Risk Owner(s)**

Davina Fiore

**Councillor Huw Thomas**  
Leader

**What we've done/are currently doing to achieve the Residual Risk Rating**

- Professional internal legal and financial advice provided to a high standard
- Maintaining robust decision making process with legal implications on all Council, Cabinet and Committee reports and Officer Decision Reports at Director level
- Appropriate use of NPS Legal Services by Solicitors Framework to increase resilience
- Dedicated teams in specialist areas e.g. equalities, FOI / DPA
- Sharing training/publications received

**What we plan to do to meet target**

- Further development of standard precedents with guidance for use in cases of low value/low risk/repetitive matters
- Provide legal training to Directorates to develop knowledge within Directorates of specific statutory functions.
- Encourage Directorates to ensure reports are discussed at preliminary stage in development to ensure all legal issues are addressed early

**Linked Risks**

**Key Indicators / Measures used to monitor the risk**

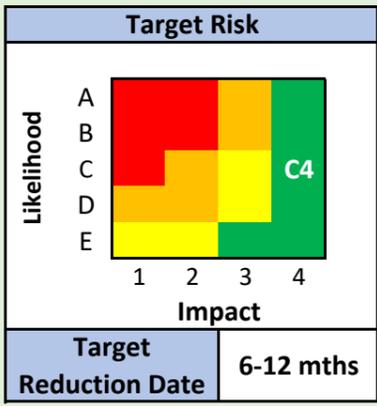
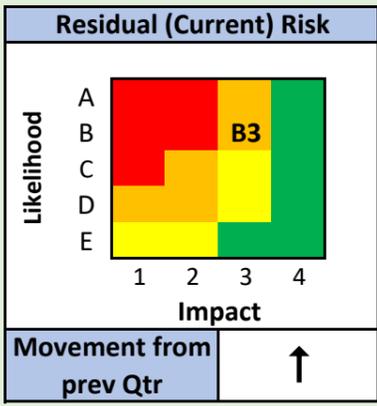
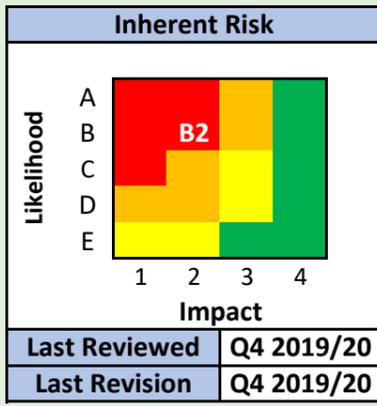
# Education Consortium & Attainment

**Description**

The Central South Consortium does not deliver effective services that challenge and support Cardiff schools to improve - the CSC model will need to be adapted to meet the emerging needs of education reform in Wales, including the new curriculum and accountability and assessment changes.

- Potential Impact(s)**
- Learners do not reach their full potential
  - Schools are not supported to improve
  - Schools are not able to deliver the new curriculum
  - Educational performance does not improve
  - Impact on Estyn judgements
  - Value for money - CSC
  - Budget implications
  - Intervention from WG

- Type(s) of Impact**
- Reputational
  - Legal
  - Financial



**Risk Owner(s)**

Nick Batchelar

Councillor Sarah Merry  
Deputy Leader &  
Education, Employment & Skills

**What we've done/are currently doing to achieve the Residual Risk Rating**

- Results for 2018/19 show that Cardiff schools are performing well across a wide range of performance indicators at all Key Stages.
- Outcomes of Estyn inspections and Categorisation outcomes have also improved.
- Cardiff schools are working with CSC on the development and implementation of the new curriculum for Wales.
- The Local Authority has strong working relationships with the Senior Primary, Secondary and Special School Challenge Advisers, and systems and processes to secure improved joint service delivery have been put in place.
- In 2018/19, the constituent Councils commissioned an external review of the CSC.

**What we plan to do to meet target**

- The Joint Committee of CSC will determine what follow up actions should be taken in light of any recommendations from the report on the external review.

**Linked Risks**

**Key Indicators / Measures used to monitor the risk**

KS4 2018/19 School Performance, Outcomes from Estyn Inspections up to 2020.

# Performance Management

**Description**

Performance Management arrangements are essential for discharging statutory requirements, delivering the administration's priorities and ensuring Council core business is delivered effectively. Weak corporate performance management arrangements heighten the risk of poor performance, service failure, financial overspend or legal non-compliance going unidentified, unchallenged and unresolved.

The Council must therefore maintain a focus on the Key Performance Indicators it has identified within the Corporate Plan as a pointer to overall organisational success. The Council must also ensure that more granular indicators of performance- the Council's Core Data which is managed by individual Directorates- are established and monitored to provide more detailed insight into the drivers of corporate performance.

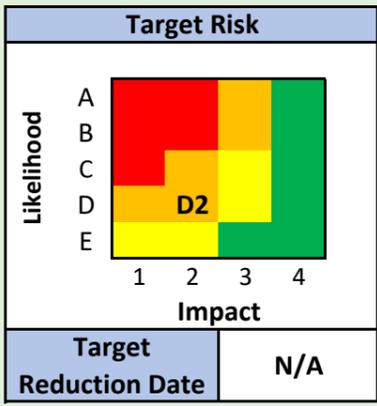
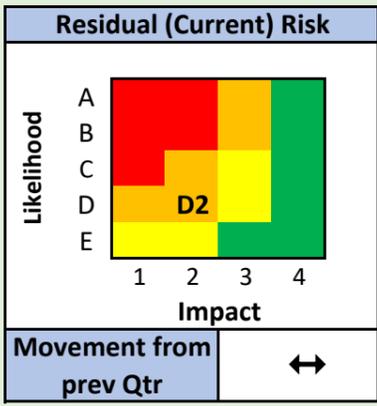
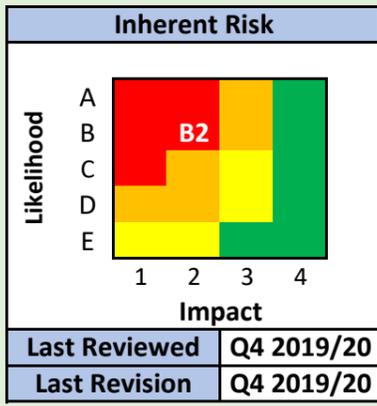
Changes to the Statutory Performance Requirements likely to emerge via the Local Government Bill must also be reflected within the Council's performance regime.

**Potential Impact(s)**

- The strategic and corporate level changes do not have the intended impact because they are not fully embedded in operational practices
- Council unable to accelerate performance improvement as planned/desired

**Type(s) of Impact**

- Service Delivery
- Reputational
- Stakeholder



**Risk Owner(s)**

**Sarah McGill**  
(Gareth Newell)

**Councillor Chris Weaver**  
Finance, Modernisation and Performance

**What we've done/are currently doing to achieve the Residual Risk Rating**

**Further Strengthening of the Performance Regime**

The Council has reviewed its performance monitoring and reporting arrangements to streamline the information gathering process and produce fewer but more strategic performance assessments.

Further to this, the recently published Local Government & Elections Bill includes provisions to repeal the statutory performance requirements as set out in the Local Government (Wales) Measure 2009 and introduces new performance requirements in their place. The Council's Planning and Delivery Framework will be further reviewed in view of the emerging requirements and a formal report will be brought forward to set out the Council's response.

Normal performance management arrangements have been suspended given the unprecedented demands on the organisation and the need to focus on delivering essential services. A comprehensive Covid-19 performance system and dashboard has been developed to support the Council monitor national, regional and operational data as it manages the response to the pandemic. This information has supported emergency responses, crisis management and the design of new service design in a number of areas.

Due to the ongoing Covid-19 response, quarter 4 performance reporting has been suspended. However, the Council has received notification from the Future Generations Commissioner that the statutory requirement for Local Authorities to produce an annual well-being report, detailing performance against its well-being objectives within its Corporate Plan for the year 2019-20 is still required. The statutory deadline for this report is 31st October each year, and it is intended that the report will meet this deadline, utilising quarter 4 performance information that will be collected as circumstances allow.

The Council has also received notification from Data Cymru that the submission of data for Public Accountability Measures for the year 2019/20 will not be requested and revised guidance will not be issued at this time. However, the Council needs to remain mindful of potential data gaps and as far as possible, this information will be requested retrospectively.

**What we plan to do to meet target**

- Publish Quarter 4 Performance information as part of the statutory end of year review of performance
- Develop an updated Planning and Delivery Framework that responds to the new requirements set out in the Local Government and Elections Bill and the recommendations of the internal audit work published in March 2020.Q17

**Linked Risks**

**Key Indicators / Measures used to monitor the risk**

Quarterly monitoring of corporate plan indicators (108) provide a pointer to organisational health and corporate performance. Corporate Plan indicators are also risk assessed as part of the performance monitoring process.

# Fraud, Bribery & Corruption

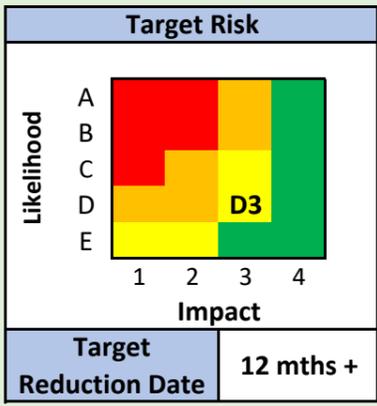
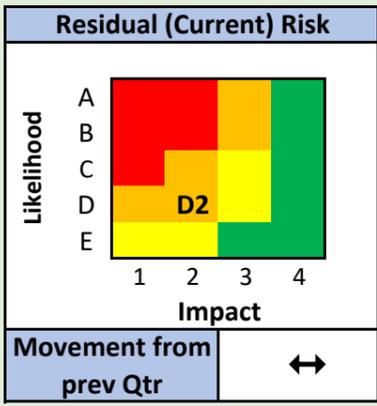
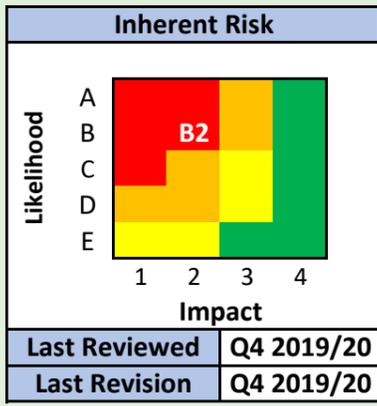
**Description**  
 Fraud, financial impropriety or improper business practices increase as internal controls are weakened as resources become severely stretched.

**Potential Impact(s)**

- Increase in frauds and losses to the Council
- Reputational risk as more frauds are reported
- Increased time investigating suspected fraud cases impacting on capacity

**Type(s) of Impact**

<ul style="list-style-type: none"> <li>• Service Delivery</li> <li>• Reputational</li> <li>• Legal</li> <li>• Financial</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder</li> </ul>
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**Risk Owner(s)**

<b>Chris Lee</b> (Ian Allwood)	<b>Councillor Chris Weaver</b> Finance, Modernisation and Performance
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**What we've done/are currently doing to achieve the Residual Risk Rating**

- The Council communicates a zero tolerance approach to fraud, bribery and corruption.
- Regular review of relevant policies and procedures e.g. the Fraud, Bribery and Corruption Policy, Money Laundering Policy and Disciplinary Policy.
- Financial Procedure Rules and Contract Standing Orders and Procurement Rules and training.
- National Fraud Initiative data matching exercises in collaboration with the Cabinet Office and Wales Audit Office.
- Receipt and dissemination of fraud intelligence alerts from law enforcement agencies.
- Regular reports to the Section 151 Officer and Audit Committee and the Chief Executive.
- Audit Committee review of the risk management, internal control and corporate governance arrangements of the authority.
- Independent assurance from Internal and External Audit on the effectiveness of governance, risk and control.
- Ongoing delivery of briefings to Schools on fraud and control risks.
- Cardiff Manager Programme includes session on risk management and compliance / control.
- Provision of disciplinary management information on DigiGOV.
- Mandatory disciplinary e-learning module for all managers to complete and a programme of mandatory e-learning modules and face-to-face training for Disciplinary Hearing Chairs, Investigating Officers and Presenting Officers.
- A Fraud Publicity Strategy is in place, to publicise the Council's approach to counter fraud work / sanction activity and explain the roles and responsibilities of key parties.
- Counter-Fraud and Corruption Strategy approved by Cabinet in July, and associated Fraud Awareness eLearning was rolled out to all pc users commencing July 2019.
- Face-to-Face Fraud Awareness training delivered to officers and headteachers in quarter 3 and school governors in quarter 4 2019/20.
- Participation in International Fraud Awareness week in November 2019, and annual commitment to participate going forward.
- Investigation Team participation in SMAS triangulation exercise, commenced in quarter 3 2019/20.
- Investigation Team provision of investigation and counter-fraud advice, guidance and support to Directorates as required.

**What we plan to do to meet target**

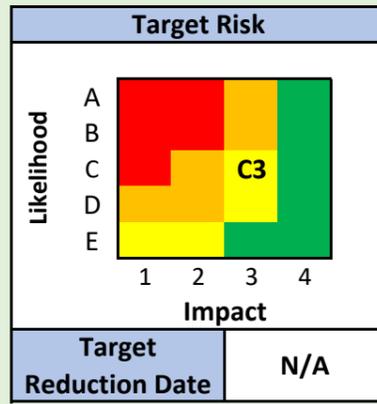
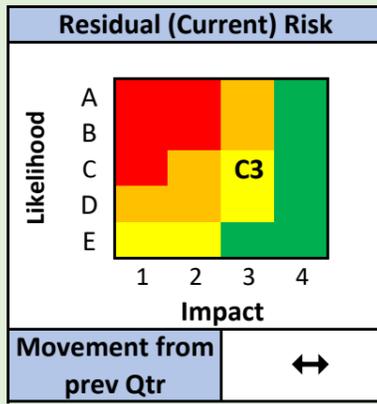
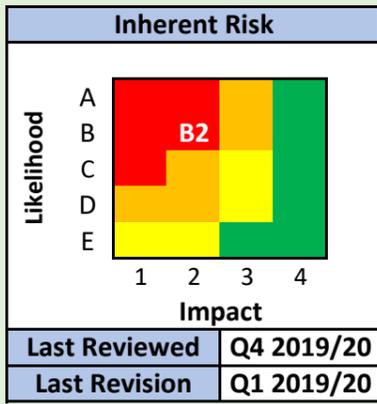
- Money laundering policy developed and in a process of internal review.
- Monitoring employees at work policy including process for undertaking online investigations being reviewed.
- Monitoring and reporting completion rates of mandatory fraud awareness training.

**Key Indicators / Measures used to monitor the risk**

- Adherence to the NFI Security Policy and annual completion of compliance forms
- Mandatory Fraud Awareness eLearning completion and face-to-face attendance rates
- Delivery of Fraud Awareness week campaign
- Delivery of Policy updates
- Delivery of mandatory investigating officer training and the note taker training
- Criminal investigations conducted on behalf of Directorates
- Provision of timely investigation and counter-fraud advice, guidance and support to Directorates as required

# Workforce Planning

**Description**  
 Importance of forecasting and planning to build capability and capacity for the future is not fully recognised and embedded.



**Risk Owner(s)**

**Chris Lee**  
(Philip Lenz)

**Councillor Chris Weaver**  
Finance, Modernisation and Performance

**What we've done/are currently doing to achieve the Residual Risk Rating**

- Workforce Strategy developed and agreed by Cabinet in April 2015 and programme developed to encompass a number of projects relating to the requirements around this risk, including Workforce planning, Learning & Development, PPDR review and Employee Voice.
- An updated Workforce Strategy for 2018-2021 was developed and agreed by Cabinet in July 2018.
- The Workforce planning project has a completed project brief identifying a number of key outputs
- Workforce planning dashboard data provided to each Directorate to inform Directorate Delivery Planning discussions and development.
- Research and benchmarking undertaken to help inform WFP approach going forward; including – attendance at WLGA – Work Force Planning Wales event - LGA/ Skills for Local Government hosted COP event.
- HR working with Directorates where required, to help identify appropriate strategies to support their WFP agenda.
- Children’s Services have developed a Workforce Strategy for their area which is being reviewed on a regular basis.
- Resources have held a workshop which focussed on Professional and Technical areas to inform the key skills required for the Directorate going forward.
- Work has taken place with Cardiff and Vale College to roll out an Essential Skills diagnostic tool to frontline employees through Commercial Services
- A programme of NVQ study is being discussed within Street Scene services to enhance employees development.
- Employee surveys carried out to identify areas where further employee engagement / development can be focused.
- Work has been carried out with WLGA and WAO to look at a Wales wide workforce planning process for use within Local Authorities.
- Project brief for Workforce Planning provides full details of milestones and implementation dates.
- A review of the courses provided by the Cardiff Academy has taken place to ensure that these meet the skills requirements for the future.
- Workforce planning now embedded into the corporate planning process
- All Directorates completed workforce plans by December 2018 and are now working on the actions therein.
- A corporate process is in place for workforce plans to be updated by end of June each year as part of the business planning process
- The workforce plans forecast and plan to build capacity and capability for future requirements and the process is now embedded into the corporate planning process

**What we plan to do to meet target**

- The Council is reviewing its resourcing strategies to ensure that it is a considered employer for young people leaving school, college and universities
- As part of the Workforce Strategy Cabinet report, recruitment advertising to be reviewed and processes put in place to ensure that adverts are reaching hard to reach groups
- Work is taking place to identify areas where the employee group is not representative of the communities and actions identified of what could be done to improve this
- Actions being taken to improve the accessibility to Welsh language either through the recruitment process or through the training and development of current employees
- Development to take place of a corporately agreed skills set for the future delivery of services so that all employees and posts can be measured against this skill set to identify learning and development gaps

**Potential Impact(s)**

- Poor service delivery due to ineffective use of resources
- Lack of resources with the knowledge and skills the Council requires for future delivery
- Loss of resources and recruitment problems
- Poor morale
- Loss of experienced staff members including managers
- Reduce the likelihood of attracting high calibre managers to Cardiff Council
- Risk of not meeting statutory and legislative requirements in relation to specific workforce requirement e.g. social care
- Risk of workforce not representing the communities to which services are delivered

**Type(s) of Impact**

- Service Delivery
- Reputational
- Financial
- Stakeholder

**Linked Risks**

**Key Indicators / Measures used to monitor the risk**

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**EQUALITY & INCLUSION STRATEGY 2020-2024****CABINET MEMBER FOR FINANCE, MODERNISATION &  
PERFORMANCE (COUNCILLOR CHRIS WEAVER)****AGENDA ITEM: 9**

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**Reason for this Report**

1. The Public Sector Equality Duty includes a requirement for public authorities to develop and publish Strategic Equality Objectives every four years.
2. An Equality and Inclusion Strategy for 2020-2024 has been developed in consultation with residents, Council officers and partners, containing four Strategic Equality Objectives detailing a number of actions for their delivery over a four year period.
3. Progress against these Objectives will be detailed in an Annual Report.
4. The Equality and Inclusion Strategy 2020-2024 can be found in Appendix 1 and the strategy's consultation report at Appendix 2.

**Background**

5. The Council's current Strategic Equality Plan 2016-2020 was approved in March 2016.
6. The Strategic Equality Objectives detailed in the 2016-2020 plan have been revised and updated for 2020-2024 to reflect best practice and provide an ambitious vision for equality in Cardiff over the next four years.
7. The Strategic Equality Objectives for 2020-2024 and actions identified to deliver each Objective are detailed in the Equality and Inclusion Strategy 2020-2024 (Appendix 1) and this document constitutes the Council's Strategic Equality Plan.
8. The Equality and Inclusion Strategy 2020-2024 details how the Council will meet the legal obligations as found within the Equality Act 2010 and Public Sector Equality Duty.

9. The Equality Act 2010 brings together and replaces the previous anti-discrimination laws with a single Act. It simplifies and strengthens equalities legislation and introduced a Public Sector Equality Duty (the 'general duty'), which replaced the separate duties on race, disability and gender equality.
10. The general duty covers the following protected characteristics:
  - i) Age
  - ii) Disability
  - iii) Gender Reassignment
  - iv) Marriage and Civil Partnership
  - v) Pregnancy and Maternity
  - vi) Race – including ethnic or national origin, colour or nationality
  - vii) Religion or belief – including lack of belief
  - viii) Sex (Gender)
  - ix) Sexual orientation
11. The aim of the general duty is to ensure that public authorities and those carrying out a public function consider how they can positively contribute to a fairer society through advancing equality and good relations in their day-to-day activities. The duty ensures that equality considerations are built into the design of policies and the delivery of services.
12. When making decisions and delivering services public authorities must have due regard to the need to:
  - i) Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Act.
  - ii) Advance equality of opportunity between people who share a relevant protected characteristic and those who do not.
  - iii) Foster good relations between people who share a protected characteristic and those who do not.
13. In advancing equality of opportunity between people who share a protected characteristic and those who don't the Council must also ensure that we:
  - i) Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic and are connected to that characteristic.
  - ii) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation is disproportionately low.
  - iii) Meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it.

## **Specific duties in Wales**

14. There are specific statutory duties placed upon the Council which set out what actions the Council must take to comply. The broad purpose of the specific duties in Wales is to help listed bodies in their performance of the general duty and to aid transparency. The specific duties in Wales came were published by Welsh Government in April 2011.
15. A listed body in Wales must:
  - i) Publish objectives to meet the general duty.
  - ii) Publish a statement setting out the steps it has taken or intends to take to meet the objectives and how long it expects to take to meet each objective.
  - iii) Make appropriate arrangements to monitor progress towards meeting its objectives and to monitor the effectiveness of its approach.
  - iv) Give appropriate consideration to relevant equality information it holds when considering what its equality objectives should be.
16. As part of this requirement listed bodies must also:
  - i) Have due regard to the need to have objectives to address the causes of any pay differences that seem reasonably likely to be related to any of the protected characteristics.
  - ii) Publish an equality objective to address any gender pay gap identified or else publish reasons why it has not done so.
17. Objective 4: To build an Inclusive and Representative Workforce, lists a number of actions the Council is taking to address the gender and ethnicity pay gap and our commitment to publish and monitor this data.

## **Socioeconomic Duty**

18. The Welsh Government has detailed their intention to commence the Socio-economic Duty in Wales. In summary, the statutory requirement of the duty places a legal responsibility on relevant bodies when they are taking strategic decisions to have due regard to the need to reduce the inequalities of outcome resulting from socio-economic disadvantage.
19. The Welsh Government guidance regarding the Socioeconomic Duty notes that its commencement will be a key mechanism for supporting the most vulnerable in our society, particularly within the context of Covid-19 recovery.
20. The Socioeconomic Duty has been considered throughout our Equality and Inclusion Strategy 2020-2024 in preparation for the introduction of the Duty.

## Equality & Inclusion Strategy 2020-2024

21. The Public Sector Equality Duty requires public sector bodies to review their Strategic Equality Objectives at least every four years.
22. The Council consulted with the workforce, public and community groups during a 6 months consultation and development period (11th September 2019 to 16th March 2020). Appendix 2. Equality & Inclusion Strategy: Consultation Report, details the extensive consultation delivered regarding the content of the Strategy. This Appendix also details how feedback received during the consultation period shaped the Objectives and actions.
23. The four Strategic Equality Objectives for 2020-2024 are:
  - i) **To develop and deliver services which are responsive to Cardiff's inequality gap:** We will deliver inclusive services and partnerships which actively address inequality and exclusion and enable all of Cardiff's residents to realise their potential and live safely.
  - ii) **To lead the way on equality and inclusion in Wales and beyond:** We will demonstrate leadership on equality and inclusion in Wales, holding ourselves to a high standard so others will look to us as a source of good practice.
  - iii) **Cardiff is accessible to everyone who is living, visiting or working in the city:** We will apply inclusive design principles to create city infrastructure that provides an inclusive and barrier-free environment for our residents and wider region. This will enable everyone to participate equally, confidently and independently in city life.
  - iv) **To build an inclusive and representative organisation:** We will implement actions to ensure the Council workforce better reflects the diversity of the city we serve, and be a workplace where colleagues feel confident about being themselves at work.
24. Throughout the Equality and Inclusion Strategy 2020-2024, we detail specific actions we will deliver to meet each of these Strategic Equality Objectives.
25. Progress on delivering these Equality Objectives is reported as part of the Council's Annual Equality Report that is considered and approved by Cabinet. The Annual Report will be publicly available on the Council website.
26. The Strategy was revised to reflect the new environment emerging from Covid-19 and the commencement of the Socioeconomic Duty in Wales from 31<sup>st</sup> March 2021. The statutory deadline for the publication of the Strategic Equality Objectives is October 2020.

## **Scrutiny Consideration**

27. The Policy Review & Performance Scrutiny Committee is due to consider this item on 15 September. Any comments received will be circulated at the Cabinet meeting.

## **Reason for Recommendations**

28. To obtain Cabinet authority to publish the Equality & Inclusion Strategy 2020-2024.

## **Financial Implications**

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

## **Legal Implications**

30. Within this report the general legal implications that have been raised are covered in the following legal advice that includes general legal considerations, the Well Being of Future Generations (Wales) Act 2015, the Equalities Act 2010, Human Rights and the Council's Public Sector Equality Duty & Socioeconomic Duty.
31. All decisions taken by or on behalf of the Council must :
- (a) be within the legal powers of the Council;
  - (b) comply with any procedural requirement imposed by law;
  - (c) be within the powers of the body or person exercising powers on behalf of the Council;
  - (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. standing orders and financial regulations;
  - (e) be fully and properly informed;
  - (f) be properly motivated;
  - (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and
  - (h) be reasonable and proper in all the circumstances.

## **Well Being of Future Generations (Wales) Act 2015**

32. The Well-Being of Future Generations (Wales) Act 2015 ('the Act') places a 'well-being duty' on public bodies aimed at achieving 7 national well-being goals for Wales - a Wales that is prosperous, resilient, healthier, more equal, has cohesive communities, a vibrant culture and thriving Welsh language, and is globally responsible. The Council have taken into account the impact of the report recommendations on people living their lives in Wales in the future, having regard to:

- Looking to the long term
  - Focusing on prevention by understanding the root causes of problems
  - Delivering an integrated approach to achieving the 7 national well-being goals
  - Working in collaboration with others to find shared sustainable solutions
  - Involving people from all sections of the community in the decisions which affect them
33. The Council is satisfied that the proposed recommendations accord with the above principles.

### **Equality Duty**

34. The Council has to satisfy its duties under the Equalities Act 2010 (including the specific Welsh public sector duties from the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011/1064). 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
35. As such (1) the decision on the recommendations in this report must be within the proposed policy framework which is proposed and will need to be made in the context of the Council's its equality act public sector duties, as per the basis of this report.
36. This will include undertaking an equality impact assessment in each instance to ensure that the Council has understood the potential impacts of each decision in terms of equality so that it can ensure that it is making proportionate and rational decisions having due regard to the public sector equality duty .
37. The Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011/1064 requires authorities to publish:
- (a) Equality Objectives which must be reviewed every four years (Regs 3 & 4). Henceforth the reasoning behind this report.
  - (b) A Strategic Equality Plan (Regs 14 & 15) which must include the Equality Objectives, how the Authority intends to fulfil the objectives and timescales.
  - (c) The required employment information by the 31 March each year. (Reg 9).

### **Human Rights**

38. In making each decision the Council also has to consider any impacts on the Human Rights of any person affected by the decision and its duty to respect those rights in exercise of its functions.

## **HR Implications**

39. The Council's Equality and Inclusion Strategy 2020-2024 contains a number of objectives and actions that the Council is taking forward to address the gender and ethnicity pay gap, and includes a commitment to monitor and publish data. One of the four Strategic Equality Objectives is specifically focussed on the workforce by aiming to build an inclusive and representative organisation. Actions to ensure the workforce better reflects the diversity of the city we serve, and to be a workplace where colleagues feel confident about being themselves at work are set out. Overall, these objectives and actions align to the Council's Workforce Strategy.

## **RECOMMENDATIONS**

Cabinet is recommend to approve the publication of the Equality and Inclusion Strategy 2020-2024.

<b>SENIOR RESPONSIBLE OFFICER</b>	<b>Sarah McGill</b> <b>Corporate Director People &amp; Communities</b>
	11 September 2020

*The following appendices are attached:*

**Appendix 1:** Equality and Inclusion Strategy 2020-2024

**Appendix 2:** Appendix A to the Equality and Inclusion Strategy 2020-2024: Consultation Report

**Appendix 3:** Appendix B to the Equality and Inclusion Strategy 2020-2024: Equal Opportunities Policy Statement

**Appendix 4:** Appendix C to the Equality and Inclusion Strategy 2020-2024: Terminology

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# Equality & Inclusion Strategy 2020 - 2024

Cardiff Council



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**Appendix A:** Consultation Report on our Objectives

**Appendix B:** Equal Opportunities Policy Statement

**Appendix C:** Terminology

If you would like this information in another language, Braille, audio, large print, easy read, BSL video or plain text, please contact [equalityteam@cardiff.gov.uk](mailto:equalityteam@cardiff.gov.uk)

# Foreword

## By Council Leader Huw Thomas & Cllr Chris Weaver, Cabinet Member for Finance, Modernisation & Performance

In Capital Ambition, we set out our programme of action to create a fairer and more inclusive Cardiff, where every citizen, regardless of their creed, race, or inherited wealth, will have the chance to fulfil their potential, and play a full and active part in the life of our city.

In the wake of the Coronavirus pandemic, which has hit the poorest, most deprived and disconnected communities hardest, we do not underestimate the scale of the challenge that lies ahead. The publication of this Equality and Inclusion Strategy is therefore timely, and the approach it outlines essential to a fair and equitable recovery for Cardiff from the ongoing health and economic crises.

The coronavirus pandemic has pulled back the curtain on a number of deep-rooted economic and social conflicts, among them wage inequality and the insecurity of work for many of the key workers who have supported our whole community through this crisis.

All evidence suggests that Coronavirus has deepened inequality on a global scale, and that inequalities in housing, employment and health have made the virus deadlier and helped it to spread. People facing the greatest deprivation have experienced a greater risk of exposure to Covid-19 and are at increased danger of severe outcomes if they contract the virus. It is clear that without intentional and considered action, this crisis will widen the inequalities that already exist in our society.

The disproportionate impact of the crisis on Black, Asian and Minority Ethnic (BAME) communities in Wales has been well documented by the First Minister for Wales' BAME Covid-19 Advisory Group. In May 2020, the tragic murder of George Floyd in Minnesota awakened a widespread and undeniable sense of injustice, sparking protests across the United States and around the globe, including here in Cardiff. The broad recognition across our communities that people from Black and Minority Ethnic groups have faced, and continue to face, discrimination and disadvantage in our society, demands urgent action from all layers of government. Over summer 2020, we have established a Race Equality Taskforce to ensure a focus on delivering racial equality in our city.

This Taskforce will be critical to informing Cardiff's recovery in the months ahead and will convene for the remainder of this administration. The Taskforce will deliver both immediate and long-term action to provide greater opportunity, representation and quality of life in Cardiff for our Black and Minority Ethnic residents.

The Coronavirus pandemic also threatens the gains we have made in closing the gender pay gap, with women overrepresented in hard-hit sectors such as hospitality and leisure. The Coronavirus lockdown and longer-term social distancing measures are also placing additional pressure on carers, with the disproportionate impact of unpaid caregiving for women and girls also being one of the key facets of gender inequality.

As we support Cardiff's economic recovery, our approach must consider how we can accelerate action on closing the financial gender divide, and we will continue to work closely with the Welsh Government on their ambitious vision for Wales to be an international leader for gender equality.

From the likelihood of developing a more severe form of Covid-19 to the risks of isolation and mental health problems, older people, those with disabilities and those with underlying health conditions have been impacted by the crisis in specific ways which deserve serious care and attention in our recovery planning for the city. We will continue to work closely with our social care providers to identify what support can be put in place for service users and the reopening of public spaces and facilities will receive thoughtful consideration and consultation to ensure this is done in a safe and accessible way.

The coronavirus pandemic has disrupted the life of every child in the country. Our aspiration to become a UNICEF Child Friendly City is more important now than ever. Young people will likely carry the burden of the economic crisis in the years to come. Meaningfully involving children and young people in dialogue about our city's future during this challenging time will enable us to develop responsive plans that meet the needs of our future generation.

As well as our commitment to the Public Sector Equality Duty, our aspirations for a more equal city in this strategy clearly go much further. Our vision includes people in care and people with caring responsibilities, refugees and migrants, and ensuring throughout that there is proactive attention given to the inequalities resulting from socio-economic disadvantage.

The future of Cardiff must be fair, inclusive and safe for everyone. This strategy sets out how we will deliver this ambition. It sets out the high standards we expect of ourselves and it demonstrates the efforts we will undertake to build an inclusive culture within our workforce and organisation.

It explains how we will shape services which actively address inequality and exclusion and build good relations between different communities. We must approach these goals with renewed energy and focus in the context of the UK's exit from the European Union and the significant economic and social challenge created by the pandemic. There is much uncertainty, and likely to be many more unforeseen challenges in the months ahead, but we are resolute in our purpose that Cardiff must rebuild as a fairer and more equal place.

Throughout this strategy, our approach connects to the steps of our Corporate Plan, which details how we will deliver our Capital Ambition. In the context of recovery, all service areas across the council, from into-work services, housing, education, transport and all other statutory and non-statutory services we provide, have restarted their services with equality at the heart of everything of everything they do.

From 2020 onwards, all service areas will report their activities to support the Public Sector Equality Duty and the Socioeconomic Duty, through our corporate performance framework and reporting systems. This change will enhance connectivity, support a visible and proactive culture in meeting our Equalities Objectives and enable constructive challenge across the council, where necessary, to deliver our vision.

This strategy is the next step on our journey in creating an inclusive city which works for all of our residents. We rightly take pride in our city's reputation for tolerance, respect and unity but we must not take this for granted – we must remain vigilant to new threats and challenges to our social fabric. Our vision is for a city where everyone can reach their full potential, and we are confident that we can make real progress in the years ahead. Together, we can create a more equal city – a city that works for all Cardiff residents.



Cllr Huw Thomas

A handwritten signature in black ink, appearing to read 'Huw Thomas' in a cursive style.



Cllr Chris Weaver

A handwritten signature in black ink, appearing to read 'C. Weaver' in a cursive style.

# Introduction

This introduction explains the statutory and policy context for the council's equality work and explains our strategic approach.

## Public Sector Equality Duty

As a public body, we are bound by the Public Sector Equality Duty.

This Strategy sets out how we will meet our statutory obligations under this duty, which are defined within the Equality Act as:

“A public authority must, in the exercise of its functions, have due regard to the need to -

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.”

These obligations apply to all the council's functions and this Equality and Inclusion Strategy explains how we will deliver these duties in our role as a service provider, as an employer, as a leading agency in the city and in our work with communities.

Our approach is to embed our commitment to equality in all areas of our work from processes and people to public programmes.

Throughout, our Equality and Inclusion Strategy draws upon, and complements, Cardiff Council's Equal Opportunities Policy Statement, which is published as **Appendix B** to this document. Our Equal Opportunities Policy Statement sets out our organisational commitment to promoting equal opportunities and diversity in employment and service delivery.

## Strategy Equality Plan and Strategic Equality Objectives

Under the Equality Act (2010), local authorities in Wales must publish a Strategic Equality Plan that sets out the objectives the organisation wants to achieve over a four-year period. These priorities are called Strategic Equality Objectives.

This Equality and Inclusion Strategy outlines Cardiff Council's Strategic Equality Objectives for furthering and promoting equality across the city. Reflecting these statutory timescales, this strategy runs for four years, beginning in October 2020 and finishing in March 2024.<sup>1</sup>

Throughout this strategy we explain the links between our Strategic Equality Objectives and overarching Capital Ambition strategy, and our Corporate Plan. We identify clear actions that will contribute to us achieving our objectives and specify the groups we anticipate will benefit from their delivery.

This document should therefore be read in conjunction with the Council's Corporate Plan: Delivering Capital Ambition.

## Who is this Equality and Inclusion Policy and Strategy for?

Creating a successful inclusive city also means recognising that there are many causes of inequality and exclusion, and that these are often inter-connected and mutually reinforcing. People can be excluded because they have low income, are socially isolated, live in poor housing or due to poor health. Refugees and migrants, those with caring responsibilities, Looked After Children and Care Leavers are also likely to face additional barriers in accessing services and reaching their full potential.

As well as delivering our Public Sector Equality Duty to those with protected characteristics, our approach encompasses a wider aspiration to reduce inequalities of outcome which result from socioeconomic disadvantage. This approach equips the Council to prepare for the commencement of the Socioeconomic Duty of the Equality Act 2010, which is anticipated to initiate in March 2021 in Wales.

This document explains the steps that we are implementing to introduce the Socioeconomic Duty into our corporate reporting of activities against our Strategic Equality Objectives. This means that we are identifying and supporting practice which reduces socioeconomic inequalities across the council, something we recognise as particularly critical within the context of our recovery planning from the ongoing public health crisis.

A wealth of evidence from the public, private and voluntary sectors, along with peer-reviewed research, supports our view that a more equal city would deliver benefits for all our citizens, communities, colleagues and partners.

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1. Note that the statutory publication deadline for public sector bodies' Strategic Equality Objectives was postponed until October 2020 due to the Coronavirus pandemic.

### **Who is protected under the Equality Act 2010?**

It is against the law to discriminate against someone because of their protected characteristic(s). This is the term used in the Equality Act 2010 to identify the types of things that affect how people are treated and can mean people may experience discrimination.

- The protected characteristics are:
- Age
- Disability
- Gender reassignment
- Sex
- Sexual orientation
- Race
- Religion or belief (including non-belief)
- Pregnancy and maternity
- Marriage and civil partnership

## **Coronavirus and Inequality**

We reviewed this plan in light of the Coronavirus pandemic, recognising that without intentional action, the consequences of this crisis are likely to exacerbate existing inequalities in our society. Public services are now operating in a very different environment to the beginning of 2020 and supporting those most heavily impacted by the Covid-19 crisis has been at the forefront of our minds in recovery planning and in restarting our services. Our council-wide approach to recovery reflects the spirit of this strategy and our Strategic Equality Objectives.

Recognising that that the UK's departure from the European Union and the consequences of the Coronavirus pandemic mean we are working in a rapidly evolving environment, and that these factors are expected to greatly influence our future landscape, our Equality and Inclusion Strategy will be reviewed and updated at the mid-way point in its delivery, in 2022.

# Valuing Cardiff's Diversity

Cardiff is one of the oldest ethnically diverse communities in Britain. From the early 1800s to the time of the Second World War, migrants from more than 50 different countries came to the city to work in the coal export industry and occupations linked to international trade. In Butetown, we have records that suggest 50-60 nationalities lived side by side in just a few streets, as far back as the 1840's.

Throughout our Equality and Inclusion Strategy, we identify the relevant data regarding the outcomes and experiences of protected characteristic groups, low income households and other data relevant to inequality to ensure an evidence-led approach to our Strategic Equality Objectives.

**Appendix A** provides our evidence base for this strategy in greater depth and identifies further sources of equality data.

## Key facts and figures regarding equality and diversity in Cardiff:

1 in 5 Cardiff residents are from a Black or Minority Ethnic Background as a whole, and around 1 in 3 children of primary school age.

Around 17 % of Cardiff residents were born outside the UK.  
Over 100 languages and 160 dialects are spoken in Cardiff.

Around 18 % of Cardiff residents experience a long-term health problem or disability which limits their day to day activities.

The number of young people (under 18s) in Cardiff is projected to increase by 25 % over the next 20 years, compared to an all-Wales increase of 0.8 % .  
There will also be a 75 % growth in the number of people over 75.

Over 60,000 people in Cardiff live in the 10 % most deprived communities in Wales. If the 'Southern Arc' of Cardiff, from Ely in the West to Trowbridge in the East, was considered a single local authority area it would be the most deprived in Wales by a considerable margin.

# Our Commitments

## In everything we do

- We commit to fulfilling both the letter and spirit of our legal obligations under the Equality Act 2010, including the Wales Regulations, the Socioeconomic Duty, and any other subsequent legislation relating to equality. We require our contractors and the organisations that we fund to abide by all aspects of equality legislation that apply to them and to assist the council in upholding its obligations under the Public Sector Equality Duty.
- We commit to being a learning organisation, which improves its practice proactively, and is always ready to respond when issues arise. We will seek to understand and address the root causes of inequality and exclusion in Cardiff and to focus our efforts on tackling them. If we make mistakes, we will put things right and ensure we take lessons from our experience and that they inform how we work.
- We will measure and share our progress and success, both through our Annual Report for our Strategic Equality Objectives and through other channels, such as our stakeholder networks and communications channels.
- We will deliver and commission services that actively promote equality and inclusion.

## As an influencer and convener

- Wherever it is possible to do so, we will promote good equality and inclusion practice amongst our partners in the city and in our region, and seek to learn from their best practice, and that of other cities in the UK and beyond.
- We will engage with our communities and voluntary sector partners, listening to their views and taking them into account when we make decisions. To achieve this, we will make our information, services and products more accessible and inclusive.
- We will play our part in promoting good relations between people from different backgrounds and encourage our partners to maximise opportunities to support community cohesion and inclusion.

## As an employer

- We will recognise, support and empower those responsible for promoting equality in our organisation, particularly our staff networks.
- Ensure that equal opportunities are integral to how we recruit and treat our workforce.
- Address all allegations of discrimination, harassment, bullying and victimisation in an effective and timely manner.
- Have a workforce which is diverse in the widest possible sense and in which diversity of background and thought is valued.
- Use policies and practices that demonstrably enable colleagues to fulfil their potential and progress within our organisation.



# Making it happen

In the future, we want to become a model of good practice for other councils in Wales and UK cities for our approach to addressing inequality and delivering inclusive opportunity for our residents.

To achieve this, we are publishing this Equality and Inclusion Strategy with clear objectives and actions, which align throughout to our overarching Capital Ambition strategy and our Corporate Plan.

We will document our progress against this strategy through an annual report, which will be publicly available on our website. Each directorate responsible for delivery will report bi-annually on their activities to deliver the Strategic Equality Objectives, both through the Council's Corporate Performance reports and through their reporting against Directorate Delivery Plans.

Everyone working for Cardiff Council has a part to play in achieving our Strategic Equality Objectives, and service areas across the council were consulted during their development to identify opportunities to enhance and improve our practice.

We recognise that councillors and senior officers have a particular responsibility in providing active and visible leadership to support the implementation of our strategic vision for equality in the city.

## Integrating equality into everything we do

In addition to this Equality and Inclusion Strategy, we have a number of more detailed operational policies and programmes of work that support, complement and align with this overarching strategy. They set out specific goals and measures to address specific operational issues and should be read in conjunction with this strategy. Those seeking further information and context on particular areas of our Equality and Inclusion Strategy will find further information in the other strategies and policies identified throughout this document.

As new policies are developed or reviewed during the lifespan of this strategy, service areas will be encouraged to ensure alignment with the Equality and Inclusion Strategy and seek advice from our corporate Equality Team to achieve this. The key instrument to achieve this will be Equality Impact Assessments.

## Equality Impact Assessments

### What is an Equality Impact Assessment?

An Equality Impact Assessment (EIA) is a way of systematically taking equal opportunities into consideration when making a decision. Cardiff Council undertakes EIAs on significant changes to policy or services and decisions that could have disproportionate impacts on individuals or groups protected under the Equality Act 2010 and ensure consideration of the broader socioeconomic impact of the change to ensure compliance with the Socioeconomic Duty.

### Equality Impact Assessments enable the Council to:

- Demonstrate due regard for the provisions of the Public Sector Equality Duty
- Identify possible negative impacts of decisions on individuals and groups with protected characteristics and plan mitigating action accordingly
- Identify additional opportunities to advance equality within policies, strategies, and services

We believe that it is good practice when developing a policy or strategy or a new initiative to anticipate the likely effects it may have and to take steps to prevent or minimise any likely harmful effects especially on persons who share any of the characteristics that are protected under the Equality Act.

This ensures that disadvantaged groups are not further disadvantaged by the policies and strategies we adopt. It also ensures that councillors are properly advised of the potential effects of proposals before they take decisions that affect people's lives.

When developing a policy or initiative, council officers are advised to seek the views of people who share protected characteristics to find out how it is likely to affect them, and to use those views to inform their impact assessments and recommendations to Councillors.

We undertake Equality Impact Assessments by working methodically through a number of questions to identify groups that may be affected, identify and analyse relevant data regarding the affected group, and produce analysis of the impact based on the available evidence. The final section of the Equality Impact Assessment requires any negative impacts and mitigating actions to be noted.

# Equality and Inclusion Strategy 2020-2024

## Introduction

The Council's vision of a fairer, more inclusive city where everyone can share in its success is set out in our Capital Ambition Strategy. While it is a great place to live, Cardiff is not immune to the long-standing inequalities and discrimination that affect all major cities.

This strategy provides a clear framework for promoting equality and inclusion and embedding the requirements of the Equality Act 2010 in everything we do. The key purpose of us setting these equality objectives is to drive better outcomes for people who experience disadvantage related to their protected characteristics and as a result of socioeconomic inequality.

These objectives aim to remove barriers, promote equality of opportunity, promote good relations and improve our performance in meeting our duties. We recognise that achieving these objectives is a long-term goal which will require concerted, proactive and on-going action in order to evidence change.

The challenge in closing the inequality gap amid the uncertainty of the UK's exit from the European Union and the impact of Coronavirus adds further impetus to the delivery of our objectives. Over the first year we intend to put in place the foundations to deliver this strategy effectively. During the lifespan of this strategy we will achieve high standards in all areas, ensuring that by 2024 we are modelling good practice across the organisation as a whole and that people and organisations, in Cardiff and beyond, look to the Council as a model of good practice in addressing inequality and inclusion.

We will regularly revisit this strategy to ensure it remains relevant and in particular that it reflects an up to date understanding of the drivers of inequality in Cardiff.

## Consultation regarding our Strategic Equality Objectives

Our cross-cutting Strategic Equality Objectives are informed by evidence regarding inequality in Cardiff. This includes evidence gathered during our consultation with residents, staff and our partners regarding our proposed Strategic Equality Objectives and the actions required to deliver them. **Appendix A** summarises the public consultation and evidence gathering process in detail, and how our consultation influenced this strategy.

# Our Strategic Equality Objectives 2020-2024

## **Objective 1 - To develop and deliver services which are responsive to Cardiff's inequality gap.**

Summary - We will deliver inclusive services and partnerships which actively address inequality and exclusion and enable all of Cardiff's residents to realise their potential and live safely.

## **Objective 2 - To lead the way on equality and inclusion in Wales and beyond.**

Summary - We will demonstrate leadership on equality and inclusion in Wales, holding ourselves to a high standard so others will look to us as a source of good practice.

## **Objective 3 - Cardiff is accessible to everyone who is living, visiting or working in the city.**

Summary - We will apply inclusive design principles to create city infrastructure that provides an inclusive and barrier free environment for our residents and wider region. This will enable everyone to participate equally, confidently and independently in city life.

## **Objective 4 - To build an inclusive and representative organisation.**

Summary - We will implement actions to ensure the Council workforce better reflects the diversity of the city we serve, and be a workplace where colleagues feel confident about being themselves at work.

Taken together, these objectives relate to each aspect of the council's roles as an employer, as a provider of services, as a facilitator of resilient communities and as a leading agency in the city.

In the following pages of this strategy, we set out what we will do or are already doing to achieve these objectives, why we have chosen them, how we will measure progress and who we think will benefit in particular from their delivery.

# Timeline

2020

- Establish the foundations to deliver this strategy effectively.
- Introduce bi-annual corporate performance reporting for our objectives across all service areas responsible for delivery, for both the corporate plan and directorate delivery plan actions identified in this document.
- Identify and collect baseline measures to inform and set longer-term targets.
- Produce high-quality Equality Impact Assessments throughout Coronavirus recovery planning as council services adapt to social distancing requirements and restart delivery

2021

- Support the Council's directorates and our stakeholders to understand the data regarding Coronavirus' and EU-Exit's impact on residents with protected characteristics and those experiencing socioeconomic disadvantage.

2022

- Complete a mid-point review of the Equality and Inclusion Strategy and our objectives.
- Identify gaps and issues, particularly those which have emerged as a result of the Coronavirus pandemic, and review our targets.

2023

- Ensure high standards are being met in all areas.
- Continue to review our practice and provide constructive challenge for service areas to ensure we are delivering all possible actions to promote equality and inclusion across the council.
- Deliver a consultation on our next Equality and Inclusion Policy and Strategy and its objectives.

2024

- Complete a self-assessment using the Local Government Association's Equality Framework to measure our progress.
- Develop and publish our new Equality and Inclusion Strategy and Strategic Equality Objectives for 2024-2028, building upon the successes and learning from this Strategy.

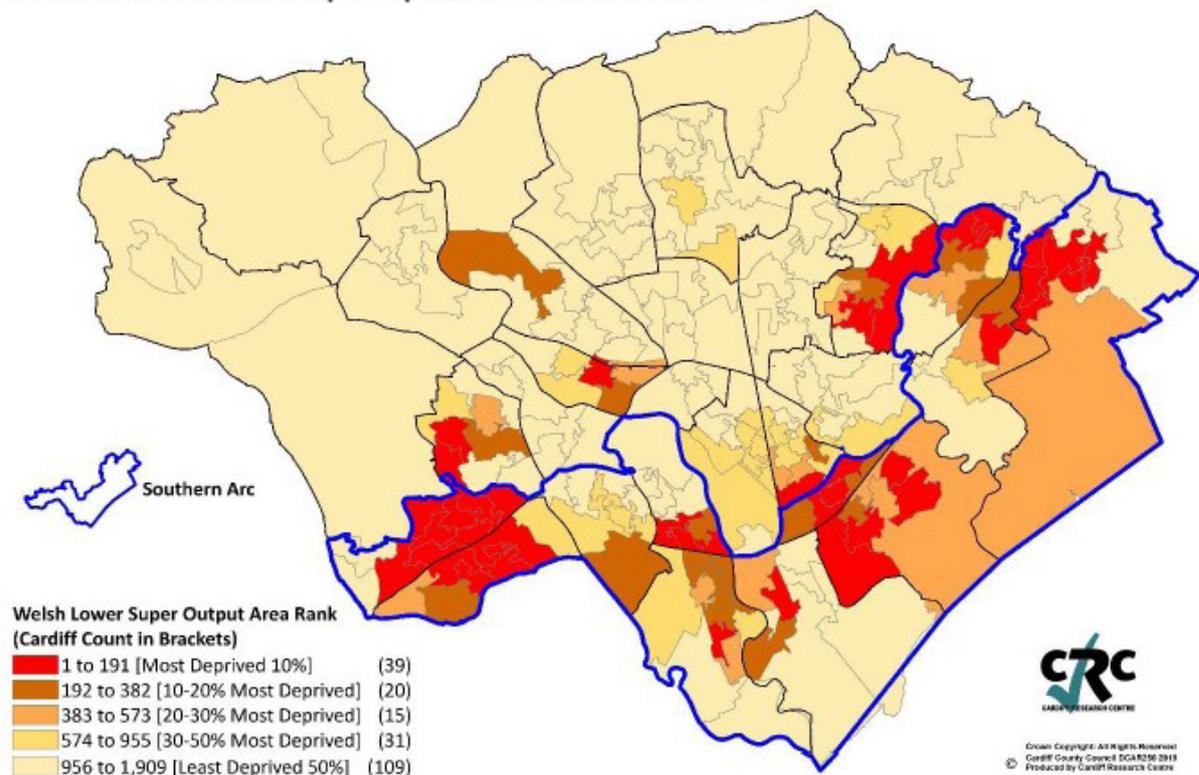
**We will annually report on our progress and our reports will be available on our website.**

# Objective 1: To develop and deliver services which are responsive to Cardiff's inequality gap

## Introduction

Cardiff is home to some of the most and least deprived wards in Wales. Almost a third of Cardiff residents experience material deprivation, with a high percentage of children living in workless and low income households.<sup>2</sup> Only two other local authorities in Wales, Merthyr Tydfil and Newport, have a higher percentage of their population living in the poorest communities in Wales.<sup>3</sup>

2019 Welsh Index of Multiple Deprivation: Cardiff - Overall Ranks



2. See: Cardiff Local Well-Being Assessment, [Cardiff is a fair, just & inclusive society: Poverty](#)
3. Welsh Index of Multiple Deprivation 2019, [Overall Deprivation, Percentage of LSOAs in the 10 % Most Deprived Areas in Wales \(Ranked 1-191\)](#)

Despite Cardiff's economic growth during the last 30 years, the patterns of poverty and inequality that emerged a generation ago remain. There are dramatic disparities in deprivation between the Southern Arc of Cardiff<sup>4</sup> and the rest of the city. In addition, ethnic minorities and those with a work-limiting disability are more vulnerable to long term unemployment.<sup>5</sup>

The majority of school leavers who do not make a successful transition to further education, training or employment, live in the more deprived areas of the city. Although school performance across the city has improved significantly over recent years, too many schools are underperforming, particularly in the city's most deprived communities. Similarly, the gap between those pupils who receive free school meals (FSM) and those that do not remains substantial, indicating that too many children living in financial poverty are not achieving their potential in school.

To achieve the vision of a fair, just and inclusive Cardiff set out in our Well-being Plan 2018-2023, Cardiff must be a city which is a great place to live and work for all its citizens, regardless of background or the community in which they live.

Our activities against this objective are how we will ensure that public services are designed and delivered to ensure that the city's most vulnerable citizens and communities are supported, and that the substantial and rising gaps in housing, prosperity and skill levels between communities in the city is reduced.

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4. The Southern Arc comprises the following wards: Adamsdown, Butetown, Caerau, Canton, Ely, Grangetown, Llanrumney, Riverside, Rumney, Splott, Trowbridge. Some of the LSOAs do not exactly fit the current boundaries but have been attributed to the area on a best-fit basis.

5. See: Cardiff Local Well-Being Assessment: [Evidence Base, Cardiff is a fair, just & inclusive society](#).

## Housing

### Increasing the supply of affordable homes

Like other UK cities, housing is one of the key components of inequality in Cardiff. Bold action is needed to avoid the city becoming a place with a dwindling number of ‘housing haves’ and thousands more becoming the ‘renting rest’. Housing in Cardiff is relatively unaffordable compared to other core cities,<sup>8</sup> with the average house costing nearly seven times the average salary. Only in Bristol and Manchester is housing less affordable.<sup>9</sup>

Average private rents have risen faster than average earnings in Cardiff over the past 6 years, making housing less affordable for tenants. Between 2014 and 2019, average private rents went up 27%,<sup>10</sup> while average individual earnings increased by just 9% for full time workers and 17% for part time workers.<sup>11</sup> Young, BAME and non-UK born residents are disproportionately represented in the rapidly expanding private rented sector<sup>12</sup> and the number of households with children renting privately has grown, particularly for single mothers.<sup>13</sup>

The growing shortage of housing has resulted in prices and rents rising rapidly, with 25.5% of Cardiff residents living in poverty once housing costs are taken into account.<sup>14</sup> Welfare reforms have made the private rented sector more unaffordable for low-income households in Cardiff. Those renting privately or trying to buy their first home feel this pressure more acutely.<sup>15</sup>

High house prices can mean a decrease in living standards as a higher proportion of income is spent on housing costs. It can also have a detrimental impact on people’s mental well-being and life choices, such as when they can afford to have children, and is a driver of intergenerational inequalities.

8. Meaning large regional cities in the United Kingdom outside Greater London.

9. Office for National Statistics, [House price to residence-based earnings ratio](#), 2020

10. Stats Wales, Housing, [Private Sector Rents](#), 2014-2019

11. Annual Survey of Hours and Earnings, [Cardiff Full time/ Part time Annual Earnings 2014-2019](#)

12. See: Cardiff Local Housing Market Assessment 2015 and, House of Commons Library, Briefing Paper: [Home Ownership and Renting: Demographics & Census 2011](#)

13. The percentage of households with dependent children renting privately has increased from 8.4% in 2001 to 19.6% in 2011. [Census 2001, 2011](#), 14. ONS, Households in poverty estimates for middle layer super output areas in England and Wales, [Percentage of Households Below 60% of the Median Income; \(after housing costs\)](#) (Average of all Cardiff MSOAs)

15. Ask Cardiff 2016 Survey, 33.6% of young people reported feeling ‘very concerned’ about housing costs, compared to just 12.8% of those aged over 55.

## Reducing overcrowding

Overcrowding is a problem for some Cardiff residents, and disproportionately affects some groups, forcing them to live in unhealthy conditions. Evidence illustrates that, across Wales, BAME residents and Gypsies and Travellers are at greater risk of overcrowding and are less likely to find suitable accommodation for their household size than other ethnic groups.<sup>16</sup>

Intergenerational overcrowding has been identified as a contributing factor of increased risk for Covid-19 transmission.<sup>17</sup> The Council's work to improve local housing supply and accessibility through the construction of 6,500 new affordable homes by 2026 will be key to alleviating the issues of overcrowding which disproportionately affect BAME households.

	What we will do	Particularly relevant groups	Links to
1.1	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.	All residents, particularly low income households, BAME residents & young people.	Corporate Plan
1.2	Deliver 2,000 new Council homes, of which at least 1,000 will be delivered by May 2022.	All residents, particularly low income households, BAME residents & young people.	Corporate Plan

16. Ethnic group by occupancy rating (rooms), [Census 2011](#) & Shelter Cymru & Tai Pawb, [Homelessness amongst people from Black and Minority Ethnic Populations in Wales](#), 2015

17. Aldridge RW, Lewer D, Katikireddi SV et al. (6 May 2020). [Black, Asian and Minority Ethnic groups in England are at increased risk of death from COVID-19: indirect standardisation of NHS mortality data](#) [version 1; peer review: awaiting peer review]. Wellcome Open Res 2020, 5:88 & The Institute for Fiscal Studies (1 May 2020) - [Are some ethnic groups more vulnerable to COVID-19 than others?](#)

## Improving private rental conditions and terms will support children, BAME residents and residents born outside the UK

The Private Rented Sector (PRS) is characterised by some of the worst housing conditions and relative insecurity. These factors, combined with rising rents and welfare reform, mean that the termination of a Private Rented Sector tenancy is one of the most common reasons that a Cardiff household would be at threat of homelessness.<sup>18</sup>

Certain BAME groups, and households that include children, particularly those born outside the UK, are more likely to be found in this tenure.<sup>19</sup> Non-UK born residents, and BAME residents who are UK nationals, can also face barriers in accessing the Private Rented Sector as a result of the UK Government's 'Right to Rent' regulations.<sup>20</sup> This effect may be further exacerbated by extensive reform to the UK's immigration system, which will be introduced from January 2021.

	What we will do	Relevant to	Links to
1.3	Work to end the city's housing crisis by driving up the standards in the private rented sector and in the city's high-rise buildings by taking enforcement action against rogue agents and landlords letting and managing properties.	Young people, BAME residents & lower income households	Corporate Plan

## Accessible, specialist and supported homes

Disabled and older people suffer from a lack of accessible or adaptable homes.

These homes have an important part to play in ensuring older and disabled people have accommodation that meets their needs, and that they can live as independently as possible.

Like many other areas, Cardiff's older population is projected to increase considerably over the next 20 years. This presents a number of housing challenges. Increased incidence of age-related conditions such as mobility or sensory impairment, frailty and chronic diseases, means that more residents are likely to require specialist accommodation or additional assistance to remain living in their current homes.

18. See Statistics for Wales, [Homelessness in Wales 2018-2019](#).

19. Census 2011, BAME: 15.3% of population; 22.2% of those renting privately/living rent free. The percentage of households with dependent children renting privately has increased from 8.4% in 2001 to 19.6% in 2011. [Census 2001, 2011](#).

20. Joint Council for the Welfare of Immigrants, [Evaluation of the Right to Rent scheme](#), 2015

Poor or unsuitable housing can impact disproportionately on older peoples' physical and mental health, independence and wellbeing.

The delivery of our Older Persons Housing Strategy<sup>21</sup> will respond to these challenges and achieve a suitable supply and balance of accommodation types, enabling older people to live independently for as long as possible, with access to appropriate services and support.

We will also continue to deliver our Disabled Facilities Grant scheme, providing disabled residents with better freedom of movement in and around their home and helping out with the costs of adapting homes to meet residents' needs.<sup>22</sup>

	What we will do	Relevant to	Links to
1.4	<p>Deliver the Older Persons Housing Strategy to support independent living, fully understanding older people's housing needs and aligning work between Council and Health Services including:</p> <ul style="list-style-type: none"> <li>• Working to build and refurbish 'care-ready' schemes for older people;</li> <li>• Continuing the development of person-centred information, advice and assistance for older people and those with disabilities, including the development of performance measures for the service;</li> <li>• Developing innovative models of care, support and nursing services.</li> </ul>	Older people & those with caring responsibilities	<p>Corporate Plan</p> <p>Older Persons' Housing Strategy</p>
1.5	Deliver the Disabled Facilities Grant scheme to support households where there is a disabled person living in the property as their main residence.	Disabled people, those who experience physical or mental ill health, older people & those with caring responsibilities.	Disabled Facilities Grant Scheme

21. Cardiff Council, [Older Persons' Housing Strategy](#)

22. Cardiff Council, [Disabled Facilities Grant](#)

Multiple sources of evidence demonstrate that Gypsies and Travellers experience some of the worst outcomes of any ethnic group across a wide range of social indicators. The Equality and Human Rights Commission has published a number of reports highlighting the multiple inequalities experienced by Gypsies and Travellers. The contributory factors are complex and often inter-related, but include deprivation, social exclusion and discrimination.<sup>23</sup>

The Housing Wales Act 2014 places a statutory duty on local authorities in Wales to assess the accommodation needs of Gypsies & Travellers in their area. The Act also places a statutory duty upon the authority to provide for that need. Cardiff's Gypsies and Travellers Accommodation Needs Assessment<sup>24</sup> reveals an evidenced need for appropriate accommodation. Progressing the delivery of this provision will be key to improving housing and health outcomes for our Gypsy and Traveller community.

	What we will do	Relevant to	Links to
1.6	Meet our statutory duties in relation to the accommodation needs of Gypsies and Travellers in Cardiff, in line with Cardiff's Local Development Plan.	Gypsies and Travellers	Gypsies and Travellers Accommodation Assessment Duties under the Housing (Wales) Act 2014 Local Development Plan & Annual Monitoring Report

23. Equality and Human Rights Commission, [Is Britain Fairer? The state of equality and human rights 2018](#)

24. Cardiff Council, [Gypsy and Traveller Accommodation Assessment, February 2016](#)

## Our vision to end homelessness

Homelessness is an issue of extraordinary significance for Cardiff. During the Coronavirus lockdown we delivered an extensive programme of support for homeless people in our city to ensure that no one was left behind and every resident had a safe place to self-isolate, maintain social distancing and have food security.

Our collective action to protect rough sleepers and those at imminent risk of homelessness during this time has been nothing short of life changing for so many of those who have been supported. We are clear that there can be no going back and the ‘everybody in’ programme of housing assistance must point the way to ending homelessness for good in Cardiff.

Prior to the pandemic, the Council’s strategy for supporting rough sleepers to access comprehensive and specialist support had already made significant progress in its first year. Two thirds of Cardiff’s rough sleepers were assisted into housing and support within the first twelve months.<sup>25</sup> In spring and summer 2020 we accelerated our programme of change in partnership with our colleagues from the statutory, voluntary and private sectors, and by April 2020, every single rough sleeper in the city had a safe space to sleep and access to enhanced specialist support during the day.

We have set out an ambitious vision for ending homelessness in Cardiff. It is a whole system change for homelessness support, which prioritises high quality multi-agency assessment, rapid rehousing and specialist accommodation support for those with the most complex needs. Implementing this model is one of the most ambitious and essential components of our vision for tackling inequality in Cardiff. A home is critical to a person’s health, dignity, safety and inclusion in our community.

While people can be homeless for a variety of reasons, the shortage of affordable housing, compounded by welfare reforms, including reductions in Local Housing Allowance rates and the benefit cap, are important factors.

Our ambitious programme for addressing homelessness in Cardiff will also be instrumental in shaping the outcomes of a number of protected characteristic groups in the city. In 2019, Black and Minority Ethnic residents were overrepresented amongst households requesting homelessness assistance, making up 29.5 % of requests for support.<sup>26</sup> Research from Shelter Cymru and Tai Pawb also suggests that homelessness amongst BAME residents in Wales may be even more widespread than this data suggests due to hidden homelessness and gaps in existing data sets.<sup>27</sup>

25. Cardiff Council, Homelessness data, 2018 & 2019

26. Stats Wales, [Households for which assistance has been provided during the year, by ethnic group of applicant, Cardiff, 2018-2019](#) (Excluding ‘ethnicity not known’)

27. Shelter Cymru & Tai Pawb, [Homelessness amongst people from Black and Minority Ethnic Populations in Wales](#), 2015

Refugees and asylum seekers,<sup>28</sup> young people,<sup>29</sup> those who have suffered domestic abuse<sup>30</sup> and LGBT+ people<sup>31</sup> are also groups who experience additional risk of homelessness. There are also a disproportionate number of people experiencing homelessness who are disabled or experience physical or mental ill health, with research from Crisis finding that homeless people were nearly twice as likely to have experienced mental ill health as the general population. The same research shows that as a person's housing becomes more stable, the rate of serious mental illness decreases.<sup>32</sup>

Since 2015, the number of households seeking homelessness assistance who are assessed as vulnerable due mental illness has increased from 21 to 90 in 2019.<sup>33</sup>

	What we will do	Relevant to	Links to
1.7	<p>Continue to deliver the Rough Sleeper Strategy and the Homelessness Strategy including:</p> <ul style="list-style-type: none"> <li>• Taking forward the Strategic Review of services for single homeless;</li> <li>• Reviewing and improving emergency accommodation, continuing to ensure no one has to sleep out in Cardiff;</li> <li>• Extending the capacity of the Housing First schemes using both social and private rented sector homes and developing plans to make the scheme sustainable;</li> <li>• Continuing to develop the multi-agency team around rough sleepers, improving support available for those with substance misuse, and for those with co-occurring mental health and substance misuse issues.</li> <li>• Strengthening links with the criminal justice system through enhanced probation input into the team.</li> </ul>	<p>Disabled people, people with mental ill health, single people on low incomes, refugees &amp; victims of domestic violence.</p>	<p>Corporate Plan Rough Sleeper Strategy Homelessness Strategy</p>

28. See: House of Commons Library, [Homelessness among refugees](#), 2018

29. Wales Centre for Public Policy, [Youth homelessness and care leavers: Mapping interventions in Wales](#), 2018

30. Safe Lives, [Safe at Home: Homelessness and domestic abuse](#), 2018

31. According to Albert Kennedy Trust, almost one in four young homeless people identifies as LGBT, [LGBT Youth Homelessness: A UK National Scoping of Cause, Prevalence, Response & Outcome](#), 2015

32. See: Crisis, [Mental Health](#)

33. Households found to be eligible for assistance, unintentionally homeless and in priority need during the year: Priority - Households where a member is vulnerable due to: Mental illness / learning disability / learning difficulties, [Stats Wales, Cardiff, 2015-2019](#)

## An inclusive and fair economy

Our vision for a fairer city economy has never been more important. Coronavirus has plunged the world into the worst economic crisis since the Great Depression and has led to nationwide job losses. Nowhere is feeling the economic and social impact of Covid-19 in the UK more than its cities and largest towns. Together, they account for around 60 % of the UK's economic output and are home to more than half the UK population.<sup>34</sup>

Alarming, job losses have disproportionately impacted disadvantaged groups, including those with less formal education, young people and those on temporary or insecure contracts. Whilst the full impact of the crisis is not yet known, pandemics of the past have hit low earners' job prospects and earnings hardest.<sup>35</sup>

There is still much uncertainty regarding our economic recovery trajectory, but one thing is clear: we will need to not only maintain, but accelerate, our momentum to create a more inclusive city economy. Such action is essential if we are to prevent the entrenchment and worsening of inequality in our city in the years to come.

Covid-19 has highlighted the insecurity pulling many low-paid workers into poverty, and Cardiff is no exception. Delivering quality secure jobs can, and must, play a central role in our city's recovery. This will need decisive and preventative action focused on supporting those who have experienced the economic fallout of the pandemic most acutely, not only through supporting job creation, but also delivering targeted into-work support for those who have lost their employment, or are trying to get a foot on the ladder for the first time as they leave school or university.

Existing economic disparities could lead to a profoundly devastating and disproportionate impact of Covid-19 on people from ethnic minority backgrounds. Black and Minority Ethnic groups are more likely to be unemployed and in precarious work than their White counterparts and a recent report revealed that Black and Minority Ethnic millennials are 47 % more likely to be on a zero hours contract.<sup>36</sup> Recent UK-wide evidence indicates that women from Black and Minority Ethnic backgrounds in particular, are experiencing a significant and disproportionate economic burden as a result of Covid-19.<sup>37</sup>

34. See analysis by: Centre for Cities, [What does the Covid-19 crisis mean for the economies of British cities and large towns?](#)

35. International Monetary Fund, [How Pandemics Leave the Poor Even Farther Behind](#), 2020

36. UCL Institute of Education (IOE), Carnegie UK Trust, and Operation Black Vote, [Race Inequality in the Workforce: Exploring connections between work, ethnicity and mental health](#), 2017

37. Women's Budget Group, LSE, Queen Mary University of London, Fawcett Society, [BAME women and Covid-19 – Research evidence, 2020](#)

**SEE ALSO:**

Objective 2: To lead the way on equality and inclusion in Wales and beyond: Race Equality Taskforce & Living Wage Action Plan

Objective 4: To build an inclusive and representative organisation

Cardiff's labour market should be open and accessible to everyone but currently this is not the case. Disabled people and people from Black and Minority Ethnic backgrounds are underrepresented in the city workforce and are more likely to experience low pay.<sup>38</sup>

Cardiff's diverse population and powerful sense of its history as a port city and migration hub, presents employers with a unique opportunity to employ talented workers from a huge range of backgrounds and experiences. However workplaces and work cultures are too often not inclusive and recruitment and progression for some, is still limited by discrimination and bias. The Council is determined, both as an employer and as a convener for change, to develop exemplary employment practices to eliminate this, and to encourage other major employers to do the same.

	<b>What we will do</b>	<b>Relevant to</b>	<b>Links to</b>
1.8	<p>Further improve the Into Work Service by continuing to integrate employment support services. This will include:</p> <ul style="list-style-type: none"> <li>• Reviewing support for care-experienced young people to ensure it is meeting their needs;</li> <li>• Fully aligning the 'Learning for Work' programme offered through Adult Community Learning with the Into Work Service;</li> <li>• Providing effective employer engagement and assistance into self-employment;</li> <li>• Continuing to promote and extend volunteering opportunities.</li> </ul>	<p>Young people, Older people, Disabled People, BAME people, women &amp; lower income households.</p>	<p>Corporate Plan</p>

38. [Annual Population Survey 2019-2020](#)

## A great place to grow up for children of all backgrounds

Children who grow up in poverty are found to have lower educational attainment, have higher incidence of behavioural problems and risky behaviours as well as the early signs of latter life health problems such as obesity. These are all known to be contributing factors to patterns of social mobility, health inequalities and poverty in future generations of children.<sup>39</sup> There is a link between deprivation and early year's attainment. In Cardiff, an attainment gap of 9.6 % exists between those eligible for Free School Meals (FSM) and those not, at the end of Primary School. Whilst this is lower than the Wales gap of 14.2 %, and the gap has narrowed considerably over the last decade, there is further work required to support these young people to achieve their potential.

The council's broader work to address socioeconomic inequality in Cardiff, as detailed throughout this Strategy, will help to address the root causes of child poverty and improve social mobility for future generations.

### Provision for children with Additional Learning Needs

Children with Additional Learning Needs (ALN) are less likely to do well at school than their peers. To help improve outcomes for ALN learners, we will be developing improved models of alternative education provision for learners who are struggling to manage the demands of a full time mainstream curriculum. This will include refreshing the Cardiff Accessibility Strategy and guidance for schools to ensure disabled children and young people and those with healthcare needs are effectively included in learning.

	What we will do	Relevant to	Links to
1.9	Develop improved models of alternative education provision for learners who are struggling to manage the demands of a full time mainstream curriculum. We will do this by reshaping and enhancing specialist provision and services for pupils with additional learning needs to ensure sufficient, high-quality provision is available to meet the current and projected need from 2019 to 2022.	Young people, people from low income backgrounds, those who experience physical and/or mental ill health & disabled people.	Corporate Plan

39. See research collection by Economic and Social Research Council, [Child poverty casts a long shadow over social mobility](#)

## Cardiff Commitment and supporting young people’s transition into work

With growing fears about the potentially devastating impact of Coronavirus on young people’s job prospects,<sup>40</sup> our ambitious Cardiff Commitment programme will be even more critical to support Cardiff’s young people reach their full potential. The Cardiff Commitment brings the public and private sectors together to connect the city’s young people to diverse work opportunities in a range of sectors.<sup>41</sup>

Young earners have felt the disproportionate impact of the coronavirus crisis. These employees are more likely to have lost work or been furloughed due to the crisis than those of prime age, and have experienced the biggest pay swings with large proportions losing earnings.<sup>42</sup>

We recognise that some young people are faced with additional, and significant, challenges and barriers to labour market progression, including those from low income families,<sup>43</sup> care leavers,<sup>44</sup> and some BAME young people,<sup>45</sup> and will seek to bring particular focus to those groups. We are determined to create the environment in which young people from all backgrounds, and particularly our most vulnerable young people, are supported to achieve their full potential and make a successful transition into adulthood and the world of work. It is only by delivering this that we will break entrenched cycles of generational poverty.

	What we will do	Relevant to	Links to
1.10	<p>Support young people into education, employment or training by delivering the Cardiff Commitment, with a focus during the academic years 2019/20 and 2020/21 upon:</p> <ul style="list-style-type: none"> <li>• Creating school/business partnerships that target skills development in the key economic growth sectors of the Cardiff Capital Region;</li> <li>• Introducing targeted programmes of support and mentoring for young people</li> </ul>	<p>Young people, people from low income backgrounds, BAME residents, disabled residents &amp; women and girls.</p>	<p>Corporate Plan</p>

40. See: Resolution Foundation, [Young Workers in the Coronavirus Crisis: Findings from the Resolution Foundation’s Coronavirus survey](#), May 2020

41. Find out more: [Cardiff Commitment](#)

42. Resolution Foundation Young Workers Survey

43. OECD, [A Broken Social Elevator? How to Promote Social Mobility](#), 2018

44. Become Charity, [Care: The Facts- employment](#).

45. UK Government, [Ethnicity Facts and Figures, Work, Pay and Benefits](#)

Research from the OECD found that social mobility is so frozen that it would take five generations for a poorer family in the UK to reach the average income.

## Looked after children & care leavers

We have a commitment to ensure that children thrive in our care. Nationally, 47% of all care leavers are not in education, training or employment 12 months after leaving care.<sup>46</sup> Improving educational attainment and providing better integrated support will provide an essential foundation to improve outcomes for looked after children and care leavers in Cardiff.

Care leavers are expected to become independent and self-sufficient much earlier than their non-care peers, accelerating their transition to adulthood. Our renewed Corporate Parenting Strategy Action Plan will drive action to improve outcomes and wellbeing for Looked After Children and Care leavers by ensuring that they have greater access education, training and employment opportunities and can achieve their potential.

	What we will do	Relevant to	Links to
1.11	<p>Implement the renewed Corporate Parenting Strategy Action Plan by March 2023 to improve outcomes and well-being for Children Looked After by:</p> <ul style="list-style-type: none"> <li>• Developing partnership arrangements around access to education and educational attainment for Children Looked After;</li> <li>• Improving transition and progression into education, employment or training for care leavers by March 2021</li> </ul>	Young people, Looked After Children and care leavers.	Corporate Plan Corporate Parenting Strategy & Action Plan

46. Welsh Government Review: [Extending corporate parenting across public services: looked after children](#), 2020

## Mental health services for young people

Children and young people across the UK have had their lives turned upside down by the pandemic. Almost every young person has had to adjust to dramatic changes in their education or employment, routine and home life.

Some have experienced bereavement or other traumatic experiences during the lockdown period, while groups who were already marginalised or disadvantaged are now likely to become more so. Research by Young Minds found that 80 % of young people with a history of mental health needs agreed that the Coronavirus pandemic had made their mental health worse, and 87 % reported feeling lonely or isolated during the lockdown period.<sup>47</sup>

Emerging evidence also indicates that the impact of coronavirus is amplifying the inequalities associated with social determinants of young people's mental and physical health, with some children more vulnerable to the mental health impacts of the pandemic. This includes those with pre-existing mental health and neurodevelopmental conditions, as well as children in homes where domestic violence is a concern and children and young people who are living in poverty.<sup>48</sup> Children from Minority Ethnic groups are more likely to experience poor health outcomes and, therefore, are more likely to experience mental health difficulties during the pandemic.<sup>49</sup>

This context adds further impetus to our work to transform mental health and emotional well-being support for young people in the city.



47. Young Minds, Coronavirus: [Impact on Young People with Mental Health Needs](#), 2020

48. Evidence Based Practice Unit, [Emerging Evidence: Coronavirus and children and young people's mental health](#), June 2020

49. Ibid

	What we will do	Relevant to	Links to
1.12	<p>Improve mental health and emotional well-being for young people by working in partnership to deliver an integrated approach to children and young people's emotional and mental health support across the child's journey by March 2023 by:</p> <ul style="list-style-type: none"> <li>• Reviewing the effectiveness of the integrated referrals for the Barnardo's Family Wellbeing Service through the Family Gateway;</li> <li>• Developing an approach to joint assessment across Early Help teams and commissioned services to ensure family needs are met by June 2020;</li> <li>• Working with the Cardiff and Vale University Health Board (UHB) to recruit two Young People's Emotional Health and Wellbeing specialists to work alongside the Family Help, Support4Families and Cardiff Parenting teams by June 2020;</li> <li>• Working with the Cardiff and Vale UHB to develop trusted referrer pathways from Early Help teams into the proposed NHS Single Point of Access Emotional and Mental Health Hub by January 2021;</li> <li>• Piloting the role of resilience workers with the Cardiff and Vale UHB to build capacity for schools to address the numbers of children affected by multiple adverse childhood experiences;</li> <li>• Delivering emotional and mental health support for young people through youth work intervention and the Curriculum for Life programme by April 2021.the Curriculum for Life programme by April 2021.</li> </ul>	<p>Young people, those who experience mental ill health, BAME residents, children from low-income families, disabled children, LGBT+ children &amp; Looked After Children.</p>	<p>Corporate Plan</p>

## Youth Justice Service

For a small number of children, the risks in their lives, their poor choices, or the actions of adults putting them in harm's way, may bring them close to or into the youth justice system as they come to the attention of police or are arrested. These children can do harm to others, their families and their futures. Our focus is on both these groups – the children causing the harm and those harmed or at risk of harm. At the heart of our work is the knowledge that these are first of all children and only secondly are they children in the youth justice system.

The vast majority of young offenders in Cardiff are male.<sup>50</sup> Across the UK, young people from Black and mixed Black-White backgrounds are over-represented in the criminal justice system and those from White and Asian backgrounds are under-represented. Evidence illustrates that Looked After Children are also significantly over-represented in young offender institutions across the UK.<sup>52</sup>

Children and young people who are in contact with the justice system have worse health outcomes than children in the general population and are likely to have experienced adverse childhood experiences (ACEs).

Our Youth Justice Development Strategy, 'All of Our Futures',<sup>53</sup> will transform youth justice services in Cardiff to deliver high quality prevention, early intervention and support services to young people in Cardiff. Getting this right will provide a better future for children in the youth justice system and keep children and our communities safe from harm.

	What we will do	Relevant to	Links to
1.13	Deliver the All of Our Futures Youth Justice Development Strategy by <ul style="list-style-type: none"> <li>• Completing a service review of the Youth Offending Service by 2021</li> <li>• Closer aligning the Youth Offending Service with the Adolescent Service provision, in order to reduce offending/re-offending rates.</li> </ul>	Young people, those who experience mental ill health, BAME residents, children from low-income families, Looked After Children & Care Leavers.	All of Our Futures Youth Justice Development Strategy

50. 88 % of young people supported by the Youth Justice Service are male (as of July 2020), Cardiff Council data

51. See: Ministry of Justice, [Race and the criminal justice system statistics](#), 2018

52. See: Prison Reform Trust, Independent Review chaired by Lord Laming, [In Care, Out of Trouble, How the life chances of children in care can be transformed by protecting them from unnecessary involvement in the criminal justice system](#), 2016

53. Cardiff Council, [All of Us: Youth Justice Development Strategy](#), 2020-2022

## Tackling violence against women and girls

In response to the Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015, and the subsequent national strategy, partners in Cardiff and the Vale of Glamorgan developed their regional Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) Strategy 2018-2023 – 'It's In Our Hands'.

Whilst anyone (women, men, children and young people) can experience and be affected by domestic abuse and sexual violence, evidence illustrates that women and girls are disproportionately affected. In 75% of the domestic abuse-related crimes recorded by the police in the year ending March 2019, the victim was female.<sup>54</sup>

Our partnership strategy sets out high standards for VAWDASV services and a strong focus on prevention to ensure that people who live, work, study in, and visit, our region have the opportunity to live positive, independent lives without being affected by violence and abuse.

	What we will do	Relevant to	Links to
1.14	Deliver the actions identified in the Cardiff & Vale of Glamorgan Violence against Women, Domestic Abuse and Sexual Violence Strategy 2018-2023, including the delivery of a regional service for male victims.	Women & girls, men, those who experience domestic abuse, children & young people.	Cardiff & Vale of Glamorgan Violence against Women, Domestic Abuse and Sexual Violence Strategy 2018-2023



54. Office for National Statistics, [Domestic abuse victim characteristics, England and Wales: year ending March 2019](#)

# Objective 2: To lead the way on equality and inclusion in Wales and beyond

## Introduction

It is essential that Cardiff, as the Welsh capital, sets high standards for equality. With complex technological, demographic, environmental and political drivers of change likely to reshape Wales' capital city and region in the coming years, taking action on growing inequality must and will remain a key priority for Cardiff as we enter the new decade.

We want people to look to the Council, and the city as a whole, as a model of good practice in addressing inequality and inclusion. Our learning, and particularly where we have cultivated successful, evidence-led approaches, will lead the way for a fairer and more inclusive Wales as we share our learning and progress with other public sector bodies and our wider communities.

This means pioneering new approaches and going above and beyond the Public Sector Equality Duty to deliver bold and aspiring initiatives which give focus to some of the greatest inclusion issues we face in the city. Each of the initiatives below focuses not only on identifying and implementing immediate actions we can deliver, but enhancing our understanding and strategic approach to deliver generational long-term change, and sharing that learning throughout our organisation and with our partners.

## Cardiff Race Equality Taskforce

Racial inequality continues to exist in Cardiff, Wales and the UK. In autumn 2020, Cardiff Council will convene a Race Equality Taskforce to address racial discrimination and promote race equality in the city.

The Taskforce will drive coordinated and strategic action to address inequality in Cardiff, in collaboration with our public sector partners and major employers in the city. It will be responsible for advancing a programme of change and transformation to create a fairer city for our residents from ethnic minority backgrounds.

Over the summer of 2020, we will deliver a public consultation on the priority work streams of the Race Equality Taskforce to understand what our residents think are the biggest issues, and the greatest opportunities, for Cardiffians from ethnic minority backgrounds, so we can focus our thinking and resources into finding the solutions that will have the greatest impact.

### Race Equality: The Evidence

The context for the establishment of Cardiff's Race Equality Taskforce has been well documented in several recent studies, reviews and inquiries, which reveal the extent of racial inequality in the UK, including:

- The [Race Disparity Audit](#), published in 2017, showed inequalities between ethnicities in educational attainment, health, employment and within the criminal justice system.
- The [McGregor-Smith Review of race in the workplace](#), published in 2017, found people from Black and Minority Ethnic backgrounds were still disadvantaged at work and faced lower employment rates than their white counterparts.
- The [Lammy Review](#), also published in 2017, found evidence of bias and discrimination against people from ethnic minority backgrounds in the justice system in England and Wales.
- The [Windrush Lessons Learned Review](#), published in March 2020, found the Home Office showed, "institutional ignorance and thoughtlessness towards the issue of race."

Reviewing our evidence base on race inequality in Cardiff, Wales and the UK more broadly, we have proposed some suggested areas of initial focus. These suggestions are areas where we believe the Taskforce could have a considerable impact in driving meaningful change to advance race equality, including:

- Exploring what more can be done to ensure that the Council’s membership and workforce represents the full diversity of the city it serves
- Reviewing the experiences of children and young people from ethnic minority backgrounds in education
- Supporting our residents from ethnic minority backgrounds to access high quality employment opportunities
- Reviewing how we commemorate our history in public spaces and cultural life. This will include supporting the Wales-wide audit of statues, street and building names, within the context of exploring connections with the slave trade.<sup>55</sup>
- Supporting the civic and democratic involvement of ethnic minority communities through voter registration and making sure Cardiff’s ethnic minority communities are counted in the Census 2021.

	<b>What we will do</b>	<b>Relevant to</b>	<b>Links to</b>
2.1	Establish a Race Equality Taskforce to deliver coordinated action on inequality for Cardiff’s Black and Minority Ethnic residents.	BAME residents, children and young people & low income households.	Directorate Delivery Plan- Policy & Partnerships

55. Welsh Government, [Black Lives Matter: First Minister of Wales announces statues, street and building names audit](#).

## A Child Friendly City

Cardiff is the first city in Wales to participate in UNICEF UK's national Child Friendly Cities and Communities initiative.<sup>56</sup>

Our ambition is for Cardiff to be recognised as a Child Friendly City (CFC): a city with children and young people at its heart, where the rights of children and young people are respected by all and the city is a great place to grow up.

Our ambitious strategy creates a roadmap towards a city where all children and young people experience equality of opportunity in all that they do, and are safe, respected and free from any form of discrimination or harm.

	What we will do	Relevant to	Links to
2.2	<p>Promote and fulfil children's rights by becoming a Unicef Child Friendly City by 2021, with work including:</p> <ul style="list-style-type: none"> <li>• Ensuring all Cardiff schools are designated as Rights Respecting Schools</li> <li>• Developing a 'Passport to the City of Cardiff' which will guarantee that every child can access a broad range of extra-curricular experiences across the city.</li> </ul>	Children and young people.	<p>Corporate Plan</p> <p>Child Friendly Cardiff Strategy</p>

56. Cardiff Council, [Child Friendly City Strategy](#), 2018

## Enhancing Civic Participation

Next year's Welsh Parliament elections will be the first in which 16 and 17 year olds and legally resident foreign nationals are allowed to vote in Wales, in a major expansion of the franchise.

In 2020-2021, we will deliver a targeted voter registration campaign to maximise voter registration for these groups of residents in Cardiff. This will help to make sure they aren't left without a vote and are fairly represented in the Welsh Parliament.

In 2021, the Office for National Statistics (ONS) will deliver their once-a-decade Census in Wales and England. The importance of the Census cannot be overstated.

Beyond being a simple count of people and assets, contemporary census-taking provides essential information about our communities to understand and improve their material and social lives, and provides a detailed understanding of what resources are required in which areas. Censuses identify areas of greatest population growth and decline, which is essential information for urban planning and for the provision of key public services such as education and health.

The coronavirus pandemic will almost certainly make it harder to conduct a proper census count, and we will be working closely with local ONS staff, across Council departments and with our partners to reach communities who may be undercounted.

On publication, the Census 2021 data will paint a rich picture of equality and population change in the city. We will analyse this data and develop briefings for council staff and our partners to support evidence-led approaches to addressing inequality in Cardiff.

In addition, the Local Government and Elections (Wales) Bill introduces a duty to prepare, consult on, publish and review a 'public participation strategy' with the aim of making it easier for members of the public to understand how local government functions, how it makes decisions, and how local people can follow proceedings, input their views, and have them taken into account.<sup>57</sup>

We will develop and publish a Citizens Engagement Strategy to deliver this, with particular attention to those groups which our evidence suggests are least heard in decision making to address the democratic deficit.

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57. See: Welsh Government, Local Government and Elections (Wales) Bill, [Explanatory Memorandum](#), November 2019

	What we will do	Relevant to	Links to
2.3	Coordinate activity to deliver the Census 2021 in partnership with the Office for National Statistics to ensure all residents are counted and their needs understood in future service planning.	All residents but particularly those from low income backgrounds, BAME residents, children & young people	Directorate Delivery Plan- Policy & Partnerships
2.4	Deliver a voter registration campaign for 16-17 year olds and non-UK born residents to maximise participation in the 2021 Welsh Parliament election.	BAME residents, non-UK born residents, children & young people.	Directorate Delivery Plan- Policy & Partnerships
2.5	Develop a Citizens Engagement Strategy to enhance local democratic participation and support engagement with local decision-making.	All residents but particularly those from low income backgrounds, BAME residents, children & young people.	Directorate Delivery Plan- Policy & Partnerships Directorate Delivery Plan- Legal & Governance
2.6	Support participation amongst those with protected characteristics by: <ul style="list-style-type: none"> <li>• Providing information and/ or engagement sessions in an accessible format on key issues, taking account of and mitigating barriers to participation wherever possible, such as through the provision of information in another language, Braille, audio, large print, easy read, BSL video or plain text.</li> </ul>	All protected characteristic groups, particularly those with a disability and speakers of languages other than Welsh and English.	Directorate Delivery Plan- Policy & Partnerships

## A Living Wage City

In October 2019, provisional estimates found that 19,000 jobs in Wales (1.6 % of all jobs) paid less than the National Minimum Wage (NMW) or National Living Wage (NLW) to employees aged 16 and over.<sup>58</sup>

37,000 jobs in Cardiff (17.6 % of all jobs) pay below the voluntary Living Wage Foundation rates.<sup>59</sup> This is a rate of pay calculated by the Living Wage Foundation which is based on what families need to achieve an acceptable standard of living.<sup>60</sup>

Cardiff has been recognised as a Living Wage City as part of the new ‘Making Living Wage Places’ scheme. In 2019, a group of prominent Cardiff employers joined forces to form the Cardiff Living Wage Action Group and launched their 3 year action plan to begin ‘Making Cardiff a Living Wage City’.<sup>61</sup>

There are already over 100 accredited Cardiff Living Wage employers which equates to over 45 % of the Welsh total.

The Action Plan for 2019-2022 includes:

- Increasing the number of accredited Living Wage employers to 150 by 2022.
- Increasing the number of people working for accredited Living Wage employers to 48,000 by 2022.
- Encouraging major employers, iconic employers and ‘anchor’ organisations in Cardiff to become accredited Living Wage employers.
- Supporting small businesses to accredit through the Council’s Living Wage Accreditation Support Scheme.

	What we will do	Relevant to	Links to
2.6	Encourage and support organisations to become accredited Living Wage employers.	Low income residents, BAME residents, women & disabled residents.	Corporate Plan Cardiff Living Wage Action Plan

58. Office for National Statistics, [Jobs paid below minimum wage by category](#), October 2019,

59. Annual Survey of Hours and Earnings (ASHE) - [Estimates of the number and proportion of employee jobs with hourly pay below the living wage, by work geography, local authority and parliamentary constituency, UK](#), April 2018 and April 2019

60. See: Resolution Foundation, [Calculating a Living Wage for London and the rest of the UK](#), 2019-20

61. Cardiff Council, [Making Cardiff a Living Wage City](#)

## A cohesive and welcoming capital

Across Europe, cities like Cardiff can offer a strong counter-narrative to the politics of hate and division.

We will continue to deliver the Welsh Government's Community Cohesion Programme<sup>62</sup> with a focus on identifying and deescalating community tensions and work closely with organisations funded through the Welsh Government's EU Transition Fund programme to prevent hate crime and support its victims. The cohesion team will continue to deliver bespoke specialist support and advice to council services and our partners on steps we can all take to ensure there is zero tolerance of xenophobia, racism and bigotry in Cardiff.

The UK's exit from the European Union and changes to the UK's immigration system mean that we will be bringing particular focus to the priorities below in the delivery of the national Cohesion Delivery Plan.

### Exiting the European Union

The UK's exit from the European Union brings added uncertainty in relation to equality and human rights, adding increased priority to the question of how, as a city, we can ensure that tackling inequality is at the heart of our strategic decision-making, service design and delivery.

Throughout 2020 until June 2021<sup>63</sup> we will continue to deliver our comprehensive EU Settlement Scheme Engagement Plan to ensure EU nationals living in our city are able to protect their rights when the EU-Exit transition period ends and to maximise applications to the scheme.



62. Welsh Government, [Community Cohesion Programme](#)

63. The current closing date for EU Nationals to apply to the EU Settlement Scheme, provided that they were resident in the UK by 31st December 2020. (Correct as of 02/08/20 but please check the latest UK Government Guidance)

## Supporting the inclusion of non-UK born Cardiffians, including refugees and asylum seekers

Cardiff is one of the founder cities to the UK Inclusive Cities programme, convened by the Centre for Migration, Policy & Society at the University of Oxford.<sup>64</sup> Cities participating in the programme commit to working together with their local partners to achieve a step-change in their approach to supporting and welcoming newcomers in their city.

Following the delivery of our Phase 1 Action Plan in 2017-2019, in Phase 2 of the programme (2020-2022), we will bring specific focus to how we support non-UK born residents with different types of immigration status in the context of Covid-19 recovery.

This will include reviewing and enhancing safeguarding processes across a partnership of stakeholders through a sub-group to the Regional Safeguarding Board and supporting access to legal provision for those with complex immigration issues which contribute to, or cause, destitution.

	What we will do	Relevant to	Links to
2.8	Deliver the Welsh Government's Community Cohesion Programme	All residents	Corporate Plan Welsh Government Community Cohesion Programme
2.9	Coordinate Cardiff's response to leaving the European Union by supporting EU nationals to apply to the EU Settlement Scheme and continuing to advocate for migrants' rights.	Non-UK born residents	Directorate Delivery Plan- Policy & Partnerships
2.10	Enhance local expertise and practice regarding supporting migrant communities, including participating in the Inclusive Cities network.	Non-UK born residents	Directorate Delivery Plan- Policy & Partnerships

65. Equality and Human Rights Commission, [Is Wales Fairer?](#), 2018 report

## Cardiff: A city that celebrates diversity and inclusion through music and culture

Over the past two decades Cardiff's cultural and sports offer have been instrumental to the transformation of our city. Capital Ambition recognises that our city's cultural offer is an area of competitive advantage and Cardiff's cultural and leisure infrastructure is recognised by our residents as amongst the best in Europe.

Our Economic Strategy identifies our creative industries as critical to the development of Cardiff's economy in the years ahead. Our local Music industry has been identified as an area of particular strength and there is an exciting opportunity to further develop our creative sector and put culture, innovation and creativity at the heart of the Cardiff's future industrial development.

### Cardiff Music Strategy

Cardiff is responsible for approximately 30% of the production and 41% of the jobs generated by the core of the Welsh music sector. It generated an output of £153 million, and added £104 million value (Gross Value Added) to the local economy in 2016.

To make the most of Cardiff's potential, we reviewed Cardiff's cultural assets and infrastructure to inform our Economic Strategy. This review identified 'Delivering a Music Strategy for Cardiff' as a key priority for our future economic development. To progress this work, Sound Diplomacy, the global leader of the Music Cities movement, were appointed to analyse Cardiff's music ecosystem and support the development of a Music Strategy for the city.

Sound Diplomacy identified a development opportunity within Cardiff's music industry to diversify our events and genre offer. Genres such as hip-hop, rap, grime, RnB, jazz, world music and electronic genres are under-represented in city venues and festivals, both in terms of events and performers. Research regarding Cardiff's music sector has also identified that many stakeholders agree that the city's music ecosystem would benefit from greater cultural and gender diversity.

To actively respond to Sound Diplomacy’s recommendations, we established one of the UK’s first city Music Boards. One of the objectives the Music Board are working to deliver is to promote fairness, improve access and champion diversity initiatives within the sector.

Research by the Arts Council of Wales has identified a lack of diversity and inclusion as a broader sectoral issue and we will be working to address this through our wider cultural development work during the lifespan of this Strategy.

	What we will do	Relevant to	Links to
2.11	<ul style="list-style-type: none"> <li>• Develop a Cardiff Cultural City Compact with the cultural sector to support the development of a new Cultural Strategy that promotes diversity and inclusion.</li> <li>• Encourage diversity in cultural programming and promote a greater variety of music genres performed in Cardiff</li> <li>• Create and grow a Cardiff signature music event that nurtures home grown diverse talent.</li> </ul>	All residents, particularly those from low income backgrounds, children and young people, BAME residents and women.	<p>Corporate Plan</p> <p>Cardiff Music Strategy</p>

## Ensuring and monitoring our progress

The Equality and Human Rights Commission’s 2018 ‘Is Wales Fairer?’ report identified that there are clear gaps in the data in Wales that make it difficult to understand the experiences of people sharing all protected characteristics. There is a particular lack of data broken down by the protected characteristics of sexual orientation, gender reassignment, religion or belief, and race.<sup>65</sup>

We will review the data we currently collect across the organisation, and how we share Wales-wide and UK-wide data on equalities within our organisation, to identify ways to enhance their visibility for staff, and especially policy makers, to ensure that all our services deliver an evidence-led approach to our equalities duties. This data will be brought together into a single dashboard to ensure its accessibility and will be promoted to council staff to encourage its use in all aspects of service design.

	What we will do	Relevant to	Links to
2.12	Development of an equalities data dashboard available to all staff responsible for policy development & an equalities framework of indicators to measure and monitor our impact.	All protected characteristic groups, those on low incomes	Directorate Delivery Plan- Policy & Partnerships



64. Centre for Migration, Policy and Society, University of Oxford, [Inclusive Cities](#)

# Objective 3: Cardiff is accessible to everyone who is living, visiting or working in the city

## Introduction

The built environment can contribute to a more equal, inclusive and cohesive society if the places where we live, the facilities we use and our neighbourhoods and meeting places are designed to be accessible and inclusive.

The quality of buildings and spaces has a strong influence on the quality of people's lives. Decisions about the design, planning and management of places can enhance or restrict a sense of belonging, promote or reduce mobility and improve or damage health. The fact remains that people on low incomes are far more likely to live in poor quality environments. The impact of bad design is more likely to be felt by disabled people and older people, people from minority backgrounds, carers with young children, and therefore has a disproportionate effect on women.<sup>66</sup>

This objective is about how we will apply inclusive design principles to create city infrastructure and services that provide an inclusive and barrier free environment for our residents and wider region. This will enable everyone to participate equally, confidently and independently in city life, and deliver targeted benefits to particular groups who experience the built environment differently because of their social, cultural or economic background.



66. See: Design Council, [Inclusion by design: Equality, diversity and the built environment](#)

67. Cardiff Council, Cardiff Local Development Plan, [Masterplanning Framework](#), 2013

## A connected and accessible city by design

Development in Cardiff should always create inclusive, barrier-free environments that encourage social and economic integration. This is central to the Council's Master Planning Principles and putting the principles<sup>67</sup> of inclusive design at the heart of the planning process will help to ensure the needs of all Cardiffians are acknowledged and that the city better accommodates their diverse needs. This approach enables everyone to participate equally, confidently and independently in everyday activities. While, by definition, inclusive design benefits everyone, it plays a particular role in helping to overcome the challenges that particular groups face.

This means delivering good growth by regenerating areas of the city to the economic benefit of all, and in an environmentally sustainable way. It means providing better local services, high quality public spaces and ensuring Cardiff's residents enjoy safe and healthy communities that meet their current and future needs.

	What we will do	Relevant to	Links to
3.1	<p>Support the delivery of high-quality and well-connected communities – as described by the Council's Master Planning Principles – ensuring that:</p> <ul style="list-style-type: none"> <li>• Supporting infrastructure, such as sustainable transport, schools, community facilities and green spaces, are delivered at all new strategic housing developments;</li> <li>• New Council housing developments are informed by good design and infrastructure planning;</li> <li>• Community infrastructure improvements on strategic sites are communicated to the public.</li> </ul>	All residents, those from low income households, disabled people & older people.	Corporate Plan
3.2	Work with communities, transport providers and businesses to help regenerate the most deprived parts of Cardiff in a way that supports good growth and opens up opportunities for the most disadvantaged groups.	Low income households, BAME residents, young people & disabled people.	Corporate Plan

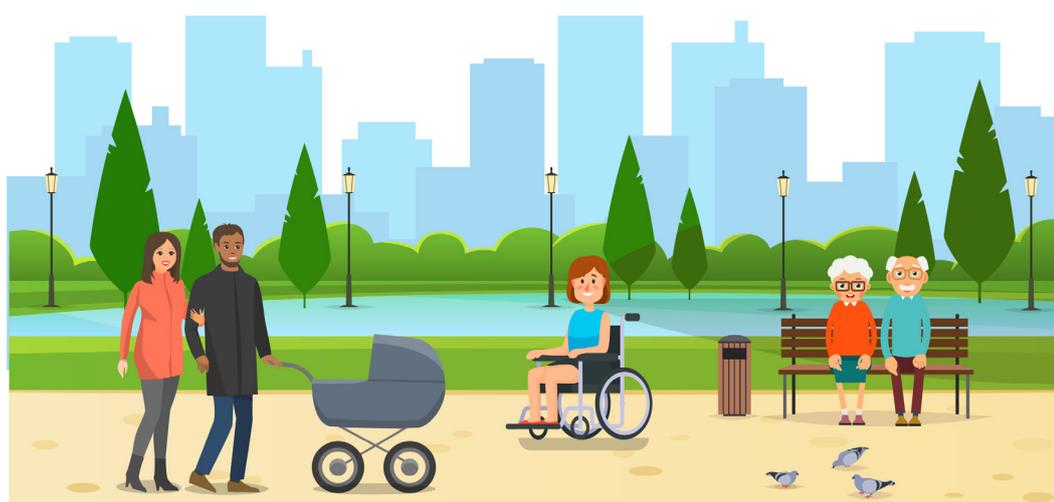
## Making our public spaces more accessible for older people, disabled people and those with young children

Blind, Deaf, disabled people and older people, can face barriers to getting around the city as a result of poorly positioned street furniture and clutter,<sup>68</sup> shared surfaces without a clear boundary between vehicles and pedestrians,<sup>69</sup> a lack of Blue Badge parking spaces<sup>70</sup> and poor access to essential services, shops and homes.<sup>71</sup> Many of these barriers also affect those with young children. Ensuring our public spaces remain accessible during a time of social distancing is a priority for the council as our city centre and high streets reopen.

Throughout summer 2020, the Council has convened a fortnightly accessibility forum with a range of local organisations and residents to ensure we are applying best practice guidance in the reopening of these spaces, and completing high quality Equality Impact Assessments for all changes to the built environment.<sup>72</sup>

Older Cardiffians, especially those with physical or cognitive impairments like dementia, also face barriers that can affect their confidence and ability to access buildings, places and spaces, adding to feelings of social isolation. Poor road gritting in winter, inadequate separation between pedestrians and cars, insufficient benches in public places and not enough time to cross at traffic lights also create challenges.

As a Dementia Friendly City, we will continue to deliver training across the council to raise awareness of dementia across all of our services, develop a school engagement programme and encourage businesses to pledge their commitment to becoming Dementia Friendly.<sup>73</sup>



68. See: Guide Dogs, [Streets Ahead Campaign and resources](#)

69. Ibid

70. Papworth Trust, [Disability in the United Kingdom, Facts and Figures](#), 2018

71. Ibid

72. You can find details of this work here: Cardiff Council, [Visiting the city centre safely](#)

73. Cardiff and Vale of Glamorgan, [Dementia Strategy 2018-2028](#)

	What we will do	Relevant to	Links to
3.3	<p>Deliver regular engagement with protected characteristic groups on key policy development issues or any proposed changes to services, including:</p> <ul style="list-style-type: none"> <li>• Providing information regarding Covid-19 public health measures in a range of languages and formats on our website and through our networks.</li> <li>• Convening a regular accessibility forum for consultation regarding social distancing measures in public spaces as they reopen during Covid-19.</li> </ul>	Older People, people who experience physical and/or mental ill health	Directorate Delivery Plan: Policy & Partnerships
3.4	<p>As a Dementia Friendly City, support those affected to contribute to, and participate in, the life of their community by:</p> <ul style="list-style-type: none"> <li>• Undertaking Dementia Friends training across the Authority with the aim of 100% compliance amongst Council staff by April 2021;</li> <li>• Developing a school engagement programme to encourage more inter-generational activities and events;</li> <li>• Encouraging businesses to become Dementia Friendly by delivering the Council's awareness and engagement programme;</li> <li>• Launching a dementia-focused website to support those with dementia, carers, families as well as businesses who want to better support those with dementia;</li> <li>• Delivering locality-focused dementia awareness events.</li> </ul>	Older people, disabled people, those who experience physical or mental ill health.	Corporate Plan Dementia Strategy 2018-2028

## Community Hubs and Libraries

Some aspects of social, cultural and community infrastructure are particularly important for older people and disabled people, and residents from low income households. Our Hub and Library Strategy 2019-2023<sup>74</sup> sets out a single vision to deliver high quality services in the heart of communities, to support our residents to access the support they need in local welcoming spaces.

The development of the Community Hubs initially focused on the Southern Arc of the city, where the challenge of austerity and the need for advice is greatest, however the Hub strategy has now been extended to include Hubs across the north of the city focused on independent living and wellbeing.<sup>75</sup>

Ensuring everyone can share in the city's prosperity has always been integral to the Hubs and the services they provide for our communities. Each venue provides a wide range of council and partner services and support, such as into work services and targeted activities to support particular groups of residents to learn and connect, for example through ESOL (English for Speakers of Other Languages), under 5's provision and DICE (Disability Inclusion in Community Education).

The Hub and Library Strategy sets out how the service will contribute to our Child Friendly City journey, detailing a wide range of commitments to improve the support available to our children and young people. Work is underway to develop the first specialist Youth Hub at Butetown Pavilion, with this refurbished building providing joined up advice and support for young people alongside traditional youth services in a relaxed setting.



74. Cardiff Council, [Hubs & Libraries Strategy 2019-2023](#)

75. Pages 54-56 of the Hub & Library Strategy 2019-2023 detail how we make Hub & Library services accessible for all.

	What we will do	Relevant to	Links to
3.5	<p>Continue to deliver the Community Hubs programme, in collaboration with partners, including:</p> <ul style="list-style-type: none"> <li>• Progressing plans for Youth Hubs in the city centre and Butetown;</li> <li>• Working with the University Health Board on the Cardiff Royal Infirmary, Maelfa Hub and other Hubs within the North District;</li> <li>• Ensuring people are connected with local service providers and activities in their neighbourhood through Community Inclusion Officers.</li> </ul>	<p>All residents but particularly children and young people, older people, BAME residents, non-UK born residents, those who experience physical or mental ill health and disabled residents.</p>	<p>Corporate Plan Hub &amp; Library Strategy 2019-2023</p>
3.6	<p>Address social isolation and enhance the quality of life of older people by:</p> <ul style="list-style-type: none"> <li>• Helping to build links between citizens, groups, organisations and private businesses;</li> <li>• Bringing young and older people together to provide a platform where skills, experience and understanding can be shared.</li> </ul>	<p>Older people, younger people and those who experience mental ill health.</p>	<p>Corporate Plan Hub &amp; Library Strategy 2019-2023</p>



## Improving air quality

Recent work by Public Health Wales estimates that the equivalent of over 220 deaths each year among people aged 30 and over, in the Cardiff and Vale Health Board area, can be attributed to Nitrogen dioxide (NO<sub>2</sub>) pollution with many more citizens suffering ill health as a consequence of poor air quality.

The Council has been undertaking a detailed study into air quality as a result of a legal requirement which has been placed on the Welsh Government, which requires the Council to take action to reduce pollution levels (NO<sub>2</sub>) to the legal limit set out in European legislation in the shortest possible time.<sup>76</sup>

Evidence illustrates that residents in some of the most deprived areas of Cardiff are subject to higher levels of air pollution, and that this has a disproportionate impact on residents from Black and Minority Ethnic communities. There is also compelling evidence that air pollution may worsen susceptibility to Coronavirus.<sup>77</sup>

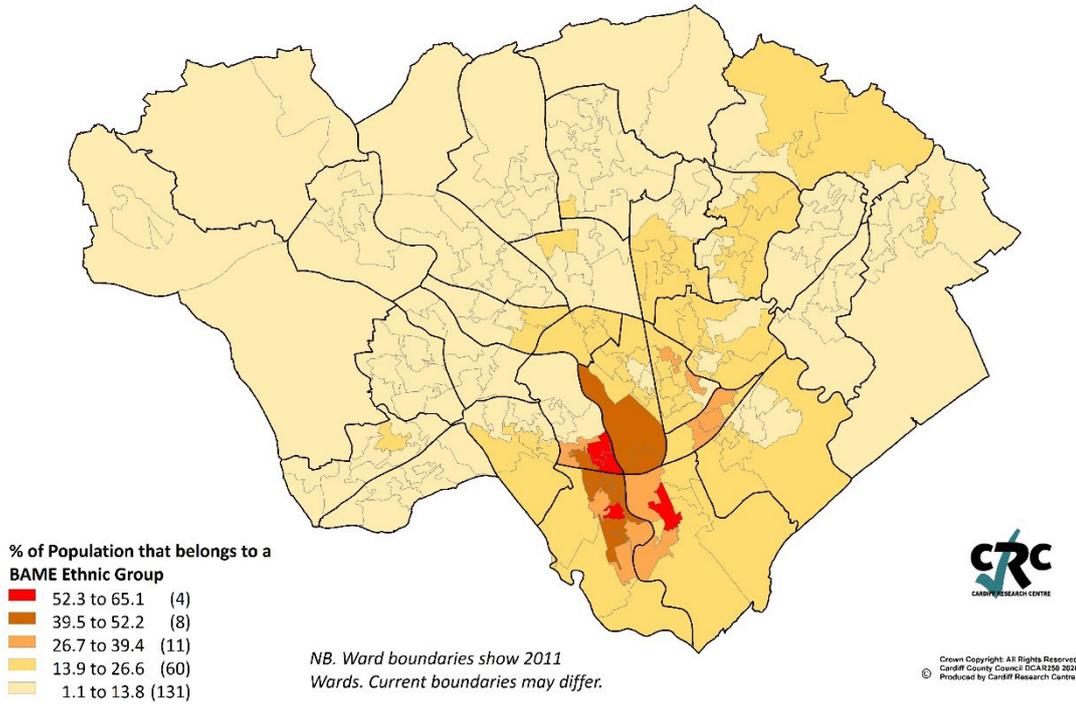
The Council is working directly with Welsh Government and our Final Plan to improve air quality in Cardiff will include a funding bid to Welsh Government to fund the measures to ensure that we can improve air quality in the City and comply with legal limits in the shortest possible time.

	What we will do	Relevant to	Links to
3.7	<p>Ensure good air quality by implementing and evaluating the:</p> <ul style="list-style-type: none"> <li>Clean Air Plan as approved by Welsh Government to ensure compliance with the EU Limit Value for Nitrogen Dioxide (NO<sub>2</sub>) in the shortest possible time by the end of 2021;</li> <li>Wider Clean Air Strategy measures to ensure a continued reduction of Nitrogen Dioxide (NO<sub>2</sub>) concentrations is achieved across the city</li> </ul>	BAME groups, low-income households, children and young people, older people, disabled people & people who experience physical and/or mental ill health.	<p>Clean Air Strategy</p> <p>Clean Air Plan</p> <p>Corporate Plan</p> <p>One Planet Cardiff Strategy</p>

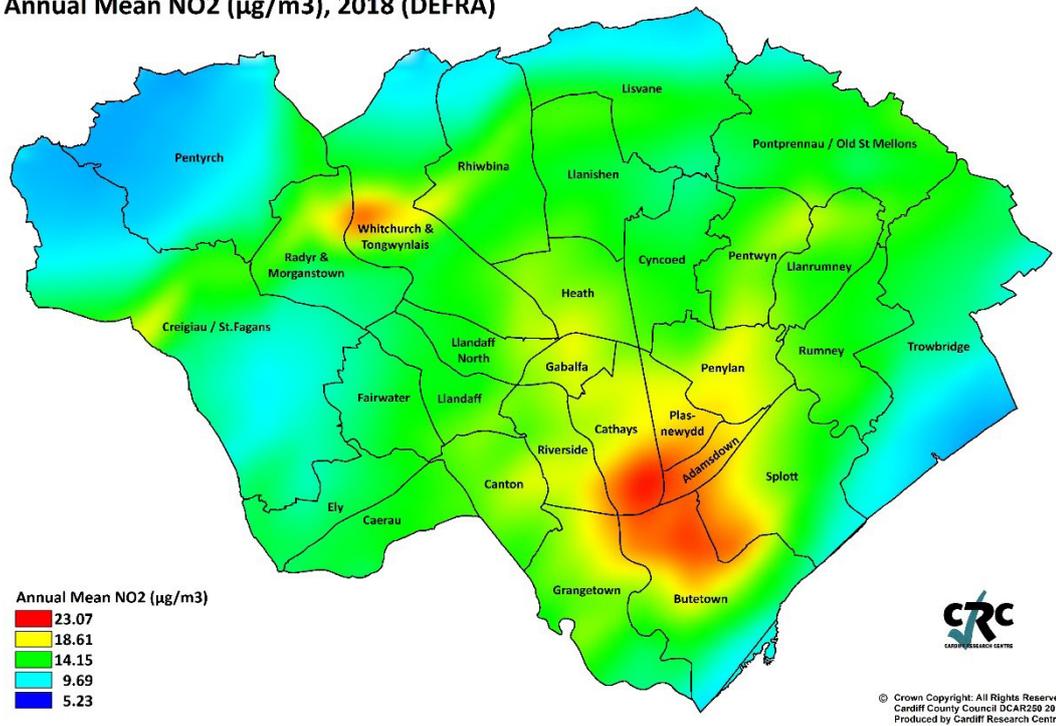
76. Edoardo Conticini,<sup>a</sup> Bruno Frediani,<sup>a</sup> and Dario Carob, Can atmospheric pollution be considered a co-factor in extremely high level of SARS-CoV-2 lethality in Northern Italy?, Xiao Wu, Rachel C. Nethery, Benjamin M. Sabath, Danielle Braun, Francesca Dominici, Exposure to air pollution and COVID-19 mortality in the United States: A nationwide cross-sectional study, Matthew A. Cole, Ceren Ozgen, Eric Strobl, Air Pollution Exposure and COVID-19

77. Find out more: Cardiff Council, [Clean Air Cardiff](#)

Percentage of Total Population that Belongs to a BAME Ethnic Group by LSOA, 2011 Census



Annual Mean NO2 (µg/m3), 2018 (DEFRA)



## Enhancing local policy development for a fairer city

The principles of inclusive design are not only relevant to the city's built environment, but how we design all our services, develop our policy approaches to different issues and hear our diverse residents' views in their development. To achieve this, we have developed new training, available to all council staff, to support the production of high quality Equality Impact Assessments, and will develop an internal early stage advice service to support policy makers across all council directorates to understand and apply the Socioeconomic Duty in practice.

An 'Equalities in Policy Development' course will be produced and launched for managers and policy makers across the council, including how to source relevant equalities evidence to inform options and evaluate approaches.

	What we will do	Relevant to	Links to
3.8	<p>Enhance local policy development by providing:</p> <ul style="list-style-type: none"> <li>• A programme of Equality Impact Assessment Training which is available to all staff;</li> <li>• The development of an Equalities in Policy Development course;</li> <li>• The production of high quality guidance on the completion of Equality Impact Assessments, including the socioeconomic duty; &amp;</li> <li>• The delivery of a corporate equalities advice service to all directorates.</li> </ul>	All residents but particularly those from low income backgrounds and those with one or more protected characteristic	Directorate Delivery Plan: Policy & Partnerships

**See also:**

Equalities Data Dashboard P.44 and Equality Impact Assessment training P.14

# Objective 4: To build an inclusive and representative organisation

## Introduction

This strategy has set out our vision for a more equal and inclusive Cardiff – a city where no one is held back or left behind because of who they are or their background. We are determined to lead by example in areas where we have direct responsibility.

In driving forward action for a more inclusive Cardiff, it is right that this should start with ensuring that all steps are being taken to ensure that the Council workforce becomes more representative of Cardiff's diversity and the city we serve.

The Council's workforce is its most valuable asset. Our workforce of over 13,000 employees is highly diverse and complex, reflecting the range and types of services which the organisation delivers.

## Our Workforce Strategy 2018-2021

Our Workforce Strategy<sup>78</sup> identifies improving workforce representation as one of our five strategic priorities.

The Workforce Strategy plays a pivotal role in delivering the Council's commitment to ensure the Council has a workforce that is representative of its communities.

The effects of austerity, both in terms of its impact on local authority recruitment and the perceptions of Council employment opportunities, cannot be understated. A long pause on external recruitment helped to provide internal employment opportunities for those staff impacted by local government budget cuts, but inevitably limited our progress in improving ethnic and age diversity within the Council workforce during a long period of austerity.

In recent years we have been able to resume external recruitment and have made good progress to date in improving representation of both BAME and young people. The number of BAME staff employed by the Council almost doubled between 2015 and 2019, rising from 5.5% to 10.03%. Our apprenticeship and trainee schemes which promotes opportunities to those under 25 years of age is also helping to boost age diversity and helping to ensure a pipeline of future diverse talent across our services.

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78. Cardiff Council, [Workforce Strategy 2018-2021](#)

**The Cardiff Council workforce:**

- The Council has calculated its gender pay gap as a mean hourly pay of 3.21 % in favour of males.
- The proportion of employees in the Council who indicate that they are disabled was 0.81 % in December 2017. This has increased to 1.28 % in 2019.
- The proportion of Black, Asian and Minority Ethnic (BAME) employees has increased from 5.5 % in 2015 to 10.03 % in 2019.
- Of the 33.12 % of employees who have provided information regarding their sexual orientation, 4.4 % have identified as LGBT. This remains unchanged from recent years.

The elimination of discrimination, harassment and victimisation is an essential component of our Workforce Strategy 2018-2022. This is achieved through a number of transparent policies available to all staff and managers on the organisation's intranet, which ensure that every employee is treated with dignity and respect. These policies are kept under regular review in consultation with employees to ensure they are effective in achieving these aims.

The Single Status Collective Agreement has ensured equal pay for equal work and publishing our gender and ethnicity pay gap will further support transparency and assist the council in measuring its progress towards achieving a representative workforce.

All training and promotional opportunities are advertised to all employees and a managers work with employees to implement reasonable adjustments when they are required.

The steps detailed to deliver this Strategic Equality Objective say how we will go further to foster a culture where everyone is treated with respect and feels able to speak up and contribute, especially to suggest fresh ways of working. These steps will also ensure that all our employees, partners and suppliers are treated with dignity and respect and their health and wellbeing needs are supported.

	What we will do	Relevant to	Links to
4.1	Reduce sickness absence rates by: <ul style="list-style-type: none"> <li>• Continuing to supporting staff well-being, particularly through providing additional support for staff suffering with poor mental health;</li> <li>• Strengthening management practice across all directorates, with a focus on reducing long-term sickness absence rates</li> </ul>	All Council Staff, those who experience physical or mental ill health, those with disabilities & older people.	Corporate Plan Workforce Strategy 2018-2021

4.2	Promote positive messaging regarding the collection of equality data to our workforce to reduce the level of unrecorded equalities data in relation to our staff.	All Council staff and residents but particularly those with one or more protected characteristic.	Workforce Strategy 2018-2021 Policy & Partnerships Directorate Delivery Plan
4.3	Use equality monitoring data to provide directorate-level analysis of workforce diversity.	All Council staff	Workforce Strategy 2018-2021
4.4	Review our gender and ethnicity pay gaps and publish our findings.	All Council staff, BAME staff & women.	Workforce Strategy 2018-2021



## Supporting and collaborating with our employee Equality Networks

The Council has developed and embedded five Employee Equality Networks across the organisation. These are our:

- BAME Network
- Carers Network
- Disabled Employees Network
- LGBT Network; and
- Women's Network.

The networks are for all Council employees, in all sections and at all levels of the organisation. Every employee is entitled and encouraged to become a member of one or more of the networks.

	What we will do	Relevant to	Links to
4.5	Support and collaborate with our five staff groups including the BAME, Carers, LGBT, Disability and Women's staff networks, ensuring that these networks have opportunities to provide updates to elected members and trade unions through Works Council.	BAME residents, carers, LGBT residents, those with disabilities, those who experience physical or mental ill health & women.	Workforce Strategy 2018-2021

## Reducing unconscious bias in recruitment and attracting diverse talent to our workforce

In 2019 we launched a new recruitment system, which is anonymised in all senses to reduce unconscious bias throughout the shortlisting process. This means that, until a recruiting manager has completed shortlisting for candidates, they do not have access to information disclosing any personal details, including their name, address, email address, age or telephone number.

Our recruitment methods were identified as best practice by the Future Generations Commissioner for Wales' 2020 report.<sup>79</sup>

To enhance the visibility of our pledge, we state our commitment to becoming a diverse employer in all of our job advertisements as follows:

*“As an equal opportunities employer, we value diversity. Therefore, although not a requirement for application, we welcome and encourage applications from under represented individuals including those;*

- *aged under 25*
- *not in employment, education or training*
- *from our local communities including in particular disabled individuals, carers and those from the Cardiff BAME and LGBT+ communities*
- *ability to communicate fluently in Welsh*

79. See: [Future Generations Report](#) 2020, p. 325

*No job applicant, employee or service user should be treated less favourably on the grounds of age, disability, gender identity/reassignment, marriage and civil partnership, pregnancy and maternity, (including same sex couples), race, religion, belief or non-belief, sex, sexual orientation and the Welsh Language.”*

	<b>What we will do</b>	<b>Relevant to</b>	<b>Links to</b>
4.6	Equality Awareness training is made available to all hiring managers across the council.	All Council staff and residents	Workforce Strategy 2018-2021  Policy & Partnerships Directorate Delivery Plan
4.7	Employ recruitment methods which seek to eliminate unconscious bias as far as possible including name-blind shortlisting and diverse interview panels wherever possible.	All Council staff and residents	Workforce Strategy 2018-2021

## Supporting young people to join the Council workforce

As the current council workforce is an ageing workforce, we need to increase employment opportunities for young people by promoting the Council as a potential employer for school, college and university leavers setting out on their careers. This will provide labour market opportunities for our city’s young people, particularly school, college and university leavers.

	<b>What we will do</b>	<b>Relevant to</b>	<b>Links to</b>
4.8	Work with schools and colleges in Cardiff to promote the council as an employer to young people.	Young people	Workforce Strategy 2018-2021

## Our best practice accreditation

### Business in the Community: Race at Work Charter

In December 2019 Cardiff Council became a signatory to the Business in the Community (BITC) Race at Work Charter. All organisations want to recruit from the widest pool of talent and help them progress. This is key to future productivity and performance.

The UK Cabinet Office's Ethnicity Facts and Figures website and the Business in the Community (BITC) Race at Work Survey highlight that ethnic minority staff still encounter significant disparities in employment and progression. The UK Government sponsored McGregor-Smith review found that greater progress and positive outcomes are needed to ensure all organisations benefit from the wealth of diverse talent on offer.

Becoming a signatory means that we will meet the following commitments:

**1. Appoint an Executive Sponsor for race**

To provide visible leadership on race and ethnicity in their organisation and drive actions such as setting targets for ethnic minority representation, briefing recruitment agencies and supporting mentoring and sponsorship.

**2. Capture ethnicity data and publicise progress**

Capturing ethnicity data to establish our baseline and measuring our progress, including reporting on ethnicity pay differentials.

**3. Commit at board level to zero tolerance of harassment and bullying**

The Race at Work Survey revealed that 25 per cent of ethnic minority employees reported that they had witnessed or experienced racial harassment or bullying from managers. Commitment from the top is needed to achieve change.

**4. Make clear that supporting equality in the workplace is the responsibility of all leaders and managers**

For example, by ensuring that performance objectives for leaders and managers cover their responsibilities to support fairness for all staff.

**5. Take action that supports ethnic minority career progression**

For example, by embedding mentoring and by providing reverse mentoring and sponsorship opportunities.

	What we will do	Relevant to	Links to
4.9	Deliver our commitments under the BITC Race at Work Charter	BAME staff and residents	Workforce Strategy 2018-2021

## Disability Confident Employer Accreditation

The Council has achieved Disability Confident Employer - Level 2 accreditation up to 8th December 2020. In continuing our Disability Confident Employer commitment, the Council is ensuring that disabled people and those with long-term health conditions have the opportunities to fulfil their potential and realise their aspirations. We will complete a self-assessment against the scheme during 2020 and seek to advance, or at a minimum, maintain our accreditation under the scheme.

The Council has also signed up to the TUC's 'Dying to Work' Charter which provides a good practice framework to ensure employees diagnosed with a terminal illness receive peace of mind and support with regards to the right to choose the best course of action for themselves and their families with dignity and respect.

	What we will do	Relevant to	Links to
4.10	Deliver our Disability Confident commitments and complete a self-assessment against the Disability Confident scheme in 2020.	Disabled residents	Workforce Strategy 2018-2021

## Stonewall Workplace Equality Index & Diversity Champion programme

The Council is committed to LGBT equality and continuing to work to provide a positive and welcoming workplace for all employees, regardless of their sexual orientation.

The Council is pleased to have achieved a mid-ranking position in Stonewall Cymru's UK wide Workplace Equality Index and will continue to work closely with Stonewall to build upon our achievements so far and further improve our score in the years to come. The Council's active LGBT Network also deliver awareness raising events and activities throughout the year and launched a well-received LGBT Ally initiative in 2017 to encourage members of staff, regardless of sexuality or gender, to show their support for LGBT staff and the LGBT community.

The Council is also a Stonewall Diversity Champion, which is a leading employers' programme for ensuring all LGBT staff are accepted without exception and enables LGBT staff to reach their full potential in the workplace.

	What we will do	Relevant to	Links to
4.11	Benchmark our work to advance LGBT equality against the Stonewall Workplace Equality Index	LGBT staff and residents.	Workforce Strategy 2018-2021

## Training and career progression

All training and promotional opportunities are advertised to all employees and a process is in place to support managers and employees to implement reasonable adjustments as and when required.

Cardiff Council's Academy also offers a range of equality related training for all staff.

The package of equalities training includes:

- Equalities Awareness – including Race and Religion
- Equality Impact Assessment training
- Visual Impairment Awareness (in partnership with RNIB Cymru)
- Deaf Impairment Awareness (In partnership with Institute for British Sign Language and OFQUAL)
- Disability Equality
- British Sign Language level 1

In addition, we are currently developing additional training with Stonewall Cymru covering sexual orientation and gender identity, which will be launched in 2020.

	What we will do	Relevant to	Links to
4.12	High quality Equalities Awareness training to be available to all staff, including content on unconscious bias and regularly revised to include current equalities issues.	All Council staff	Workforce Strategy 2018-2021  Policy & Partnerships Directorate Delivery Plan

## Socially Responsible Procurement

We can also spread these values through responsible procurement, working with the supply chain to ensure a commitment to equality, diversity and inclusion. Our Socially Responsible Procurement Policy<sup>79</sup> aims to ensure that the Council maximises the social, economic, environmental and cultural wellbeing benefits delivered for communities through our annual £430 million procurement spend.

Our Socially Responsible Procurement Policy will be updated in 2020/2021 to provide additional emphasis on the circular economy, supporting the foundational economy and the development and integration of a Wales-wide set of Community Benefit Measures (TOMS- Themes, Outcomes, and Measures). The resulting Community Benefit framework will be built into our tenders over £1 million, and delivery against the framework will be reported through the Social Value Portal.<sup>80</sup> This approach will deliver particular benefits to those from low income households, those who experience long-term unemployment and those who are underrepresented in the local economy.

In addition, we will continue to publish an annual Modern Slavery Statement setting out our commitments to ensuring modern slavery and human trafficking have no place in our organisation and our supply chains.

79. See: Cardiff Council, [Socially Responsible Procurement Policy](#)

80. See: [Social Value Portal](#)

	What we will do	Relevant to	Links to
4.13	Continue to support the Foundational Economy through our Socially Responsible Procurement Policy, ensuring that local people and communities benefit from the money that the Council spends on goods and services and working with partners to explore how we can further promote opportunities for Social Enterprises in Cardiff.	Those from low income households, those who experience long term unemployment, those who are underrepresented in the local economy.	Corporate Plan  Socially Responsible Procurement Policy
4.14	Contribute to the development of the Wales-Wide Community Benefit Measures (TOMs) and build the resulting framework into our tenders over £1 million, reporting delivery against the framework through the Social Value Portal.	Those from low income households, those who experience long term unemployment, those who are underrepresented in the local economy.	Socially Responsible Procurement Policy
4.15	Continue to ensure that the Council's Modern Slavery Statement is updated on an annual basis and delivery monitored and reported.	Victims of modern slavery & those on low in-comes.	Commissioning and Procurement Department Delivery Plan

## Visibly celebrating our city's diversity

We will continue to engage with, and celebrate, the diversity of Cardiff's communities and will make sure that campaigns, events and communications are fully accessible to everyone.

	What we will do	Relevant to	Links to
4.16	Visibly supporting key equality campaigns throughout the year, for example Pride and White Ribbon Day.	All Council staff	Policy & Partnerships Directorate Delivery Plan
4.17	Ensuring information about these equality objectives and progress towards them is regularly communicated to colleagues following the production of our annual report against this strategy.	All Council staff	Policy & Partnerships Directorate Delivery Plan



# Equality & Inclusion Strategy 2020 - 2024

## Appendix A: Consultation Report on our Objectives



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# Purpose

This report summarises the findings of our public and staff consultation regarding our proposed Strategic Equality Objectives for 2020-2024 and the actions to deliver them.

This consultation informed the development of our Equality & Inclusion Strategy 2020-2024.

# Background

The Public sector equality duty came in to force in April 2011 (s.149 of the Equality Act 2010). The duty requires public bodies like local authorities, in carrying out their functions, to have due regard to the need to achieve the objectives set out under s149 of the Equality Act 2010 to:

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

To ensure transparency, and to assist in the performance of this duty, the Equality Act 2010 (Specific Duties) Regulations 2011 require named public authorities, to publish:

- equality objectives, at least every four years (from 6th April 2012)
- information to demonstrate their compliance with the public sector equality duty (from 31st January 2012)

Setting effective equality objectives is critical in meeting the general equality duty and in working towards improved outcomes for people with all of the protected characteristics.

The Act explains that having due regard for aim (b) of s.149, advancing equality, involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristics.
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

The Act states that meeting different needs involves taking steps to take account of disabled people's disabilities. It describes fostering good relations as tackling prejudice and promoting understanding between people from different groups. It states that compliance with the duty may involve treating some people more favourably than others.

The equality duty covers the nine protected characteristics:

- Age
- Disability
- Gender reassignment
- Pregnancy and maternity
- Marriage and civil partnership
- Race
- Religion or belief
- Sex
- Sexual Orientation

Public authorities also need to have due regard to the need to eliminate unlawful discrimination against someone because of their marriage or civil partnership status. This means that the first aim of the duty applies to this characteristic but that the other aims (advancing equality and fostering good relations) do not apply.

This report outlines the development of and consultation on our Strategic Equality Objectives for 2020-2024, in compliance with our Public Sector Equality duty.

# Developing our proposed Strategic Equality Objectives 2020-2024

Establishing our evidence base regarding equality in Cardiff was the starting point in the development of our Strategic Equality Objectives. This sought to identify the most significant issues currently facing people with different protected characteristics or experiencing socioeconomic disadvantage in our city.

Our initial draft Strategic Equality Objectives were informed by a comprehensive review of our local, national and UK-wide evidence base and an assessment of our organisation's work and activities, including our role as a major employer in Cardiff, our service delivery and our policy development.

Our analysis was also informed by reviewing the steps we have already taken to meet our Strategic Equality Objectives 2016-2020 and to meet other specific duties relevant to equality. We also conducted a benchmarking exercise which assessed our current equalities work against the Local Government Association's Equality Framework.<sup>1</sup>

## Evidence and practice review

Our proposed Strategic Equality Objectives were developed through a comprehensive evidence review and benchmarking exercise which assessed our current equalities work against the Local Government Association's Equality Framework.

To develop our initial evidence base to inform our proposed objectives, we completed:

- Analysis of equalities legislative requirements
- Analysis of local policy priorities and their contribution to making Cardiff a fairer and more equal city
- Assessment of our current equalities work against the Local Government Association's Equality Framework
- Review of national and local datasets relevant to protected characteristic groups and socioeconomic disadvantage
- Analysis of past Council consultation responses on equalities issues

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1. Local Government Association Equality Framework

- Analysis of our performance against benchmarking equality schemes such as the Stonewall Equality Index
- Review of recent research and publications from representative bodies and advocacy groups representing those with protected characteristics or to address poverty in Wales or the UK.

A full bibliography of evidence and policy sources which informed our Equality & Inclusion Strategy 2020-2024 can be found from page \_\_ of this consultation report.

## Findings from initial evidence review

Cardiff is home to some of the most and least deprived wards in Wales. Almost a third of Cardiff households live on a low income and a high percentage of children are living in workless and low income households. Only two other local authorities in Wales, Merthyr Tydfil and Newport, have a higher percentage of their population living in the poorest communities in Wales. There are dramatic disparities in deprivation between the Southern Arc of Cardiff and the rest of the city.

Despite Cardiff’s economic growth during the last 30 years, the patterns of poverty and inequality that emerged a generation ago remain. Despite rising employment levels before the onset of the coronavirus pandemic, work increasingly does not guarantee an adequate standard of living. In addition our evidence review found that ethnic minorities and those with a work-limiting disability are more vulnerable to long term unemployment.

**Figure 1: Percentage of LSOAs in the 10% Most Deprived Areas in Wales (Ranked 1-191), WIMD 2019 Overall Deprivation**

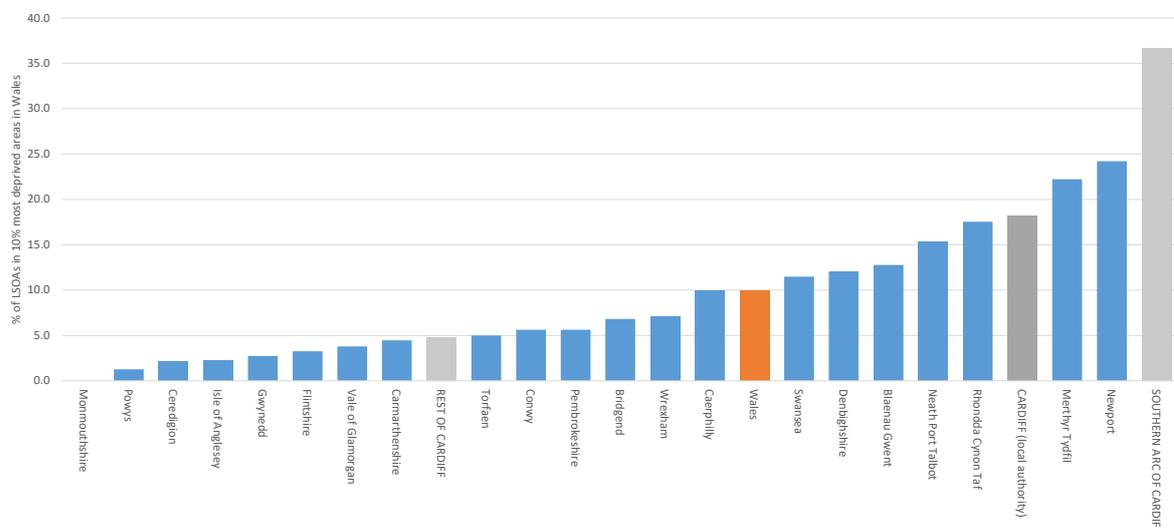


Figure 2: WIMD 2019 Overall Deprivation – Southern Arc

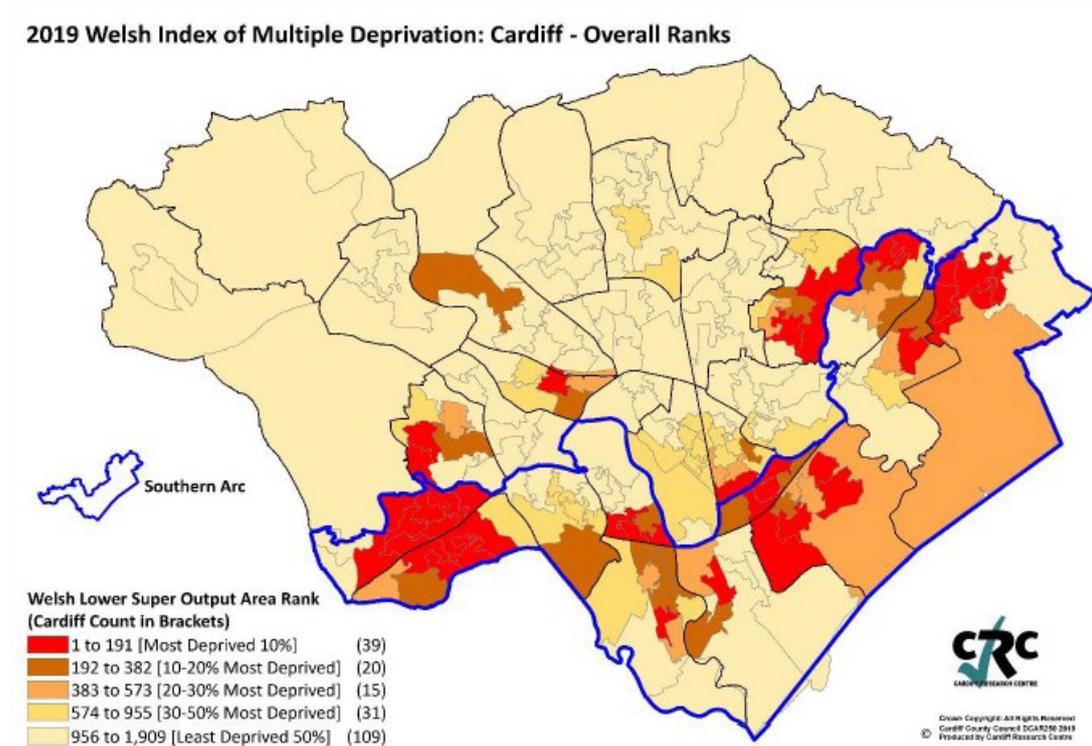


Figure 3: Regional and Local Authority income inequality (Using experimental household income data- ONS)

Ten areas where income inequality is highest	
Local Authority	Poorest workers' wage as a proportion of richest
Haringey	58.0 %
<b>CARDIFF</b>	<b>62.2 %</b>
Merton	63.4 %
Warrington	66.3 %
Wandsworth	66.4 %
Swindon	67.4 %
Enfield	69.6 %
Kensington and Chelsea	69.8 %
Camden	69.8 %
Carlisle	70.0 %
Data: ONS	

People from lower socio-economic groups have a shorter life expectancy and higher premature death rates than those from higher socio-economic groups, with a life expectancy difference of 11.6 years between the most affluent and poorest areas in the city. There is a healthy life expectancy gap of between 22 and 24 years between the most and least deprived communities.

Children who grow-up in poverty are more likely to experience poor health, poor educational attainment, have lower ambitions and be welfare-dependent in adulthood. UK-wide reforms to social security and taxes since 2010 have had a disproportionately negative impact on the poorest in society, particularly affecting women, disabled people, ethnic minorities and lone parents in Wales.

Like other UK cities, housing is one of the key components of inequality in Cardiff. Housing in Cardiff is relatively unaffordable compared to other core cities, with the average house costing nearly seven times the average salary. Only in Bristol and Manchester is housing less affordable.

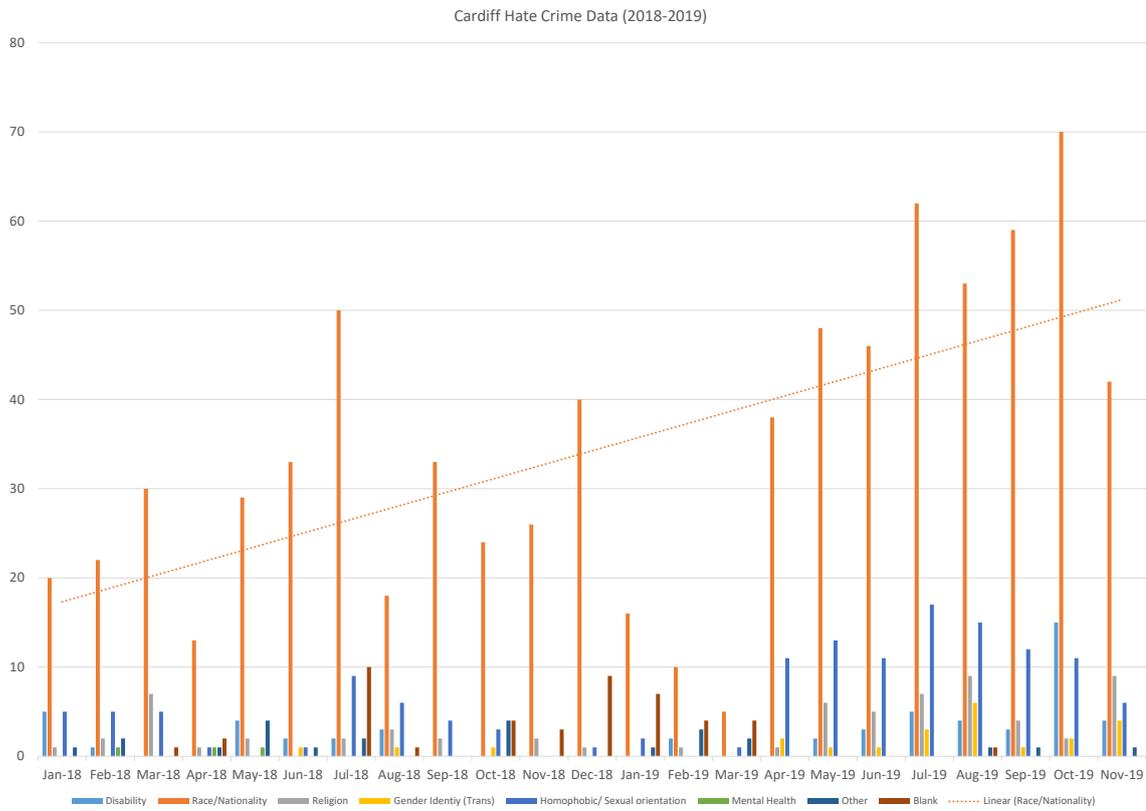
The number of people in Wales who experience homelessness had been increasing and recent years have seen an increasing number of people sleeping rough in Cardiff. Whilst there has been significant progress to improve outcomes for rough sleepers and support people into accommodation throughout 2018-2020, there are opportunities to further enhance our homelessness services to deliver a housing first model.

Within Cardiff, those who are under 35, from Black or Ethnic Minority backgrounds, people living in the most deprived areas of the city and disabled people score below the average against the national Well-being Indicators.

Consultation evidence through our annual Ask Cardiff Survey found that 57% of people living in Cardiff believe they don't have the opportunity to participate in local authority decision making and 67% of people living in Cardiff don't believe they are able to influence decisions affecting their area.

The majority of hate crimes reported and recorded in Wales (and locally within Cardiff), were motivated by race or religion. There are also a growing number of LGBT hate crimes.

**Figure 4: Victim Support Monthly Hate Crime Statistics Cardiff January 2018-November 2019**



Our workforce data analysis told us that:

- The Council has calculated its gender pay gap as a mean hourly pay of 3.21 % in favour of males.
- The proportion of employees in the council who indicate that they have a disability was 0.81 % in December 2017, this has increased to 1.28 % in 2019.
- The proportion of Black, Asian and Minority Ethnic (BAME) employees has increased from 5.5 % in 2015 to 10.03 % in 2019.
- Of the 33.12 % of employees who have provided information regarding their sexual orientation, 4.4 % have identified as LGBT. This remains unchanged from recent years.
- 85 % of part time workers female
- 4.5 % of employees are under 25

After completing this initial evidence review, we developed the following draft Strategic Equality Objectives for consultation, and outlined some potential areas of focus in their delivery:

### **Objective 1:**

#### **To develop and deliver services which are responsive to Cardiff's equality gap**

- Deliver our ambitious house-building programme to provide 2,000 new council homes and continue to take action on rogue landlords.
- Delivering our Homelessness Strategy 2018-2022 to meet the housing needs of some of our most vulnerable residents.
- Support older people to live independently as long as possible.
- Supporting care leavers and vulnerable young people into their adult lives so they can fulfil their potential.

### **Objective 2:**

#### **To lead the way on equality and inclusion in Wales and beyond**

- Deliver our Living Wage Action Plan.
- Become a Child Friendly City recognised by UNICEF as being a place where all children and young people have an equal chance to thrive and reach their potential.
- Foster cohesion & a sense of community in a rapidly changing and polarising society through the delivery of the Welsh Government's Community Cohesion Strategy.
- Develop a Citizens Engagement Strategy to enhance civic participation and support seldom-heard communities to influence the future of our city.

### **Objective 3:**

**To achieve a measurable increase in the extent to which communities facing inequality can share in and contribute to the city's success**

- Improve accessibility in our built environment.
- Enhancing the accessibility of council services and spaces, particularly for those with disabilities, and those who do not speak English or Welsh.
- Improving our data collection and analysis for equalities monitoring data to ensure our approaches to address inequality are evidence-led.
- Ensure consistent use of Equality Impact Assessments to produce high quality and informed analysis of the impact of changes to our services, and incorporate the socio-economic duty into our existing assessment framework.

### **Objective 4:**

**To build an inclusive and representative organisation**

- To develop our workforce, through targeted recruitment and development, so that it is proportionately representative at all levels of the communities we serve.
- Supporting our equality networks to develop and deliver their action plans.
- Renewing and modernising our programme of equalities training and awareness raising for staff, including the development of an 'Equalities in Policy Development' course for managers and policy makers.
- Continue to deliver an ambitious action plan to enhance our Stonewall UK Workplace Equality Index score.
- Deliver our commitments as a Business in the Community (BITC) Race Equality Charter signatory, including the appointment of an Executive Sponsor for Race, and capturing and publishing our ethnicity data and ethnicity pay gap.
- Lead the way in how employers recruit, retain and develop disabled people through our Disability Confident accreditation.

# The consultation process

Cardiff residents, council staff and organisations representing protected characteristic groups and other communities of interest, including those on low incomes, were invited to feed in evidence and ideas regarding our proposed objectives and their delivery.

Consultation exercises included a number of stakeholder focus groups with groups of residents with a range of protected characteristics, the inclusion of our proposed Strategic Equality Objectives in the Fair City Survey 2020 in both hard copy and online survey formats, 1-2-1's with service area's nominated equality leads and the Fair City Seminar, which invited experts on poverty, the Socioeconomic Duty and the Public Sector Equality Duty to engage with council departments and broader stakeholders to contribute to the development of our vision for 2020-2024.

In addition, we consulted with the Corporate Policy Team, including officers responsible for the Council's Corporate Plan and Well-being Plan to ensure continuity and the integration of our equalities duties across key Council and partnership strategies. This ensured that our Equality and Inclusion Strategy 2020-2024 captured major initiatives across directorates and identified their contribution to delivering our equality duties throughout the strategy.

## Fair City Survey 2020

The Fair City 2020 survey outlined our proposed Strategic Equality Objectives for 2020-2024 and invited residents' views on priorities for their delivery.

This survey was available online, in a bilingual format, during February and March 2020. A dedicated council web page hosted the survey and explained the context for the consultation: [www.cardiff.gov.uk/faircitysurvey](http://www.cardiff.gov.uk/faircitysurvey)

Print copies of the survey booklet were available in council and partner venues across the city during this period. Promotional posters were displayed across the council's 19 city-wide Hubs and Libraries to raise awareness of the consultation.

The survey was promoted to council staff via our 'Staff Information' bulletin, which goes to 8,182 email addresses across the council.

A communication campaign was conducted via social media to promote the survey. Cardiff Council's Twitter and Facebook accounts have a combined audience of 89,000 followers (78k Twitter, 11k Facebook).

Targeted fieldwork was undertaken at the following 10 key high street locations across the city: Adamsdown, Butetown, Cathays, Ely, Gabalfa, Grangetown, Pentwyn, Splott, Llanrumney, Trowbridge. These are areas which have an evidenced lower response rate in previous consultations.

All consultation literature and questionnaires were produced by Cardiff Research Centre.

## Who did we consult with?

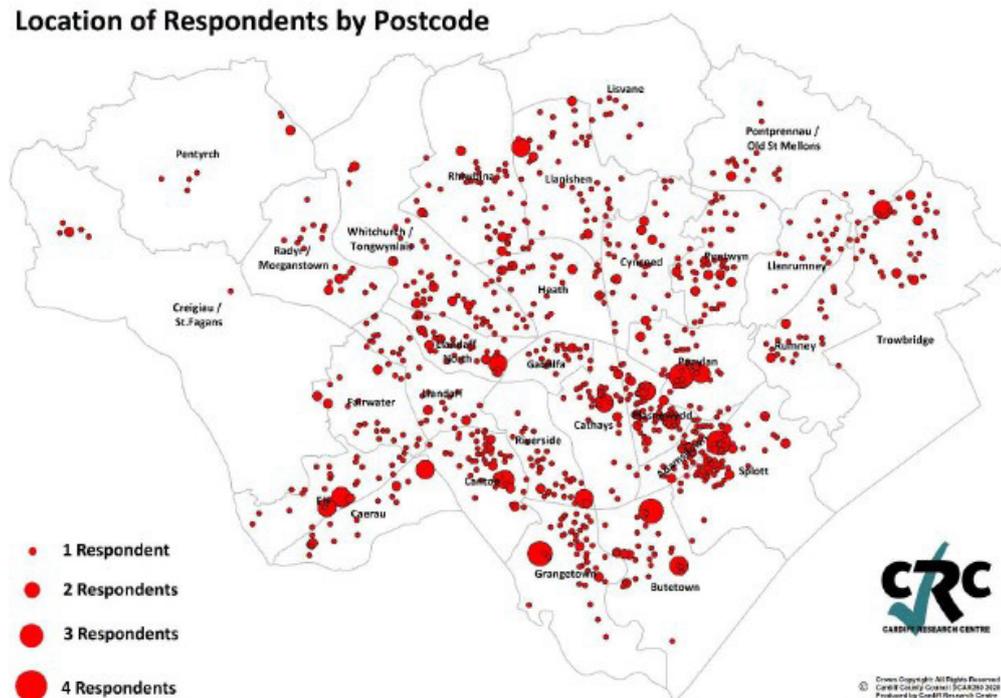
The Cardiff Fair City Survey received 1,593 responses in total. Our engagement events, focus groups and 1-2-1's reached approximately an additional 150 people for in depth discussion regarding our objectives and their delivery.

Of those who responded to the Fair City Survey, 71.1 % of respondents agreed with our proposed Strategic Equality Objectives, with 24.9 % expressing strong agreement. 22.7 % said they were not sure and 6.2 % expressed disagreement with the objectives. Discounting those who said they were 'not sure', 92 % of respondents expressed support for our proposed Strategic Equality objectives.

Of those who provided their Equality Monitoring Data with their survey response:

- 49.3 % of respondents described their gender as female and 48.3 % described their gender as male.
- 23.1 % of respondents were aged 16-34 and 40.8 % of respondents were aged over 55.
- 14.5 % of respondents were from a Black or Minority Ethnic background
- 10 % of respondents identified their sexual orientation as Lesbian, Gay, Bisexual or Other
- 1.4 % of respondents identified as trans
- 1 % of respondents were pregnant or had given birth within the last 26 weeks at the time of response
- 17 % of respondents identified that they or a member of their household has a disability
- 40 % of respondents have a long standing illness or health condition

## Location of Respondents by Postcode



In addition to the Fair City Survey, we delivered several consultation focus groups and events to engage with protected characteristic groups in depth regarding our draft Strategic Equality Objectives and the actions required to deliver them.

This included:

- Cardiff 50+ Forum focus group
- Council Employee Networks (BAME, Disability, Carers, Womens, LGBT) focus group
- Cardiff Third Sector Equality and Human Rights network event
- EYST engagement event
- Diverse Cymru's 'Have Your Say Group' group event

## Fair City Seminar

We delivered an engagement event on January 14th 2020 to consult on our draft Strategic Equality Objectives with nominated equality leads from across the council and external stakeholders representing protected characteristic groups and communities of interest.

The event welcomed expert speakers from Bevan Foundation, Welsh Government and Stonewall to support roundtable discussions regarding our Strategic Equality Objectives and their delivery.

The Seminar welcomed 70 delegates from a range of service areas including social services, housing, economic development and procurement.

# Objective 1: To develop and deliver services which are responsive to Cardiff's inequality gap

Respondents to our consultation said...	How this informed our Equality & Inclusion Strategy 2020-2024
<p>A lack of affordable housing in Cardiff is a major contributing factor to inequality in Cardiff, both for protected characteristic groups and those on low incomes. Actions should be identified under this objective to improve the availability of affordable and good quality housing.</p> <p>Respondents noted that increased demand for housing where there is insufficient supply can push the cost of living up.</p>	<p>We included a significant focus on housing under Objective 1, including actions to increase the delivery of new houses to meet housing need, this includes new Council homes and affordable housing.</p> <p>We also included actions to improve conditions in the private rented sector and identified groups most likely to benefit from these actions through our analysis of the available evidence.</p> <p>Objective 1 also includes actions regarding the delivery of specialist housing provision for older people and Gypsies &amp; Travellers, and our Disabled Facilities Grant Scheme.</p>
<p>Many respondents expressed that activity to support to those who experience homelessness should be a key priority for delivering this objective.</p>	<p>Objective 1 identifies the delivery of our Rough Sleeper Strategy and Homelessness Strategy as key measures to deliver our vision for equality in Cardiff. We provide analysis of the protected characteristic groups and other groups of residents who will most benefit from the delivery of these strategies.</p>
<p>Respondents identified that services which enable residents to learn new skills and access career advice were essential in addressing socioeconomic inequality and providing greater opportunity to those excluded from the local labour market. They noted that this should include targeted initiatives for young people and those who experience long term unemployment</p>	<p>Objective 1 identifies the delivery of our Into Work Service, including specialist support for care-leavers and young people most at risk of being economically inactive, as a key deliverable.</p> <p>The Cardiff Commitment programme is also identified as a deliverable against this objective, including school/business partnerships that target skills development in the key economic growth sectors of the Cardiff Capital Region.</p>

<p>Respondents indicated that improving mental health and emotional well-being services for young people was important for the delivery of this objective.</p>	<p>A number of deliverables to enhance mental health and emotional well-being services for young people have been included under Objective 1 of the strategy.</p>
<p>Respondents suggested that the council's work to tackle Violence Against Women and Girls should be reported under this Objective to ensure that there is a specific action regarding gender equality and the delivery of gender specific services.</p>	<p>Our regional Cardiff &amp; Vale of Glamorgan Violence against Women, Domestic Abuse and Sexual Violence Strategy 2018-2023 has been identified as a delivery area for Objective 1.</p>

## Objective 2: To lead the way on equality and inclusion in Wales and beyond

Respondents to our consultation said...	How this informed our Equality & Inclusion Strategy 2020-2024
<p>It is important, as the Council for the capital city of Wales, that we are a best practice organisation and hold ourselves to high standards. The council should ensure that its best practice initiatives are visible and inform broader practice in Wales where they yield results.</p> <p>As one of the oldest multi-ethnic places in the UK, we should seek to strengthen our practice in relation to race equality and work with our partners to improve outcomes for Cardiff's Black and Minority Ethnic Residents.</p>	<p>The deliverables listed under this objective include a number of specific areas of practice and new initiatives unique to Cardiff. This learning will be shared throughout our organisation and with our partners, and we will provide evidence regarding 'what works' based on our experiences to the Welsh and UK Governments in appropriate reviews and calls for evidence.</p> <p>Cardiff was one of the first UK cities to establish a Race Equality Taskforce following the significant Black Lives Matter protests across the UK during the summer of 2020. Our Taskforce will meet until the end of the current administration to drive forward action to address racial inequality in Cardiff. Throughout the strategy, we identify evidence regarding the outcomes of Black and Minority Ethnic Cardiffians against a number of domains, and our Annual Report will identify progress in improving outcomes for this group.</p>

<p>The Council should implement specific measures to improve participation in local decision making, especially for those groups who are currently least heard in local democracy and policy making.</p>	<p>Objective 2 identifies a number of deliverables to enhance civic participation in Cardiff. This includes the delivery of our Child Friendly Cities initiative, which will improve the representation of children’s voices in everything we do as a council.</p> <p>We will also deliver several specific initiatives during 2021-2022 including; the coordination of the Census 2021 in partnership with the Office for National Statistics, delivering a voter registration campaign for 16-17 year olds and non-UK born residents to maximise participation in the 2021 Welsh Parliament election and the development of a Citizens Engagement Strategy in line with the requirements of the Local Government and Elections (Wales) Bill.</p> <p>In addition, action 2.6 explains that we will support participation amongst those with protected characteristics by:</p> <ul style="list-style-type: none"> <li>• Providing information and/or engagement sessions in an accessible format on key issues, taking account of and mitigating barriers to participation wherever possible, such as through the provision of information in another language, Braille, audio, large print, easy read, BSL video or plain text.</li> </ul>
<p>The council should continue to build upon successful initiatives to improve the quality and security of jobs on offer in Cardiff’s labour market.</p>	<p>Objective 2 includes our work to become a Living Wage City through the Living Wage City Action Plan 2019-2022 and sets out our progress to deliver this so far.</p>

<p>There is further work to be done across Wales in addressing the gaps in data that make it difficult to understand the experiences of people with protected characteristics.</p> <p>The Council should seek to improve its practice in measuring and monitoring our progress against our Strategic Equality Objectives and make its findings more visible. We should develop specific metrics to evaluate our progress against our objectives.</p>	<p>Objective 2 outlines our plans to create an Equalities Data Dashboard during the foundation year of our Equality &amp; Inclusion Strategy.</p> <p>This includes a review of the data we currently collect across the organisation and how we share Wales-wide and UK-wide data with relevant departments to inform their policy development. We will work towards bringing this data together into a single integrated dashboard to inform service design and the evaluation of our progress against our objectives. Our Annual Report against our Equality &amp; Inclusion Strategy 2020-2024 will assess our progress using this data to ensure our practice is evidence-led and our progress quantifiable where possible.</p>
<p>We should use our convening powers to encourage our partners in Cardiff, including other public sector bodies, private and voluntary sector organisations and educational institutions to influence and promote equality.</p>	<p>Our Race Equality Taskforce, Child Friendly City initiative and Living Wage Action Plan all depend on fostering strong partnerships with other city stakeholders. Fostering strong partnerships across the city to deliver our equality objectives is recognised throughout the strategy, including in 'Our Commitments' which underpin our whole approach, on page 9.</p>
<p>Several respondents expressed concern regarding hate crime and prejudice and saw a role for the council in challenging prejudice and discrimination in wider society.</p>	<p>Objective 2 details our work to deliver the Welsh Government's Community Cohesion Programme, including actions to coordinate support for victims of hate crime and support campaigns which raise awareness of the harmful effects of prejudice and discrimination.</p>

## Objective 3: Cardiff is accessible to everyone who is living, visiting or working in the city

Respondents to our consultation said...	How this informed our Equality & Inclusion Strategy 2020-2024
<p>Our Objective should be more specifically focused on accessibility, especially in the built environment and should identify specific measures that would support older people, disabled people and those who experience physical ill health to enjoy city life.</p>	<p>The wording of this Objective was revised from <i>'To achieve a measurable increase in the extent to which communities facing inequality can share in and contribute to the city's success'</i> to <i>'Cardiff is accessible to everyone who is living, visiting or working in the city'</i> following our consultation. This is because feedback suggested that we should be more specific in setting out what we wanted to achieve in this area and that Objective 3 should be more distinct from Objective 1.</p> <p>Throughout the Objective 3 section of our strategy, we identify specific measures that will enhance the inclusion of older people, disabled people and those who experience physical ill health.</p>
<p>It is important that our built environment is accessible to all, particularly our city centre and high streets. This is particularly important as social distancing measures are introduced due to Covid.</p>	<p>We identify several deliverables in the Council's Corporate Plan which will improve accessible transport links and public spaces under Objective 3, including the application of our Master Planning Principles.</p> <p>We will convene a regular accessibility forum as social distancing measures are introduced across the city to ensure any detrimental impact to any protected characteristic group is identified and mitigating actions put in place where they are.</p>

<p>We should better integrate consideration of equality, including the socioeconomic duty, into our policy development, including enhancing our Equality Impact Assessment process.</p>	<p>Objective 3 details the work we have already completed in 2019 to ensure that Equality Impact Assessment training is available to all council staff.</p> <p>In 2021 we will develop an ‘Equalities in Policy Development’ course for managers and policy makers across the council, which will include how to source relevant equalities evidence to inform options and evaluate approaches.</p>
<p>Language barriers prevent some groups of people accessing services and employment in Cardiff.</p>	<p>Objective 2 details our work through the Inclusive Cities programme. Our Action Plan for Phase 1 of Inclusive Cities included partnership measures with Cardiff and Vale College and the Welsh Government funded Restart programme to improve access to ESOL (English for Speakers of Other Languages) in Cardiff, and bespoke employment support for refugees, who evidence suggests experience poor labour market outcomes both in Cardiff and the UK more broadly.</p> <p>Objective 3 also details the types of specialist provision available in our Hubs and Libraries, including ESOL provision in some venues where there is a local need for this service.</p>

## Objective 4: To build an inclusive and representative organisation

Respondents to our consultation said...	How this informed our Equality & Inclusion Strategy 2020-2024
<p>Respondents suggested that we need to widely promote job opportunities at the council to encourage applicants from underrepresented groups to consider a career in local government</p>	<p>Objective 4 details several deliverables to promote the council as an employer to underrepresented groups including young people and those from Black and Minority Ethnic backgrounds, particularly through partnerships with local schools, colleges and universities.</p>
<p>Council employees responded that we should ensure that policies in the workplace are consistently applied to ensure an open, fair and equal workplace.</p>	<p>Objective 4 explains that the elimination of discrimination, harassment and victimisation is an essential component of our Workforce Strategy 2018-2022. This is achieved through a number of transparent policies available to all staff and managers on the organisation's intranet, which ensure that every employee is treated with dignity and respect. These policies are kept under regular review in consultation with employees to ensure they are effective in achieving these aims.</p> <p>The Single Status Collective Agreement has also ensured equal pay for equal work.</p> <p>Publishing our gender and ethnicity pay gap will further support transparency and assist the council in measuring its progress towards achieving a representative workforce.</p>

<p>Existing employees from under-represented groups should be encouraged to participate in training and development opportunities to support their progression within the organisation.</p>	<p>Our commitments under the Business in the Community (BITC) Race at Work Charter, Stonewall Champion scheme and Disability Confident Accreditation will ensure that development and progression opportunities are available to BAME, Disabled and LGBT staff as a measure to help improve representation amongst senior roles.</p> <p>Our Employee Networks have also developed action plans and have senior sponsors within the management team to support their delivery.</p> <p>Application and Interview Skills training is also available to all council staff looking to progress into a new role.</p>
<p>The council should take steps to address gaps in its equality monitoring data for its workforce so we can more accurately measure our progress to become more representative of the communities we serve.</p>	<p>Objective 4 details that we will promote positive messages regarding the collection of equalities monitoring data to address gaps regarding our current workforce.</p> <p>We will continue to use this data to provide team-level analysis to directorates, to support them to measure their progress in delivering our commitment to become more representative.</p>
<p>The council should ensure that there is a high quality programme of equalities training available to all staff.</p>	<p>Our Equality Awareness and Equality Impact Assessment training courses were revised and relaunched in 2019 and have been popular amongst council staff from a wide variety of departments.</p> <p>They are regularly promoted via all staff communications, and a promotional campaign encouraging participation in the training to support Covid-19 recovery planning has been delivered during summer 2020.</p> <p>In addition to our standard package of equalities training, a number of specialist courses are available each year, which are regularly revised to reflect training needs across the organisation e.g. Deaf Awareness Training, Hate Crime Awareness Training.</p>

# Reviewing the delivery of our Equality & Inclusion Strategy following the onset of the Coronavirus Pandemic

We reviewed our Equality & Inclusion Strategy in light of the Coronavirus pandemic, recognising that, without intentional action, the consequences of this crisis are likely to exacerbate existing inequalities in our society. Public services are now operating in a very different environment to the beginning of 2020 and supporting those most heavily impacted by the Covid-19 crisis has been at the forefront of our minds in recovery planning and in restarting our services. Our council-wide approach to recovery reflects the spirit of our equalities policy outlined at the beginning of our strategy and our Strategic Equality Objectives.

Recognising that that the UK's departure from the European Union and the consequences of the Coronavirus pandemic mean we are working in a rapidly evolving environment, and that these factors are expected to greatly influence our future landscape, our Equality and Inclusion Strategy will be reviewed and updated at its mid-way point in its delivery, in 2022.



# Evidence which informed our Equality & Inclusion Strategy 2020-2024

Below you will find a complete list of evidence referred to throughout our Equality and Inclusion Strategy 2020-2024 and the relevant reference where you can access the relevant dataset, policy or report.

Footnote	Details
2	Cardiff Local Well-Being Assessment, Cardiff is a fair, just & inclusive society: Poverty, <a href="https://www.cardiffpartnership.co.uk/well-being-assessment/cardiff-fair-just-inclusive-society/poverty/">https://www.cardiffpartnership.co.uk/well-being-assessment/cardiff-fair-just-inclusive-society/poverty/</a>
3	Welsh Index of Multiple Deprivation 2019, Overall Deprivation, Percentage of LSOAs in the 10 % Most Deprived Areas in Wales (Ranked 1-191), <a href="https://wimd.gov.wales/?lang=en">https://wimd.gov.wales/?lang=en</a>
6	Welsh Index of Multiple Deprivation (WIMD), Education domain, <a href="https://wimd.gov.wales/explore?lang=en#&amp;domain=overall&amp;z=11&amp;lat=51.4681&amp;lng=-3.2065">https://wimd.gov.wales/explore?lang=en#&amp;domain=overall&amp;z=11&amp;lat=51.4681&amp;lng=-3.2065</a>
7	Cardiff Well-being Plan <a href="https://www.cardiffpartnership.co.uk/wp-content/uploads/Well-being-Plan-2018-23-Eng.pdf">https://www.cardiffpartnership.co.uk/wp-content/uploads/Well-being-Plan-2018-23-Eng.pdf</a>
9	Office for National Statistics, House price to residence-based earnings ratio, 2020 <a href="https://www.ons.gov.uk/peoplepopulationandcommunity/housing/datasets/ratioofhousepricetoresidencebasedearningslowerquartileandmedian">https://www.ons.gov.uk/peoplepopulationandcommunity/housing/datasets/ratioofhousepricetoresidencebasedearningslowerquartileandmedian</a>
10	Stats Wales, Housing, Private Sector Rents, <a href="https://statswales.gov.wales/Catalogue/Housing/Private-Sector-Rents">https://statswales.gov.wales/Catalogue/Housing/Private-Sector-Rents</a>
11	Annual Survey of Hours and Earnings, Cardiff Full time Annual Earnings 2014-2019, <a href="https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/annualsurveyofhoursandearnings/2019/relateddata?uri=employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/annualsurveyofhoursandearnings/2019/relateddata&amp;page=2">https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/annualsurveyofhoursandearnings/2019/relateddata?uri=employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/annualsurveyofhoursandearnings/2019/relateddata&amp;page=2</a>
12	Cardiff Local Housing Market Assessment 2015 and, House of Commons Library, Briefing Paper: Home Ownership and Renting: Demographics, <a href="https://researchbriefings.files.parliament.uk/documents/CBP-7706/CBP-7706.pdf">https://researchbriefings.files.parliament.uk/documents/CBP-7706/CBP-7706.pdf</a>
13	Census 2001, 2011, <a href="https://www.ons.gov.uk/census">https://www.ons.gov.uk/census</a>

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# Equality & Inclusion Strategy 2020 - 2024

## Appendix B: Equal Opportunities Policy Statement



## CARDIFF COUNCIL

### EQUAL OPPORTUNITIES POLICY STATEMENT

#### PURPOSE

1. This Equal Opportunities Policy Statement sets out Cardiff Council's commitment to promoting equal opportunities and diversity in employment and service delivery.
2. It demonstrates that equal opportunities are central to Cardiff Council's values and the delivery of services; it is part of mainstreaming equality within the Council.
3. It demonstrates that Cardiff Council values diversity and that no job applicant, employee or service user should be treated less favourably on the grounds of age, disability, gender identity/reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation and the Welsh language.
4. It sets out a clear commitment to work towards eliminating direct and indirect discrimination, harassment and victimisation, to promote equality of opportunity and to develop good relations between people from different groups.
5. This Policy Statement supports the Council's Strategic Equality Plan, which outlines how we will comply with the Equality Act 2010.

#### SCOPE

6. This Policy Statement applies to all employees of the Council and Elected Members. It is commended to School Governing Bodies.

#### KEY PRINCIPLES

7. This Policy Statement aims to ensure that Cardiff Council is an organisation that values diversity and takes proactive steps to remove discrimination and foster good relations. This will be achieved by promoting equality in all of the Council's activities. This Policy Statement provides the foundation for all policies, strategies and schemes and links directly to the Council's Strategic Equality Plan.

#### POLICY STATEMENT

8. Cardiff Council believes in creating a fair, just and inclusive society. As an employer and provider of services, we will not discriminate against people on the grounds of age, disability, gender identity/reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation or Welsh language.

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9. We are committed to ensuring that services are relevant and responsive to the needs of all communities. We recognise that all members of the community have specific needs and will strive to meet those needs.
10. We value all members of the community and will treat people with dignity and respect. We will not tolerate discrimination, harassment or victimisation of our service users or communities.
11. We will ensure that our contractors and others who deliver our services share our values.
12. We will work closely with local people, voluntary and community groups and other partners to build a respectful place in which we can all live and work.
13. We recognise that we work in a diverse community and understand the importance of achieving a diverse workforce. We will ensure that our recruitment practices are fair and consistent.
14. We will develop our employees by valuing their varied skills and experiences; by investing in learning and development; by treating employees fairly; by combating harassment, discrimination and victimisation at work; and by encouraging a culture, which values the difference between us.
15. In summary, Cardiff Council is committed to ensuring that:
  - the services we provide meet the needs of our service users
  - service users and employees are treated with dignity and respect
  - discrimination, harassment and victimisation are not tolerated
  - equality becomes a part of all we do.

## **RESPONSIBILITY**

16. The Chief Executive and the Corporate Management Board are responsible for implementing this Policy Statement and ensuring that equality is mainstreamed throughout Cardiff Council.
17. All managers, at all levels of the organisation, are responsible for actively promoting equality, removing discrimination and fostering good relations between different groups in employment and service delivery.
18. All employees, at all levels of the organisation, are responsible for following the principles in this policy; we all have an important role to play in ensuring Cardiff Council carries out its commitment to equality and diversity.
19. All employees are responsible for ensuring that equality impact assessments are carried out on all new policies, practices and functions so they fulfil the principles of this policy.

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20. All employees have access to an 'Equality & Diversity Awareness Employee Handbook'. This contains further information about responsibly for removing discrimination and promoting equality.
21. Where public services are provided by other organisations or suppliers, they are responsible for adhering to the principles within this Policy Statement at all times. Failure to do so could result in termination of contract.

## MONITORING

22. The Corporate Management Board will monitor the implementation of this policy.
23. This policy will be reviewed yearly or when otherwise required due to changes in legislation or practices.
24. Cardiff Council's Strategic Equality Plan outlines the steps that will be taken to implement this policy. The Plan will be reviewed yearly and a progress report will be produced and published.
25. This policy outlines Cardiff Council's commitment to prevent discrimination, promote equal opportunities and foster good relations between different groups. If an employee feels that this policy is not being followed, they should raise this with their line manager. If matters cannot be resolved by the line manager, or where the complaint relates to the line manager, you can use the Resolution Policy (Replacing Grievance Policy and Harassment Policy and Procedure) [Resolution Policy](#)
26. If an employee has any questions about this policy, they should discuss them with their line manager, or they can be raised with the Council's Equality Team or HR People Services.
27. Disciplinary matters that arise from this policy will be dealt with using the Council's Discipline Policy and Procedure.
28. If a member of the public feels that this policy is not being followed, they can make a complaint through the Council's Complaints Policy and Procedure. This is available through contacting C2C (Tel: 2087 2087) or the [website \(www.cardiff.gov.uk\)](http://www.cardiff.gov.uk).

## RELATED DOCUMENTS

[Strategic Equality Plan](#)  
[Employee Equality Network Leaflet](#)  
[Equality and Diversity Handbook](#)  
[Resolution Policy](#)  
[Discipline Policy and Procedure](#)  
[Complaints Policy](#)

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# Equality & Inclusion Strategy 2020 - 2024

## Appendix C: Terminology



# Appendix C: Terminology

<p><b>Accessible communications</b> means communications that can be understood by all members of the community, including Deaf and disabled people and people who use English as a second language.</p>
<p>An <b>asylum seeker</b> is a person who has sought protection as a refugee, but whose claim for refugee status has not yet been assessed.</p>
<p><b>BAME</b> stands for Black, Asian and Minority Ethnic.</p>
<p>A <b>carer</b> is someone who provides support, unpaid, for a friend or family member who needs support owing to disability, illness, or for another reason such as an addiction.</p>
<p><b>Capital Ambition</b> is Cardiff Council’s overarching five-year plan for the city, outlining our vision for the city and the services we provide to the public.</p>
<p>The <b>Cardiff Commitment</b> is an initiative which works with external partners to introduce children and young people to the vast range of opportunities available to them in the world of work</p>
<p>Our definition of <b>Community Cohesion</b> is that set out in the Welsh Government Community Cohesion Delivery Plan.</p> <p>This explains Community Cohesion as:</p> <p>“The vision of an integrated, cohesive and resilient society is based on three foundations:</p> <ul style="list-style-type: none"><li>• people from different backgrounds having similar life opportunities;</li><li>• people knowing their rights and responsibilities;</li><li>• people trusting one another and trusting local institutions to act fairly; and on three ways of living together:</li></ul> <ul style="list-style-type: none"><li>• a shared future vision and sense of belonging;</li><li>• a focus on what new and existing communities have in common, alongside a recognition of the value of diversity;</li><li>• strong and positive relationship between people from different backgrounds.</li></ul> <p>Community cohesion is strongly connected to work on equalities and community safety. The three work areas overlap to form a ‘Community Resilience’ spectrum where work to strengthen equal rights and opportunities and foster good relations prevents downstream community safety incidents such as hate crime and vulnerability to radicalisation.”</p>
<p><b>Community engagement</b> is a process that involves communities in deliberation, decision making and practical action. It can be done using a wide range of methods and can include both face-to-face and online engagement.</p>
<p><b>Our Corporate Plan</b> sets out how we will deliver Capital Ambition</p>

<p><b>Disability</b> as defined by the Equality Act 2010, is a physical or mental impairment that has a substantial and long-term negative effect on a person’s ability to do normal daily activities. The social model of disability defines it as the effect of the barriers, discrimination and disadvantages faced by disabled people, not the impact of their specific impairment.</p>
<p><b>Diversity</b> is about recognising, respecting and valuing a wide set of differences and understanding that the opportunities we get are impacted by characteristics beyond those protected by legislation. This includes class, family background, political views and union membership.</p>
<p><b>Employment rate:</b> The number in employment expressed as a percentage of everyone in that age group (in this case, all those of working age).</p>
<p><b>Equality</b> is about recognising and respecting differences, including different needs, to ensure people can live their lives free from discrimination, know their rights will be protected, and have what they need to succeed in life.</p> <p>It is about ensuring equality of opportunity by tackling the barriers that some groups face, and making Cardiff fairer by narrowing the social and economic divides that separate people.</p> <p>The characteristics protected by equality legislation are age, disability, gender, gender reassignment, ethnicity, pregnancy and maternity, religion and/or belief and sexual orientation.</p>
<p><b>A Hate crime</b> is any crime that is targeted at a person because of hostility or prejudice towards that person’s actual or perceived disability, race or ethnicity, religion or belief, sexual orientation or trans identity. This can be committed against a person or property.</p>
<p><b>Homelessness</b> is the state of lacking a place to live that is supportive, affordable, decent and secure. While rough sleepers are the most visible homeless population, most homeless people live in hostels, squats, bed and breakfasts or in temporary and insecure conditions with friends and family.</p>
<p><b>Millennials</b> - Those born between 1981 – 1996 (sometimes listed as 1980 -2000)</p>
<p><b>Inclusive</b> design creates environments that everyone can use to access, and benefit from, the full range of opportunities available and they can do so confidently, independently and with choice and dignity. Inclusive design avoids separation or segregation and is made up of places and spaces that acknowledge diversity and difference, meeting the needs of everyone in society.</p>
<p><b>Inclusive growth</b> is economic growth that creates opportunity for the whole population and distributes the dividends of increased prosperity, both in monetary and non-monetary terms, fairly across society.</p>
<p><b>Inclusion</b> means removing barriers and taking steps to create equality, harness diversity and ensure safe, welcoming communities and cultures that encourage innovative and fresh ways of thinking and allow people to speak up, especially to suggest where things could be done better.</p>
<p><b>LGBT+</b> stands for Lesbian, Gay, Bisexual and Transgender (including Genderqueer, Non Binary, Questioning, Intersex and Asexual).</p>

<p><b>Older people</b> refers to people over 50, but also recognises that those above retirement age and those over 70 may have certain requirements.</p>
<p>The <b>Pay gap</b> is the difference between the average pay of two different groups of people, for example men and women, or groups from different ethnic backgrounds.</p>
<p><b>Protected characteristics</b> are the nine characteristics protected under the Equality Act 2010. They are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.</p>
<p><b>Poverty</b> is defined relative to the standards of living in a society at a specific time. People live in poverty when they are denied an income sufficient for their material needs and when these circumstances exclude them from taking part in activities that are an accepted part of daily life in that society.</p>
<p>A <b>refugee</b> is someone who ‘owing to a well-founded fear of being persecuted for reasons of race, religion, nationality, membership of a particular social group, or political opinion, is outside the country of his nationality, and is unable to or, owing to such fear, is unwilling to avail himself of the protection of that country...’. (1951 Refugee Convention)</p>
<p>The <b>Socio-economic Duty</b> is covered by Section 1 of the Equality Act 2010, which is due to be introduced in Wales in 2021. It will require a public body ‘when making decisions of a strategic nature about how to exercise its functions, [to] have due regard to the desirability of exercising them in a way that is designed to reduce the inequalities of outcome which result from socio-economic disadvantage’</p>
<p><b>Special educational needs</b> is defined in legislation as a child or young person with a learning difficulty or disability which calls for special education provision.</p>
<p><b>UNICEF</b> – is the United Nations International Children’s Fund</p>
<p>The <b>Welsh Index of Multiple Deprivation (WIMD)</b> is designed to identify the small areas of Wales that are the most deprived.</p> <p>WIMD is the official measure of relative deprivation for small areas in Wales. It is a National Statistic produced by statisticians at the Welsh Government. It identifies areas with the highest concentrations of several different types of deprivation.</p>



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**CARDIFF COUNCIL  
CYNGOR CAERDYDD**



**CABINET MEETING: 17 SEPTEMBER 2020**

**REVIEW OF CARDIFF WORKS AND MATRIX AGENCY PROVISION.**

**FINANCE, MODERNISATION AND PERFORMANCE  
(COUNCILLOR CHRIS WEAVER)**

**AGENDA ITEM: 10**

**Reason For This Report**

1. To set out details of the review of Cardiff Works, the Council's in house agency, and to set out the proposed way forward for future delivery of the service.
2. To set out proposals to put in place a further contract with Matrix SCM Ltd for the provision of a brokerage service to provide external agency staff.

**Background**

3. The management of Cardiff Works transferred to Housing and Communities from HR People Services on 1st April 2019. The main aim of this transfer was to expand the role of Cardiff Works in providing temporary staff for the Council and to better align the service with the Into Work advice and training services.
4. One of the key principles in the founding of Cardiff Works was to ensure that Cardiff Council jobs are accessible to all, with a real emphasis on recruiting a diverse range of individuals from within the community.
5. Currently Cardiff Works supplies only temporary administration and clerical staff. There is an ambition to expand the service to include further roles however before any decision on this could be made a full review of the service was required to establish how this could be achieved and the best delivery model to take the service forward. The findings of this review and the proposed way forward are set out in this report.
6. External agency staff are currently provided through a contract with Matrix SCM Ltd (Matrix). Matrix does not provide agency workers directly, instead it provides a brokerage service, entering into contractual arrangements with a number of different agencies and ensuring that workers are provided from these agencies as required by the Council. There are currently 123 local supplier agencies signed up with Matrix. Matrix provides a full time on site account manager for Cardiff to assist with day to day enquires. Of the £18.2 million spend on external agency staff in 2019/2020 only £128,799 was retained by Matrix.

7. The duration of the arrangement with Matrix was initially from 1<sup>st</sup> December 2016 to 7<sup>th</sup> September 2018 with the option to extend for 12 months until 7<sup>th</sup> September 2019. The contract was then awarded for a further 12 months on 8<sup>th</sup> September 2019. It was not possible to bring forward a report earlier in the year to address this issue due to the Covid-19 restrictions and governance arrangements. Therefore the contract with Matrix expired on the 7<sup>th</sup> September 2020. A new arrangement for the provision of these services is therefore required as soon as possible.

## **Issues**

### **Findings of the Review of Cardiff Works**

8. The review of Cardiff Works has shown that considerable change is needed to improve the service before any major expansion can be considered. The process of modernisation is underway including the digitalisation of the service, simplification of the processes and speeding up of recruitment.
9. Cardiff Works staff are directly employed by the Council and have similar terms and conditions to other Council staff, these terms and conditions are considerably better than other agency staff. As Cardiff Works is managed by the Council, the temporary staff have the same pension rights as other Council employees, as a result the on costs for pensions are significantly higher than paid by external agencies.
10. While the current arrangement does make Cardiff Works more expensive and less flexible than external agencies, individual staff do benefit from the better terms and conditions.
11. To allow different employment conditions, and therefore reduce the pension costs, a new company would need to be created that is clearly separate from the Council. The control that the council would have over this company would be limited.
12. A task and finish group was established to review all different models of delivery and the implications of each of these models. The group was made up of Council officers from Housing and Communities, Human Resources, Legal Services, Procurement and Financial Services, the review took place between November 2019 and February 2020 and the results of this review are outlined below.

### **Aims for Cardiff Works**

13. The purpose and aims of Cardiff Works were considered to ensure any options for the future would continue to meet the purpose of the scheme. The aims of Cardiff Works were defined as follows:
  - An efficient, cost effective 'agency' service for the Council

- Encouraging young people to work for the Council, assisting with workforce planning and addressing the ageing workforce in the Council.
- To provide opportunities to those looking for work, particularly for those from more vulnerable backgrounds and for those from ethnic minority groups.
- To use temporary work as part of a pathway into employment. By linking with Into Work Services, temporary work would be part of a continuum of support alongside training mentoring and volunteering opportunities.
- To increase income generation, ensuring where possible that agency fees remain within the Council rather than being paid to external agencies.
- To offer good terms and conditions, ensuring fairness to the temporary staff working alongside council employees.

### **Models of Delivery**

14. The different potential options for service delivery were reviewed and the implications of each option is set out below

#### ***Option 1- Retain Cardiff Works within the Council***

15. In this option Cardiff Works would remain within the Council and would be modernised, enhanced and linked to the Into Work Service. The Council would be in full control of the service and could ensure that it met the key aims set out above. Staff would remain in the council and retain the same terms and conditions, including a council pension, ensuring fairness in employment, however the additional costs of this would apply.
16. Trading would be allowed with other public sector services, and it would be allowable to make a profit, not just to recover costs. No procurement process would be required for the Council to use the services of Cardiff Works however a procurement process may be needed if work was undertaken for external organisations. Any income generated would remain within the Council.

#### ***Option 2 - Create a Company with a Teckal Exemption***

17. A company with a 'teckal exemption' (ie with the required control as laid down by the procurement regulations) would allow some external trading with non-public sector bodies (20% of turnover or less). Provided it complied with the 'teckal exemption', no procurement would be required for the Council to use the services, however a competitive procurement process would be likely to apply for any external work. Transfer (TUPE) of

the current council staff into the new company would be required. Council terms and conditions would apply to both existing and new staff, providing fairness in employment however the higher pension costs would not be avoided.

### ***Option 3 - Create a Company Without a Teckal Exemption***

18. Under this option full trading would be allowed, however a procurement process would be required, including for services provided to the Council. Transfer (TUPE) of the current council staff into the new company would be required. Terms and conditions of the transferred staff would be protected, and council terms and conditions may continue to apply for some new staff depending on their role. Therefore in future the additional cost of the council pensions could be avoided, however this would not meet the aim of fairness in employment. Under this option the company established would need to be independent of the Council and there would be no direct control over the operation of the service, giving less opportunity to join services together with Into Work services and to meet the aims set out above.

### ***Option 4 - Cease to operate Cardiff Works***

19. Under this option Cardiff Works would cease and all temporary staff would be recruited via Matrix external agency provision. This would produce a small financial saving for the Council overall. This option would not have any of the advantages that linking a modernised Cardiff Works to Into Work services would provide and would not meet the key aims of the scheme.

### **Proposed Way Forward**

20. The review concluded that the key aims could best be achieved through retaining Cardiff Works within the Council and that little benefit would be achieved by setting up a separate company, given the nature and purpose of service. However it was also recognised that significant changes were needed to the service to ensure that it operated efficiently and that all the goals were met. This change, which has already commenced, would include:
- Digitalisation of the service,
  - Streamlining recruitment processes
  - A new marketing and branding strategy
  - Increased accessibility of the service, with a public access point at Central Library hub
  - Greater visibility in the community, including attendance at jobs fairs and job clubs alongside Into Work Services.
21. In addition Cardiff Works would be further developed to fully align with Into Work Services, tailoring support to ensure that candidates are helped to become 'Cardiff Works ready'. There would be a clear focus on supporting more vulnerable individuals by linking the service closely with the into work mentors and community into work teams. A support pathway would be created to take clients from unemployment into training, volunteering opportunities, temporary jobs with Cardiff Works and then on into permanent employment.

22. Even though Cardiff Works would remain in house, there are still opportunities to create additional income and retain this within the Council, this could include:
- Delivering a wider variety of roles through Cardiff Works, such as waste management operatives and cleaners.
  - Reviewing how placements are charged for, to give service areas better value for money, whilst still generating income.
  - Exploring the provision of services to other public services, on an “ethical agency” basis
  - There is also an opportunity for Into Work Services to act as a recruiter for agencies within the Matrix framework, providing candidates from Into Work client lists. This could potentially ensure that Into work clients are given priority for new vacancies, with a small finder’s fee being retained by the service.
23. It is therefore proposed that Cardiff Works remains within the Council and steps are made to modernise and enhance the service.

### **Extension of the Matrix Contract**

24. The contract with Matrix has proven good value for money. Since December 2016, cashable savings for the authority have been approximately £200,000, when compared with the previous contract. These savings have been realised by system and process improvements and from the reduction in agency management fees. Some of the system improvements relate to automation of back office functions including the approval’s process, with increased efficiencies in procurement, invoicing and billing arrangements.
25. It is proposed that a direct award is made to Matrix SCM Limited for 3 years until September 2023, with annual break clauses. It is proposed that this direct award is made under the National Procurement Service (NPS) All Wales Agency Worker Framework. This will be an interim arrangement to allow the changes to Cardiff Works to be delivered and for the future need for agency services to be assessed. Retaining the same provider and avoiding significant disruption at this time will allow the service to focus on developing and enhancing Cardiff Works.
26. The National Procurement Service (NPS) All Wales Agency Worker Framework guidelines state that “A Direct award may be made where it is possible to establish the most economically advantageous offer on the basis of the terms laid down in the Framework Agreement, and where the services required, and proposed contract terms are included in the Framework Agreement and Specification. Should this be the case, customers should then undertake a benchmarking exercise of all Service Providers within their preferred Lot(s), by applying the framework rates to their current/anticipated volumes”
27. In accordance with these guidelines, the Councils Commissioning and Procurement team have carried out a benchmarking exercise using the framework pricing submitted by the suppliers. Based on this valuation,

Matrix SCM Ltd are the least expensive Framework provider. Matrix SCM Ltd has therefore demonstrated that is good value for money.

28. By extending this contract using the NPS framework, rather another arrangement such as the ESPO framework, the Framework Levy will be kept within Wales. It has also been possible to improve the specification for the service to achieve added value including increased social value initiatives and targets working alongside the Into Work services. Rate reductions for longer term placement, use of mobile application for time sheet approval and the use of Matrix online systems for Cardiff Works.
29. Full recommissioning of the brokerage service will be carried out once the changes to Cardiff Works have been implemented and the level of need for external agency staff can be reassessed.

### **Reason for Recommendation**

30. To note the review of Cardiff Works and to agree the way forward set out in the report.
31. To ensure continued provision of external agency provision by the direct award this contract for a further 3 years to the current provider, Matrix SCM Ltd as an interim arrangement. Matrix SCM Ltd have demonstrated good value for money. With the provider remaining the same this will prevent significant change and disruption at this time. As there will not be a substantial investment in staff time to implement a new provider, full focus can be used to explore fully different opportunities for Cardiff Works.

### **Procurement Implications**

32. A benchmarking exercise was undertaken in line with the guidelines of the NPS framework to ensure best value and based on this the Council can direct award so it remains compliant with procurement regulations. This agreement to date has delivered value through lower agency management fee whilst providing access to improvements in terms of portal improvement including regulatory compliance, better management reporting and an onsite account manager.

### **Financial Implications**

33. The costs of using the Matrix service lies with the Directorate engaging the agency staff who will have responsibility to ensure that there are sufficient financial resources available. The Directorate currently has a £50,000 budget saving for 2020/21, which will continue to be required to be delivered.

### **Legal Implications**

34. The reports sets out details of the review carried out by the client department. Initial legal advice was provided on options 2 and 3. There are no direct legal implications arising from the first recommendation in

this report. With respect of the modernisation referred to, further legal advice and approvals should be sought as and when necessary.

35. In respect of the second recommendation, approval is sought to award a call off contract off a framework put in place by the NPS. Any Call off contract must be carried out in accordance with the Call Off Process set out in the Framework Agreement. Legal Services are instructed that the recommendation proposed accords with the Framework Agreement and call off process. It should be noted that the terms and conditions will be those as set down by the Framework Agreement and the client department should satisfy themselves as to whether they are suitable for their requirements.

### **Equalities Duties.**

36. 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.

### **Well Being of Future Generations (Wales) Act 2015**

37. The Well-Being of Future Generations (Wales) Act 2015 ('the Act') places a 'well-being duty' on public bodies aimed at achieving 7 national well-being goals for Wales - a Wales that is prosperous, resilient, healthier, more equal, has cohesive communities, a vibrant culture and thriving Welsh language, and is globally responsible.
38. In discharging its duties under the Act, the Council has set and published well being objectives designed to maximise its contribution to achieving the national well being goals. The well being objectives are set out in Cardiff's Corporate Plan 2019-22. When exercising its functions, the Council is required to take all reasonable steps to meet its well being objectives. This means that the decision makers should consider how the proposed decision will contribute towards meeting the well being objectives and must be satisfied that all reasonable steps have been taken to meet those objectives.
39. The well being duty also requires the Council to act in accordance with a 'sustainable development principle'. This principle requires the Council to act in a way which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. Put simply, this means that Council decision makers must take account of the impact of their decisions on people living their lives in Wales in the future. In doing so, the Council must:

- Look to the long term

- Focus on prevention by understanding the root causes of problems
  - Deliver an integrated approach to achieving the 7 national well-being goals
  - Work in collaboration with others to find shared sustainable solutions
  - Involve people from all sections of the community in the decisions which affect them
40. The decision maker must be satisfied that the proposed decision accords with the principles above; and due regard must be given to the Statutory Guidance issued by the Welsh Ministers, which is accessible using the link below: <http://gov.wales/topics/people-and-communities/people/future-generations-act/statutory-guidance/?lang=en>

### **General**

41. The decision maker should be satisfied that the procurement is in accordance within the financial and budgetary policy and represents value for money for the council.
42. The decision maker should also have regard to, when making its decision, to the Council's wider obligations under the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards.

### **HR Implications**

43. The recommended way forward for Cardiff Works does not have any HR implications as there would be no changes to the current terms and conditions for the workforce. However, should a different option be taken then the one recommended then there are significant HR implications as Transfer of Undertakings, Protection of Employment Regulations (TUPE) would apply. There would need to be considerable consultation with Trade Unions and staff if an alternative option were to be considered.
44. There are no HR implications relating to the Matrix element of this report.

### **RECOMMENDATIONS**

Cabinet is recommended to:

1. approve the way forward for Cardiff Works as set out in the report.
2. approve a call off contract off a NPS framework to current provider Matrix SCM Ltd (for agencies services) for a period of up to 3 years (with effect from the 1<sup>st</sup> October 2020 to 31<sup>st</sup> October 2023).

<b>SENIOR RESPONSIBLE OFFICER</b>	Sarah McGill Corporate Director for People & Communities
	11 September 2020

**CABINET MEETING: 17 SEPTMEBER 2020**

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**REDECLARATION OF PLASNEWYDD ADDITIONAL LICENSING SCHEME**

**HOUSING & COMMUNITIES (COUNCILLOR LYNDA THORNE)**

**AGENDA ITEM: 11**

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**Reason for this Report**

1. To report on the results of the consultation exercise approved by Cabinet on the 11 July 2019, and detail the case for the re-declaration of an Additional Licensing Scheme in the Plasnewydd Ward of Cardiff in relation to houses in multiple occupation (HMOs) in the private rented sector.
2. To make Cabinet aware of the progress made during the first term of the Plasnewydd Additional HMO Licensing Scheme.
3. To seek Cabinet approval to begin a consultation exercise for the re-declaration of the Cathays additional licensing scheme which will expire on 1 January 2021.

**Background**

4. Cardiff Council has a duty to enforce Part 2 of the Housing Act 2004 which regulates standards in private sector rented accommodation and has, since its implementation in 2006, undertaken a Mandatory Licensing Scheme for all larger HMOs across the City.
5. In 2010 the Council introduced an Additional Licensing Scheme covering all HMOs in the Cathays ward; this scheme was renewed in 2016 for a further 5 years. The second Cathays scheme will expire on 1 January 2021 and the Council will need to consult once again and demonstrate an ongoing need for the scheme if it wishes to make a further re-designation. The Plasnewydd Additional Licensing Scheme was implemented in 2014. Both additional licensing schemes extended the scope of the legislation to cover a wider range of HMO property types.
6. The Additional Licensing Schemes provide extra powers to the Council to deliver more effective targeted improvements to property standards in privately rented HMO properties. The Scheme extends the scope of

licensing to cover most rented property with 3 or more occupiers who form 2 or more households.

7. The introduction of the Council's two additional licensing schemes resulted from a motion put to Council on 20 November 2008 highlighting the impact of high student populations in certain areas of the City. The motion culminated in a Task and Finish Group consisting of officers and members who established that an Additional Licensing Scheme could provide part of an effective solution.
8. A thorough appraisal and consultation exercise was undertaken and the Plasnewydd Ward was declared an Additional Licensing Area at the Council's Executive Business Meeting on 10 July 2014. The Scheme became effective on 3 November 2014 to operate for 5 years.
9. Upon expiry of the 5 year term of the Scheme, Council can re-declare the Plasnewydd area as an Additional Licensing area provided that it is satisfied that specific criteria are met. On 11 July 2019, Cabinet approved a consultation exercise with tenants, residents, local businesses, landlords and agents on the proposal to renew the Scheme.

### **Legislative Context**

10. The Housing Act 2004 contains a number of provisions for regulating the private rented sector:-
  - The Housing Health and Safety Rating System (HHSRS) is a comprehensive risk assessment regime allowing Councils to take action in relation to 29 potential hazards.
  - Mandatory licensing which requires the Council to operate a licensing scheme for Houses in Multiple Occupation (HMOs). This scheme applies only to HMOs with five (or more) people in properties with three (or more) storeys.
  - The Act allows the Council to introduce further licensing schemes of private rented properties to meet the needs in their locality.
11. Licence conditions are used to control the ongoing maintenance and management of HMOs and are granted when the Council is satisfied that:
  - The property is suitable (or can be made suitable) for the maximum number of occupants;
  - The licence holder is a fit and proper person, and
  - There are suitable management arrangements in place
12. Mandatory licensing cannot deal with all the problems highlighted in the private rented sector because it applies to only a small proportion of the stock and makes little visible impact in an area.

## Council Powers to Introduce Additional Licensing

13. Under the Housing Act 2004, there are two powers available for the Council to extend licensing to other categories of property:-
  - Additional licensing powers enable the Council to extend the scope of its HMO licensing to other descriptions of HMO either in all or in part of its district.
  - Selective licensing powers enable the Council to extend licensing to other types of properties other than just HMOs in an area of the City where there may be issues relating to low housing demand or anti-social behaviour.
14. The Welsh Assembly Government issued a General Approval to Local Authorities in April 2007 to implement additional licensing. This means that no additional approval is required from the Welsh Government if the criteria for the general approval are met.
15. Before using these discretionary powers the Council must carry out a thorough appraisal and a consultation exercise with stakeholders and must be satisfied that the following requirements are met:
  - **Criteria 1** - Before making a designation the authority must consult persons who are likely to be affected by the designation and consider any representations.
  - **Criteria 2** - The authority must consider that a significant proportion of the HMOs of that description in the area are being managed sufficiently ineffectively as to give rise, or to be likely to give rise, to one or more particular problems either for those occupying the HMOs or for members of the public.
  - **Criteria 3** - The authority must have regard to any information regarding the extent to which any codes of practice approved under section 233 have been complied with by persons managing HMOs in the area.
  - **Criteria 4** - The authority must ensure that the exercise of the power is consistent with the authority's overall housing strategy.
  - **Criteria 5** - The authority must seek to adopt a co-ordinated approach in connection with dealing with homelessness, empty properties and anti-social behaviour as regards combining licensing under this part with other courses of action available, and as regards combining such licensing with measures taken by other persons.
  - **Criteria 6** - The authority must not make a particular designation unless they have considered whether there are other courses of action available to them that might provide an effective method of dealing with the problem.

- **Criteria 7** – The Council must consider that making the designation will significantly assist them in dealing with problems in the area.

## **The Case for re-declaration of the Plasnewydd Scheme**

### **Criteria 1 - Consultation Undertaken**

16. A Public Consultation Document (Appendix 1) together with a questionnaire was made available online. Letters and/or emails were sent to 1,062 individual landlords and letting agents, 1,148 tenants and 277 members of the Cardiff Citizens Panel living in Plasnewydd inviting them to complete the surveys. The questionnaire was also made available in paper format for those that requested it. The consultation ran from 16 December 2019 to 31 January 2020, and was extended for a further 2 weeks on the request of the Cardiff Landlord Forum.
17. A report summarising the results of the consultation can be found at Appendix 2a. Stakeholders also submitted their views in writing and Appendix 2b lists the comments received along with the response by officers.
18. Outcomes of the consultation show that nearly all of the 26 tenants responding received a copy of a tenancy agreement. 77% of private tenants state that they believe their landlord/agent manages their property well. Responses show that landlords are providing information on how the bond is protected in 73% of cases. A copy of the gas safety certificate was provided in 58% of cases and energy performance certificates provided (62%), waste collection details (62%) and general information about responsibilities as a tenant (85%). In terms of property conditions, 39% of the private tenants responding had reported concerns about their home to their landlord with only 30% of those landlords taking steps to put things right. The highest reported concerns were damp and mould, energy efficiency and general property condition. 48% of the private tenants who responded to the survey believed the Scheme should be re-declared.
19. Landlord and agent responses show that the majority (59%) had been required to make changes to their property as a result of the Additional Licensing Scheme. The landlords/agents were asked about their experiences of the Additional Licensing Scheme. The responses varied with 57.5% citing negative aspects of the scheme, 24% stating positive experiences and 18% citing both positive and negative views. Of these 'mixed' views, predominantly respondents felt the Scheme had some value in improving standards, with the negative aspects concentrating on the fees levied, the work required to meet standards and a perceived lack of enforcement on rogue landlords.

When asked whether the Scheme should be re-declared for a further 5 years, 60.5% of landlords/agents answered 'No', 28.9% answered 'Yes' and 10.5% responded 'Don't know'.

20. Councillor Dan De'Ath, responding as ward member for Plasnewydd, strongly supports the re-declaration of the Additional Licensing Scheme. Councillor Sarah Merry, responding on behalf of all Cathays ward members, supports the continuation of additional licensing in the neighbouring ward of Plasnewydd. Councillor Merry notes that many landlords will have properties in both areas and that tenants will rent in one area and then the other, so a common approach is sensible. Also that both areas have similar issues relating to high concentrations of HMOs and that HMO licensing is a tool which can drive up housing standards but also have a wider impact on the area.

## **Criteria 2 – HMOs Managed Significantly Ineffectively**

21. Census figures show that Plasnewydd has a population of approximately 18,100 persons compared to 20,100 in Cathays, with both having very young age profiles with the averages ages being 26 and 21 respectively compared to a Cardiff average of 37. Both areas have very high levels of private renting, being 55.1% of household spaces in Plasnewydd and 68.8% in Cathays, the average being 21.9% across Cardiff. Levels of private renting increased sharply in Plasnewydd between the last 2 census releases of data, rising from 28.8% to 55.1%.
22. Many more houses have been converted into flats and bedsits in Plasnewydd, with 28% of all household spaces being flats in such buildings compared to 12.8% in Cathays, the Cardiff average being 5.8%.
23. Census figures show approximately 5,300 full time students in Plasnewydd compared to 13,000 in Cathays.
24. When the original Plasnewydd additional licensing designation was made in 2014, an extrapolation from Council Tax figures showed that there might be as many as 1,969 HMOs in the area. It is however difficult to place great reliability on the figures, which should be used as an estimate only, as in many cases HMO status will not be recorded and the property is being classed as a possible HMO because there are different surnames registered against the same premises record.
25. The Council has licenced 1,100 HMOs in Plasnewydd. Licensing investigations have identified 430 properties which are exempt because of the number and type of occupancy or because the property conversion meets building regulation standards. Housing Enforcement have 100 applications received late in the scheme which will be licensed if the scheme is re-declared and 129 cases subject to ongoing investigations.
26. The Council has scrutinised databases on a house by house basis and made door to door visits in order to identify as many HMOs as possible. During the first 5 years the Housing Enforcement Team has identified and assessed 1,759 of an estimated 1,969 HMOs in the area.
27. The Housing Enforcement Team has therefore been carrying out an inspection under the Housing Health and Safety Rating system in all cases where it has processed a HMO licence in Plasnewydd with a focus

on improving fire safety, warmth and security while also enforcing HMO licensing standards in relation to space standards and amenities.

28. This ramping up of Health and Safety inspections has seen a 69% increase in the number of properties receiving attention under HHSRS compared to the 5 year period prior to designation. In the 5 years prior to declaration of the scheme, the Council served 310 Housing Act notices addressing hazards in Plasnewydd. During the course of the scheme the Council served 524 similar notices. This demonstrates that the proactive and comprehensive nature of the scheme leads to the discovery of sub-standard properties and hazards that would not otherwise be found.
29. These Housing Act notices have required landlords to address a total of 2,806 hazards. The Housing Health and Safety Rating System defines the most serious hazards as Category 1, and under these circumstances the Council has a duty to take action. These hazards present the most serious risks to the health and safety of the tenants. Category 2 hazards are those less urgent hazards which nonetheless have the potential to affect the health and safety of tenants and where the Council has a power rather than a duty to take action.
30. The Council has discovered 498 Category 1 Hazards in Plasnewydd, and so far the Housing Enforcement Team can confirm that landlords have addressed only 75 of these hazards. Further auditing work is required to ensure that landlords have eliminated all of these hazards and this is a key consideration in whether the Council should re-declare the scheme for a further 5 years.
31. In addition, the Housing Enforcement Team has discovered and served notices in respect of 2,308 Category 2 hazards but as yet only 370 of these hazards can be confirmed as being addressed. Given the significant nature of the challenges posed in Cathays and Plasnewydd in combination, the Council has not yet been able to prioritise the significant task of re-auditing properties to ensure landlords are addressing these Category 2 hazards. A further 5 year designation would entail a further licensing inspection of every licensed property giving an opportunity to check for compliance with these health and safety requirements.
32. Good progress has been made in the identification, assessment, inspection and subsequent licensing of HMOs in Plasnewydd. This has been a greater challenge in Plasnewydd than in Cathays because of the stock, in particular the high number of houses that have been subdivided into self-contained flats with 28% of all dwelling spaces being of this kind. These premises are more difficult to access for survey, have several separate households, are often in different ownership or tenure and present challenges in identifying persons responsible for fulfilling licence responsibilities and completing works. In many instances, owners of flats and bedsits have argued that their properties meet Building Regulations standards and are therefore exempt from HMO licensing, but have been unable to present valid completion certificates to prove this. The work required to determine Building Regulations compliance retrospectively has been onerous.

33. In many cases where properties have been converted without Building Regulations, the landlord has created dangerous internal layouts which present a risk to life in the event of a fire. The Housing Enforcement team has served 34 Prohibition Orders in Plasnewydd during the course of the scheme, effectively closing those premises, which is an unprecedented level of such drastic enforcement activity in Cardiff. Many of these properties are occupied by vulnerable tenants who do not understand the requirements or are reluctant to raise matters with their landlord. Many of these properties would not have been found without the Additional Licensing scheme as, without a complaint from a tenant, it would not have been possible to identify the property and carry out an inspection.
34. Significant challenges remain and in order to continue this process of improvement, a re-designation for a further 5 years is vital.
35. Housing Enforcement Officers have found a proportion of landlords reluctant to respond to the requirements of the scheme. The profile of applications has been slow and the process of chasing applications has been extremely resource intensive. The pattern of application received has been similar to that in Cathays with a little over 50% of applications being received in the first 2 years but the remainder being chased by enforcement officers and received across the course of the final three years:

	Cathays	Plasnewydd
Year 1	27%	18%
Year 2	25%	40%
Year 3	18%	18%
Year 4	14%	13%
Year 5	16%	11%

36. A Licensing Support Officer has been employed to chase up slow applications which has proven to be painstakingly difficult work with some landlords reluctant to make applications or disputing that HMOs are licensable. Two further Licensing Support Officers responsible for logging and reviewing applications have carried out a great deal of administrative work to chase up landlords where incomplete applications have been received lacking the required certification relating to gas safety, electrical safety and energy efficiency.
37. During the course of the first 2 years of the scheme, 94% of HMOs inspected were found to be non-compliant with basic HMO licensing standards. It has been a huge task to identify these necessary improvements and to re-inspect properties to check for compliance. Officers have found some landlords slow to respond to these issues, often despite several revisits or warning letters.
38. During the course of the scheme, a greater proportion of HMOs were found to be up to standard at the time of their first licensing inspection.

This is evidence that landlords are becoming familiar with the standards that are required. The following shows the percentage of HMOs which did not meet standards at the time of their first inspection:

% HMOs non-compliant

Year 1	94%
Year 2	94%
Year 3	73%
Year 4	69%
Year 5	41%

39. During the 5 years of the Plasnewydd scheme, in total 82% of HMOs were found not to be up to standard when receiving their first HMO inspection. 202 of the 1,100 HMOs licensed were originally compliant and 240 have subsequently been improved which means that 440 are up to standard and 660 require re-auditing to confirm that they meet standards, and it is only with a second 5 year period that these property improvements will be realised.
40. Feedback from landlords during the consultation would suggest that the majority of landlords readily comply and that the council should focus its efforts on a small minority of criminal landlords. However, the figures given above present a picture of widespread non-conformity with statutory requirements and a sector which is slow to respond. Given this level of non-compliance it would be hard to argue that HMOs are being effectively managed in Plasnewydd.
41. One portfolio landlord with significant property holdings in Plasnewydd has been reluctant to make applications and to permit timely inspections. When inspected, his properties have been found to have dangerous layouts. He has appealed each case to the Residential Property Tribunal. In 6 of these cases, the Tribunal has found in the Council's favour and confirmed the terms of each licence and in two of these cases where the landlord has appealed to the Lands Chamber the Council's position has again been confirmed. Four further cases have been dismissed by the Tribunal as vexatious and in two cases the landlord is seeking Judicial Review. These cases have been extremely time consuming, placing a strain on Council resources, and are indicative of the challenging nature of HMO licensing work.

### **Criteria 3 – Codes of Practice**

42. Welsh Government has not approved any codes of practice under section 233 of the Housing Act 2004 relating to the management of HMOs. Welsh Government has approved 3 codes of practice relating to the management of student halls of residence. Halls which comply with one of the codes shall not be defined as Houses in Multiple Occupation and will therefore fall outside of the scope of the scheme.

#### **Criteria 4 - Consistent with Local Housing Strategy**

43. Cardiff Council's Housing Strategy 2016-2021 sets out the key issues facing housing in Cardiff and outlines opportunities, constraints, problems and priorities for this period. The Additional Licensing Scheme is acknowledged as key to securing improved standards of accommodation, better management of properties and improved safety for occupiers and improvements to the wider community, further strengthening the opportunity for access into the private rented sector for those in housing need.

#### **Criteria 5 - Co-ordinated Approach**

44. Cardiff Council has a number of strategies and policies dealing with housing, energy efficiency and sustainability, homelessness, empty properties, waste management, student communities, crime and anti-social behaviour which support and integrate well with the Additional Licensing scheme. Currently the Council has a team focussing on Additional Licensing in Plasnewydd working proactively with the above mentioned partners which have secured positive results for the area.
45. Community Safety, anti-social behaviour, sustainability, energy efficiency and waste management are all priority considerations for the Council. The Licensing process and the Housing Health and Safety Rating System provides the Council with the mechanisms to take action to secure improvements on these issues.
46. The HMO licensing approach in Plasnewydd has complimented the work of Waste Management in tackling waste storage and disposal issues with a requirement on all licence holders to ensure that suitable and sufficient bin storage is in place, that tenants are educated on their waste and recycling responsibilities and by placing an over-arching responsibility on licence holders to manage their HMOs and remove waste where tenants fail to do so.

#### **Criteria 6 – Other Courses of Action**

47. Rent Smart Wales places a statutory duty on private landlords and managing/letting agents to register with the Local Authority in the area where they operate and to become licensed. Landlords must register and successfully complete approved training before they are licensed and are unable to let property until they, or an agent acting on their behalf is licensed. It is important to note that while the Rent Smart Wales scheme focuses on landlord training and competence, it does not include any form of property inspection or any focus on property standards. It is therefore complimentary to, but not a substitute for, an effective HMO licensing regime. There is effective liaison between Rentsmart Wales and the Housing Enforcement service on issues of fitness and propriety with housing enforcement officers compiling evidence for Rentsmart on property conditions and giving evidence at the Residential Property Tribunal in support of Rentsmart Wales standards. Complaints about

property conditions received by Rentsmart Wales in the course of their duties are referred to Housing Enforcement for action and as the Rentsmart scheme grows in profile and coverage those referrals continue to form a greater part of the Housing Enforcement caseload.

48. The Cardiff Digs website ([www.cardiffdigs.co.uk](http://www.cardiffdigs.co.uk)) launched in 2008, has developed in to a trusted brand delivering student specific information and impartial advice covering all aspects of living in the community. The website aims to empower students, with knowledge of their rights and responsibilities as a tenant in the Private Rented Sector, hosting content on behalf of partners including the Police, Fire Service, NHS, Waste Management, University Institutions and Third Sector/ Community Organisations.
49. The brand has expanded to deliver a number of campaigns across the academic calendar, inviting partner organisations to connect with their student audience, offering a holistic package of advice and consultation opportunities. Students are also invited to volunteer directly with Cardiff Digs partners to make positive contributions within their community, empowering students and improving engagement through peer led delivery of community advice. This in turn has made positive contributions towards local recycling rates, improvements in street scene and measured increases in property safety and security.
50. This activity is coordinated by the Student Liaison officer, who works to bridge the gap between the resident and transient populations in Plasnewydd. The officer consults with residents and Councillors to understand the needs of the ward in addition to pastoral care services at the Universities and Students Unions. This enables understanding of a broad perspective before mediating a holistic sustainable response to be delivered by Cardiff Digs partner organisations.
51. Additionally, the Council, working in conjunction with the three Cardiff Universities, the larger private halls of residence and Students Unions, have run an annual campaign since 2005 called "Get it Out for Cardiff", this campaign was rebranded in 2018 to 'Love When You Leave'. This campaign focuses on students to advise them how to donate reusable items, promote recycling, bulky waste collections, Highways Waste Recycling Centres and put bags and bins out for collection on the correct day when moving out of their tenancy. Whilst this annual campaign has been very successful, results of the consultation questionnaire show that 38% of tenants and 92% of residents remain concerned about litter, rubbish and waste in the Plasnewydd area throughout the academic year.
52. The Council's Neighbourhood Services Education and Enforcement Team also works proactively in Cathays and Plasnewydd. The team has been tackling waste presentation issues in the inner city areas for many years. Due to a high student population living in the area, a tailored education plan is required to ensure full understanding of waste presentation and storage requirements. It should be noted that education is not required to

secure a successful prosecution for littering and waste offences. However, educational campaigns play an important role in raising awareness around these importance issues and changing behaviour about how to manage waste. Enforcement ensures that individuals and businesses are held accountable for their actions.

53. The strong relationship between waste management and the student liaison officer has identified the need for additional engagement activity in the highly transient ward of Plasnewydd. Waste management have an established calendar of activity, to support residents in line with the start and end of the academic year. Between 2014 and 2019, waste officers attended 75 events targeted towards the student population, engaging with 8247 student residents. In addition, Plasnewydd “walkabouts” have given waste officers and student volunteers the opportunity to speak with residents at 881 addresses and delivering printed waste handbooks to many more.

#### **Criteria 7 - Making the Designation will Assist the Local Authority to Deal with the Problems**

56. The purpose of introducing an Additional Licensing Scheme is to improve the standard of rented property together with wider community issues such as waste, anti social behaviour, energy efficiency and property security. The Additional Licensing Scheme is able to compliment other initiatives to help achieve this. In order to build on this success, the re-declaration of the Additional Licensing Scheme in Plasnewydd would have the following benefits:

- **Improvements to Accommodation** will be secured by licensing conditions including means of escape from fire, amenities and space standards and other methods such as the Housing Health and Safety Rating System. It is intended that minimum standards will be applied to secure improvements in relation to excess cold and security.

##### **Current Scheme improvements**

- *The Scheme has successfully licensed an additional 841 properties that would otherwise be exempt. These additional properties would not previously been subject to any requirements to address standards, but all have been inspected and many are now up to standard or are in the process of becoming up to standard. The total licensed under mandatory HMO licensing provisions is 259, bringing the total licensed to 1,100*
- *All 1,100 properties have been fully inspected and occupancy limits have been established based on property size and the level and provision of adequate kitchen, toilet and bathroom facilities.*
- *A satisfactory gas safety and electrical safety report has been provided for each of the 1,100 properties licensed.*

- *524 Housing Act notices have been served in relation health and safety issues including fire safety, damp and mould, excess cold, slips and falls and structural collapse.*
  - *These Housing Act notices are addressing 2,806 hazards including 498 of the most serious Category 1 Hazards where the Council has a duty to take action.*
  - *In addition, a total of 402 hazards relating to personal hygiene and food safety are being addressed by enforcement of licence conditions relating to bathroom, toilet and kitchen facilities.*
  - *During 2014 to 2018, 86% of landlords with licensed HMOs across the city who responded to requests for customer feedback indicated that they felt that licensing improves standards in the private rental sector. Furthermore during 2018 to 2019, 100% of landlords who provided customer feedback following an inspection, indicated that they thought the inspection had helped them improve standards of compliance.*
- **Improvements to Health & Safety** will be secured by ensuring gas and electrical installations are safe.

#### **Current Scheme Improvements**

- *All applications made for a Licence must be accompanied by up to date gas and electrical certificates showing that appliances and electrical installations are in a satisfactory condition. A satisfactory gas safety and electrical safety report has been provided for each of the 1,100 properties licensed.*
- **Sustainable improvements to the Plasnewydd area** will be made through licensing conditions to improve the “street scene” by requiring suitable waste storage facilities.

#### **Current Scheme Improvements**

- *Standard licence conditions contain comprehensive requirements regarding the landlord and tenant’s responsibility for storing and presenting refuse and recycling waste.*
  - *Joint initiatives between the Council and the Students Unions such as “Love When You Leave” and “You’re in, now what?” educate students on their responsibilities for storing and presenting waste and encouraging recycling.*
  - *The Council’s Waste Management Team has a constant presence in the Plasnewydd area and participates in a number of Student campaigns and events to promote responsible presentation of waste. Furthermore, the team undertake enforcement activities to tackle those that don’t comply with waste management requirements.*
- **Better value for money secured by a proactive approach in one area** – By making a concerted effort in one area, increasing

presence and regularly visiting HMOs, it is likely that a more long term sustained improvement to overall property conditions and neighbourhood environments will occur.

#### **Current Scheme improvements**

- *The number of licensable properties that were identified as requiring improvement, at the time of their first inspection, that require improvement has dropped to 41% compared to 94% at the early stages of the Scheme.*
- *The proportion of licensed HMO properties which are up to standard has risen from 18% to 40%.*

- **Consistent approach to Tenancy Management & Property Conditions** for tenants living within the area. Licensed properties will abide by a common set of conditions controlling property maintenance and tenancy management. Examples of matters controlled include, fire safety management, condition and appearance of communal areas, gardens and forecourts, control of rubbish and waste, maintenance of gas and electricity installations and provision of a written tenancy agreement to each tenant

#### **Current Scheme Improvements**

- *Each Licence issued contains a set of licence conditions that control property maintenance and tenancy management which landlords must abide by.*

- **Eradication of bad landlords** – Those landlords who are not “fit and proper”, e.g. with a criminal record or bad housing track record cannot hold a licence.

#### **Current Scheme Improvements**

- *It has not been necessary to refuse or revoke any Licences in Plasnewydd based on fitness and propriety concerns but one large HMO was refused a licence because the property was wholly unsuitable to be occupied as an HMO.*
- *In total, 8 prosecutions have been carried out on landlords for either failure to license a property, breach of licence conditions, or non-compliance with management regulations and Housing Act improvement notices.*

- **Reducing anti-social behaviour**

#### **Current Scheme Improvements**

- *Licence conditions contain requirements for the licence holder to take reasonable steps to control noise and anti social behaviour arising from their property and to co-operate with the Council in order to eradicate such behaviour.*

## **Plasnewydd Re-designation**

57. It is clear from evidence, that the Additional Licensing Scheme has been a valuable tool in applying standards and improvements to a large number of properties in Plasnewydd that otherwise would have been exempt from the licensing regime, but there is a long way to go to ensure these improvements are fully realised. In order for this good work to continue, it is proposed that the new Scheme will go live from 1 January 2021. This would allow 3 months (as required in Regulation 9 of the Licensing and Management of Houses in Multiple Occupation and Other Houses (Miscellaneous Provisions) (Wales) Regulations 2006 to allow for a marketing strategy to be developed and publicity to be undertaken.
58. Within seven days of the designation the Council would be required to publish the decision on the Council's Internet site, public notice boards and within 2 local newspapers in order to notify all stakeholders.
59. If a further designation of Plasnewydd is made, the process of identifying each licensable HMO will be less resource intensive, with the vast majority of HMOs now inspected, but there will be a need to target greater resource at the enforcement of licence conditions where landlords have not yet complied with conditions requiring them to carry out works. There will be a need to review the fee structure to reflect this and to ensure that sufficient resource from both the fees and the Council is provided to the SRS to ensure that this is maintained.

## **Reasons for Recommendations**

60. The existing Additional Licensing Scheme has provided significant benefits in Plasnewydd by securing improved housing accommodation together with a contribution towards wider community issues such as waste, anti social behaviour, energy efficiency and property security.
61. The re-declaration of Plasnewydd as an Additional Licensing area will enable continued improvements and further benefits to be achieved in the area ensuring continued regulation of properties that would otherwise be exempt from licensing.
62. Data shows that there remain issues surrounding standards of HMO accommodation in the ward and improvements that have yet to be made.
63. If a further additional licensing designation is to be made in Cathays, a thorough public consultation exercise will be required and the results will be reported to Cabinet for consideration and re-declaration if appropriate.

## **Financial Implications**

64. The work required to operate the Additional Licensing scheme in Plasnewydd will be undertaken by officers employed by the Regional Regulatory Service. The specific costs incurred by the Regional Service in delivering this service will however be earmarked for funding by Cardiff. The expenditure required to administer the proposed re-

declaration of the Plasnewydd Ward is expected to be funded from the licence fee income generated over the lifetime of the scheme.

### **Legal Implications**

65. The legal implications appear in paragraphs 10-15 of this Report. A full Equality Impact Assessment has been undertaken (attached at Appendix 3) and has not identified any major differential impacts on the protected characteristics.

### **Human Resources Implications**

66. As part of the Shared Regulatory Service hosted by the Vale of Glamorgan Council, this work will be carried out by the appropriate staff and the appropriate re-charges made to Cardiff.

## **RECOMMENDATIONS**

Cabinet is recommended to:

1. re-declare the Plasnewydd Ward as an Additional Licensing area with effect from 1 January 2021 to run for a period of 5 years.
2. approve a consultation exercise for the re-declaration of the Cathays additional licensing scheme with the results reported to a future Cabinet meeting

<b>SENIOR RESPONSIBLE OFFICER</b>	<b>ANDREW GREGORY</b> <b>Director of Planning, Transport &amp; Environment</b>
	11 September 2020

*The following appendices are attached:-*

- Appendix 1 – Public Consultation Document
- Appendix 2a - Consultation Report
- Appendix 2b – Schedule of Consultation Responses
- Appendix 3 – Equality Impact Assessment
- Appendix 4 – Licensing Standards for HMOs under the Scheme

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**Public Consultation**  
**On the Proposal to Re-declare**  
**Plasnewydd as an Additional Licensing**  
**Area**



# Public Consultation

## On the proposal to Re-declare Plasnewydd as an Additional Licensing Area

The Council is keen to ensure that all tenants in the city live in properties that are well managed, dry, safe, warm and secure. Within the private rented sector, the Council has powers to ensure that shared houses meet certain standards and can make the landlords/agents comply with specific requirements.

The Council has powers to license certain types of properties across the City known as HMOs (Houses in Multiple Occupation) and has used these powers to extend the types of dwellings that can be licensed in the Plasnewydd Ward under an Additional Licensing Scheme. The Scheme runs for a period of 5 years, after which the Council must re-declare the area as an Additional Licensing area. The current Scheme expires in 2019 and the Council are now considering whether to re-declare the area for a further 5 years (See Appendix 1 for the area concerned). In doing so, the Council is asking a variety of people living in the area for their views.

This document explains the Council's intentions with regard to the proposed Scheme, the relevant legislation, the research undertaken to inform the proposals and also how the Scheme has worked in practice and the benefits it can bring.

The Council therefore invites comments in response to this consultation from tenants, residents, local businesses, landlords and agents. This can be done by completing one of the online surveys below.

### Surveys

- [Landlords and Agents Survey](#)
- [Tenants of private rented properties in Plasnewydd Survey](#)
- [Other Residents of Plasnewydd Survey](#)
- Other interested parties can submit comments in writing to [PlasnewyddConsultation@Cardiff.gov.uk](mailto:PlasnewyddConsultation@Cardiff.gov.uk)

The consultation closes on **14 February 2020**.

Date of issue: 16 December 2019

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

## Introduction

Cardiff Council has a duty to enforce Part 2 of the Housing Act 2004 which regulates standards in private sector rented accommodation and has, since its implementation in 2006 undertaken a Mandatory Licensing Scheme for all HMOs across the City, and since 2014 operated an Additional Licensing Scheme in the Plasnewydd ward. The Plasnewydd Scheme extended the scope of the legislation to cover a wider range of property types.

Physical and management standards in HMOs can often be low and the aim of the licensing regime is to ensure that the poorest and highest risk properties in the private rental market meet the legal standards and are properly managed to provide greater protection to the health, safety and welfare of the occupants of this type of property.

The Council acknowledges the contribution that the private rented sector makes to the authority's housing stock and recognises that most landlords want to co-operate with the Council and that many properties are well managed and in a satisfactory condition. However, some landlords are unaware of standards required and tenants live in unsafe accommodation. The Council's licensing powers provide greater protection on issues of health, safety and welfare of the people living in HMOs.

Since the declaration of the 'Additional Houses in Multiple Occupancy Licensing Scheme' in Plasnewydd in 2014, the Scheme has been successful in capturing an additional 841 properties that otherwise would not have been licensed and inspected. Furthermore a large number of these properties have been improved and brought up to standard. The current Scheme will expire in 2019 and the Council is considering the re-declaration of the Plasnewydd Scheme for a further 5 years.

## Legislation

The Housing Act 2004 changed and improved the way in which Houses in Multiple Occupation (HMOs) are regulated. It came into force on 30 June 2006 and introduced a Mandatory Licensing Scheme for certain Houses in Multiple Occupation.

The definition of a HMO is technically complex and varies between those licensable under the Mandatory Scheme and those licensable under the Additional Licensing Scheme in Plasnewydd. In basic terms however, the following definition applies:-

A **Mandatory HMO Licence** applies to houses in multiple occupation that have 3 storeys or more and 5 or more occupants who do not form a single household.

This applies across the whole of Cardiff and can include shared houses and houses split into bedsits, or a mixture of flats and bedsits.

Mandatory licensing requires that these larger HMOs must be licensed with the aim of ensuring that they have the amenities and facilities for the number of occupants and to ensure they are well managed by "fit and proper persons". A licence specifies the maximum

number of people who can live in the HMO and includes specific standard conditions which apply to every licence including fire safety, space standards and amenities.

The aim of the legislation is to improve management, amenity, safety standards and tackle antisocial behaviour improving living standards and communities and gives local authorities discretionary powers to extend the scope of HMO Licensing by way of implementing an Additional Licensing Scheme to meet the needs of their locality if there is considered a need. Recognising that certain areas of the City were not adequately protected by the Mandatory licensing regime and were displaying a range of common problems, the Council used these additional powers to extend the licensing regime to other categories of property in the Plasnewydd area.

An **Additional Licensing Scheme HMO** extends the scope of licensing to cover most rented property with 3 or more occupiers who form 2 or more households regardless of how many storeys the property has. Each Scheme runs for a period of 5 years, at the end of which, the Council are required to re-declare the Additional Licensing Scheme.

This currently applies to the Cathays area and Plasnewydd area and can include shared houses and houses split into bedsits, or a mixture of flats and bedsits.

Additional Licensing does not apply to or affect properties that are licensable under the Mandatory Licensing Scheme above and does not include owner occupiers with up to 2 tenants living in their property

The following property types are classed as HMOs under the Additional Licensing Scheme.

- An entire house or flat which is let to 3 or more tenants who form 2 or more households and who share a kitchen, bathroom or toilet.
- A house which has been converted entirely into bedsits or other non self-contained accommodation and which is let to 3 or more tenants who form two or more households and who share kitchen, bathroom or toilet facilities.
- A converted house which contains one or more flats which are not entirely self-contained (ie the flat does not contain within it a kitchen, bathroom and toilet) and which is occupied by 3 or more tenants who form two or more households.
- A building which is converted entirely into self-contained flats if the conversion did not meet the standards of the 1991 Building Regulations and more than one-third of the flats are let on short-term tenancies.
- In order to be an HMO the property must be used as the only or main residence of the tenants and it should be used solely or mainly to house tenants. Properties let to students and migrant workers will be treated as their only or main residence and the same will apply to properties which are used as domestic refuges

The Council has the right to obtain information to identify and target any HMOs that pose the greatest risk to safety. The Housing Health and Safety Rating System (HHSRS) enables the local authority to take action to reduce the likelihood of death and serious injury from fire and other hazards within the private rented sector.

## How Additional Licensing Works

Anyone who owns or manages a HMO that falls within the Additional Licensing Scheme needs to apply to the Council for a Licence. The Council must give a licence if it is satisfied that:-

- The HMO is reasonably suitable for occupation by the number of people allowed under the proposed licence.
- The proposed licence holder is a “fit and proper” person
- The proposed licence holder is the most appropriate person(s) to hold the Licence.
- The proposed manager, if not the licence holder is a “fit and proper” person.
- The proposed management arrangements are satisfactory.
- The person involved in the management of the HMO is competent.
- The appropriate licensing fee is paid.

The Council can refuse to issue a Licence if the above requirements are not met. Landlords can appeal against decisions by the Council to refuse a licence, to attach conditions to a licence, to revoke a licence or to vary a licence. Appeals will be heard by the Residential Property Tribunal, and must be lodged within 28 days of the Council’s decision.

## Fees

The Council currently charges each landlord a licensing fee in the region of £475-£550 per property for a licence under the Scheme which is valid for a period of 5 years. This is to cover the cost of administration, issuing of licences, accompanying documents, inspections, enforcement and monitoring of properties. In line with best practice the Council regularly reviews its fee structure and a review of all licensing fees is scheduled for 2020.

## Benefits of Additional Licensing in the Plasnewydd Ward

The “Additional Houses in Multiple Occupancy Licensing Scheme” was introduced in Plasnewydd in November 2014 and expires in 2019.

The purpose of the Additional Licensing Scheme is to improve the standard of rented property within the Plasnewydd area whilst also aiming to tackle wider community issues such as waste, antisocial behaviour, energy efficiency and property security by implementing licence conditions for each property and using the Housing Health and Safety Rating System. When introduced it was anticipated that the following benefits would be secured for tenants, the Plasnewydd area in general and other Council services.

- **Improvements to the quality of accommodation** will be secured by licensing conditions including means of escape from fire, additional security measures and improved energy efficiency.

- **Improvements to Health & Safety** will be secured by ensuring gas and electrical installations are safe and there are no hazards in the property.
- **Improvements to the management** of HMOs by ensuring that landlords are aware of their responsibilities through training and that ongoing management standards are maintained.
- **Sustainable improvements to the “street scene”** by requiring suitable waste storage facilities.
- **Targeted localised action** by increasing presence and regularly visiting HMOs, it is likely that a more long term sustained improvement to overall property conditions and neighbourhood environments will occur.
- **Consistent approach to Tenancy Management & Property Conditions** for tenants living within the area. Licensed properties will abide by a common set of conditions controlling property maintenance and tenancy management.
- **Eradication of bad landlords** – Those landlords who are not “fit and proper”, e.g. with a criminal record or bad housing track record cannot hold a licence.

## What the Scheme has achieved

### Improvements to the quality of accommodation

- The Scheme has successfully licensed an additional 841 properties that would otherwise be exempt. Prior to the Scheme’s implementation, only 232 properties were licensed in the area under the mandatory scheme. These additional properties would not previously have been subject to any requirements to address standards.
- All properties are inspected and 84% of properties had specific works required as a condition of the licence with many now up to standard or are in the process of becoming up to standard. Currently 37% of the additional properties are confirmed as up to standard including those that were compliant on application and those as a result of the licensing process.
- During the duration of the scheme 1458 notices were served on rental properties in the Plasnewydd ward, compared to only 596 issued in the 5 years prior to its implementation. This reflects not only the increase in properties falling within the remit of the scheme but the level of improvements required.
- Additional levels of security are required for properties licensed under the Scheme which has resulted in 521 notices being served in relation to security since the Scheme was implemented, 17% of which have been confirmed as complied. Reported crime statistics for burglary in the area show some decline with figures of 148 in 2018 compared to 208 in 2013 and 264 in 2012.
- 379 notices have been served in relation to excess cold since the Scheme was implemented, 14% of which have been confirmed as complied.
- 402 properties required improvements in relation to amenities since Scheme began.
- During 2014 to 2018, 86% of landlords with licensed HMOs across the city who responded to requests for customer feedback indicated that they felt that licensing

improves standards in the private rental sector. Furthermore during 2018 to 2019, 100% of landlords who provided customer feedback following an inspection, indicated that they thought the inspection had helped them improve standards of compliance.

#### **Improvements to health and safety**

- All applications made for a Licence must be accompanied by up to date gas and electrical certificates showing that appliances and electrical installations are in a satisfactory condition.
- Inspections undertaken following receipt of applications include checks against the Housing Health and Safety Rating System (HHSRS) which enables action to be taken to improve or remove hazards in the property. 498 category 1 HHSRS hazards have been identified with 31% relating to excess cold and 14 % relating to falls.
- 743 properties required improvements in relation to fire since Scheme began.
- A total of 34 prohibition orders that have been served in the area during the scheme to address the most serious hazards and unsafe accommodation. The majority of the orders served related to problems with unsafe inner room layouts in HMO properties converted to flats
- 445 significant HHSRS hazards have been reduced or removed in licensed properties since the scheme began.

#### **Improvements to the management of HMOs**

- When the Plasnewydd Additional Licensing Scheme was introduced, landlords were required as a condition of the licence to complete training and accreditation under the Landlord Accreditation Scheme. Since November 2015, this Scheme was replaced by requirements under the Housing (Wales) Act 2014 which required certain landlords and agents to be trained as part of the licensing process administered by Rent Smart Wales. This has ensured the continuation of training on management and legal requirements relating to private renting. Furthermore checks are made on application for a HMO Licence to establish if applicants are appropriately licensed or registered to ensure compliance.

#### **Sustainable improvements to the “street scene”**

- Standard licence conditions contain comprehensive requirements regarding the landlord and tenant’s responsibility for storing and presenting refuse and recycling waste. Specific improvement requirements are also included on the licence conditions where a property is found not to comply with these waste management standards.
- Joint initiatives between the Council and the Students Unions such as “Love when you leave” campaigns encourage proactive personal responsibility for students when dealing with their end of term waste.
- The Council’s Waste Management Team has a constant presence in the Plasnewydd area and participate in a number of student campaigns and events to promote responsible presentation of waste. Furthermore, the team undertake enforcement activities to tackle those that don’t comply with waste management requirements.

### **Targeted localised action**

- The increased presence within the Plasnewydd area has assisted in identifying additional properties that require licensing such as those licensed under the mandatory scheme which has increased from an initial 232 in 2014 to 258 currently.
- Licence conditions contain requirements for the licence holder to take reasonable steps to control noise and antisocial behaviour arising from their property and to co-operate with the Council in order to eradicate such behaviour.
- The number of licensable properties in Plasnewydd that require improvement has dropped to 41% compared to 94% at the early stages of the Scheme.
- 37% of licensed properties are currently up to standard.
- The Scheme has secured the licensing of 1100 properties. Prior to the Scheme's implementation this was estimated to be 2000 properties.
- As part of licensing investigation process some 430 properties have been identified as exempt because of the number or type of occupancy or compliance with the appropriate building standard. A further 129 cases are subject to on-going investigations
- There are just over 100 valid licensing application in progress or pending licensing.

### **Consistent approach to Tenancy Management and Property Conditions**

- Each Licence issued contains a set of licence conditions that control property maintenance and tenancy management which landlords must abide by.

### **Eradication of bad landlords**

- One licence has been refused following the issue of a Prohibition Order on a property. This property was subject to joint action with South Wales Fire Rescue Service and prosecution for breaches of the Regulatory Reform (Fire Safety) Order 2005.
- 8 prosecutions have been instigated on landlords of properties in the Plasnewydd area for failure to license a property, breach of management regulations and failure to comply with notices.
- Landlord training mentioned above assists in educating landlords and improving standards.

## **Summary**

The Council would like to re-declare the Additional Licensing Scheme in Plasnewydd for a further 5 years in order to build upon the positive improvements already achieved and further improve and maintain the quality of smaller HMOs and safety and security of tenants. Specifically this will:-

- Continue to ensure that effective management arrangements are in place
- Further reduce the risk of fire and excess cold and other hazards in shared HMOs and poorly converted self contained flats by enforcing licence conditions against those landlords who are yet to comply with those requirements.
- Further strengthen the partnership with South Wales Police which is effectively to further drive down burglary rates in Plasnewydd.
- Develop joint working arrangements with Waste Management and Pest Control for the improvement of hygiene and street scene in targeted streets.

- Improve the standard of HMOs relating to amenities, repair and security.
- Support inexperienced landlords and make all landlords/property owners more accountable.
- Create a fairer and more equitable situation where landlords of all HMOs invest in better standards.
- Improve the quality of housing to benefit both tenants and wider community.



## Is my property a HMO?

It will be a HMO if it is one of the following:	Housing Act 2004 section and schedule numbers
<b>A house or building</b> lived in by people who belong to more than one family* and who share one or more facilities**	S254(2) 'the standard test'
<b>A house in bedsits</b> lived in by people who belong to more than one family* and who share one or more facilities**	S254 (4) 'The converted building test'
<b>An individual flat</b> lived in by people who belong to more than one family* and who share one or more facilities**	S254(3) 'The self contained flat test'
<b>A building of self contained flats</b> that do not meet 1991 Building Regulation standards.	S 257
<p>Exemptions:</p> <ul style="list-style-type: none"> <li>• If it is occupied by only two people.</li> <li>• If it is occupied by the owner (and their family if any) and one or two lodgers.</li> <li>• If it is occupied by a religious community</li> <li>• If the occupiers have their own residences elsewhere***</li> <li>• If no one in the property is required to pay rent</li> <li>• If the owner or manager is a public body</li> <li>• If the owner or manager is an educational institution</li> <li>• A building of self contained flats if two thirds or more of the flats are owner-occupied</li> <li>• If the property is part of a guesthouse or hostel (unless an 'HMO Declaration' is made).</li> </ul>	<p>Sch 14, 7</p> <p>Sch 14, 6(c) Sch 14, 5 S259 (S) 254(2)(e) Sch 14,2 Sch 14, 4 S257 (2)(b) S254 (2)(d)</p> <p>S255 (1)</p>
<p>* Family – husband, wife, co-habitee, child, stepchild, foster-child, grandchild, parent, stepparent, foster-parent, grandparent, brother, half-brother, sister, half-sister, aunt, uncle, niece, nephew, cousin.</p> <p>** Facilities – basic amenities: wc; wash hand basin, shower, bath, cooking facilities</p> <p>*** Accommodation used by full time students while they are studying is taken to be their main residence.</p>	<p>S258</p> <p>S254 (8) S259(2) (a)</p>
Some of these HMOs will need a Licence – Which ones?	
<p>A HMO must have a licence under the <b>Mandatory Scheme</b> if all of the following apply:</p> <ol style="list-style-type: none"> <li>a. It is an HMO and</li> <li>b. It is three storeys or more (includes basements) and</li> <li>c. It is occupied by five people or more people.</li> </ol> <p>Exemptions:</p> <ul style="list-style-type: none"> <li>• If the whole property is in self contained flats (subject to any further regulations).</li> <li>• If the basement is in commercial use and there are only two residential storeys above.</li> </ul> <p>A HMO must have a licence under the <b>Additional Licensing Scheme</b> if all of the following apply:</p> <ol style="list-style-type: none"> <li>a. It is an HMO, and</li> <li>b. It is occupied by 3 or more people who form 2 or more households.</li> </ol>	Regulations made under s55

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**Plasnewydd Additional Licensing  
Consultation Report  
February 2020**

## **1. Methodology**

1.1 Cardiff Council is keen to ensure that all tenants in the city live in properties that are well managed, dry, safe, warm and secure. Within the private rented sector, the Council has powers to ensure that shared houses meet certain standards and that landlords/agents comply with specific requirements.

1.2 The Council has powers to license certain types of properties known as HMOs (Houses in Multiple Occupation) and has used these powers to extend the types of dwellings that can be licensed in the Plasnewydd Ward under an Additional Licensing Scheme. The current Scheme expired in 2019 and the Council is considering whether to re-declare the area for a further 5 years.

1.3 As part of a public consultation on the proposal, surveys were developed to gather the views of landlords and letting agents, tenants renting from a private landlord and other residents including home owners living in Plasnewydd.

1.4 The surveys were made available online via the Ask Cardiff website in English and Welsh, with paper copies available on request. Letters and/or emails were sent to 1,062 landlords and letting agents and 1,148 tenants and 277 members of the Cardiff Citizens Panel living in Plasnewydd inviting them to complete the surveys. A total of 94 responses were received – 41 from landlords/agents, 26 from private tenants and 27 from other residents.

1.5 Written submissions on the proposal were also sought from landlord and letting agent representative bodies and other stakeholders. Submissions from these groups are considered within a separate Schedule of Consultation Responses and are not included within the scope of this report.

## **2. Landlord and Letting Agent Findings**

2.1 A total of 41 landlords/agents responded to the survey, 38 of which owned/managed 126 HMOs between them in Plasnewydd.

2.2 Landlords/agents were asked if they have had to make changes to their HMOs to meet Licensing conditions. 39 responded to this question, with the majority (59%) having been required to make changes. These included installing fire doors, fire blankets, boxing in meters/consumer units and smoke alarm systems, additional loft insulation and fitting thumbturn locks to front doors.

2.3 The landlords/agents were asked about their experiences of the Additional Licensing Scheme. 33 responded to this question. The responses varied with 57.58% citing negative aspects of the scheme, 24.24% stating positive experiences and 18.18% citing both positive and negative views. Of the views provided respondents felt the Scheme itself had some value in improving standards however there were concerns around the high fees charged for licensing, the work required to meet standards which was perceived as excessive, and a lack of enforcement of rogue landlords who do not apply for a licence and whose properties are non-compliant.

2.4 When asked if they thought the scheme had been beneficial, 31.6% of landlords/agents answered 'Yes', 50% answered 'No', and 18.4% responded 'Don't know'. Reasons for answering 'Yes' included "it has helped improve the overall standard of the private rental market; it has brought compliant landlords fully up to date with requirements; ensures safety standards are put in place and properties are habitable; health and safety of the properties has been improved; without it, the unscrupulous landlords will provide poor quality accommodation for vulnerable young people". Reasons for answering 'No' included "Increasing landlords costs which lead to increased rents; It seems to just be another way for the council to generate revenue; The responsible landlords were already trying to improve standards and now have to pay, the reckless ones just ignore the rules; Requirements are not easily met; Puts too much financial pressure on the landlords to comply; It has not lead to better waste management".

2.5 When asked whether the Scheme should be re-declared for a further 5 years, 60.5% of landlords/agents answered 'No', 28.9% answered 'Yes' and 10.5% responded 'Don't know'.

2.6 Landlords/agents were asked if there were things the Council should do differently if the Scheme was re-declared. 37 responded to the question, with the majority (73%) of landlord/agents answering 'Yes', 5.4% answering 'No' and 21.6% 'Don't know'. The following suggestions were made:

- Reduce the fees for existing Landlords that are already licensed. Charge maybe £20 for the re-inspection, with no extra charges or need for further administration if the house is deemed adequate. This should be assessed by someone independent from the council.
- Reduce charges, be more flexible and allow more time for landlords to adapt properties
- Understand that the properties are people's homes that they are individuals and they and their buildings are not just tick boxes on a form. A "one size fits all" approach does not work in many situations. Flexibility and sensitivity to the tenants' domestic needs should be taken into account when interpreting the HMO guidelines.
- Landlords who are registered and licensed through Rent Smart Wales should be exempt.
- Make all landlords comply.
- Have policy to deal with bad landlords, that way, we wouldn't need this tax on houses.
- Reduce fee
- Cover all 3 bed as part of the licence, include flats and houses with flats and properties above shops
- Fair rules for all.
- We think that the scheme should be extended to include smaller HMOs. Why is the health and safety of smaller HMOs less important than larger ones?
- Consider a different name, or different category for properties of a certain standard. I raise this as the introduction of the scheme made it near impossible (only one mortgage provider offered mortgages to properties designated HMOs - and at a much increased rate) for me to re-mortgage last time around. This lead me to seriously consider selling the flat. I think I am an

excellent landlord, this would have potentially have forced me out which would have been no benefit to anyone.

- Let landlords pay the licence fee annually over the 5 year period and not up front as a lump sum
- Far more information is required to landlords and letting agents of their responsibilities. Far too often we get conflicting information from the Council with regard licensing and responsibility. It should be made far clearer and informative of the requirements in the sector.
- Simpler / cheaper / quicker way to transfer HMO licences to new owners.
- Landlord fees
- Concentrate on non-compliant landlords
- Perhaps to ensure that student houses are only for students, that in one house cannot be a mix of students and non- students. This would ensure even better protection for young people renting for the first time.
- The cost should be subsidised
- Increase action against unlicensed landlords. Follow up on works required being completed. Take action against landlords whose tenants are not respecting the local area.
- Remember who they're actually trying to help when proposing unnecessary changes that will hike rents and potentially require tenants to leave
- Have separate teams for compliance.
- Charge a lot less. Having to pay hundreds and hundreds of pounds per property, just to get an hour long visit, is outrageous.
- That requirements they ask from landlords are consistent and employees are providing/requesting is the same information to all landlords. That if changes are requested that they carry out the correct checks to confirm and that it is recorded on your licence.
- Have some compromise on room size so if there is a large kitchen the lounge can be smaller.
- I believe the Council should produce a simple booklet which the Landlord can give to each tenant detailing the Council's regulations which the Landlord has to inform the tenants about
- Promote it to all landlords. We only found out by default. E.g. the local rental agencies were not aware!!

2.7 Finally, landlords/agents were asked if they had any other comments about the proposal to re-declare Plasnewydd as an Additional Licensing area. The main points raised are summarised below:

- Licensing seen as money making exercise for the Council
- Concentrate on addressing bad/ 'rogue' landlords, using existing powers
- Unnecessary bureaucracy and disproportionate to benefits
- Fees too high, with costs passed on to tenants
- Licensing impacts negatively on the lettings market – bad for business and housing supply
- Scheme overlaps with Rent Smart Wales.
- Apply the Scheme fairly and consistently
- Allow landlords who live outside Cardiff to use Council Waste facilities.

- Do not re-declare Scheme.

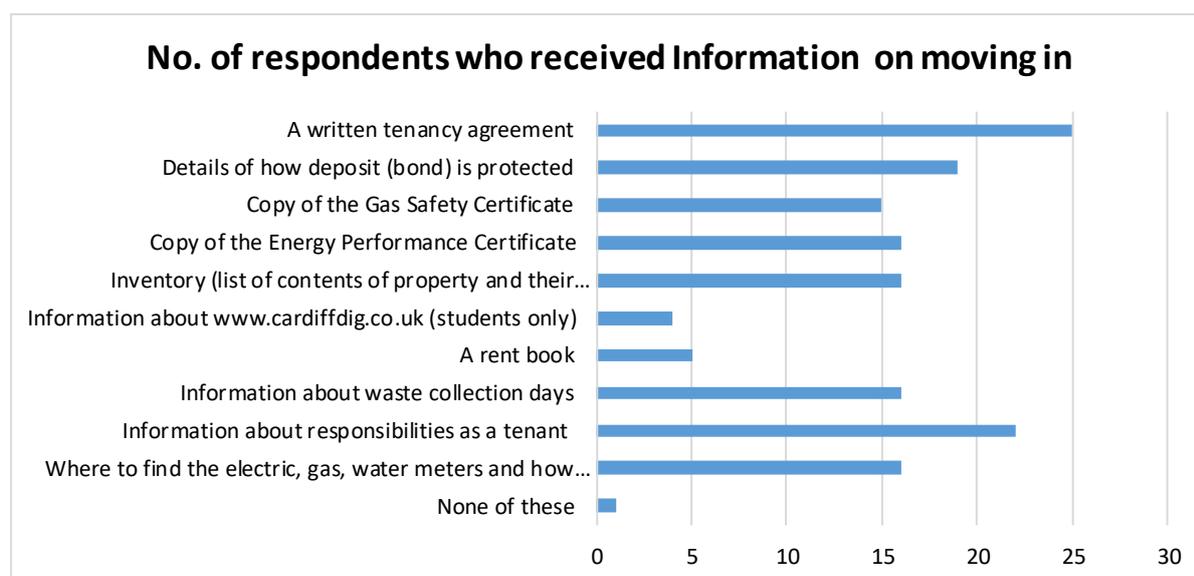
### 3. Tenants Renting from a Private Landlord Findings

3.1 A total of 26 private tenant surveys were received. 9 lived in shared houses (sharing a bathroom and/or kitchen), 3 lived in a house (one household), 7 lived in a flat/maisonette (one household), 4 respondents lived in a shared flat/maisonette (sharing a bathroom and/or kitchen) and 3 respondents lived in a bedsit.

3.2 The 9 shared houses were over either 2 or 3 floors and occupied by between 3 and 8 tenants. Of the 14 who responded as living in a flat/maisonette/bedsit 11 identified that these were part of a converted house of 2, 3 and 4 floors.

3.3 Of the 26 respondents, 11 had lived in Plasnewydd for over 5 years, 9 between 3-5 years and 6 between 1-2 years.

3.4 Respondents were asked about the information provided by their landlord/agent when they moved into the property. All but one tenant 96.2% had received a written tenancy agreement and 84.6% received information about their responsibilities as a tenant. The numbers who had received other types of information varied considerably as detailed below:

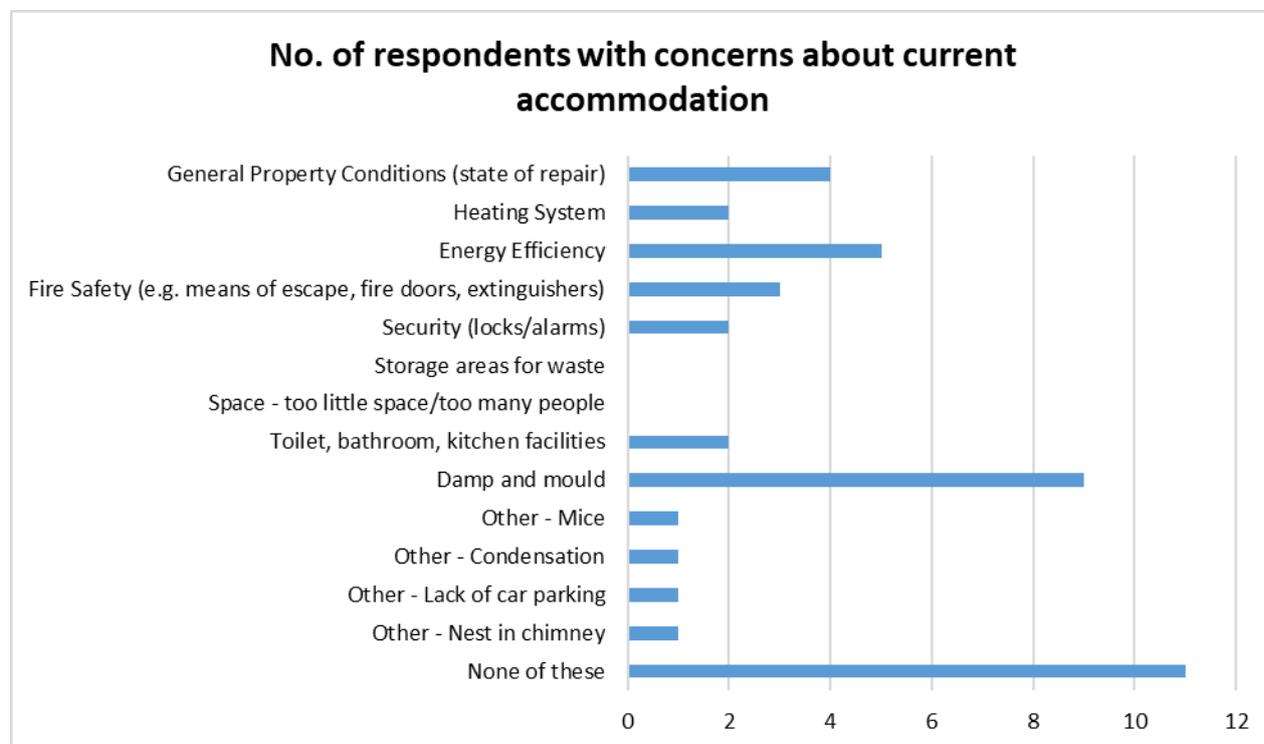


3.5 The majority of tenants 76.9% of respondents felt that their landlord managed their accommodation well. Concerns expressed by those who felt their landlord did not manage their accommodation well included:

- Damp in the communal areas and being ignored when problems are reported.
- Slow response to requests to fix issues.
- Damp walls
- No problems with letting agency but the landlady does minimum repairs.
- Landlord not complying with an improvement notice from 2017, windows not secure and no effective heating.

- Minimal upkeep of accommodation and concerns over protection of deposit once landlord changed and lack of communication around this transaction.

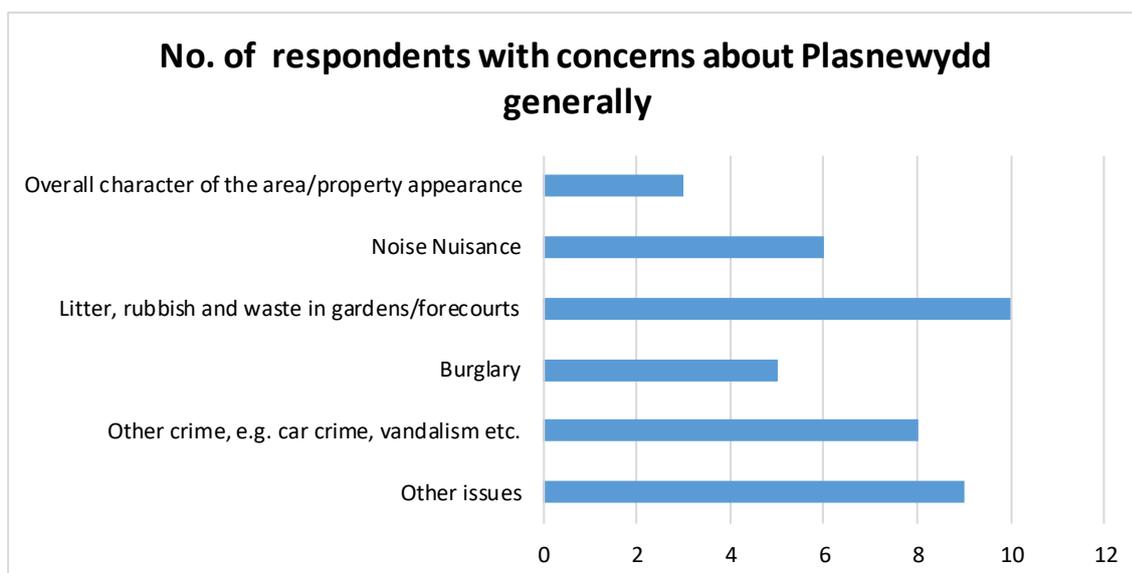
3.6 When asked about concerns with their accommodation, respondents noted the following:



3.7 Only 38.5% of respondents had informed their landlords about their concerns, with only 30% of these landlords then taking steps to put things right. The reasons for not contacting the landlord/agent included:

- I have only recently discovered the problem (1)
- I am concerned that I could be evicted if I raise issues (1);
- Probably not a concern for the landlord (1)

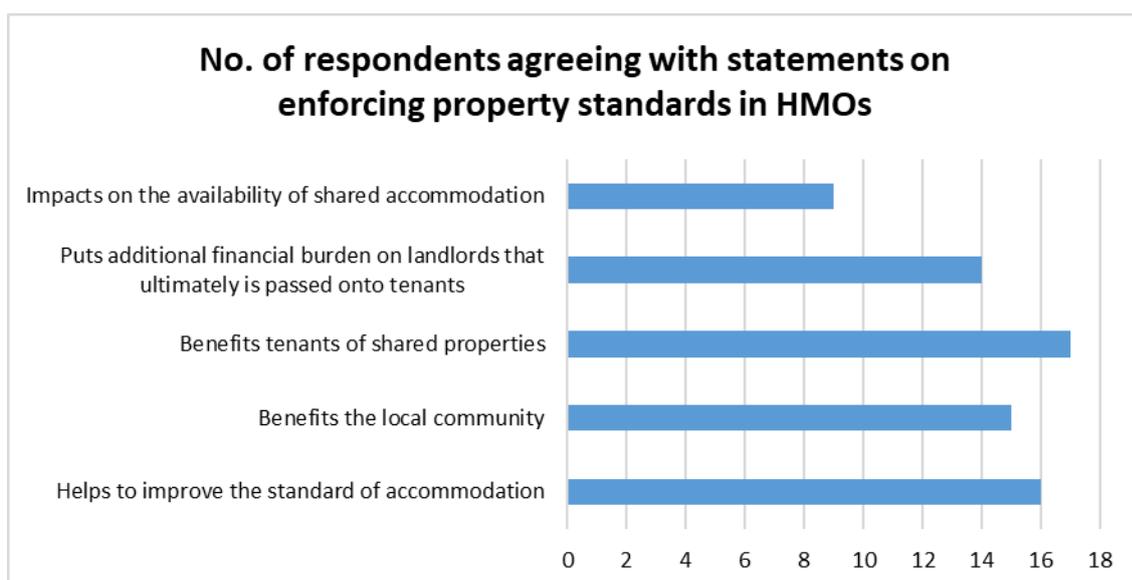
3.8 The private tenants were asked about their concerns with Plasnewydd generally and gave the following responses:



Other issues included

- Damp and mould and exploitative landlords/letting agencies. Bonfires producing toxic smoke (1)
- Parks closing early (1)
- Binge drinking from pubs (1)
- Bus routes and cycle lanes (1)
- Lack of CCTV to combat organised crime gangs (1)
- Rats and pests (1)
- Too much parking issues (1)
- None of the above. (1)

3.9 Generally, the private tenants responding to the survey were positive about enforcing property standards on HMOs, however over half felt that it puts additional financial burden on landlords that ultimately is passed onto tenants:



3.10 Notwithstanding the above results, only 19.2% felt the Scheme had been beneficial in improving property standards in Plasnewydd over the past 5 years, with 42.3% feeling it had not and the remainder 38.5% being unsure. Those respondents who responded positively commented that “the accommodation I have lived in more recently has been noticeably drier than the property of years ago; I was lucky to use the service and although I still have issues it was a lot worse; Houses in the area look more ‘cared for’ than before; It has ensured that all households in the area are subject to the same set of requirements”. Those that responded negatively however commented “I have not seen any change or improvement; Increased rents; Less properties available; Parking places for one house; Nothing done to core issues which is problems finding designated car parking space; Concerned about the increase of rats running around street; I was forced to move because landlord found the scheme uneconomical and stressful, and now have to share with more people”.

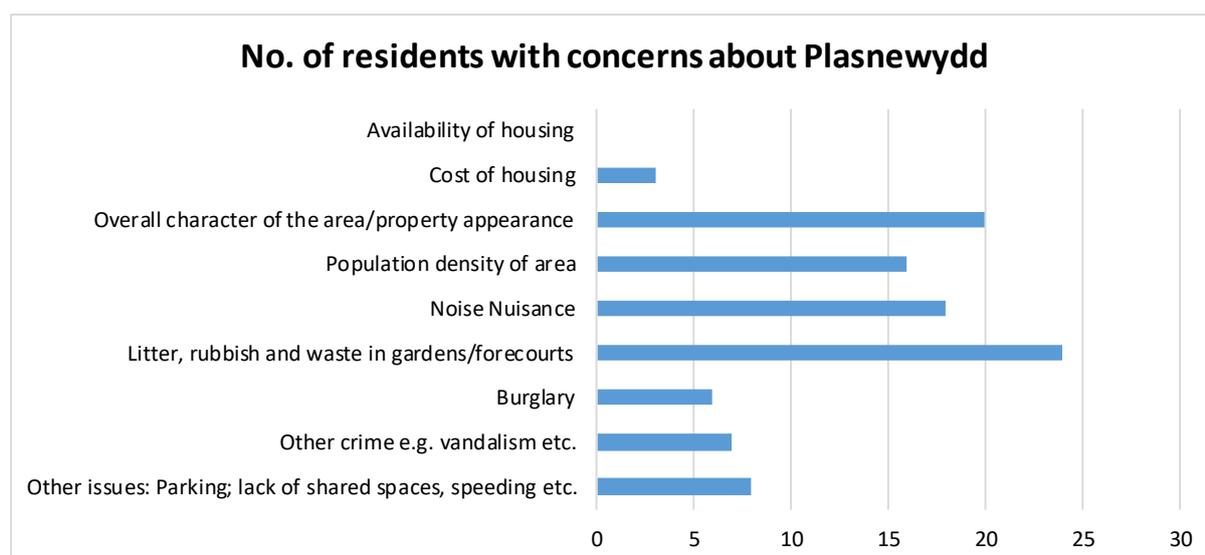
3.11 The majority (48%) of the private tenants who responded to the survey believed the Scheme should be re-declared. Suggestions for future priorities included:

- Increasing the number of licensed properties which are up to standard as soon as possible.
- Health and Safety.
- Mould and damp issues.
- Fair rent
- Double glazing or secondary glazing and wall insulation
- Security, energy performance
- Reduce pests
- Litter and waste and cleaning up front gardens and keeping the streets clean.
- Barriers to reporting issues (including costs being passed onto tenants or evictions).
- Landlords overcrowding properties.
- Visits from the Council to question tenants about the Scheme.

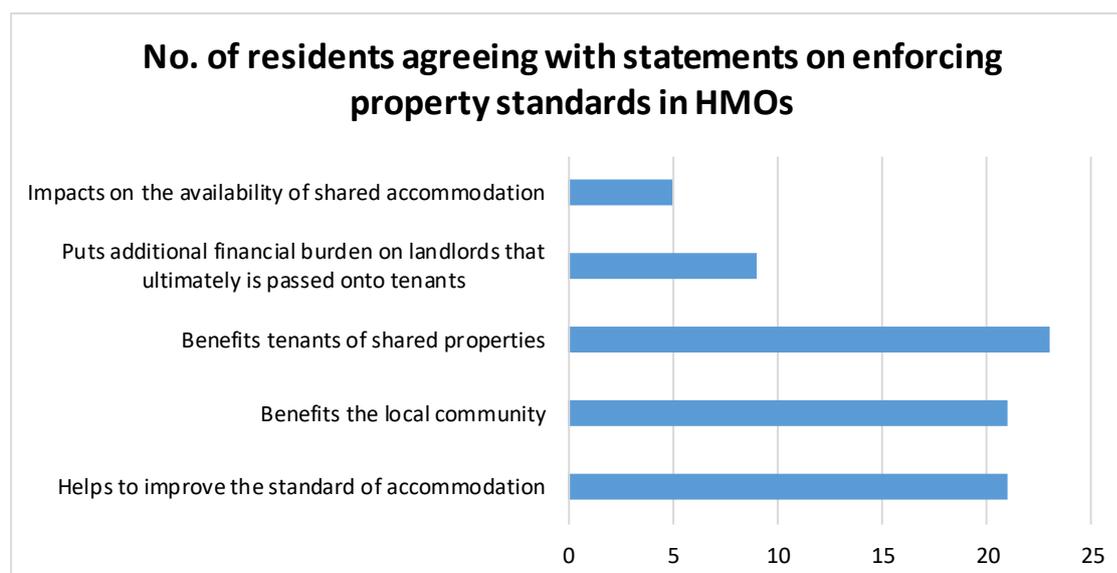
## 4. Other Residents Findings

4.1 A total of 27 ‘other’ residents of Plasnewydd completed the survey. 26 were home owners and one was a social housing tenant. Of the 27 respondents, the majority (69.2%) had lived in Plasnewydd for over 5 years.

4.2 The residents were asked about their concerns with Plasnewydd generally. The biggest concern surrounded litter, rubbish and waste with 92% of respondents indicating this as a concern.



4.3 Generally, the residents responding to the survey were positive about the enforcement of property standards on HMOs:



4.4 However, only 22.2% felt the Scheme had been beneficial in improving property standards over the last 5 years, with 14.8% feeling it had not and the remainder (63%) unsure. Positive views included “Increased standards in properties; Sounds positive however there is still a lot of work to do in terms of litter; I have not noticed very obvious changes as a resident living in the area, I believe landlords should be more accountable for maintaining properties; Simply in the extra numbers caught by the scheme; Get rid of poor landlords. Many houses back to family use”. Comments made by those that did not think the scheme had been beneficial included “Shared properties are not well maintained by landlords or tenants; Too many student flat share houses with rubbish piling up in the front yard; Reduces the

amount of shared accommodation available; The Scheme has meant that landlords have concentrated HMOs in Plasnewydd to the detriment of settled residents; It doesn't change the quality of the properties in regards decoration, furniture and damp; Not sure about property standards; Council should be settling a limit on the number of HMOs/multiple occupancy properties in Plasnewydd”.

4.5 A total of 77.8% of residents who responded to the survey believed the Scheme should be re-declared, and suggestions for future priorities included:

- Ensuring landlords maintain properties and tenants respect the area. Rubbish stored correctly, presented properly and regularly cleared.
- Housing that is safe, efficient, affordable and well maintained.
- Ensuring that the area is restricted to a % of HMOs
- All properties that are rented should be part of the scheme
- Restrict number of parking permits to two plus one visitors permit per property.
- Make nuisance landlords clean up their act with regards to their properties and to enforce noise pollution controls
- Fly tipping/Waste/Energy efficiency
- State of the living and working environment in the roads and streets
- Soundproofing where you have living rooms of flats next to bedrooms of houses in a terrace.
- Speeding in the area
- Noise nuisance enforced
- Saturation points for multi occupation houses
- Better regulation over tenant application selection process. Priority should be given to families and individuals who can contribute positively to the local community.
- Parking problems.

4.6 Finally, residents were asked for any other comments about the proposal to re-designate Plasnewydd as an Additional Licensing area. The responses received included:

- More effort needed to ensure landlords and tenants are accountable for refuse.
- Parking difficulties need addressing
- Provide more bins/collect them more regularly
- Greater enforcement on clean front yards
- Discourage the spread of students from Cathays to Plasnewydd.
- Any HMOs drag an area down.
- Further work needs to be done on end of tenancy waste issues
- We're full to busting point here in Plasnewydd. Any more cars in one household and it causes a problem. We're the residents and pay our Council Tax – please listen to us.

## Cardiff Council Public Consultation on the Proposal to Re-designate Plasnewydd as an Additional Licensing Area Schedule of Consultation Comments

### List of Consultees

#### Cardiff Council:

All Plasnewydd Ward Members:

Dan De'Ath  
Peter Wong  
Sue Lent  
Mary McGarry

All Cathays Ward Members:

Ali Ahmed  
Norma Mackie  
Sarah Merry  
Christopher Weaver

Planning  
Waste Management and Recycling  
Sustainability  
Regeneration  
Housing Options Service  
Anti-social Behaviour (Housing)  
Rent Smart Wales

#### Assembly Members / MPs:

Jenny Rathbone AM, Cardiff Central  
Jo Stevens MP, Cardiff Central

1425 Tenants and Residents in the Ward

#### External Partners:

##### Students

Cardiff Students Union  
Cardiff University  
Cardiff Metropolitan University  
University of South Wales

##### Landlords / Agents

1,062 individual Private Landlords  
And Letting Agents  
Cardiff Landlord Forum  
Residential Landlords Association  
National Landlords Association  
Residential Letting Agents Association  
Association of Letting and Management  
Agents

South Wales Police

South Wales Fire Service

Shelter Cymru

Tai Pawb

### Responses Received From:

Douglas Haig, Vice-Chair and Director for  
Wales, Residential Landlords Association  
Cymru

K McNeff – Letting Agent

L Cotton – Plasnewydd resident

Dan De'Ath, Councillor for Plasnewydd

Sarah Merry, Councillor for Cathays

Jennifer Sadler, Waste Management,  
Cardiff Council

Sarah Spencer, Accommodation Services  
Manager, Cardiff Metropolitan University

95 Online Survey Respondents

**Cardiff Council Public Consultation on the Proposal to Re-designate Plasnewydd as an Additional Licensing Area  
Schedule of Consultation Comments**

Topic	Consultee	Comments	Response
<b>Approach to consultation</b>			
Approach to consultation	Douglas Haig, Vice-Chair and Director for Wales, Residential Landlords Association	<p>From the outset, there are problems with accessibility. With the business case for the re-declaration of the Scheme made in the cabinet meeting document, there should be a link available and easily visible for respondents to read. However, there is no such link on the live consultation page – <a href="https://www.cardiff.gov.uk/ENG/Your-Council/Have-your-say/Live-Consultations/Pages/default.aspx">https://www.cardiff.gov.uk/ENG/Your-Council/Have-your-say/Live-Consultations/Pages/default.aspx</a> - nor the consultation document itself – <a href="https://www.srs.wales/Documents/Public-Consultations/Public-Consultation-to-redeclare-Plasnewydd-English.pdf">https://www.srs.wales/Documents/Public-Consultations/Public-Consultation-to-redeclare-Plasnewydd-English.pdf</a>.</p> <p>Also, as the RLA highlighted in correspondence to the Cabinet Member for Housing, the time the consultation will have been open for is insufficient. Best practice guidelines from both the UK Government and the National Assembly for Wales recommends that for a consultation of this importance, a minimum period of twelve weeks would be required with additional time considered should the consultation period fall over public holidays. However, this was open for less than seven weeks, with the Christmas/New Year break in the middle. While respecting devolved matters to Wales, consultations in England must be a statutory ten weeks, and the RLA believes this would be a more appropriate timescale. As a result of these issues, the consultation period should be extended or re-opened and re-run altogether</p>	<p>There was no link to the Cabinet Report, and it would not be a problem to include such links in future consultations. The consultation document contained a lot of information for people to read, and it is a fine balance to ensure that people get the right information without overloading them or distracting them from the real issues. The inclusion of links to the Committee report approving the consultation may well have distracted respondents from the information provided on the re-declaration and the completion of the surveys.</p> <p>The Survey ran from Mon 16 December to 31 Jan initially (just under 7 weeks) but was extended for a further 2 weeks following representations from Cardiff Landlord Forum. The Shared Regulatory Service and Cardiff Council sent out tweets advising of the extension and a further reminder closer to the closing date.</p> <p>The consultation period for the Cathays re-declaration was for only 4 weeks which at the time was deemed to be in line with other formal Cardiff Council consultations. This consultation period was almost 7 weeks initially after taking into account the Christmas/New Year break but was extended for a further 2 weeks following representation. It is believed that this has been sufficient time to gather meaningful responses from 41 landlords/agents, 26 tenants and 27 other residents. The list of organisations making a formal written response is listed on the front page of this Schedule of consultation responses. The exercise has been comprehensive with 1062 letters being sent out to landlords and agents, and a further 754 emails sent to those landlords and agents inviting them to complete the survey. A further 1148 letters were sent to tenants and 277 emails to residents of Plasnewydd on the Cardiff Council Citizens Panel.</p>

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			<p>The Plasnewydd additional licensing scheme has been in place for 5 years with 841 additional HMOs now licensed. It is felt therefore that landlords are now very familiar with the concept of Additional Licensing and will have formed views about how the scheme operates. Landlords are therefore better informed about the impact of the scheme and under those circumstances it is believed that the period of the consultation was adequate for a response, and indeed landlords have made comprehensive responses within that time frame.</p>
<b>Fees and Costs</b>			
Fees and costs	Douglas Haig, Vice-Chair and Director for Wales, Residential Landlords Association	<p>The proposed fee of £475-550 per <i>property</i> is excessively high for a landlord to pay. The consultation document also does not state if the Council will allow landlords to pay the licence fee in instalments. Landlords will apply for licences and, likely, pass the cost on to tenants in the form of increased rents to cover the cost of applying for a licence, doing nothing to address affordability, while the worst landlords – the criminal operators – will simply ignore the Scheme, as they do many other regulations. The focus of staff becomes the processing and issue of licences, while prosecutions centre on whether a property is licensed or not, rather than improving management standards and property conditions. The current fee structure proposed reflects this argument, and the Council should consider amending the fee structure and reducing the proposed application fee overall. However, if Cardiff Council wanted to be more radical, it could do so by not charging landlords at all to apply for the additional licence. This could encourage more HMO landlords to apply. If Cardiff Council maintains the view that the Scheme drives up standards in the PRS, then they should explore this as a means of meeting their objectives. Additionally, if the Council believes that driving up standards in the PRS is a public good, then administration costs should be funded through council tax or the financial settlement given by the Welsh Government.</p> <p><b>Gaskin v Richmond 2018 &amp; Fees</b></p>	<p>Mandatory and Additional Licensing Fees have been calculated and will be reviewed using the Welsh Heads of Environmental Health Licensing Toolkit. Comparison with other Welsh Councils or similar English Authorities shows that Cardiff's fees are similar or in some instances significantly lower. It remains the case that a significant proportion of salary and administrative costs are met from base funding rather than fee income.</p> <p>This has been a conscious approach in order to satisfy the principles laid down in the Hemming v Westminster case, which restricted the ability of Councils to spend licence fee income on the enforcement of the scheme, now largely overturned. However, fees have also been kept comparatively low in recognition of the feedback received from landlords about the impact of high fees.</p> <p>The Council has made every effort to keep fees low and recognises the impact that high fees may have on landlords.</p>

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		<p>In R(Gaskin) v LB Richmond Upon Thames (2018) EWHC 1996 (Admin) the High Court overturned a prosecution against Mr Gaskin and gave substantial guidance on fees and other points associated with HMO licensing and by implication selective licensing, schemes under the Housing Act 2004.</p> <p>The Gaskin case was focused on the fees charged for a licence. The outcome was that a fee should just be for the application and there should not be additional charges, such as late application fees, or a fee to transfer a licence. We hope that Cardiff Council takes into consideration the findings of this court case, and only asks for information set out in the relevant regulations, and nothing else. This includes taking the licence fee in 2 parts, one part on receiving the application, and the other part payable to the Council once the licence is granted. The Council, if it chooses to continue with additional licensing, should revise its fee structure to reflect the findings of Gaskin v Richmond.</p>	<p>Councils are under pressure to make significant budgetary savings and the Housing Enforcement Service is under similar resourcing pressures. The Council wishes to address issues relating to the impact of HMOs in Cathays and Plasnewydd, and it makes sense to secure an additional budgetary source to support this proactive area based work, but we need to be clear that this is not a money making exercise for the Council, which can derive no profit from this income stream and which only partially covers salary and administrative costs.</p> <p>Any review of HMO Licensing Fees and charging structure will be carried out and implemented in accordance with all legal requirements and best practice.</p> <p>The argument that good landlords are subsidising the bad or that criminal landlords are ignoring the scheme is largely specious. Compliance figures tend to show that this is a clichéd and inaccurate picture. With over 70% of houses non-compliant with standards on inspection, it is wrong to say that good landlords with high quality houses are the first to comply. The position is in fact less polarised than that with a small number of landlords avoiding responsibilities or presenting dangerous properties but with a great many landlords having potential to improve property standards, knowledge, and management competence.</p>

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			<p>The standards laid down are not high or aspirational; these are basic matters relating to health and safety, fire safety, warmth, security and the provision of basic kitchen and bathroom facilities in proportion to the number of occupiers. It is a legitimate use of these area based powers to ensure consistent application of these standards.</p> <p>The Housing Enforcement service has legitimately used Council databases, such as Council Tax, along with door to door enquiries in order to identify and target unlicensed HMOs. An officer has been assigned full time to this work. The team has had contact with over 1,750 properties in order to seek the best possible coverage of the scheme.</p> <p>34 Prohibition Orders have been served on the worst properties presenting severe risks to health and safety. It is likely that most of these dangerous properties would not have been discovered without the additional focus of the scheme. There have been 8 prosecutions for failure to licence or breach of regulations. There has been significant work undertaken to successfully defend these standards at the Residential Property Tribunal where landlords would not readily comply.</p>
<b>Reasons for NOT supporting the re-declaration of the Scheme from survey respondents in relation to fees and costs</b>			
Fees and costs	Anonymised landlord/agent	It's a tax. I think the Welsh Government could operate a better scheme through its Rent Smart scheme. It should be done through education and best practice. They could identify the landlords and target them directly.	See above
Fees and costs	Anonymised landlord/agent	Fees are too high for landlords.	See above

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Fees and costs	Anonymised landlord/agent	Too many requirements, cost implication.	See above
Fees and costs	Anonymised landlord/agent	Additional costs to Landlords, which will affect rent increases.	See above
Fees and costs	Anonymised landlord/agent	Too expensive.	See above
Fees and costs	Anonymised landlord/agent	It is not fair to keep extorting these huge sums of money out of landlords. Pretty soon, it will be the straw that broke the camel's back, landlords will withdraw from the market and the rental market will flounder.	See above
Fees and costs	Anonymised landlord/agent	I just see this as another way to make easy money from landlords.	See above
Fees and costs	Anonymised landlord/agent	Limited money need elsewhere	See above
Fees and costs	Anonymised landlord/agent	Too expensive	See above
Fees and costs	Anonymised landlord/agent	The reason is blatantly obvious. Any person coming into my rented out house can see at a glance that the Landlord looks after and cares for his tenants. Just 2 or 3 minutes is all it would take to acknowledge this. The same, but vice versa on entering a rogue landlord's house. I am having to pay the Council a lot of money and spend a lot of additional time for the Council to sort out the rogue landlords	See above
Fees and costs	Anonymised tenant	Too costly.	See above
<b>Reasons given by survey respondents supporting the re-declaration of the Scheme referencing fees and costs</b>			
Fees and costs	Anonymised landlord/agent	Obviously the Council would like to ensure that all new landlords are licensed - I'm happy to continue as an existing licensed landlord but £120 pa is a lot of money to lay out when you don't get any benefits from the Council for being licensed. I pay that for being a member of the NLA and get advice, updates, training - all sorts of benefits. You're really just using it as an additional tax on landlords. No carrot just the stick!	The Council is open to suggestions about any benefits it might give to licensed landlords, but at this stage the fee is an administrative one to partially fund the cost of the scheme.
Fees and costs	Anonymised landlord/agent	Subject to a review of the fee burden.	See above.

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Fees and costs	Anonymised landlord/agent	But the licence needs to be cheaper and last longer.	See above. Unfortunately the law does not permit that a licence last longer than 5 years.
<b>Effectiveness of the Scheme</b>			
Effectiveness of Scheme	Douglas Haig, Vice-Chair and Director for Wales, Residential Landlords Association	<p>The consultation document states:  <i>"Currently, 37% of the additional properties are confirmed as up to standard, including those that were compliant on the application and those as a result of the licensing process."</i>  <i>"Additional levels of security are required for properties licensed under the Scheme which has resulted in 521 notices being served in relation to security since the Scheme was implemented, 17% of which have been confirmed as complied".</i></p> <p>This raises questions over the claims that the Scheme has been successful. Although several properties have seen their standards being in line with what is required due to the licensing process, when it is only little over a third of the additional properties, this reads like more of a failing of the policy given that this 37% includes properties that were up to standard before the application stage and that well over half of the properties remain non-compliant. Additionally, less than a fifth of the notices served regarding security have confirmed to be complied with. The fact that over 500 notices have been served suggests there are issues to solve, but the lack of compliance demonstrates that the Scheme is the incorrect method to tackle them.</p> <p>It should be added that additional licensing schemes usually introduce new standards that were not a requirement prior to the existence of a scheme. Therefore, the statistics local authorities often use as a measure of success lack credibility as they suggest a great deal of non-compliance prior to the scheme existing, whereas the actual situation is the changing of standards and the compulsion to meet these new requirements. Therefore, we ask the Council that if this is the case in Cardiff, that it publishes compliance statistics having divided the requirements that existed prior and after the introduction of the Scheme. Through this, Cardiff residents can assess the success of the Scheme properly. Additional licensing schemes only end up affecting landlords that are willing to come forward and licence their property. Meanwhile, criminal landlords continue to operate under the radar, posing a</p>	<p>Completing the Additional Licensing project in 5 years and ensuring full compliance is a huge undertaking. Good progress has been made in identifying and licensing HMOs, with approximately 1,100 HMOs now inspected and licensed in the area under both mandatory and additional licensing provisions. 84% of properties identified under the additional licensing scheme require works to ensure compliance with standards. Whilst the responsibility to comply with those requirements lies with landlords themselves, it is reasonable to expect officers to return to carry out compliance audits and to take enforcement action where standards are not met.</p> <p>A further 5 year designation will enable the Council to build upon the solid base that has been established, to focus enforcement resources on landlords who fail to license and to seek 100% compliance with licensing standards. Given the scale of the task and the level of non-compliance, it is not unreasonable to seek a further 5 year designation to ensure full compliance.</p> <p>In the early stages of the scheme, it has been logical to focus resources on producing licences for those that have made applications and to shift that focus to enforcement as the scheme has progressed with 8 successful prosecutions undertaken and 34 Prohibition Orders made. The Council intends to continue with that ramping up</p>

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		<p>far greater danger to a harmonious PRS and tenant rights. If resources shifted from the Scheme to enforcing the law on criminal landlords, then inevitably that will lead to better results? This will be more in line with the Council's Corporate Plan 2019-2022 which states the Council will <i>"Drive up standards in the private rented housing sector by taking enforcement action against rogue agents and landlords letting and managing properties"</i>.<sup>1</sup></p> <p>Furthermore, the following comment, made in the consultation document suggesting the Scheme has led to a fall in burglaries in Plasnewydd is conjecture: <i>"Reported crime statistics for burglary in the area show some decline with figures of 148 in 2018 compared to 208 in 2013 and 264 in 2012."</i> This is a correlation, not causation. This modest fall coincides with a national, trending drop in crime during that period.</p>	<p>of enforcement during the term of a second designation.</p> <p>The standards laid down are not high or aspirational; these are basic matters relating to health and safety, fire safety, warmth, security and the provision of basic kitchen and bathroom facilities in proportion to the number of occupiers. It is a legitimate use of these area based powers to ensure consistent application of these standards.</p> <p>All health and safety "standards" have in effect been in operation since the introduction of the Housing Health and Safety Rating System in 2006. Fire Safety Standards are those contained within the LACORS Fire Safety Guidance which has formed the basis for standards enforced throughout Wales since 2008. The standards are not new and are generally the same as those that have been enforced by the Housing Enforcement Team across Cardiff for more than a decade.</p>
<b>Reasons for NOT supporting the re-declaration of the Scheme from survey respondents in relation to the scheme's effectiveness</b>			
Effectiveness of Scheme	Anonymised landlord/agent	There is no proof that the huge amounts of money we have had to pay are justifiable when the vast majority of houses are in excellent condition. There is no strong evidence base to suggest otherwise. The system is corrupt in my view as it is not objective.	See above
Effectiveness of Scheme	Anonymised landlord/agent	It has been tried already and the landlords that are going to comply with the rules have already done the specified work. As no more change of use is going to be allowed in most of the roads affected by the licensing all properties should now be compliant if the scheme has worked.	See above
Effectiveness of Scheme	Anonymised landlord/agent	I can only speak about my own experience where I had to fight hard to stop the council seriously down grading my tenants living conditions that I and they believed would have affected their	The Council's standards are those commonly applied for the protection of health and safety in houses. Where landlords wish to provide an equivalent but different solution, the Housing

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		quality of life. My tenants told me they would leave if the council's initial requests were to go ahead.	Enforcement Team is in a position to consider alternative proposals
Effectiveness of Scheme	Anonymised landlord/agent	In the case of the flat that I let to students I don't think the additional licensing scheme has made any difference as the flat was already in excellent condition and no additional action was required as a result of the inspections/licensing process. However, from what I understand, across the Plasnewydd area there have been numerous benefits to both landlords and tenants.	Noted
<b>Overlap with Landlord Registration/Licensing</b>			
Overlap with Landlord Registration/Licensing	Douglas Haig, Vice-Chair and Director for Wales, Residential Landlords Association	<p>Rent Smart Wales (RSW) was established to be the "single licensing authority" for Wales. With the introduction and renewals of additional licensing schemes, local authorities in Wales end up undermining that founding principle upon which Rent Smart Wales exists.</p> <p>Improvements to the management of HMOs have been included in the "<i>What the Scheme has achieved</i>" section. Understandably, something should fill this section when it has been included as one of the "<i>Benefits of Additional Licensing in the Plasnewydd Ward</i>" which would have been decided before RSW came to exist, as the previous Scheme was declared in 2014. However, whether management of HMOs have improved or not, this cannot be claimed to be a victory for the Scheme.</p> <p>It is then more mysterious to read the summary that states re-declaring the Scheme will "<i>continue to ensure that effective management arrangements are in place</i>" when the consultation document does not prove that it has done so in the first place.</p>	<p>Rentsmart Wales was established as an all Wales registration and licensing authority for landlords and agents having responsibilities under the Housing (Wales) Act 2014, which is very distinct from those HMO licensing responsibilities under the Housing Act 2004, which remains on the statute books.</p> <p>The focus of the two schemes is distinct and indeed complimentary with Rent Smart focusing on fitness and training/competence with HMO licensing having a greater influence on property conditions and management standards.</p>
<b>Reasons for NOT supporting the re-declaration of the Scheme from survey respondents in relation to overlaps with Landlord Registration</b>			
Overlap with Landlord Registration/Licensing	Anonymised landlord/agent	Rent Smart Wales requires registration and licensing of landlords and Agents. The additional licence is therefore not required. It seems to just be another way for the council to generate revenue. The legislation is outdated and no longer necessary or fit for purpose.	There is of course an element of duplication because both schemes require a fit and proper person test. However, the focus of the two schemes is distinct and indeed complimentary with Rent Smart focusing on fitness and training/competence with HMO licensing having a greater influence on property conditions and management standards.

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			<p>Rent Smart Wales does not have any focus on property standards and given the comprehensive All Wales coverage of the scheme it is not suited as a tool to bringing about a concerted area based improvement to a district containing a high density of HMOs. Indeed Rentsmart Wales does not have any powers of inspection and relies upon the evidence of the Housing Enforcement service with respect to property conditions where fitness and propriety is in doubt.</p> <p>During the course of the Plasnewydd Additional Licensing Scheme, 841 additional properties were inspected. 84% were not up to standard and required works. 1,458 notices were served. 34 properties have been subject to Prohibition Orders. It is clear that these matters would not have been addressed without the intensive area based focus of the scheme.</p> <p>However, while the scheme has progressed, the level of non-compliance has fallen i.e. the number of properties found upon first inspection to be below standard has fallen each year. It is hard to evidence exactly why this is happening. It is possible that the additional learning brought about by Rentsmart Wales is a factor but more significantly it is probably due to landlords and agents learning what standards are required and preparing properties in time for inspection.</p> <p>The additional cost implications should not be excessive for landlords as the requirement to</p>

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			register and obtain a licence under Rent Smart Wales is a straight forward administrative process which is reflected in the level of the fee.
<b>Scope of the Scheme</b>			
<b>Reasons for NOT supporting the re-declaration of the Scheme from survey respondents in relation to the scope of the scheme</b>			
Scope of the scheme	Anonymised landlord/agent	If it has upgraded this area, then it is time to move onto another area of Cardiff so they can be at the same standard as Cathays and Plasnewydd! At the present time you are discriminating landlords in only 2 areas of Cardiff. Canton, Grangetown could be helped by introducing this scheme!	There are currently no developed plans to extend additional licensing to other areas, although this is a matter that will remain under review. While a valid case may emerge in future for such an extension, the current focus is on Cathays and Plasnewydd because they are the two wards in Cardiff having by far the highest concentration of HMOs.
<b>Reasons given by survey respondents supporting the re-declaration of the Scheme referencing the scope of the scheme</b>			
Scope of the scheme	Anonymised landlord/agent	For better standard, I think this should also include flats and houses with multiple flats	Flats in multiple occupation and houses subdivided into multiple flats are included where the standard of conversion does not meet building regulations. This is the legal position. Flat conversions which comply with the Building Regulations cannot be classed as HMOs and therefore cannot be included within the scope of the scheme.
Scope of the scheme	Anonymised landlord/agent	Only if all HMO properties are included.	All HMOs are indeed included.
Scope of the scheme	Anonymised landlord/agent	All landlords should have to comply to these safety standards	The scheme does indeed ensure that landlords comply with a common set of standards.
<b>Addressing non-compliant landlords</b>			
Addressing non-compliant landlords	Douglas Haig, Vice-Chair and Director for Wales,	There are over 140 Acts of Parliament that affect the PRS in Wales and three significant pieces of housing legislation have passed through the Assembly since 2014. Councils should fully use the enforcement powers already granted to them to root out rogue landlords and agents. When combined with RSW, then there is	There is a very high concentration of HMOs in Cathays and Plasnewydd, and it makes sense to use a tool, additional licensing of HMOs, which is specifically designed to deal with areas having

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	Residential Landlords Association	undoubtedly plenty of information available to properly enforce. If time, energy, and resources were put into this to do things such as create a database for rogue landlords and letting agents, rather than licensing schemes which make life hard for good landlords, then maybe government enforcement would yield better results. The Council has also not taken into consideration the amount of informal enforcement activity undertaken between local authorities and private landlords. We must also highlight that the summary at the end of the consultation document interestingly does not note that the additional licensing scheme's renewal in Plasnewydd will build-up joint working relationships with landlords and landlord representatives. Does the Council not believe the Scheme will assist in these relationships?	<p>concentrations of HMOs. The key elements are that it places an onus on the landlord to comply, which triggers an inspection and comparison against agreed standards. Importantly, the ability to charge a fee helps to support this proactive work.</p> <p>It would not make sense for the Council to attempt to carry our proactive work to improve standards in HMOs and to ignore the very tool which is best suited to this.</p> <p>It is often difficult for tenants fearing retaliatory eviction to report poor properties, and it would be an extremely difficult process to try to identify poor properties and rogue landlords without the additional licensing tools. Data sharing can be difficult and constrained by Data Protection Regulations, and there is no statutory provision, as there is in England, for a database of rogue landlords.</p> <p>It is a valid point that additional licensing does indeed build up joint working relationships with landlords and agents, with officers now having good contacts and relationships with many key landlords and agents and often able to get matters resolved without recourse to formal action.</p>
<b>Reasons given by survey respondents supporting the re-declaration of the Scheme referencing non-compliant landlords</b>			
Addressing non-compliant landlords	Anonymised landlord/agent	Maintains standards. Provided enforcement action against unlicensed properties is ramped up, and action taken against landlords whose tenants are not treating the area with respect.	It would indeed be a key reason to re-declare so that the Council can turn its attention to greater auditing and enforcement where properties have been found not to meet standards and cannot yet be confirmed as compliant.
<b>Impact on business and rental markets</b>			

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Impact on business / rental market	Douglas Haig, Vice-Chair and Director for Wales, Residential Landlords Association	<p><b>Welfare Reform</b></p> <p>The significant increase in rent arrears for both 'UC' tenants and 'legacy' Housing Benefit tenants also points to much broader issues than just the implementation of Universal Credit. The findings suggest that the freeze to LHA rates since 2016 and that LHA rates had not increased with market rents between 2010 and 20216 is likely to be driving the increase in rent arrears for tenants that claim benefits. More and more landlords are planning to sell properties in the next 12 months. This now stands at 22% and is up to three percentage points since 2016. While the proportion of landlords looking to buy properties has continued to decline, and more landlords are planning to sell than buy. This indicates a chronic undersupply of privately rented homes in the future. Many landlords may be in a situation where they are not able to pay a local authority additional licence fees, Rent Smart Wales registration and licensing fees, the likely increase fees as a result of the Renting Homes (Fees, etc.) (Wales) Act, reduction in mortgage relief tax, and deal with rent arrears on their properties. This will result in financial difficulties for landlords and may lead to an increase in demand for council services as they consider leaving the PRS.</p> <p><b>Pressure on non-licensed areas</b></p> <p>Landlords, especially those with properties outside the licence area will become risk-averse in terms of the tenants they let to. Tenant problems such as anti-social behaviour are impossible for the landlord to address alone and landlords will not wish to risk a breach of licensing conditions that may affect their ability to let properties elsewhere. Some may seek to evict already challenging tenants, resulting in additional costs to other local authority services, as they pick up the pieces created by the disruption to the lives of already vulnerable tenants.</p>	<p>The RLA raises some valid points. Local Housing Allowance (LHA) rates increased on 1 April 2020 after a 5 year freeze, however it is accepted that the LHA does not always cover the full amount of rent for some tenants.</p> <p>Cardiff Council uses various measures to prevent these tenants from experiencing rent arrears. If tenants are unable to afford the shortfall in their rent they can apply for a Discretionary Housing Payment via the Council's Benefit Service. In some cases a Rent Rescue can be paid to tenants that have accrued rent arrears which threatens their tenancy.</p> <p>Work undertaken as part of Cardiff's Homelessness Strategy 2018 – 2022, identified that the loss of rented accommodation, particularly for those in the private rented sector was one of the main causes of homelessness in Cardiff. To address the issue, staff within the Prevention team in the Housing Options Service routinely work with private landlords to help clients remain in their homes, or to assist clients to source alternative accommodation in the private rented sector. The Council also funds a number of schemes that provide financial assistance to enable access to the private rented sector.</p> <p>We do agree with the comments that landlords are leaving the private rented market in Cardiff. An investigation undertaken as part of the Strategy, into why so many clients were losing their rented accommodation revealed that one of the key factors was landlords withdrawing their properties from the rental market in Cardiff and putting them up for sale.</p>

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			<p>Landlords told us that this, in part, was due to wider legislative and tax relief changes. One of the key aims of our Strategy is to improve the support available to private landlords to ensure homeless families have access to good quality, private sector accommodation.</p> <p>Although it is accepted that additional licencing is another financial commitment for landlords that may already be facing financial difficulties, it ensures that landlords are fit and proper persons, that properties are well-managed and hazards are addressed.</p> <p><b>Pressure on non-licensed areas</b>            Additional Licensing places a duty upon landlords to take reasonable steps to control anti-social behaviour, but those are only steps that any competent property manager might reasonably be expected to take in the proper conduct of their business. There is no expectation that landlords assume the role of proper enforcement authorities where the matter lies beyond their control. Landlords can legitimately provide verbal and written advice to tenants, often using website or written materials provided by the Council and other agencies.</p> <p>Similarly, it is a reasonable expectation that landlords discuss the implications of continued anti-social behaviour with tenants, and to put those matters in writing where appropriate. In extreme circumstances landlords may need to</p>

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			<p>seek possession in order to deal with problematic or persistent anti-social behaviour.</p> <p>In circumstances where landlords have chosen to let houses in multiple occupation it is reasonable to expect that they are able to deliver a service which addresses the more challenging managerial demands which will arise.</p> <p>The Council would not be in a position to take enforcement action for a breach of licence conditions where a landlord can demonstrate that they have taken all reasonable steps to control that behaviour.</p>
<b>Reasons for NOT supporting the re-declaration of the Scheme from survey respondents due to the impact on business/rental markets</b>			
Impact on business / rental market	Anonymised landlord/agent	Increases costs of landlords which then leads to increased rents and discourages landlords from providing rental properties in this area of Cardiff	<p>It is reasonable to expect all landlords to meet minimum health and safety, fire safety and amenity/space standards and the cost of meeting those standards should form part of the business case for purchasing and renting that property.</p> <p>The enforcement of minimum standards creates a level playing field where good landlords are not disadvantaged in comparison to those landlords who are not investing sufficiently and are providing unsafe accommodation.</p> <p>The cost of the licence across the 2014-2019 Plasnewydd Scheme was less than £10 per month which is insignificant in comparison to the larger rental income achievable in the HMO and student markets.</p>

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<b>Topic</b>	<b>Consultee</b>	<b>Comments</b>	<b>Response</b>
Impact on business/ rental market	Anonymised landlord/agent	No doubt if the scheme is refreshed it will come with new requirements at the whim of inspectors. How the council can justify the allowance of a ridiculous number of multi-story student accommodation while simultaneously putting small time landlords out of business baffles me.	Requirements are not imposed at the whim of inspectors. Standards are agreed and adopted by Cabinet at the time the scheme is declared. The Housing Health and Safety Rating System (HHSRS) is a risk assessment tool allowing some flexibility for inspectors to deal with the many different risks and scenarios that present. All licence holders receive a draft of the licence and an opportunity to make representations. Many hazards are dealt with informally by inspectors. Where licences are awarded or Notices served, there is a right of appeal to the Residential Property Tribunal where landlords disagree with those requirements. Officers are aware that there may be alternative methods of seeking compliance with standards and are open to those suggestions where they achieve the desired result.
<b>Alternative mechanisms for raising standards</b>			
Alternative mechanisms for raising standards	Douglas Haig, Vice-Chair and Director for Wales, Residential Landlords Association	There is little evidence that licensing schemes improve housing standards. As already mentioned, the focus of staff becomes the processing and issue of licences, while prosecutions centre on whether a property is licensed or not, rather than improving management standards and property conditions. Furthermore, the Renting Homes (Wales) Act 2016, will seek to introduce a new universal standard for renting in Wales. The legislation will seek to grant one, simple to use piece of legislation for reference on what will be required of private sector landlords. The use of further continuing licensing schemes would be seen to undermine the Welsh Government's work as well reducing the overall effectiveness of the provisions relating to Fitness for human habitation (FFHH) which will replace HHSRS.	The Cathays and Plasnewydd Wards contain the greatest concentration of the City's HMOs. In the first 5 years of the scheme the Housing Enforcement Team has secured the licensing of 1,100 HMOs, all of which have been inspected along with fit and proper person checks. Gas and electrical safety certificates have been obtained on all of these licensed HMOs demonstrating that they are safe and in many cases landlords will have carried out works in order to provide an up to date certificate free of defects.  In addition the Housing Enforcement Team has assessed an additional 430 properties in order to

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Topic	Consultee	Comments	Response
		<p>The matters considered are those similar to HHSRS with prescribed and considered matters. There will be two types of matters to consider as to whether a property is suitably fit.</p> <p><i>Prescribed Matters</i> Prescribed Matters relate to electrical safety, smoke alarms, and CO2 alarms.</p> <ul style="list-style-type: none"> <li>• Electrical safety will generally cover the inspection of all electrical outlets and ensure that they are set to a British Standard (BS7671).</li> <li>• Smoke alarms, the consultation sought to seek clarification of the position on whether the smoke alarms should be hardwired or interlinked</li> <li>• Carbon Monoxide alarms are to be provided when gas burning applications are being used.</li> </ul> <p><i>Considered Matters</i> The considered matters to which will determine that the dwelling is fit for human habitation are based on the 29 hazards and circumstances from the House Health and Safety Rating System (HHSRS). Examples are as follows:</p> <ul style="list-style-type: none"> <li>• Damp and mould growth</li> <li>• Asbestos and manufactured mineral fibres</li> <li>• Biocides</li> <li>• Carbon monoxide and fuel combustion products</li> <li>• Lead</li> <li>• Domestic hygiene, pests and refuse</li> <li>• Un-combusted fuel gas</li> </ul> <p>When considering Prescribed Matters, if it is found that any of these matters aren't met, then no matter how many of the considered matters have been met, the home will not be regarded as fit for human habitation. A landlord who rents a dwelling which is not FFHH, or who fails to rectify an issue causing the house to be unfit, may risk having their landlord licence revoked under Rent Smart Wales and possible breach of contract in the courts. We believe that the measures contained in the Renting Homes (Wales) Act 2016 will be sufficient to improve housing standards.</p>	<p>determine whether they require licensing. This has often been a time consuming process where properties have been converted into flats and it has been necessary to determine whether the premises meets building regulation standards, which would render those properties non-licensable.</p> <p>The Council is aware that compliance rates are currently low, although as the Cabinet report demonstrates, some progress has been made. The scale of the project is huge with 63% of properties failing to meet standards and a total of 1,458 statutory notices served.</p> <p>The fact that there are still such rates of non-compliance suggests that a second 5 year term is needed in order to secure those improvements.</p> <p>It is not true to say that the HHSRS is being replaced by a fitness standard for human habitation. HHSRS will remain the tool used by Housing Enforcement officers to assess housing and provide a basis for decisions and subsequent enforcement action.</p> <p>The new fitness standard will not be enforced by local authorities; it will be a standard based upon the 29 hazards contained within HHSRS which tenants may use in civil proceedings against their landlord where it is felt that the property is not fit for human habitation. There will be no enforcement role for Councils. HHSRS remains on the statute books and there will be an expectation that Councils continue to use it, as in England</p>

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		<p>Rent Smart Wales also requires landlords to complete training and registration, which aims to increase the standards of knowledge that landlords have to professionalise the sector.</p> <p>Overall there are several mechanisms already in place to improve standards. The RLA would recommend enforcing these laws instead of further licensing, especially considering our recent research conducted by our research arm PEARL into enforcement by local authorities. Our research has found that in 2012/13-2017/18, the number of HHSRS inspections fell by 22% in Wales and that in 2017/18 76% of Welsh local authorities had not commenced prosecutions against private landlords that year, higher than any region of England.<sup>3</sup> We would rather see investment in enforcement rather than further licencing schemes that do nothing more than prosecute those for not being licensed rather than for failing to adhere to standards.</p>	<p>where HHSRS and the new fitness standard operate alongside each other. It is fanciful to believe that the new fitness standard itself will replace the need for enforcement action by Local Authorities, either by voluntary compliance by landlords or through civil action by tenants.</p>
<b>Reasons for NOT supporting the re-declaration of the Scheme from survey respondents referencing alternative mechanisms for raising standards</b>			
Alternative mechanisms for raising standards	Anonymised Landlord/Agent	The Council should find a better way to manage the houses.	Noted
Alternative mechanisms for raising standards	Anonymised Landlord/Agent	The council should set up a scheme for reacting to reports of substandard housing and charging fees for intervention instead (HSE type approach). That way only the bad landlords pay.	Responding to complaints is the cornerstone of housing enforcement work. However, if the Council relies only upon reactive work of this nature rather than proactive work such as additional licensing it tends not to achieve sufficient comprehensive coverage of rented properties and does not find many of the sub-standard houses occupied by vulnerable tenants who would be unwilling or disinclined to make a complaint to the Council.
<b>Other Council Initiatives/Partnerships</b>			
Council initiatives/partnerships	Douglas Haig, Vice-Chair and Director for Wales,	<p><b>What the Council is getting right</b></p> <p>The “<i>Love When You Leave</i>” initiative shows positive engagement with an active community that is housed in HMOs and, crucially, recognises that tenants are the ones that must be responsible for</p>	The Council strongly disagrees that waste management is solely the responsibility of tenants and the Council; landlords have an important role to play. Where landlords have chosen to let

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	Residential Landlords Association	<p>ensuring waste is properly disposed of in HMOs. This is especially important given that waste and the exterior condition of the property is seldom not cited as a chief reason why HMOs need to have an added degree of licensing. This is what the Council should be doing, working with tenants to keep the area and property tidy, rather than impose a burdensome licensing requirement on the landlord. Consequently, the existence of this programme shows that Cardiff Council recognises the responsibility of disposing of waste is the responsibility of the tenants rather than the landlord. Therefore, why are landlords required to fulfil additional licensing requirements when the problem is recognised to be chiefly caused by tenants?</p> <p>The Council's Waste Management Team constant presence in the Plasnewydd area and participation in student campaigns and events to promote the responsible presentation of waste must be noted to be a positive and proactive way to keep HMO areas clean and tidy. The same goes for the enforcement activities it undertakes to tackle those that don't comply with waste management requirements. Again, this does not need to be part of an additional licensing scheme, and the RLA would argue that it would be more effective in achieving its objectives.</p> <p>Also, the RLA would always welcome opportunities for landlords to train to become even more compliant, conscientious, and responsible, and so we would like to praise the recognition that educating landlords is the best way to eradicate bad landlords and drive up standards. However, there is a difference between educating and lecturing landlords. These people want to ensure their investment and their business can be the best it can be, but as the Council recognises in the consultation document, there are "accidental" landlords and those who need help. And that is what the Council should provide rather than a further burden. We would welcome any engagement from the Council on alternative ways to help landlords achieve the Council's aspirations without penalising a group of people that are already subject to a great deal of legislation and regulation.</p> <p>We would also like to note the merits of partnering with South Wales Police to drive down burglary rates in Plasnewydd.</p>	<p>properties in multiple occupation, realising far higher rents than could be achieved if those properties were family lets, then landlords must accept the additional management responsibility that comes with this kind of letting. It is entirely reasonable to expect landlords to manage their properties where their tenants do not comply with the arrangements for waste storage and collection, and to take an overriding responsibility for the cleanliness of yards, gardens and the exterior appearance of the house. The Management of Houses in Multiple Occupation (Wales) Regulations 2006 requires that the manager keep yards and forecourts safe, clean and in good order. Also, that gardens are to be kept in a safe and tidy condition. The principle that landlords remain responsible for the management of these issues is recognised in law. It is also reasonable to expect landlords to take steps to control anti-social behaviour. The Housing Act 2004 allows Councils specifically to apply licence conditions requiring the licence holder to take reasonable and practicable steps to prevent or reduce anti-social behaviour by persons occupying or visiting the house. A failure on the part of tenants to manage refuse and to allow unsightly accumulations of refuse in yards would without question be an example of anti-social behaviour. The existence of the "Love When You Leave" campaign is not in any way a recognition of the fact that the responsibility for waste disposal is a tenant responsibility and not one for the landlord. Tenants do of course have the primary responsibility but landlords maintain a well-recognised management role which the</p>

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			<p>permanent residents of Plasnewydd would expect them to fulfil.</p> <p>Educating landlords is undoubtedly a key measure for raising management standards but it is unrealistic to think that this would be an effective way of eradicating bad or rogue landlords where the correct approach is the careful and diligent application of the full range of enforcement powers. Some of this work is extremely intensive and time consuming, sometimes involving lengthy project work, joint working with Rentsmart Wales on fitness and propriety and drafting and presenting evidence and reports at the Residential Property Tribunal and the Courts.</p>
<b>General comments regarding the re-declaration</b>			
No support for the Scheme	Douglas Haig, Vice-Chair and Director for Wales, Residential Landlords Association	<p>In conclusion, rather than expanding an ineffective licensing scheme, Cardiff Council should use cross-departmental and multi-agency working and effective use of existing housing legislation to support tenants and landlords in maintaining tenancies, housing condition and management standards. The Council is already doing this in regards to the “Love When You Leave” initiative and its work with South Wales Police. The RLA advocates using council tax records to identify private rented properties and landlords. Unlike licensing, this does not require self-identification by landlords, making it harder for the small minority of criminals to operate under the radar. It would be a more effective method of targeting these criminals and rooting them out of the sector than another, unnecessary licensing Scheme.</p> <p>The RLA understands that this means giving up on a licensing scheme the Council has worked on. However, using the council tax records to identify criminals would allow the Local Authority to proactively tackle criminals quickly, instead of adding an additional layer of bureaucracy to good landlords. Thank you for giving these views your attention, and please get in contact for further details of our response if desired. I would only like to add that the RLA’s</p>	<p>The Council Tax database does not mark out a landlord as being criminal or non-compliant and would serve little purpose without an obligation to obtain a licence. These databases become meaningful when you can identify landlords who have failed to obtain a licence and are therefore non-compliant.</p>

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<b>Topic</b>	<b>Consultee</b>	<b>Comments</b>	<b>Response</b>
		goal is to make renting better for everybody, creating a more harmonious PRS in the process.	
<b>Reasons for NOT supporting the re-declaration of the Scheme from survey respondents</b>			
No support for Scheme	Anonymised landlord/agent	Because the tenants are clever enough to pick a good quality property at an acceptable price and the landlords are required to meet all regulations. After that any additional requirements are costs which will eventually be passed onto the tenants.	Unfortunately it does not seem to be the case that landlords voluntarily meet all basic standards for fire safety and health and safety, as rates of non-compliance with the scheme show. Some tenants who are vulnerable or who do not have a good understanding of housing standards are unable to make a good choice and regrettably poor properties are still rented.
No support for Scheme	Anonymised landlord/agent	The scheme imposes a lot of requirements that are not easy to meet and the officers do not help or support the landlords.	During 2014 - 2018, 86% of respondents to customer surveys agreed that licensing improves standards across the City. In 2019, 100% of respondents agreed that licensing inspections had helped them improve standards of compliance.
No support for Scheme	Anonymised resident	There are many students' flats being built with not enough students moving in to them.	Noted – anecdotally that does seem to be correct. There will remain a strong desire for students to live communally in the private rented sector as part of the student experience and it is important that traditional private rented housing in Cardiff is of the standard that students and parents would expect.
No support for Scheme	Anonymised resident	Because, regardless of what the council may intend, standards of properties as least externally, is rarely maintained and lowers the standard of the properties surrounding	Noted
No support for Scheme	Anonymised resident	Share housing is a vital requirement with it being so difficult for first time buys to get onto the housing ladder. By restricting the number of HMO's in the area you reduce the number of rooms available to people trying to save for a mortgage	The additional licensing scheme does not place a restriction on the number of licences issued.
No support for Scheme	Anonymised resident	It leads to the concentration of even more HMOs in Plasnewydd, which in turn bring itinerants not committed to cohesive living. There are already too many HMOs in Plasnewydd. We need three bedroom and four bedroom properties for families to live in. Planning permission should focus on this type of development when Lan such as that occupied by the Blue Dragon becomes	It is unclear how the licensing scheme would actually increase the number of new HMOs in the area. Planning Permission is now required for all new HMOs in the City and the high concentration of HMOs in Cathays and Plasnewydd is taken into

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<b>Topic</b>	<b>Consultee</b>	<b>Comments</b>	<b>Response</b>
		available. 5 or 6 mews houses there would improve the neighbourhood not drag it down market	account in all decisions about whether to approve or refuse permission.
No support for Scheme	Anonymised resident	It reduces housing stock and doesn't make a significant difference.	Noted.
No support for Scheme	Anonymised resident	Most of the original problems haven't been addressed properly. And the tenants in the area have seen their rents going up due to the scheme which only benefited the landlords who didn't invest enough but are getting much higher rents.	Noted. It would be the intention of a second designation to dedicate further time and resources to compliance now that the majority of properties have been licensed or assessed as non-licensable.
No support for Scheme	Anonymised tenant	Increase further rents.	Noted.
No support for Scheme	Anonymised tenant	Not good value for money. Little practical benefit.	Noted
No support for Scheme	Anonymised tenant	Better to spend money on hospitals.	The purpose of the Housing Health and Safety Rating System and HMO licensing are to eradicate hazards and risks to health and to help take the strain of the NHS.
No support for Scheme	Anonymised tenant	Nothing done to car parking last time. Waste of valuable resources that could be spent on building new schools	HMO licensing is unable to deal with parking provision.
No support for Scheme	Anonymised tenant	If you have just completed the scheme over last 5 years with no noticeable improvement to my eyes; surely it would be better to spend time and resources elsewhere. Also if you have caught criminal landlords over the last 5 years, how many more are there to catch in this area.	Noted. It would be the intention of a second designation to dedicate further time and resources to compliance now that the majority of properties have been licensed or assessed as non-licensable.
No support for Scheme	Anonymised tenant	We haven't had an inspection in 5 years that I know of, so what is the landlord (and hence tenants) paying for?	Noted. The scheme has covered approximately 1,750 properties so far with some applications pending assessment if and when the scheme is re-declared and another 129 cases subject to further investigation/evidence gathering. It is accepted that there will be properties that haven't yet been seen but every effort is being made to work towards 100% coverage.
<b>Reasons given by survey respondents supporting the re-declaration of the Scheme</b>			
Support for scheme	Anonymised landlord/agent	The standards of properties being offered for rental needs to be maintained.	Noted.

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<b>Topic</b>	<b>Consultee</b>	<b>Comments</b>	<b>Response</b>
Support for scheme	Anonymised landlord/agent	Improves the standard and safety in the PRS.	Noted.
Support for scheme	Anonymised landlord/agent	To maintain good service and standard of the properties and supervision by the council	Noted.
Support for scheme	Anonymised landlord/agent	I have already invested substantially in this and if no longer required my investment will be unnecessary	It is true that re-designation will help to improve and maintain standards, and it would be a shame if failure to re-designate meant that properties already improved subsequently declined. However, any money spent on bringing properties up to minimum standards is not money wasted irrespective of whether the scheme is re-declared or not.
Support for Scheme	Anonymised resident	Landlords should be regulated to ensure they offer suitable, safe and affordable accommodation. In particular, the road which I live on (Keppoch Street) has some poorly maintained HMOs, they have poor exteriors and rubbish bags outside which creates an eyesore on an otherwise pleasant road. Landlords should be fined if they do not keep their property in good repair/ ensure tenants dispose of rubbish	Noted
Support for scheme	Anonymised resident	There has to be a safeguard for tenants and local home owners.	Noted
Support for scheme	Anonymised resident	Maintain a minimum standard.	Noted
Support for Scheme	Anonymised resident	To make nuisance landlords accountable.	Noted
Support for scheme	Anonymised resident	Anything that improves standards of living for those in rented accommodation is good and if this can help fund/drive waste management education and promote a 'consider your neighbours' type of attitude then even better.	Noted. The Council has recently recruited to the Student Liaison Officer position to work on some of these education and neighbourliness issues.
Support for scheme	Anonymised resident	It protects tenants and ensures they are living in conditions that must be met by the landlord.	Noted
Support for scheme	Anonymised resident	To continue to protect tenants, support on-going responsibilities of landlords and identify irresponsible landlords.	Noted
Support for scheme	Anonymised resident	To try and enhance the area, make it a pleasant place to walk about in, maintain and improve standards - both inside homes and outside homes and businesses.	Noted

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<b>Topic</b>	<b>Consultee</b>	<b>Comments</b>	<b>Response</b>
Support for scheme	Anonymised resident	It is good to manage housing properly where there is a risk of unscrupulous landlords not behaving properly.	Noted
Support for Scheme	Anonymised resident	If the money generated from this is put to good use for the standards of the area, then I'm all for charging landlords more money for a HMO licence. But as I have stated previously, the benefits must be apparent to us. Plasnewydd has a drug and prostitution problem that isn't being eradicated. Are any of the HMOs involved shutdown or investigated? No.	Noted
Support for scheme	Anonymised resident	Because it will continue to improve standards of accommodation for tenants in the area.	Noted
Support for scheme	Anonymised resident	Tenants deserve to be living in decent, well managed accommodation. I think the need to be a 'fit and proper' person also helps ensure that property is managed properly in terms of end-of term waste disposal etc.	Noted
Support for scheme	Anonymised resident	Without it standards would not be maintained which is bad for tenants and residents.	Noted
Support for scheme	Anonymised resident	All the benefits listed in the document - more ownership on landlords to manage houses responsibly and manage tenants.	Noted
Support for scheme	Anonymised resident	Higher standards for tenants in the area. Houses maintained to adequate standard, improving general area.	Noted
Support for scheme	Anonymised resident	To regulate occupancy management and endorse standards.	Noted
Support for scheme	Anonymised resident	I'd welcome anything to help control HMOs in Plasnewydd. Attaching a quota of new licences in line with population density would be even better.	The additional licensing scheme cannot place a restriction on the number of licences issued. Planning Permission is now required for all new HMOs in the City and the high concentration of HMOs in Cathays and Plasnewydd is taken into account in all decisions about whether to approve or refuse permission.
Support for scheme	Anonymised resident	Over population of the area already and this will control slightly by maintain the standards	Noted
Support for scheme	Anonymised resident	Keep the pressure on landlords to provide decent homes.	Noted
Support for the Scheme	Anonymised tenant	There should be more protection for tenants in this area, because many are living in dangerous conditions.	Noted

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<b>Topic</b>	<b>Consultee</b>	<b>Comments</b>	<b>Response</b>
Support for the Scheme	Anonymised tenant	To try to make private landlords accountable for the inflated prices they charge so hopefully changes will be made for the better.	Noted
Support for the Scheme	Anonymised tenant	More regulation is needed in this area as landlords do not feel obliged to keep properties to a standard. Claims often get ignored or when raised more consistently, due to the power imbalance of owning the property landlords claim they feel antagonized by tenants for raising these issues, therefore tenants fall under the risk and insecurity of getting evicted anytime.	Noted
Support for the Scheme	Anonymised tenant	I think there are minimum standards that accommodation should meet and anything that helps these standards to be achieved is a good thing.	Noted
Support for the Scheme	Anonymised tenant	Helps maintain and improve property standards especially for students.	Noted
Support for the Scheme	Anonymised tenant	I think the council should be more proactive in finding tenants who maybe be a bit too scared to make first move .... look at the front court yards is a good guide on the up keep of properties.	Noted. The scheme has covered approximately 1,750 properties so far with some applications pending assessment if and when the scheme is re-declared and another 129 cases subject to further investigation/evidence gathering. It is accepted that there will be properties that haven't yet been seen but every effort is being made to work towards 100% coverage.
Support for the Scheme	Anonymised tenant	Ensures quality and certainty for tenants, and guides landlords on expected standards	Noted
Support for the Scheme	Anonymised tenant	To continue improvements for people who live in the properties covered by the scheme, and to encourage non-student neighbours to stay in the area	Noted
Support for the Scheme	Anonymised tenant	"Street scene" in Plasnewydd requires dramatic improvement as the area is overrun by litter. If this scheme were to continue, hopefully it would mean enforcement in this area would start to be undertaken and residents may begin to see a change.	Noted
Support for the Scheme	Anonymised tenant	For one, the current benefits as a direct result from the Licensing declaration will be sustained and embraced by all tenants. Moreover, the area is named in Welsh - retaining the name and the area as an official one would be in line with the Welsh Government's undertaken projects to preserve the Welsh language and increase the number of native language speakers to 1 million by 2050.	Noted

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<b>Topic</b>	<b>Consultee</b>	<b>Comments</b>	<b>Response</b>
<b>Other responses received in support of the re-declaration of the Scheme</b>			
Support for the Scheme	K McNeff – Landlord/agent	Having read through the consultation report, I would be proud and pleased to offer endorsement for additional licensing for HMO's in Plasnewydd	Noted
Support for the Scheme	Councillor Dan De'Ath	I've completed the survey but just wanted to reiterate that as a local Member I very much support plans to re declare Plasnewydd an additional licensing area.	Noted
Support for the Scheme	Councillor Sarah Merry on behalf of Cathays Ward Councillors	<p>We are writing to support the continuation of Additional Licensing in Plasnewydd.</p> <p>As Cathays councillors we have many common landlords with Plasnewydd and many of our residents will crisscross the boundary as much of the private rental market in the two areas are similar so a common approach seems sensible.</p> <p>While the standard of housing may have improved over the years there are still particular issues associated with HMO's and the concentrations seen in Plasnewydd and Cathays. We believe that Additional Licensing gives an extra tool to the council to raise the standards of housing. We also believe that due to the concentrations in the two areas we also need the extra powers to deal with some of the impact on the wider area.</p>	Noted
Support for the Scheme	J Sadler - Waste Strategy Manager Cardiff Council	<p>Waste Management would support the extension of the Additional Licensing Area of Plasnewydd as it provides the Council with additional powers in managing the Street Scene and improved Local Environmental Quality.</p> <p>However it should be noted that:</p> <ul style="list-style-type: none"> <li>- Levels of support in the student area depend on funding provided by the Universities.</li> <li>- Get it Out for Cardiff was rebranded as 'Love when you Leave'.</li> <li>- Landlords are responsible for waste in the property once tenants have vacated.</li> </ul>	Noted.

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<b>Topic</b>	<b>Consultee</b>	<b>Comments</b>	<b>Response</b>
Support for the Scheme	Sarah Spencer Accommodation Services Supervisor Cardiff Metropolitan University	<p>I write to confirm that I support the renewal of the additional licensing area renewal in Plasnewydd. A large number of Cardiff Met students have already benefited from the licensing provisions but there is more to do.</p> <p>We work closely with the Private Sector Housing team to identify non-compliant landlords as we are often the first point of contact for any students that are experiencing problems with their rental properties or landlords and we are still having issues raised about properties that aren't licenced in the area.</p> <p>The renewal will help to continue the excellent work already carried out to improve standards for our students who are often a vulnerable group.</p>	Noted
Support for the Scheme	L Cotton – Plasnewydd Resident	I support this proposal	Noted.

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Equality Impact Assessment  
Corporate Assessment Template

<b>Policy/Strategy/Project/Procedure/Service/Function Title:</b> Re-declaration of Additional Licensing Scheme in Plasnewydd Ward
<b>New/Existing/Updating/Amending:</b> New

<b>Who is responsible for developing and implementing the Policy?</b>	
Name: Will Lane	Job Title: Operational Manager
Service Team: Neighbourhood Services – Shared Regulatory Services	Service Area: Environment
Assessment Date: May 2020	

**1. What are the objectives of the Policy?**

<p>The Council is keen to ensure that all tenants in the city live in properties that are well-managed, dry, safe, warm and secure. Within the private rented sector, the Council has powers to ensure that shared houses meet certain standards and can make the landlords / agents comply with specific requirements.</p> <p>The Council has powers to licence certain types of properties across the city, these are known as HMOs (Houses in Multiple Occupancy). The Council has used its powers to extend the types of dwelling that can be licensed specifically in the Plasnewydd ward of Cardiff under an <b>Additional Licensing Scheme</b> which was introduced in 2014 for a 5 year period. Upon expiry of the 5 year term of the Scheme, the Council can re-declare Plasnewydd as an Additional Licensing area provided that it is satisfied that specific criteria are met. The Council is now considering whether to re-declare this Scheme for a further 5 year term.</p> <p><b>The objectives of re-declaring the Scheme include:</b></p> <ul style="list-style-type: none"> <li>• <b>Improvements to the quality of the accommodation</b> including means of escape from fire, additional security measures and improved energy efficiency.</li> <li>• <b>Improvements to Health &amp; Safety</b> by ensuring gas and electrical installations are safe and that there are no serious hazards in the property.</li> <li>• <b>Improvements to the management</b> of HMO's by ensuring that landlords are aware of their responsibilities and that ongoing management standards are maintained.</li> <li>• <b>Sustainable improvements to the "street scene"</b> by requiring suitable waste storage facilities.</li> <li>• <b>Targeted localised action</b> by increasing presence and regularly visiting HMOs, it is likely that a more long term sustained improvement to overall property conditions and neighbourhood environments will occur.</li> <li>• <b>Consistent approach to Tenancy Management &amp; Property Conditions</b> for tenants living within the area. Licensed properties will abide by a common set of conditions controlling property maintenance and tenancy management.</li> <li>• <b>Eradication of bad landlords</b> who are not "fit and proper", e.g. with a criminal record or poor track record of managing properties cannot hold a licence.</li> </ul>
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# CARDIFF COUNCIL

## Equality Impact Assessment Corporate Assessment Template

### 2. Please provide background information on the Policy / Strategy / Project / Procedure / Service / Function and any research done [e.g. service users data against demographic statistics, similar EIAs done etc.]

In order to explore whether the Council wishes to renew Additional Licensing in Plasnewydd, it must first carry out a thorough appraisal and a consultation exercise with all stakeholders, prior to the re-introduction of any additional licensing discretionary powers.

Background information on Plasnewydd shows that it has approximately 18,166 residents (2011 Census) - 5.25% of the population of the city. This is an area with a lower proportion of families than the city as a whole with only 15% of households including dependent children compared to almost 28% of households in Cardiff. The population age profile is younger than for the city as a whole with 30% of residents in the 20-24 age group - almost 3 times higher than for the city as a whole. Less than 10% of residents are aged 60 and over (compared with over 27% for the city). There is also a high proportion of single people in Plasnewydd with approximately 70% of the local population aged 16+ being single compared with 45% in the city as a whole.

Over 11% of Plasnewydd households are made up entirely of full time students (more than 4 times higher than the city profile) and one person households (aged under 65) make up an additional 32% of the local population (compared with 22% for the city as a whole). The student population together with the fact that 13% of the Plasnewydd population arrived in the UK within the last 5 years (compared with 5% for whole city) suggests that there is a high level of movement in the area.

The ethnic mix of Plasnewydd broadly reflects that of the whole city, although proportionately the Asian population is almost double that of the city as a whole. There is a higher than average percentage of people who follow the Muslim faith (10.5% compared with 7%) and who have no religion (40% compared with 32%).

As part of the required process to make any new additional licensing designations, the Council has undertaken a consultation exercise with a variety of interested parties, namely:

- Councillors for Plasnewydd and Cathays
- Relevant MP and AM
- 3 Universities and the Students Union
- Council service areas including Planning  
Waste Management and Recycling  
Sustainability  
Regeneration  
Housing Options Service  
Anti-social Behaviour (Housing)  
Rent Smart Wales
- 7 Registered Social Landlords
- 1,425 tenants and residents in Plasnewydd
- 1,062 individual private landlords and letting agents
- Cardiff Landlord Forum
- Residential Landlords Association
- National Landlords' Association
- Residential Letting Agents Association
- Association of Letting and Management Agents
- South Wales Police
- South Wales Fire Service
- Shelter Cymru
- Tai Pawb

# CARDIFF COUNCIL

## Equality Impact Assessment Corporate Assessment Template

- 277 Citizen Panel Members identified as living in Plasnewydd

Consultation was undertaken over a 9 week period using an online survey, with an option for a paper version or other assistance for those requiring it. Additionally written submissions were accepted from respondents.

Outcomes of the consultation show that, of the 26 private tenants who responded, 77% believe their landlord/agent manages their property well. In terms of the property conditions, 39% of the private tenants responding had reported concerns about their home to their landlord with only 30% of those landlords taking steps to put things right. The highest reported concerns were damp and mould, energy efficiency, general property condition and fire safety.

The top concern amongst tenants and residents (65%) is litter, rubbish and waste in gardens/forecourts in the Cathays area.

### 3 Assess Impact on the Protected Characteristics

#### 3.1 Age

Will this Policy / Strategy / Project / Procedure / Service / Function have a **differential impact [positive / negative]** on younger / older people?

	Yes	No	N/A
Up to 18 years		✓	
18 - 65 years		✓	
Over 65 years		✓	

**Please give details/consequences of the differential impact, and provide supporting evidence, if any.**

People under 18 are not able to own or manage any properties in the UK and would therefore not be eligible to operate as landlords under this Scheme.

**What action(s) can you take to address the differential impact?**

The re-declaration of the Additional Licensing Scheme is targeted predominantly at the standards of the accommodation and the management practices of the landlord. Landlords directly are subject to the requirements of the Licence which is tenant blind. Tenants of any age will not necessarily be aware of Additional Licensing, but will continue to have access to advice and support through a number of existing services should they have an issue with their accommodation or their landlord.

#### 3.2 Disability

Will this Policy / Strategy / Project / Procedure / Service / Function have a **differential impact [negative]** on disabled people?

	Yes	No	N/A
Hearing Impairment		✓	

**CARDIFF COUNCIL**

**Equality Impact Assessment  
Corporate Assessment Template**

Physical Impairment		✓	
Visual Impairment		✓	
Learning Disability		✓	
Long-Standing Illness or Health Condition		✓	
Mental Health		✓	
Substance Misuse		✓	
Other		✓	

**Please give details/consequences of the differential impact, and provide supporting evidence, if any.**

Landlords are required to ensure their HMOs meet certain standards. The Council's Housing Enforcement Team will work sensitively with any landlord experiencing difficulties and be fully supported throughout the process. In some cases this may be through a Power of Attorney or other representative.

**What action(s) can you take to address the differential impact?**

The re-declaration of the Additional Licensing Scheme is targeted predominantly at the standards of the accommodation and the management practices of the landlord. Landlords directly are subject to the requirements of the Licence which is tenant blind. Tenants who have a disability will not necessarily be aware of Additional Licensing, but will continue to have access to advice and support through a number of existing services should they have an issue with their accommodation or their landlord.

**3.3 Gender Reassignment**

Will this Policy / Strategy / Project / Procedure / Service / Function have a **differential impact [positive]** on transgender people?

	Yes	No	N/A
<b>Transgender People</b> (People who are proposing to undergo, are undergoing, or have undergone a process [or part of a process] to reassign their sex by changing physiological or other attributes of sex)		✓	

**Please give details/consequences of the differential impact, and provide supporting evidence, if any.**

Although this information is not considered relevant to the Additional Licensing Scheme, access to advice and dealing with the Council can often be more difficult because individuals may have to face real or perceived discrimination.

**What action(s) can you take to address the differential impact?**

Much of the arrangements for applying for a Licence are undertaken over the telephone rather than face-to-face; this will reduce the opportunity for any perceived discrimination.

The re-declaration of the Additional Licensing Scheme is targeted predominantly at the standards of the accommodation and the management practices of the landlord. Landlords directly are subject to the requirements of the Licence which is tenant blind. Tenants who are transgender will not necessarily be aware of Additional Licensing, but will continue to have

**CARDIFF COUNCIL**

**Equality Impact Assessment  
Corporate Assessment Template**

access to advice and support through a number of existing services should they have an issue with their accommodation or their landlord.

**3.4. Marriage and Civil Partnership**

Will this Policy / Strategy / Project / Procedure / Service / Function have a **differential impact [positive / negative]** on marriage and civil partnership?

	Yes	No	N/A
Marriage		✓	
Civil Partnership		✓	

**Please give details/consequences of the differential impact, and provide supporting evidence, if any.**

Obtaining the status of marriage or civil partnership is only required when determining the ownership status of the property.

**What action(s) can you take to address the differential impact?**

Any Licence is given for each property, not the status of the landlord(s), agents or their relationship to each other. The re-declaration of the Additional Licensing Scheme is targeted predominantly at the standards of the accommodation and the management practices of the landlord. Landlords directly are subject to the requirements of the Licence which is tenant blind. Married tenants will not necessarily be aware of Additional Licensing, but will continue to have access to advice and support through a number of existing services should they have an issue with their accommodation or their landlord.

**3.5 Pregnancy and Maternity**

Will this Policy / Strategy / Project / Procedure / Service / Function have a **differential impact [positive / negative]** on pregnancy and maternity?

	Yes	No	N/A
Pregnancy		✓	
Maternity		✓	

**Please give details/consequences of the differential impact, and provide supporting evidence, if any.**

This information is not considered relevant to the Additional Licensing Scheme.

**What action(s) can you take to address the differential impact?**

The re-declaration of the Additional Licensing Scheme is targeted predominantly at the standards of the accommodation and the management practices of the landlord. Landlords directly are subject to the requirements of the Licence which is tenant blind. Expectant or nursing mothers who are tenants will not necessarily be aware of Additional Licensing, but will continue to have access to advice and support through a number of existing services should they have an issue with their accommodation or their landlord.

**3.6 Race**

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**Equality Impact Assessment  
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Will this Policy / Strategy / Project / Procedure / Service / Function have a **differential impact [positive / negative]** on the following groups?

	Yes	No	N/A
White		✓	
Mixed / Multiple Ethnic Groups		✓	
Asian / Asian British		✓	
Black / African / Caribbean / Black British		✓	
Other Ethnic Groups		✓	

**Please give details/consequences of the differential impact, and provide supporting evidence, if any.**

Although this information is not considered relevant to the Additional Licensing Scheme, access to advice and dealing with the Council can often be more difficult because English may not be the landlord's first language.

**What action(s) can you take to address the differential impact?**

Translation and interpretation will be arranged as necessary for any landlord requiring these services. Information about the Licensing Scheme will be available in other languages and to specialist agencies offering advice and support to BME people. The re-declaration of the Additional Licensing Scheme is targeted predominantly at the standards of the accommodation and the management practices of the landlord. Landlords directly are subject to the requirements of the Licence which is tenant blind. BME tenants will not necessarily be aware of Additional Licensing, but will continue to have access to advice and support through a number of existing services should they have an issue with their accommodation or their landlord.

**3.7 Religion, Belief or Non-Belief**

Will this Policy / Strategy / Project / Procedure / Service / Function have a **differential impact [positive / negative]** on people with different religions, beliefs or non-beliefs?

	Yes	No	N/A
Buddhist		✓	
Christian		✓	
Hindu		✓	
Humanist		✓	
Jewish		✓	
Muslim		✓	
Sikh		✓	
Other		✓	

**Please give details/consequences of the differential impact, and provide supporting evidence, if any.**

Obtaining the status of religion is not considered relevant to this Scheme.

**What action(s) can you take to address the differential impact?**

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The re-declaration of the Additional Licensing Scheme is targeted predominantly at the standards of the accommodation and the management practices of the landlord. Landlords directly are subject to the requirements of the Licence which is tenant blind. Tenants of any religious faith will not necessarily be aware of Additional Licensing, but will continue to have access to advice and support through a number of existing services should they have an issue with their accommodation or their landlord.

**3.8 Sex**

Will this Policy / Strategy / Project / Procedure / Service / Function have a **differential impact [positive / negative]** on men and/or women?

	Yes	No	N/A
Men		✓	
Women		✓	

**Please give details/consequences of the differential impact, and provide supporting evidence, if any.**

Licensees are treated on the basis of their landlord status, regardless of gender.

**What action(s) can you take to address the differential impact?**

The re-declaration of the Additional Licensing Scheme is targeted predominantly at the standards of the accommodation and the management practices of the landlord. Landlords directly are subject to the requirements of the Licence which is tenant blind. Tenants of any gender will not necessarily be aware of Additional Licensing, but will continue to have access to advice and support through a number of existing services should they have an issue with their accommodation or their landlord.

**3.9 Sexual Orientation**

Will this Policy / Strategy / Project / Procedure / Service / Function have a **differential impact [positive / negative]** on the following groups?

	Yes	No	N/A
Bisexual		✓	
Gay Men		✓	
Gay Women/Lesbians		✓	
Heterosexual/Straight		✓	

**Please give details/consequences of the differential impact, and provide supporting evidence, if any.**

Obtaining the status of sexual orientation is not considered relevant to this Scheme.

**What action(s) can you take to address the differential impact?**

Any Licence is given for each property, not the status of the landlord(s), agents or their relationship to each other. The re-declaration of the Additional Licensing Scheme is targeted predominantly at the standards of the accommodation and the management practices of the landlord. Landlords directly are subject to the requirements of the Licence which is tenant blind. Tenants of any sexual orientation will not necessarily be aware of Additional Licensing, but will

**CARDIFF COUNCIL**

**Equality Impact Assessment  
Corporate Assessment Template**

continue to have access to advice and support through a number of existing services should they have an issue with their accommodation or their landlord.

**3.10 Welsh Language**

Will this Policy / Strategy / Project / Procedure / Service / Function have a **differential impact [positive / negative]** on Welsh Language?

	Yes	No	N/A
Welsh Language		✓	

**Please give details/consequences of the differential impact, and provide supporting evidence, if any.**

Although this information is not considered relevant to the Additional Licensing Scheme, access to advice and dealing with the Council can often be more difficult because English may not be the landlord's first language.

**What action(s) can you take to address the differential impact?**

Translation and interpretation will be arranged as necessary for any landlord requiring these services. Information about the Licensing Scheme will be available in Welsh and other languages. The re-declaration of the Additional Licensing Scheme is targeted predominantly at the standards of the accommodation and the management practices of the landlord. Landlords directly are subject to the requirements of the Licence which is tenant blind. Welsh speaking tenants will not necessarily be aware of Additional Licensing, but will continue to have access to advice and support through a number of existing services should they have an issue with their accommodation or their landlord.

**4. Consultation and Engagement**

What arrangements have been made to consult/engage with the various Equalities Groups?

The EqIA will continue to be updated as responses to the public consultation are received which will indicate whether there are any differential impacts on tenants or landlords of such a Scheme. Tai Pawb has been included as one of the consultees.

No specific issues were raised by any consultees regarding any of the protected characteristics.

**5. Summary of Actions [Listed in the Sections above]**

Groups	Actions
Age	The Council's Housing Enforcement team will ensure that the new Scheme is publicised widely and that information is available in other languages as necessary. Advice and assistance is always offered to landlords to help them through the process of applying for a Licence and, where necessary, additional sensitivity will be applied based on the needs of the landlord.
Disability	
Gender Reassignment	
Marriage & Civil Partnership	
Pregnancy & Maternity	
Race	
Religion/Belief	

## CARDIFF COUNCIL

### Equality Impact Assessment Corporate Assessment Template

Sex	All tenants who have an issue with their accommodation or their landlord will continue to be able to access advice and assistance.
Sexual Orientation	
Welsh Language	
Generic Over-Arching [applicable to all the above groups]	

#### 6. Further Action

Any recommendations for action that you plan to take as a result of this Equality Impact Assessment (listed in Summary of Actions) should be included as part of your Service Area's Business Plan to be monitored on a regular basis.

#### 7. Authorisation

The Template should be completed by the Lead Officer of the identified Policy/Strategy/Project/Function and approved by the appropriate Manager in each Service Area.

Completed By : Steve Tudball	Date: 13/5/20
Designation: Team Manager, Housing Enforcement	
Approved By: Will Lane	13/5/20
Designation: Operational Manager, Neighbourhood Services	
Service Area: Environment	

- 7.1 On completion of this Assessment, please ensure that the Form is posted on your Directorate's Page on CIS - *Council Wide/Management Systems/Equality Impact Assessments* - so that there is a record of all assessments undertaken in the Council.

For further information or assistance, please contact the Citizen Focus Team on 029 2087 3059 or email [citizenfocus@cardiff.gov.uk](mailto:citizenfocus@cardiff.gov.uk)

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# **HMO Licensing Fire Safety and Amenity Standards**

**For**

**Mandatory HMO Licensing**

**Cathays Additional HMO Licensing**

**Plasnewydd Additional HMO Licensing**

(Updated May 2020)

## Cardiff Council Amenity and Space Standard

Required Amenities	Shared HMO	Bedsits / flats
<u>Personal Hygiene</u>		
<b>Bathrooms</b> (This means a room containing a bath or shower, but not necessarily a toilet or wash hand basin).	1 bathroom for every 5 occupants. 1 to 5 occupants = 1 bathroom. 6 to 10 occupants = 2 bathrooms. 11 to 15 occupants = 3 bathrooms.	1 bathroom for every 5 occupants. 1 to 5 occupants = 1 bathroom. 6 to 10 occupants = 2 bathrooms. 11 to 15 occupants = 3 bathrooms.
<b>Water Closets (WC)</b> (Toilets)	1 WC for up to 4 occupants (may be in bathroom/shower room) 1 WC per 5 occupants (in a separate compartment to the bath/shower) 2 WCs per 6 Occupants (may be in bathroom/shower room) 2 WCs per 7-10 occupants (1WC to be in a separate compartment) 3 WCs per 11-15 occupants (1WC to be in a separate compartment to the rooms containing baths/showers). * All W.C's must contain a WHB with hot and cold water	1 WC for up to 4 occupants (may be in bathroom/shower room) 1 WC per 5 occupants (in a separate compartment to the bath/shower) 2 WCs per 6 Occupants (may be in bathroom/shower room ) 2 WCs per 7-10 occupants (1WC to be in a separate compartment) 3 WCs per 11-15 occupants (1WC to be in a separate compartment to the rooms containing baths/showers). * All W.C's must contain a WHB with hot and cold water
<u>Kitchens</u>		
<b>Cooker</b>	1 cooker (oven, grill, 4 hobs) per 5 occupants Option for up to 7 occupants, rather than providing a second full cooker, is to provide one full cooker and one <u>convector</u> microwave combination oven of capacity (min) 27 litres. This option is not available where there are 8 or more occupants. For 8 - 10 persons : 2 cookers (oven, grill, 4 hobs) 11-15 persons: 3 cookers (oven, grill, 4 hobs)	Minimum 2 hobs, oven & grill (May be a worktop appliance) per single person unit. Minimum 4 hobs, oven & grill per double person unit. (For flats with more than 2 occupiers, apply standard for Shared HMOs)
<b>Sinks</b> With permanent supply of hot & cold water and draining board.	1 sink per 5 occupants Option for up to 7 is to provide one sink and a dishwasher (or 2 sinks). For 8 - 10 persons : 2 sinks 11-15 persons: 3 sinks	1 per unit (For flats with more than 2 occupiers, apply standard for Shared HMOs)
<b>Electrical sockets</b>	3 double sockets in addition to any serving major appliances (major appliances being fridges, freezers, dishwashers, washing machines, etc.)	Minimum requirement of 3 double sockets specifically for the kitchen area (may accept 2 double sockets in 1 person units). Additional sockets needed for cooker and refrigerator.
<b>Worktop</b> (Usually 600 mm deep)	2.0 linear metres per 5 occupants with an additional 0.5 linear metres for each extra person.	2.0 linear metres per 5 occupants with an additional 0.5 linear metres for each extra person. 1.3 linear metres in a flat/bedsit containing 1 or 2 persons only.
<b>Food Storage</b>	1 standard 500mm base unit or 1000mm wall unit dry goods storage per person. 1 shelf in a refrigerator plus one shelf in a freezer, per person (space under sink unit & drainer not allowable for food storage).	1 standard 500mm base unit or 1000mm wall unit dry goods storage per person. 1 shelf in a refrigerator plus one shelf in a freezer, per person (space under sink unit & drainer not allowable for food storage).
<b>Ventilation</b>	Extractor fan (to outside air) to be provided with a minimum extraction rate of 30 litres/second if located near to the cooker or 60 litres/second if located elsewhere.	Extractor fan (to outside air) to be provided with a minimum extraction rate of 30 litres/second if located near to the cooker or 60 litres/second if located elsewhere.

## Space Standards

### **Example 1: Shared house of 3 or more occupants.**

#### **Kitchen:**

7m<sup>2</sup> for up to 6 persons with 2.5m<sup>2</sup> per additional user. Not to be more than 1 floor away from any bedroom unless the property has a dining room or other eating area.

#### **Bedroom:**

Where a separate living room is provided:

Minimum 6.5m<sup>2</sup> for a single room

Minimum 11m<sup>2</sup> for a double room

Where no separate living room is provided:

Minimum 10.0m<sup>2</sup> for a single room

Minimum 15m<sup>2</sup> for a double room

#### **Living room:**

11.5m<sup>2</sup> for up to 6 persons with 2.5m<sup>2</sup> per additional person.

**Example 2:** Flat with combined lounge kitchen and a separate bedroom (Total of 2 rooms excluding bathroom)

#### **Lounge – Kitchen:**

10m<sup>2</sup> for 1 person or 13m<sup>2</sup> for 2 people

**Bedroom:** 6.5<sup>2</sup> for 1 person or 11m<sup>2</sup> for 2 people.

**Example 3:** Flat with combined lounge bedroom and a separate kitchen. (Total of 2 rooms excluding bathroom)

**Lounge – bedroom:** 10m<sup>2</sup> for one person 15m<sup>2</sup> for 2 people.

**Kitchen:** 5.5m<sup>2</sup> For up to 2 people.

**Example 5:** Flat with separate lounge, separate bedroom/s , and separate kitchen.

**Bedroom:** 6.5m<sup>2</sup> for 1 person 11m<sup>2</sup> for 2 people

**Lounge:** 8.5m<sup>2</sup> For 1 person. 10m<sup>2</sup> for 2 persons and 11m<sup>2</sup> for up to 6people with an additional 2.5m<sup>2</sup> per person after this.

**Kitchen:** 5.5m<sup>2</sup> For up to 2 people. 7m<sup>2</sup> For up to 6 people with 2.5m<sup>2</sup> per additional person.

**Example 4:** Flat/bedsit with combined lounge kitchen and bedroom (Total of 1 room excluding bathroom)

**1 person unit** = 13m<sup>2</sup>

**2 person unit** = 15m<sup>2</sup>

### **Additional Notes**

These space standards are the minimum that will be accepted for the purpose of HMO inspection. However, if carrying out a HMO conversion there may be additional Planning Development Control or Building Control standards and requirements. In particular, there may be minimum space standards for flats and it is the owner's responsibility to satisfy all necessary criteria.

Bathrooms: There is not minimum size requirement for bathrooms and shower rooms, however there should be enough space to allow a person to easily change and dry in the room where the bath or shower is located.

The examples provided are a guide only and Cardiff Council accepts that alternative combinations or sizes of rooms etc. may be acceptable in some situations for the purposes of HMO licensing.

## **Housing Technical Panel**

### **Housing Fire Safety - Quick Reference Guide (Wales)**

**Version 1.0 27 February 2009**

**(Locally amended by Cardiff Council May 2020)**

This Quick Reference Guide provides a summary of the fire safety measures outlined in “Housing – Fire Safety: Guidance on fire safety provisions for certain types of existing housing” published by LACORS in August 2008.

The guide provides enforcement officers and landlords with a brief summary of appropriate fire safety measures that may be applied to a number of property types and aims to ensure consistency in the application of fire safety measures. However, officers and landlords should familiarise themselves with the provisions of the National Guidance.

The Housing Act 2004 introduced the Housing Health and Safety Rating System which is a method by which housing conditions can be assessed. It uses a risk based approach and its aim is to provide a system to enable risks from hazards to health and safety in dwellings to be removed or minimised. Some houses must also achieve an acceptable standard of fire safety under HMO Licensing provisions. These provisions are enforced by local councils.

In some premises, landlords must carry out a fire risk assessment under the provisions of the Regulatory Reform (Fire Safety) Order 2005. The Risk Assessment may highlight the need for alternative measures which are not covered here. These provisions are enforced by fire and rescue authorities.

The National Lacors Guidance recommends that individual risk based solutions to fire safety are applied to each individual property, and this document must not therefore be viewed as a prescriptive standard. Please note that the works described in this document are a guide only. Alternative fire safety measures may be carried out in order to achieve an equivalent level of fire safety. However, if the recommendations in this Quick Reference Guide are followed it should be possible to achieve an acceptable level of fire safety in premises of normal risk. Additional measures may be required in higher risk premises.

## Housing Technical Panel

### Housing Fire Safety – A Quick Reference Guide

**Note – for the purposes of this guide the following definitions apply:**

**Single household occupancy** – a house occupied by a single person, a co-habiting couple or a family and where the property is not a house in multiple occupation.

**Shared House HMO** – A House in Multiple Occupation where the whole property has been rented out by an identifiable group of sharers such as students, work colleagues or friends as joint tenants. Each occupant normally has their own bedroom but they share the kitchen, dining facilities, bathroom, WC, living room and all other parts of the house. There is a single tenancy agreement. The group shares the characteristics of a single family household but is still technically an HMO because the occupants are not related.

**Bedsit HMO with Shared Cooking Facilities** – a building which has been divided into separate letting units (usually of one room only) and let to unconnected individuals. Kitchens, bathrooms and WCs are usually shared.

**Bedsit HMO with Individual Cooking Facilities** - a building which has been divided into separate letting units (usually of one room only) and let to unconnected individuals. Each unit may contain cooking facilities but bathrooms and WCs are shared.

<b><u>Single Household Occupancy</u></b>	
<b><u>2 STOREY</u></b>	<b><u>3/4 STOREY</u></b>
<b>(EXAMPLE D1)</b>	<b>(EXAMPLE D2)</b>
<ul style="list-style-type: none"> <li>• No requirement for protected route, but escape route should be sound, conventional construction and should not pass through risk rooms.</li> <li>• Where means of escape is through a risk room, the option of escape windows to habitable rooms may be considered.</li> <li>• Where construction standards are poor, travel distances are long, or other high risk factors are present, a 30 mins protected route may be required.</li> <li>• 30 mins separation to cellar/basement (including door) <b>OR</b> accept sound traditional construction in good repair.</li> <li>• Fire blanket in kitchen.</li> <li>• <b>Grade D1 LD2</b> Alarm system (i.e. interlinked smoke alarms to escape route plus cellar/basement and interlinked heat alarm to kitchen).</li> </ul>	<ul style="list-style-type: none"> <li>• No requirement for protected route, but escape route should be sound, conventional construction and should not pass through risk rooms.</li> <li>• Where construction standards are poor, travel distances are long, or other high risk factors are present, a 30 mins protected route may be required.</li> <li>• 30 mins separation to cellar/basement (including door) <b>OR</b> accept sound traditional construction in good repair.</li> <li>• Fire blanket in kitchen.</li> <li>• <b>Grade D1 LD2</b> Alarm system (i.e. interlinked smoke alarms to escape route plus cellar/basement and interlinked heat alarm to kitchen).</li> </ul>
<b>Fire Safety Order does not apply to this type of property.</b>	

<b><u>2 STOREY (SHARED HMO)</u></b>	<b><u>2 STOREY (BED-SIT)</u> <b>(WITH SHARED COOKING FACILITIES)</b></b>
<b>(EXAMPLE D4)</b>	<b>(EXAMPLE D7)</b>
<p>1. <b><u>Ideal standard</u></b> (for normal risk property)</p> <ul style="list-style-type: none"> <li>(a) 30 minute protected route with FD30 Fire Doors (no smoke seals)</li> <li>(b) Walls/ceilings between units of accommodation to be of sound, traditional construction.</li> <li>(c) 30 mins separation to cellar/basement (including door) <b>OR</b> accept sound traditional construction in good repair. <b>2 Storey + habitable basement/attic – treat property as 3 storey shared house.</b></li> <li>(d) Fire blanket in kitchen.</li> <li>(e) <b>Grade D1 LD2</b> Alarm system (i.e. interlinked smoke alarms to escape route plus lounge and cellar/basement, and interlinked heat alarm to kitchen).</li> </ul> <p><b>OR</b></p> <p>2. <b><u>In low risk shared houses</u></b> (see below)</p> <ul style="list-style-type: none"> <li>• Solid, close fitting doors, <b>AND/OR</b> escape windows to rooms leading on to escape route. Walls/ceilings on escape route to be of sound, traditional construction.</li> <li>• <b>Additional fire door (FD30) on last door from kitchen to escape route.</b></li> <li>• Plus specifications as (b) to (e) above.</li> </ul> <p><b>NB.</b> ‘Low’ risk properties are those having the following characteristics:</p> <ul style="list-style-type: none"> <li>• low occupancy level (6 occupiers or fewer) - all able-bodied;</li> <li>• little chance of fire occurring and few combustible/flammable materials;</li> <li>• little chance of fire spreading throughout property. Quick detection to allow occupants to escape</li> <li>• more than one <b>acceptable</b> escape route.</li> </ul>	<p><b><u>‘Bed-sit type’ houses</u></b> - individual rooms with shared cooking facilities. (e.g. where property is not occupied by a single group, there are individual contracts, locks on doors etc).</p> <ul style="list-style-type: none"> <li>(a) Either - 30 minute protected route with FD30S Fire Doors <u>or</u> - in low risk properties, close fitting, solid doors <u>and</u> escape windows.</li> <li>(b) 30 mins separation to walls/ceilings between units of accommodation.</li> <li>(c) 30 mins separation to cellar/basement (including door)</li> <li>(d) Fire blanket in kitchen.</li> <li>(e) <b>Grade D1 LD2 Alarm</b> – interlinked smoke alarms to escape route plus lounge and cellar/basement <u>and</u> heat alarm in each shared kitchen <b>PLUS</b> Interlinked <b>Grade D1</b> smoke alarms in each bedroom.</li> </ul>
	<b>Fire Safety Order MAY apply in these property types.</b>
	<b><u>2 STOREY (BED-SIT)</u> <b>(COOKING FACILITIES IN BEDROOMS)</b></b>
	<b>(EXAMPLE D7)</b>
	<p><b><u>Traditional Bedsits</u></b> – those with cooking facilities in each bedroom/unit of accommodation.</p> <ul style="list-style-type: none"> <li>(a) 30 minute protected route with FD30S Fire Doors.</li> <li>(b) 30 mins separation to walls/ceilings between units of accommodation.</li> <li>(c) 30 mins separation to cellar/basement (including door)</li> <li>(d) Fire blanket in kitchen.</li> <li>(e) Mixed Alarm System. <b>Grade D1 LD2</b> system with interlinked smoke alarms to escape route and basement/cellar with interlinked heat alarms to each bedsit <b>PLUS</b> additional non-interlinked mains wired smoke alarm <b>D1</b> to each bedsit.</li> </ul>
<b>Fire Safety Order does not apply to this type of property.</b>	<b>Fire Safety Order applies to these property types.</b>

<b><u>3/4 STOREY (SHARED HMO)</u></b>	<b><u>3 STOREY (BED-SIT)</u> <b>(WITH SHARED COOKING FACILITIES)</b></b>
<b>(EXAMPLE D5)</b>	<b>(EXAMPLE D8)</b>
<ul style="list-style-type: none"> <li>a) 30 minute protected route with FD30 Fire Doors (no smoke seals)</li> <li>b) 30 mins separation to walls/ceilings between units of accommodation.</li> <li>c) 30 mins separation to cellar/basement (including door).</li> <li>d) Fire blanket in kitchen.</li> <li>e) <b>Grade D1 LD2</b> (in 3 storey) Alarm system (i.e. interlinked smoke alarms to escape route plus lounge and cellar/basement, <u>and</u> heat alarm to kitchen. <b>Grade D1 LD1</b> (in 4 storey)</li> <li>f) No requirement for emergency lighting or signage, unless complex escape route.</li> </ul>	<ul style="list-style-type: none"> <li>a) 30 minute protected route with FD30S Fire Doors</li> <li>b) 30 mins separation to walls/ceilings between units of accommodation.</li> <li>c) 30 mins separation to cellar/basement (including door)</li> <li>d) Fire blanket in kitchen.</li> <li>e) <b>Grade A LD2</b> Alarm system –interlinked smoke detectors to escape route plus each bedsit, lounge and cellar/basement, <u>and</u> heat detector to shared kitchen. To include control panel, call points and min 75db at bedhead.</li> <li>f) No requirement for emergency lighting or signage, unless complex escape route.</li> </ul>
	<b>Fire Safety Order MAY apply in these property types.</b>
	<b><u>3 STOREY (BED-SIT)</u> <b>(COOKING FACILITIES IN BEDROOMS)</b></b>
	<b>(EXAMPLE D8)</b>
	<ul style="list-style-type: none"> <li>a) 30 minute protected route with FD30S Fire Doors</li> <li>b) 30 mins separation to walls/ceilings between units of accommodation.</li> <li>c) 30 mins separation to cellar/basement (including door)</li> <li>d) Fire blanket in kitchen.</li> <li>e) <b>Grade A LD2</b> Alarm system –interlinked smoke detectors to escape route plus lounge and cellar/basement, <u>and</u> interlinked heat detector to each bedsit with cooking facilities. To include control panel, call points and min 75db at bedhead  <b>PLUS</b></li> <li>f) Non interlinked <b>Grade D1</b> smoke detectors in EACH bed-sit.</li> </ul>
<b>Fire Safety Order does not apply to this type of property.</b>	<b>Fire Safety Order applies to these property types.</b>

## Houses Converted to Self-Contained Flats

<u>2 STOREY</u>	<u>3/4 STOREY</u>
(EXAMPLE D10)	(EXAMPLE D11)
<p>a) 30 minute protected common escape route with FD30S Fire Doors (with smoke seals) i.e. flat entrance doors</p> <p>b) Within individual flats – sound, well-constructed and close fitting doors.</p> <p>c) 30 mins separation to walls/ceilings between each flat.</p> <p>d) 30 mins separation to cellar/basement (including door)</p> <p>e) Fire blanket in kitchen.</p> <p>f) <b>Grade D1 LD2</b> Alarm system –interlinked smoke detectors to common escape route plus heat detector in entrance hall of each flat</p> <p><u>PLUS</u></p> <p>g) Non-interlinked <b>Grade D1</b> smoke detectors in hallway of each flat.</p> <p>h) No requirement for emergency lighting or signage, unless complex escape route.</p>	<p>a) 30 minute protected common escape route with FD30S Fire Doors (with smoke seals) i.e. flat entrance doors</p> <p>b) Within individual flats – sound, well-constructed and close fitting doors.</p> <p>c) 30 mins separation to walls/ceilings between each flat.</p> <p>d) 30 mins separation to cellar/basement (including door)</p> <p>e) Fire blanket in kitchen.</p> <p>f) <b>Grade A LD2</b> Alarm system –interlinked smoke detectors to common escape route plus heat detector in entrance hall of each flat. To include control panel, call points and min 75db at bed head</p> <p><u>PLUS</u></p> <p>g) Non-interlinked <b>Grade D1</b> smoke detectors in hallway of each flat.</p> <p>h) No requirement for emergency lighting or signage, unless complex escape route.</p>
<p><b>Fire Safety Order applies to these property types.</b></p>	

### Explanatory notes

#### Alarm Systems:

**LD3** – A system incorporating detectors in circulation spaces that form part of the escape route from the dwelling only.

**LD2** – A system incorporating detectors in circulation spaces that form part of the escape route, and in all rooms that present a high fire risk to occupants.

**LD1** – A system incorporating detectors in circulation spaces that form part of the escape route from the dwelling, and in all rooms (excluding toilets) where a fire might start.

**Grade D1** – A system of one or more mains powered smoke / heat alarms each with a tamper-proof battery standby supply. There is no control panel. Note that where the property is already fitted with a fully functional system incorporating D2 alarms with user-removable batteries, these will be accepted by inspectors until such time that servicing indicates that their replacement is necessary.

**Grade A** – A system of mains powered smoke / heat detectors, which are linked to a control panel to give information on the location of the fire or any fault. In general the system must incorporate manual call points, which should be located on each floor level and at final points of exit.

## **Inner Rooms**

An inner room is any habitable room that is located behind another room (e.g. a bedroom off a lounge); in these circumstances you will need to provide an escape window (not permitted above floor levels of 4.5m), which will allow safe egress and lead to a place of safety.

## **Electrical Appliances and Storage of Items on Escape Routes**

Electrical appliances are not permitted on escape routes; unless fully encased within a half hour fire resistance cupboard fitted with a mains interlinked smoke alarm. It is also not permitted to have any items stored on the escape route that will cause obstruction (e.g. shoe racks, bicycles etc.).

## **Gas Meters/Electric Meters/Consumer Units on Escape Routes**

If located on the escape route; the above items must be encased in a well-constructed half hour fire rated cupboard; the doors must be fitted with a bolt or latch that will keep them securely shut. **Note:** If a metal fire rated consumer unit has been fitted; this will not need to be encased.

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**CARDIFF COUNCIL  
CYNGOR CAERDYDD**



**CABINET MEETING: 17 SEPTEMBER 2020**

**DISPOSAL OF LAND AT DUMBALLS ROAD**

**INVESTMENT & DEVELOPMENT (COUNCILLOR RUSSELL GOODWAY)**

**AGENDA ITEM:12**

**Appendix 2, 3, 4, 5, 6 & 8 of this report are not for publication as they contain exempt information of the description contained in paragraphs 14 of part 4 and paragraph 21 of part 5 of Schedule 12A of the Local Government Act 1972.**

**Reason for this Report**

1. To provide Cabinet with an update on the work undertaken by Vastint to progress the land assembly at Dumballs Road.
2. To seek authority to dispose of Council owned land at Dumballs Road to Vastint as outlined in the Cabinet Report of May 2019 to enable a comprehensive housing-led mixed use regeneration scheme to commence.

**Background**

3. Dumballs Road is a strategic development site located immediately south of Cardiff Central Station providing one of the main arterial links between the city centre and Cardiff Bay.
4. Historically the area has accommodated low-density industrial uses and has suffered numerous unsuccessful attempts at redevelopment, largely due to complicated land ownership arrangements and the cost implications of significant site abnormalities. As a consequence the site has remained largely derelict and under-developed for over three decades.
5. The Dumballs Road area was included as a strategic brownfield site in the Cardiff Local Development Plan (LDP) approved in 2016 and is earmarked to deliver circa 2,000 of the 20,000 homes planned for brownfield land. The site is one of only two strategic brownfield sites in the LDP; the other is the Former Gas Works site at Ferry Road.
6. In 2013, planning permission was granted for a housing-led mixed use development on the Dumballs Road site providing 2,150 new homes, of

which 269 homes (12.5%) were required to be affordable. The permission, now lapsed, also included more than 400,000 ft<sup>2</sup> of commercial space, circa 30,000 ft<sup>2</sup> of retail space and other community facilities.

7. The strategic importance of the site is reflected in the political administration's policy statement Capital Ambition which establishes a priority to *"Work with developers to transform Dumballs Road through a mixed-use development, and improve cycling and walking routes between the city centre and Cardiff Bay"*. The Council's Economic Strategy approved in April 2019 noted the ambition to *bring forward developments that will better connect the city centre to the Bay including the regeneration of Dumballs Road and noted that "The proposed Dumballs Road development will connect the city centre to the Bay, as well as opening up the city's riverfront. The development will also complement the Central Quay proposals, providing a mixed-use footprint that will provide homes, jobs and new open spaces for Cardiff residents. Currently the site is dominated by low density activities that don't reflect the area's city centre location and potential for commercial and residential development."*
8. The Council's Corporate Plan, which outlines how Capital Ambition will be delivered also establishes a commitment to *"Commencing delivery of a new mixed-use development at Dumballs Road by 2021, including the delivery of 2,000 homes."*
9. In 2017, Cardiff Council and the development company Vastint acquired circa 30 acres of land south of Penarth Road between the River Taff and Dumballs Road: 8.5 acres acquired by the Council (see Appendix 1); with the remainder acquired by Vastint.
10. Vastint is the property arm of Interogo Holding AG, the investment business of the Inter IKEA Group. Vastint has over 30 years of experience in large scale property development across Europe, mainly in the office, hotel and residential sectors. The company is long-term in its approach, preferring to hold the developments it delivers as long-term investments.
11. Vastint has been active in the UK market for 10 years and has made good progress on the development of two other large mixed-use schemes in addition to Dumballs Road: at Sugar House Island in London; and Aire Park, the former Tetley Brewery site in Leeds. The Stratford project extends to circa 25 acres of land where planning consent has been secured to build 200,000 sq m including 60,000 sq m of commercial space, 1200 residential units and a 350 bed hotel. In 2020 the first 8,000 sq.m of workspace has been completed in addition to the first 161 homes. Aire Park in Leeds extends to circa 20 acres and was acquired in October 2015. The first detailed consents have been secured in 2020 and construction of the first phase of city park and two office buildings totalling circa 30,000 sq.m are due to start on site in early 2021.
12. Since 2017, Vastint has continued to acquire land to enable a comprehensive regeneration and the total combined area of land now

owned by the Council and Vastint totals just short of 40 acres. Due to the scale of the development site and the extent of work required to prepare the site for residential development (given its previous industrial use) a comprehensive approach to site remediation is required to make it affordable and deliverable. Vastint is now close to finalising the acquisition of all required parcels of land and has managed the relocation of businesses to new locations to enable works to commence.

13. In May 2019 a report was presented to Cabinet providing an update on the scheme and setting out the issues faced by Vastint in regard to land assembly. The report made clear that the conclusion of land assembly would trigger the submission of a planning application. Vastint has now progressed to the point where the only outstanding item of land assembly required to enable a planning application to be submitted is the acquisition of land from Cardiff Council. The report to Cabinet in May 2019 delegated authority to the Director of Economic Development in consultation with the Cabinet Member for Investment and Development, the Section 151 Officer, Corporate Director People & Communities and the Legal Officer *to agree Heads of Terms for the disposal of the site and to return to a future meeting of Cabinet for authority to proceed.*
14. Since 2019, Vastint has also worked to develop a strategic masterplan (Confidential Appendix 2) for the regeneration of the site, including the preparation of a planning application and has begun 'pre-planning' discussions with the Local Planning Authority.

### **Issues**

15. The Heads of Terms for the disposal of the Council's land interest at Dumballs Road to Vastint are attached at Confidential Appendix 3. The Council has recouped all of its outlay to acquire the site and this is set out in the independent valuation report attached as Confidential Appendix 4.
16. Given that the disposal of land to Vastint will be concluded in advance of planning the Council and Vastint have agreed draft terms for a Unilateral Undertaking to guarantee a minimum of 12.5% affordable housing contribution as set out in Confidential Appendix 5. This guarantees at least the same level of affordable housing contribution as the previous lapsed planning permission. The Local Planning Authority will still aim to secure the full 20% affordable housing contribution requirement for brownfield developments through the planning process. However, given the significant challenges associated with bringing the site forward for development, the Council has taken the step to mitigate the risk of the affordable housing requirement being eroded by future viability assessment through the planning process, and secured agreement from Vastint to provide at least the same level required by the last approved scheme, as a minimum contribution.
17. Since the last update to Cabinet in May 2019, the Council has acquired the former Gasworks site in Grangetown, which was identified in the LDP as the only other strategic brownfield residential site along with Dumballs

Road. The former Gasworks site has also proven difficult to bring forward for development. The Council is committed to delivering a significant number of new Council homes on the former Gasworks site as well as on the Dumballs Road site and is currently undertaking detailed commercial due diligence and site investigation to determine what can be achieved.

18. In order to ensure the greatest number of new Council homes are delivered within finite resources, the Council has agreed the principle of an Option with Vastint to purchase a further 100 units of Council homes as a package deal over and above the final affordable housing contribution. The Council will decide at a later date if it is beneficial to acquire these additional homes at Dumballs Road, or whether to invest further in the delivery of new Council homes on the former Gasworks site, or a combination of both.

#### Local Business Relocations

19. The land subject to disposal has been leased over the past two years as part of the Council's cost mitigation on holding vacant buildings (Confidential Appendix 6). The leases have three months notice periods and notice has been served in order to deliver vacant possession to Vastint.
20. As part of this, an existing business on Dumballs Road requires relocation to enable vacant possession and therefore the Council has offered to relocate the business to an alternative Council owned facility illustrated by the site plan attached as Appendix 7 and in line with the Heads of Terms attached as Confidential Appendix 8. The land was previously earmarked for disposal but given the condition of the site the Council now intends to enter into a lease arrangement on the basis that the new Tenant clears the site for occupation.
21. Vastint has spent a number of years acquiring freehold interests in the Dumballs Road area and the acquisition of the 8.5 acres of Council owned land will facilitate a substantially completed land assembly. However, there are a number of small pockets and parcels of land which are required to provide full and clean title. A separate report is presented at this Cabinet meeting to seek permission to give notice of the Council's intention to use Compulsory Purchase Powers to facilitate the development.

#### **Local Member consultation**

22. Local Members are aware of the proposals and will be consulted as part of the planning process.

#### **Scrutiny Consideration**

23. The Economy & Culture Scrutiny Committee is due to consider this report on 14 September 2020. Any comments received will be reported to the Cabinet meeting.

## **Reason for Recommendations**

24. To update Cabinet on the Dumballs Road regeneration scheme and to seek authority to dispose of Council land and to relocate a local business to enable the development.

## **Financial Implications**

25. This report seeks delegated authority to agree Heads of Terms for the disposal of Council owned land at Dumballs Road to the developer (Vastint) as set out in Confidential Appendix 3. An independent market valuation report is also attached as Confidential Appendix 4 confirming the disposal of land is at market value.
26. Subject to a number of conditions of exchange being met and the disposal being completed, the Council would receive a capital receipt similar to the value it initially paid to acquire the land in December 2016.
27. As per the tenancy schedule within Confidential Appendix 6, some tenants remain in-situ at present and the site will therefore be disposed of as a Transfer of Going Concern (TOGC). Any loss of rental income associated with these leases, as well as any costs of relocating these businesses elsewhere, will need to be managed within existing service area budgets.
28. The proposal also involves the disposal of land deemed by Strategic estates to be surplus to Council requirements, via a lease agreement. This will generate a rental income as part of the investment property estate, as set out in the heads of terms attached to this report.
29. The developer is to provide a Unilateral Undertaking for the provision of affordable housing. The agreement for sale also includes an option for the Council to purchase up to 100 additional homes. If this option were to be taken up in future years, a budget would need to be made available for this purpose.
30. The report also notes the need for a separate report to Cabinet to seek authority to authorise the principle of making a Compulsory Purchase process in order to secure all interests in the remaining small parcels of land, and also to appropriate existing Council land prior to sale for planning purposes. The developer has agreed to indemnify the Council against all resulting costs of such a process if required.
31. The Council will need to assess the VAT implications arising from this significant land transaction, particularly any potential impact on the Council's partial exemption position. Specialist VAT has been sought and relevant actions will need to be taken prior to the disposal being completed.

## **Legal Implications**

32. The Council has general power to dispose of land pursuant to s.123 of the

Local Government Act 1972 and is required to secure the best price reasonably obtainable. Where land held or has been appropriated by the Council is held for planning purposes, specific power of disposal is available under s.233 of the Town and Country Planning Act 1990 to secure the best use of land or buildings or to secure the erection or construction of any buildings or works for the proper planning of its area.

33. The Council's Acquisition and Disposal of Land Procedure Rule require advice to be obtained from the Council's Valuer as to the terms of the disposal and option.
34. The Council has to be mindful of the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards when making any policy decisions and consider the impact upon the Welsh language and the report deals with all these obligations. The Council has to consider the Well-being of Future Generations (Wales) Act 2015 and how this strategy may improve the social, economic, environmental and cultural well-being of Wales.
35. The Well-Being of Future Generations (Wales) Act 2015 ('the Act') places a 'well-being duty' on public bodies aimed at achieving 7 national well-being goals for Wales - a Wales that is prosperous, resilient, healthier, more equal, has cohesive communities, a vibrant culture and thriving Welsh language, and is globally responsible.
36. In discharging its duties under the Act, the Council has set and published well being objectives designed to maximise its contribution to achieving the national well being goals. The well being objectives are set out in Cardiff's Corporate Plan 2019-22: <https://www.cardiff.gov.uk/ENG/Your-Council/Strategies-plans-and-policies/Corporate-Plan/Pages/Corporate-Plan.aspx> When exercising its functions, the Council is required to take all reasonable steps to meet its well being objectives. This means that the decision makers should consider how the proposed decision will contribute towards meeting the well being objectives and must be satisfied that all reasonable steps have been taken to meet those objectives.
37. The well-being duty also requires the Council to act in accordance with a 'sustainable development principle'. This principle requires the Council to act in a way which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. Put simply, this means that Council decision makers must take account of the impact of their decisions on people living their lives in Wales in the future. In doing so, the Council must:
  - Look to the long term
  - Focus on prevention by understanding the root causes of problems
  - Deliver an integrated approach to achieving the 7 national well-being goals
  - Work in collaboration with others to find shared sustainable solutions
  - Involve people from all sections of the community in the decisions which affect them

38. The decision maker must be satisfied that the proposed decision accords with the principles above; and due regard must be given to the Statutory Guidance issued by the Welsh Ministers, which is accessible using the link below: <http://gov.wales/topics/people-and-communities/people/future-generations-act/statutory-guidance/?lang=en>
39. The Council has to satisfy its public sector duties under the Equalities Act 2010 (including specific Welsh public sector duties) – the Public Sector Equality Duties (PSED). These duties require the Council to have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of ‘protected characteristics’. The ‘Protected characteristics’ are: • Age • Gender reassignment • Sex • Race – including ethnic or national origin, colour or nationality • Disability • Pregnancy and maternity • Marriage and civil partnership • Sexual orientation • Religion or belief – including lack of belief.

### **Property Implications**

40. The recommendations outlined in this report have been prepared in conjunction with the property and estates team and external professional advice has been sought where necessary in order to support the Council to prepare and implement these recommendations. The team will continue to work with the legal and finance departments as required.

### **HR Implications**

41. There are no HR Implications for this report.

## **RECOMMENDATIONS**

Cabinet is recommend to:

- i) Delegate authority to the Director of Economic Development, in consultation with the Cabinet Member for Investment and Development, the Monitoring Officer and the Section 151 officer to:
- 1) Conclude the sale of land marked red in the site plan attached at Appendix 1 and in line with the terms set out at Confidential Appendix 3.
  - 2) Conclude the terms of the draft Unilateral Undertaking to be provided by Vastint to the Council as set out in Confidential Appendix 5 with such minor amendments that may be required by the Corporate Director for People and Communities.
  - 3) Conclude the lease for the relocation of a business from Dumballs Road to property owned by the Council at Hadfield Close illustrated by the site plan at Appendix 7 and in line with the terms set out at Confidential Appendix 8.

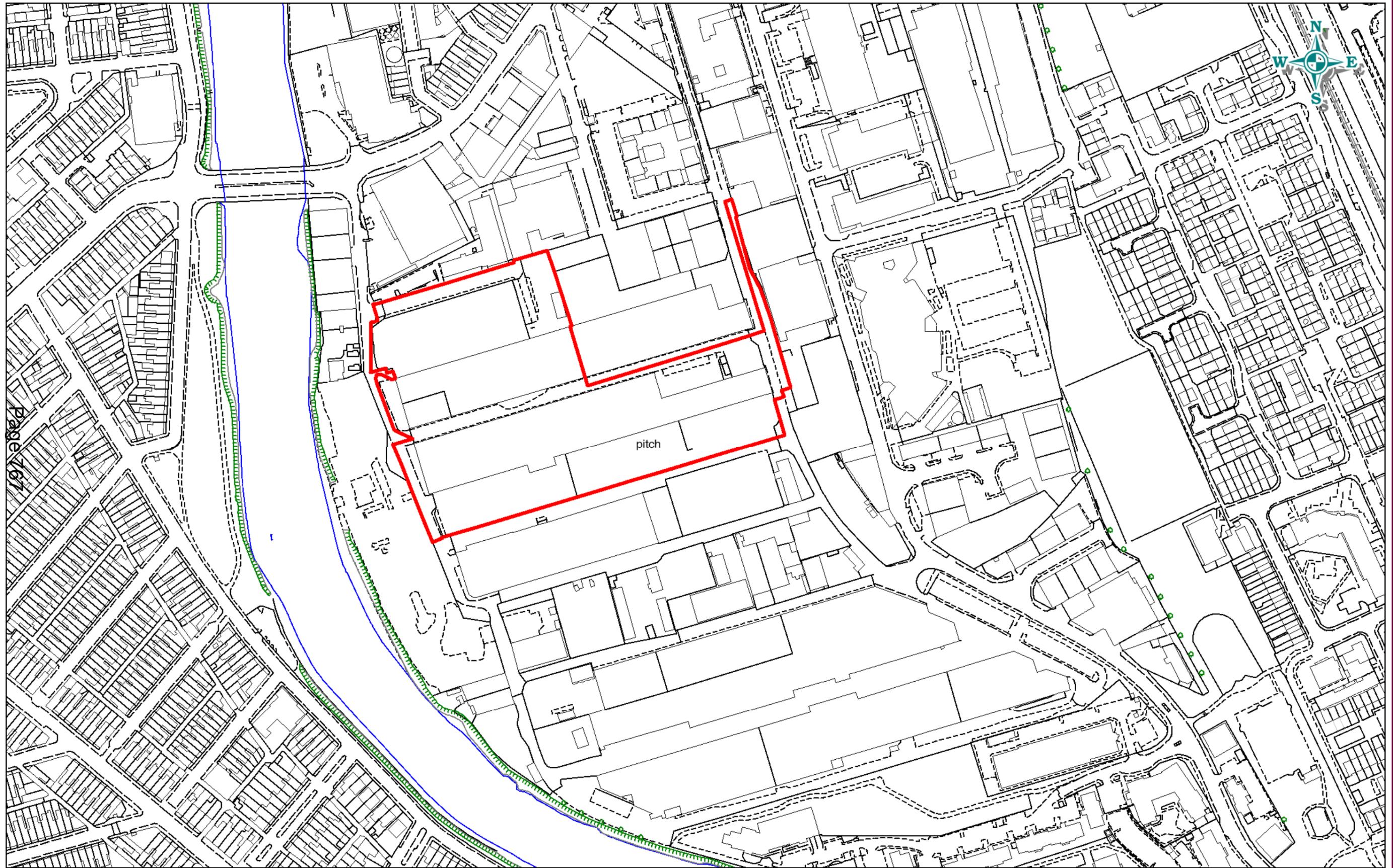
- ii) Delegate authority to Corporate Director People and Communities in consultation with Head of Estates to negotiate an option agreement for the acquisition of a further 100 homes and to report back to a future meeting of Cabinet for approval.

<b>SENIOR RESPONSIBLE OFFICER</b>	<b>Neil Hanratty</b> Director of Economic Development
	11 September 2020

*The following appendices are attached:*

- Appendix 1 - Site Plan Dumballs Road
- Confidential Appendix 2 - Masterplan
- Confidential Appendix 3 - Heads of Terms (Dumballs Road)
- Confidential Appendix 4 - Market Valuation Report
- Confidential Appendix 5 - Unilateral Undertaking
- Confidential Appendix 6 – Tenancy Schedule
- Appendix 7 - Site plan Hadfield Road
- Confidential Appendix 8 - Heads of Terms (Hadfield Close)

# Dumballs Road



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© Hawffaint y Goron Cadwir pob hawl. Y data ar y map yw'r wybodaeth orau sydd ar gael ac mae er gwybodaeth yn unig. Tra gweir pob ymdrech i sicrhau ei gywirdeb, ni ellir gwarantu hyn. Nid yw'r Cyngr yn derbyn cyfrifoldeb am unrhyw wallau ar y map a dylai defnyddwyr gynghu eu cyngr arbenigol eu hunain ar unrhyw wybodaeth a ddatgysir ynddo. 100023376 (2017)

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Gweithio dros Gaerdydd, gweithio gyda'n gilydd  
Working for Cardiff, working together

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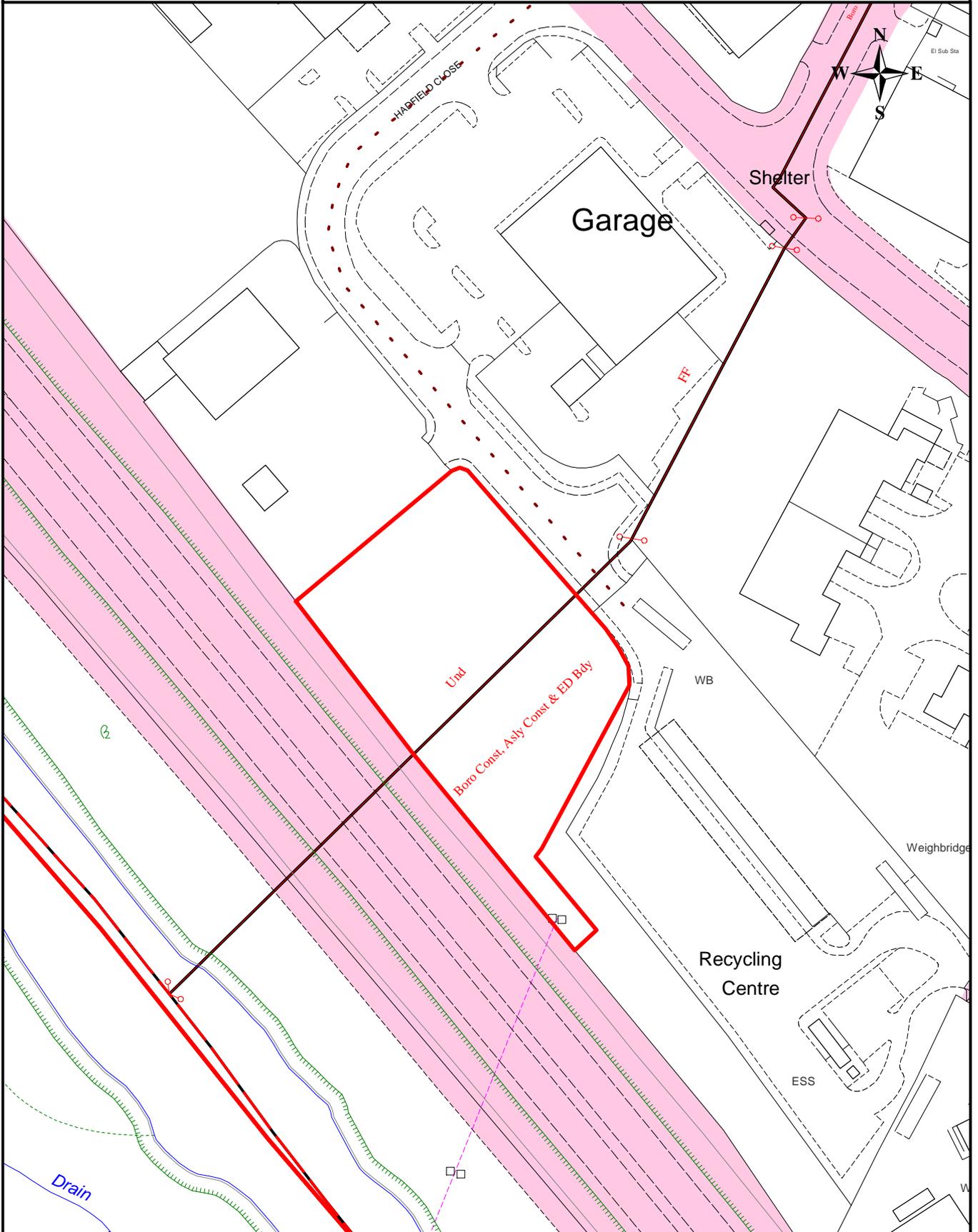
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**Land at Hadfield Close - 0.97 acres**



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**CARDIFF COUNCIL  
CYNGOR CAERDYDD**



**CABINET MEETING: 17 SEPTEMBER 2020**

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**DUMBALLS ROAD – USE OF COMPULSORY PURCHASE POWERS**

**INVESTMENT AND DEVELOPMENT (COUNCILLOR RUSSELL GOODWAY)**

**AGENDA ITEM: 13**

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**PORTFOLIO: INVESTMENT & DEVELOPMENT**

**Appendix 2 of this report is not for publication as they contain exempt information of the description contained in paragraphs 14 of part 4 and paragraph 21 of part 5 of Schedule 12A of the Local Government Act 1972.**

**Reason for this Report**

1. To brief Cabinet Members on the use of Compulsory Purchase powers and to seek a resolution to use these powers to carry out the preparatory works prior to commencement of the compulsory purchase process to acquire all interests in land within the boundary of the proposed masterplan area.

**Background**

2. In contemplation of Cabinet's approval to dispose of the remaining land ownership at Dumballs Road it is anticipated that Vastint will proceed to acquire all third party land interests at the site to enable a comprehensive redevelopment of the site. However, if it is not possible for the Council and/or Vastint to acquire all of the necessary third party land interests by private treaty, the Council agreed it would consider the use of a Compulsory Purchase Powers. The Council will then appropriate the land for planning purposes.
3. It is recommended in this Report that the Council uses its powers under Section 226 (1) (a) of the Town and Country Planning Act 1990, to carry out preparatory works prior to making an Order to acquire all of interests in the land shown edged in red on the attached plan at **Appendix 1**.
4. The acquisition of the Order Lands is required to facilitate the Dumballs Road Masterplan for which we understand a planning application is to be submitted in towards the end of 2020.

5. Discussions and negotiations have and are continuing to take place between commercial agents, and known landowners and business owners/occupiers affected by the masterplan with a view to the Vastint acquiring their interests within the Order Lands. It is anticipated that subject to securing land assembly, and receiving other necessary approvals, redevelopment will begin on site in 2022.
6. The majority of the site was acquired by Vastint and the Council working in conjunction with each other since December 2016. Since that time, Vastint has acquired a number of other land parcels within and around the edges of the site, including a number of parcels around the north-east of the site and other individual plots such as Snow White Laundries and the Kwik Fit site. Vastint also acquired a relocation site for Biffa Waste on Lamby Way, and has been in negotiation with other remaining landowners over that time. **Confidential Appendix 2** provides a summary from Vastint of their negotiations to August 2020.
7. Despite, this, there are small pockets of unregistered land and in order to secure these, all parties will continue to negotiate where possible but the Cabinet are asked to agree to commence preparatory works prior to a Compulsory Purchase Order to acquire the remaining parcels.

## Issues

8. In terms of assembling the land necessary for the scheme the first requirement is to acquire land by private treaty. However, if this is not successful within the timescale needed for the delivery of the scheme then the Council has the power to make a Compulsory Purchase Order. This power is derived from Section 226 (1) (a) of the Town and Country Planning Act 1990 (as amended by the Planning and Compulsory Purchase act 2004). This provides that the Council may exercise its statutory powers to compulsory acquire land where it believes that such acquisition will facilitate the carrying out of development, redevelopment or improvement on or in relation to the land. In order to exercise this power, the Council must also be satisfied that it thinks :  
  
“that the development, redevelopment or improvement is likely to contribute to the achievement of one or more of the following objectives: (a) the promotion or improvement of the economic wellbeing of their area; (b) the promotion or improvement of the social wellbeing of their area; (c) the promotion or improvement of the environmental wellbeing of their area (Section 226 (1A).”
9. The acquisition of the sites identified in Appendix 1 will facilitate the redevelopment or improvement of the land and is likely to contribute to all of the objectives quoted above.
10. Guidance on Compulsory Purchase Process and the Crichel Down Rules (Ministry of Housing, Communities and Local Government, February 2018 (“the CPO Guidance)) states the need to seek to acquire by private treaty and sees a CPO as being used as ‘a last resort’. The CPO Guidance states :

“Compulsory purchase powers are an important tool to use as a means of assembling the land needed to help deliver social, environmental and economic change. Used properly, they can contribute towards effective and efficient urban and rural regeneration, essential infrastructure, the revitalisation of communities, and the promotion of business – leading to improvements in quality of life.”

11. It also states that :

“The compulsory purchase of land is intended as a last resort in the event that attempts to acquire by agreement fail, Acquiring authorities should nevertheless consider at what point the land they are seeking to acquire will be needed and, as a contingent measure should plan a compulsory purchase timetable at the same time as conducting negotiations. Given the amount of time which needs to be allowed to complete the compulsory purchase process it is often sensible for the acquiring authority to initiate the formal procedures in parallel with such negotiations”.

#### **Local Member consultation**

12. Local Ward members are in full support of the Masterplan and will be part of the consultation process when the planning application is submitted later this year.

#### **Scrutiny Consideration**

13. The Economy & Culture Scrutiny Committee is due to consider this item on 14 September. Any comments received will be circulated at the Cabinet meeting.

#### **Reason for Recommendations**

14. The Order will enable delivery of the Council’s policies including the Capital Ambition for regeneration of the Dumballs road area. In the event that acquisition cannot be achieved within realistic timescales, if at all, then the only recourse is to prepare for the use of statutory powers to compulsorily acquire the required land.

#### **Financial Implications**

15. This report seeks approval in principle for the future use of Compulsory Purchase Order powers to acquire any remaining small land parcels at Dumballs Road if required, as well as approval to commence with the CPO process and appropriation of land. A future Cabinet report will set out further details of any land where a CPO is required, along with relevant costs and other information required to be considered before a final decision is taken. No final decision is being sought regarding the use of Compulsory Purchase Order powers in this report.

16. The developer has agreed in principal to indemnify the Council against any costs arising from the CPO process as required, so on the basis the indemnity agreement with Vastint is put in place as per the recommendations of this report, there will be no direct financial implications arising from this report.

### **Legal Implications**

17. The Council has statutory powers under section 226(1)(a) of the Town and Country Planning Act 1990 to compulsorily acquire land if they think it will facilitate the carrying out of development, redevelopment or improvement of the land and it is not certain that they will be able to acquire it by agreement. The power to authorise the making of a CPO is an executive function delegated to full Cabinet. In deciding whether or not to make a CPO, the Cabinet must be satisfied that the acquisition of this land will promote or improve the economic, social and environmental well-being of the Council's area.
18. If any of the owners object to a compulsory purchase order they will have an opportunity to make representations at a public inquiry. As well as affecting timescales if the CPO is confirmed they will be entitled to compensation for the value of their property and associated disturbance. It would be in the interests of the Council to seek an agreement with Vastint for them to cover these costs of the CPO process prior to commencing the compulsory purchase process. It is noted that the recommendations are to carry out preparation work before the CPO can be made in order to obtain accurate up to date information as to land ownerships, and a detailed estimate of acquisition costs for all third party interests and land values together with a the preparation of a statement of reasons which demonstrates there is a compelling case in the public interest.

### **Well Being of Future Generations (Wales) Act 2015**

19. The Well-Being of Future Generations (Wales) Act 2015 ('the Act') places a 'well-being duty' on public bodies aimed at achieving 7 national well-being goals for Wales - a Wales that is prosperous, resilient, healthier, more equal, has cohesive communities, a vibrant culture and thriving Welsh language, and is globally responsible.
20. In discharging its duties under the Act, the Council has set and published well being objectives designed to maximise its contribution to achieving the national well being goals. The well being objectives are set out in Cardiff's Corporate Plan. When exercising its functions, the Council is required to take all reasonable steps to meet its well being objectives. This means that the decision makers should consider how the proposed decision will contribute towards meeting the well being objectives and must be satisfied that all reasonable steps have been taken to meet those objectives.
21. The well being duty also requires the Council to act in accordance with a 'sustainable development principle'. This principle requires the Council

to act in a way which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. Put simply, this means that Council decision makers must take account of the impact of their decisions on people living their lives in Wales in the future. In doing so, the Council must:

- Look to the long term
- Focus on prevention by understanding the root causes of problems
- Deliver an integrated approach to achieving the 7 national well-being goals
  - Work in collaboration with others to find shared sustainable solutions
  - Involve people from all sections of the community in the decisions which affect them
  - The decision maker must be satisfied that the proposed decision accords with the principles above; and due regard must be given to the Statutory Guidance issued by the Welsh Ministers, which is accessible using the link below: <http://gov.wales/topics/people-and-communities/people/future-generations-act/statutory-guidance/?lang=en>

### **HR Implications**

22. There are no HR implications arising from this report

### **Property Implications**

23. The recommendations outlined in this report have been prepared in conjunction with the property and estates team and external professional advice has been sought where necessary in order to support the Council to prepare and implement these recommendations. The team will continue to work with the legal and finance departments as required

## **RECOMMENDATIONS**

Cabinet is recommend to:

1. Authorise the principle of making a Compulsory Purchase Order under section 226(1) (a) of the Town and Country Planning Act 1990 (as amended by the Planning and Compulsory Purchase Act 2004), and the Acquisition of Land Act 1981 to seek the acquisition of land and interests within the site shown edged red on the attached plan by way of a Compulsory Purchase Order.
2. Authorise the commencement of land referencing investigations to identify and provide Cabinet with a detailed estimate of acquisition costs for all third party interests and land values in the land edged red on the attached plan
3. Authorise the making of an Indemnity Agreement with Vastint to cover the costs of the CPO process and appropriation of the land to include the legal and administrative costs of making the CPO and for those items of

compensation in addition to market value of the land i.e payments for disturbance, home loss or severance/injurious affection.

4. Authorise the preparation of a Statement of Reasons.

<b>SENIOR RESPONSIBLE OFFICER</b>	Neil Hanratty Director of Economic Development
	11 September 2020

*The following appendices are attached:*

Appendix 1 – Plan - Outstanding Interests to acquire  
Confidential Appendix 2 – Acquisition of Third Party Interests.



NOTES:

13	RLB & PLOTS UPDATED	CG	19	08	20
12	RLB AMENDED	CG	08	07	20
11	PLOT 36A ADDED	SM	26	05	20
10	RLB & PLOTS UPDATED	SM	13	05	20
9	PLOTS & RLB UPDATED	TM	03	12	19
8	ADDING & REMOVING PLOTS	SM	19	06	19
7	RLB & PLOTS 4 & 110 EXTENDED	CH	24	05	19
6	PLOTS ADDED	CH	14	03	19
5	PLOTS ADDED	CH	29	11	18
4	PLOTS REMOVED	SM	24	10	16
3	PLOT NUMBERS UPDATED	SM	18	10	16
2	PLOTS RE-NUMBERED	SM	17	10	16
1	FIRST DRAFT	SM	14	10	16

R	DESCRIPTION	BY	DD	MM	YY
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KEY:

- RED LINE BOUNDARY
- REGISTERED LAND
- UNREGISTERED LAND
- UNREGISTERED LAND WITH REGISTERED LEASEHOLD
- CAUTION

COMMISSION:

DUMBALLS ROAD CARDIFF  
2630

DRAWING:

LAND REFERENCE  
PLAN

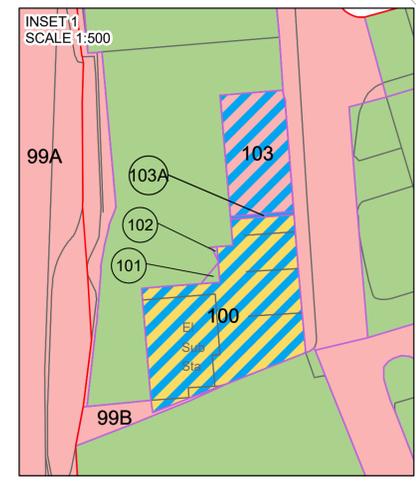
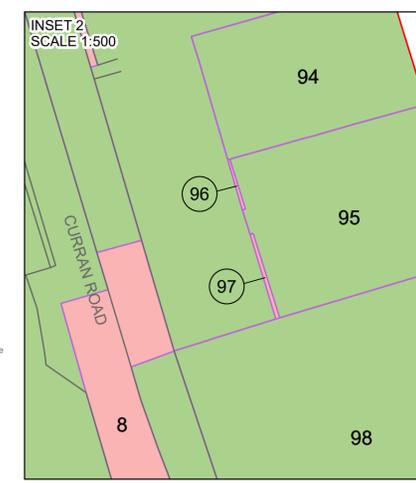
SCALE: 1:1,000 @ A1

DATE: 19/08/2020

DRAWING NUMBER: PA-2630-LR

REVISION: 13	DRAWN BY: CG
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Drawing units are in metres	© 2020 Gateley / HAMER
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By virtue of paragraph(s) 14, 21 of Part(s) 4 and 5 of Schedule 12A of the Local Government Act 1972.

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**CABINET MEETING: 17 SEPTEMBER 2020**

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**EXTRA-CARE AND SUPPORTED LIVING SERVICES FOR  
OLDER PEOPLE AND ADULTS WITH DISABILITIES****SOCIAL CARE, HEALTH AND WELL-BEING (COUNCILLOR  
SUSAN ELSMORE)****AGENDA ITEM: 14**

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**Reason for this Report**

1. To ensure that formal and appropriate contract arrangements for the recommissioning of the existing extra-care and supported living services for older people and vulnerable adults are in place for 1st April 2021.
2. To authorise the personal domiciliary care contractual arrangements for the provision of extra-care and supported living services for older people and adults with disabilities as set out in the proposed recommendations.
3. To delegate authority to the Assistant Director of Adult Services in consultation with the Cabinet Member (Social Care, Health and Well-Being), the Council's Section 151 Officer and the Council's Monitoring Officer, to determine all aspects of the procurement process and the supported living model (including approving the evaluation criteria to be used, and authorising the award of the contracts) and all ancillary matters pertaining to the procurement.

**Background**

4. Extra Care Housing is housing designed to meet the needs of older people, with varying levels of care and support available on site. People who live in Extra Care Housing have their own self-contained homes, their own front doors and a legal right to occupy the property. The support provider is different to the housing provider. If the support provider changes, this does not affect the tenancy. Extra Care Housing is also known as very sheltered housing, assisted living, or simply as 'housing with care'. In addition to the communal facilities often found in sheltered housing (residents' lounge, guest suite, laundry), Extra Care often includes a restaurant or dining room, health & fitness facilities, hobby rooms and computer rooms.

5. Supported Living is a service designed to help people with a wide range of support needs retain their independence by being supported in their own home. People in supported living have their own tenancy, their own front door. The support provider is different to the housing provider. If the support provider changes, this does not affect the tenancy.
6. The landlords are the registered freeholders of the properties and agree to grant the Council nomination rights and other rights, such as rights of access to and from the properties as to facilitate the provision of personal domiciliary care services. This will be secured via a Management Agreement.
7. For the current provision and proposed recommissioning, the extra-care schemes are Llys Enfys and Plas Bryn.
  - Llys Enfys, in Llanishen, opened in 2010. It has 102 self-contained flats predominantly 2 bedrooms but with some 1 bedroom. 68 of the flats are available as part of the extra-care facility; 7 of which are for older people with memory loss or dementia and 8 are for young adults with disabilities. The landlord is Linc Cymru Housing Association. The remaining 34 flats are sheltered housing and are not part of these arrangements.
  - Plas Bryn, in Fairwater, opened in 2008. It has 40 self-contained flats either 1 or 2 bedrooms. All of the flats are available as part of the extra-care facility. The landlord is Linc Cymru Housing Association.
8. For the current provision and proposed recommissioning, the supported living schemes are Dol-Yr-Hafren and Cwrt Hir.
  - Dol-Yr-Hafren, in Trowbridge, opened in 2013. It has 15 self-contained 1 bedroom flats, of which one flat is used as respite provision. The landlord is Hafod Housing Association.
  - Cwrt Hir, in Trowbridge, opened in 2016. It has 13 self-contained 1 bedroom flats and 3 self-contained 1 bedroom bungalows. The landlord is Hafod Housing Association.
9. With regard to Llys Enfys and Plas Bryn Extra-care, the Director of Social Services authorised the award of the most recent Personal Domiciliary Care Services contract to the successful tenderers with contracts to commence on 12<sup>th</sup> December 2016. The contract was awarded for a fixed term of three years with the option to extend for a further period of up to 12 months. In December 2019, the option to extend the contract was taken up and authorised by the Assistant Director Social Services.
10. With regard to Dol Yr Hafren and Cwrt Hir Support Living Schemes, the Director of Social Services authorised the award of the most recent Personal Domiciliary Care Supported Living Service contract to the incumbent service provider. The contract was awarded for a fixed period

of 1 year with the option to extend for a further period of up to 12 months. In December 2019, the option to extend the contract was taken up and authorised by the Assistant Director Social Services.

11. There is a current review of the service delivery and there is ongoing consultation and engagement to ensure people are satisfied with how their care and support needs are being met and a high quality provision is being delivered. The supported living and extra-care models of support are tailored to the needs, wishes and interests of individuals and in line with the requirements of the Social Services and Well Being (Wales) Act 2014.

12. The quality of delivered personal care is registered with, and regulated by, Care Inspectorate Wales (CIW). Social workers review care and support plans and the Contracts and Service Development Team monitor the quality of services and contract compliance.

The contract value for the domiciliary care element of the contracts currently amounts to circa £1.15m per annum.

13. Social Services statutory obligation is to meet eligible assessed need; how that need is met will be through a variety of means, to be determined by the individual, their family members and with the social worker. The aim is to enable people to remain as independent as possible, utilising a mix of dedicated care and support packages and support from universal services in their community.

14. The Council's value-based principles for supported living and extra-care are based on the principles of ensuring that there is an appropriate balance of arrangements, which offer greater choice and control of care and support for individuals as well as offering best value.

15. The Council's expenditure is significant, hence it is proposed to secure the future extra-care and supported living service via a tender/procurement process on the basis of the "most economically advantageous tender" (known as MEAT) using quality and price criteria.

16. It is proposed to issue a longer term contract to secure the outcomes for individuals as directed in the Social Services & Wellbeing Act (Wales) 2014. The benefits of a longer term contract will allow the market to be sustainable, to work in partnership with the Council and be creative in delivering a strengths based practice approach, focusing on well-being, assessment, care and support planning and reviews.

17. In the model of provision in the future, consideration to accommodate Respite service for older and vulnerable people and re-ablement is required.

18. The Directorate will continue to develop a sustainable extra-care and supported living model with an outcome-based service provision, offering individuals more choice, control and independence in their lives. The

Directorate will work with care provider organisations to ensure this happens and to promote inclusion for individuals, their families and the market place.

## Issues

19. The extensions to the contracts were put in place for 12/12/19 to 11/12/20. The contract terms do not allow for a further extension.
20. The Covid-19 situation delayed the setting up of a project group and the commencement of the procurement process to the point that there has not been sufficient time to complete a tender exercise and appoint a provider/s allowing for a period of transition.
21. One of the service providers indicated that it did not wish to continue providing the service beyond the end of the contract on 11/12/20. Discussions have taken place regarding them continuing to provide the service to 31/3/21 as due to the Covid-19 situation we were not able to secure another provider in time. Discussions have also taken place with the other service provider regarding them continuing to provide their contracted service to 31/3/21 for the same reason.
22. Recent Welsh Government regulation change and guidance in response to the Covid-19 situation allows some changes to contract and procurement rules.
23. Discussions are taking place between the current providers, the Council's Commissioning & Procurement section, Finance and Legal Services, regarding appropriate contractual arrangements to be put in place for the delivery of the services from 12<sup>th</sup> December 2020 to 31<sup>st</sup> March 2021.
24. Given the current and ongoing Covid-19 situation the market may not be focussed on acquiring new opportunities so there could be a limited response to our tender opportunity.
25. From 1 April 2016, the UK Government introduced a requirement for all employers to pay a mandatory National Living Wage (NLW) for workers aged 25 and above. The NLW increases since then have had a significant impact on the market and workforce. From 1 April 2020 the rate saw a rise from £8.21 to £8.72 per hour, an increase of 6.2 per cent. As a result, there is a potential for tender prices submitted by the market to be an increase on previous provision.
26. Similarly, in April 2018 the law changed with the introduction of the Regulation and Inspection of Social Care (Wales) Act 2016. This has had an impact on registration, training, and qualifications for the workforce.
27. There is the potential application of TUPE (the Transfer of Undertakings (Protection of Employment) regulations. These regulations provide protection for employees where the business in which they are engaged or service which they are performing is transferred to another party.

### **Consultation (where appropriate)**

28. Delivery against the communication plan will ensure that all partners are informed of decisions and progress to manage anxiety and distress for people, their families and stakeholders.

### **Scrutiny Consideration**

29. The Community & Adult Services Scrutiny Committee is due to consider this item on 14 September. Any comments received will be circulated at the Cabinet meeting.

### **Reason for Recommendations**

30. To ensure that formal and appropriate contract arrangements for the provision of Extra – care and supported living services for older people and vulnerable adults by 1<sup>st</sup> April 2021.

### **Financial Implications**

31. The report seeks approval for the recommissioning of extra-care and supported living services for older people and vulnerable adults from 1 April 2021. Changes since the contracts were last retendered could potentially result in a cost increase. However, the outcome of any procurement process cannot be predicted in advance and full financial implications will need to be quantified once the procurement exercise has been completed. The recommissioning process will be monitored as a potential consideration in the Council's Medium Term Financial Plan.
32. The report also outlines the need for an extension of contract arrangements in the current financial year. Any financial implications of this extension will need to be considered and agreed via the appropriate mechanisms, once the terms of the extension are finalised.

### **Legal Implications**

33. The proposed recommendation is, to put it simply, ask Cabinet to approve the overarching approach to the recommissioning of the extra care and supported living services for older people and vulnerable adults and to delegate authority to the Assistant Director to determine and put in place the arrangements for recommissioning of such services.
34. Full legal advice should be sought on the proposals, the procurement process and in relation to the drafting of the draft terms and conditions of contract, as the same are developed.

### **TUPE**

35. It is noted that currently the services are provided by an existing provider and accordingly, TUPE may apply to the award of the new contracts.

### Equality Duty.

35. The Council has to satisfy its public sector duties under the Equalities Act 2010 (including specific Welsh public sector duties) – the Public Sector Equality Duties (PSED). These duties require the Council to have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of ‘protected characteristics’. The ‘Protected characteristics’ are: • Age • Gender reassignment • Sex • Race – including ethnic or national origin, colour or nationality • Disability • Pregnancy and maternity • Marriage and civil partnership • Sexual orientation • Religion or belief – including lack of belief.
36. The report identifies that an Equality Impact Assessment has been carried out and is attached as Appendix 1. The purpose of the Equality Impact Assessment is to ensure that the Council has understood the potential impacts of the proposal in terms of equality so that it can ensure that it is making proportionate and rational decisions having due regard to its public sector equality duty. The decision maker must have due regard to the Equality Impact Assessment that has been carried out in making its decision.
37. Where a decision is likely to result in a detrimental impact on any group sharing a Protected Characteristic, consideration must be given to possible ways to mitigate the harm. If the harm cannot be avoided, the decision maker must balance the detrimental impact against the strength of the legitimate public need to pursue the recommended approach. The decision maker must be satisfied that having regard to all the relevant circumstances and the public sector equality duties, that the proposals can be justified, and that all reasonable efforts have been made to mitigate the harm.

### Social Services and Well Being (Wales) Act 2014

38. In considering this matter, the decision maker must have regard to the Council’s duties pursuant to the Social Services and Well Being (Wales) Act 2014. In brief the Act provides the legal framework for improving the well-being of people who need care and support and carers who need support and for transforming social services in Wales

### Well Being of Future Generations (Wales) Act 2015

39. The Well-Being of Future Generations (Wales) Act 2015 (‘the Act’) places a ‘well-being duty’ on public bodies aimed at achieving 7 national well-being goals for Wales - a Wales that is prosperous, resilient, healthier, more equal, has cohesive communities, a vibrant culture and thriving Welsh language, and is globally responsible.
40. In discharging its duties under the Act, the Council has set and published well-being objectives designed to maximise its contribution to achieving the national well-being goals. The well-being objectives are set out in

Cardiff's Corporate Plan 2019-22. When exercising its functions, the Council is required to take all reasonable steps to meet its well-being objectives. This means that the decision makers should consider how the proposed decision will contribute towards meeting the well-being objectives and must be satisfied that all reasonable steps have been taken to meet those objectives.

41. The well-being duty also requires the Council to act in accordance with a 'sustainable development principle'. This principle requires the Council to act in a way which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. Put simply, this means that Council decision makers must take account of the impact of their decisions on people living their lives in Wales in the future. In doing so, the Council must:
- Look to the long term
  - Focus on prevention by understanding the root causes of problems
  - Deliver an integrated approach to achieving the 7 national well-being goals
  - Work in collaboration with others to find shared sustainable solutions
  - Involve people from all sections of the community in the decisions which affect them
42. The decision maker must be satisfied that the proposed decision accords with the principles above; and due regard must be given to the Statutory Guidance issued by the Welsh Ministers, which is accessible using the link below:<http://gov.wales/topics/people-and-communities/people/future-generations-act/statutory-guidance/?lang=en>

### General

43. The decision maker should also have regard to, when making its decision, to the Council's wider obligations under the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards.

### HR Implications

44. There are no direct HR implications for this report. However there is the possibility of Transfer of Undertakings (Protection of Employment) Regulations applying between the outgoing and incoming contractors and in this case, the Council as the commissioner of the service will act as a conduit for information in order for any bidders to be able to price in full knowledge of any TUPE requirements.

## **RECOMMENDATIONS**

Cabinet is recommend to:

1. Agree the proposed overarching approach to the recommissioning of extra-care and supported living services for older people and vulnerable adults; and
2. Delegate authority to the Assistant Director of Social Services in consultation with the Cabinet Member (Social Care, Health and Well-Being), the Council's Section 151 Officer and the Council's Monitoring Officer, to determine all aspects of the procurement process (including approving the evaluation criteria to be used, commencement of the procurement process, the award of the contracts and all ancillary matters pertaining to the procurement).

<b>SENIOR RESPONSIBLE OFFICER</b>	Claire Marchant Director of Social Services
	11 September 2020

*The following appendix is attached:*

*Appendix 1 – Equality Impact Assessment*

## Appendix 2

### EQUALITY IMPACT ASSESSMENT



<b>Project Title:</b> Extracare and Supported Living Service for Older People and Vulnerable Adults
New

<b>Who is responsible for developing and implementing the Project?</b>	
Name: Angela Bourge	Job Title: Operational Manager -Strategy, Performance and Resources
Central Business Support - Strategy, Performance & Resources	Service Area: Social Services
Assessment Date: 17/08/2020	

#### 1. What are the objectives of the Policy / Strategy / Project / Procedure / Service / Function?

<p>The Extracare and Supported Living Services for Older People and vulnerable adults:</p> <ul style="list-style-type: none"><li>• Is provided by the independent sector and includes both Domiciliary Care and Housing Related Support services.</li><li>• Contracts are due to start on 1<sup>st</sup> April 2021.</li><li>• Will continue to deliver an extracare and supported living model which is flexible and enables people in receipt of care and support to have choice and control over their own lives.</li><li>• Will continue a supported living service which secures best value for money for the Council whilst providing a high quality of service for people in receipt of care and support.</li><li>• Is in line with Social Service &amp; Wellbeing Act (Wales) 2014 and the principles of Housing Related Support/ Supporting People.</li><li>• Is in line with Well-Being of Future Generations (Wales) Act 2015:</li></ul>
---

#### 2. Please provide background information on the Policy / Strategy / Project / Procedure / Service / Function and any research done [e.g. service users data against demographic statistics, similar EIAs done etc.]

<p><b>Background</b></p> <p>Extra Care Housing is housing designed generally with the needs of older people in mind and with varying levels of care and support available on site. People who live in Extra Care Housing have their own self-contained homes, their own front doors and a legal right to occupy the property. The support provider is different to the housing provider. If the support provider changes, this does not affect the tenancy. Extra Care Housing is also known as very sheltered housing, assisted living, or simply as 'housing with care'. In addition to the communal facilities often found in sheltered housing (residents' lounge, guest suite, laundry), Extra Care often includes a restaurant or dining room, health &amp; fitness facilities, hobby rooms and computer rooms.</p> <p>Supported Living is a service designed to help people with a wide range of support needs retain</p>
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their independence by being supported in their own home. People in supported living have their own tenancy, their own front door. The support provider is different to the housing provider. If the support provider changes, this does not affect the tenancy.

Social Services statutory obligation is to meet eligible assessed need; how that need is met will be through a variety of means, to be determined by the individual, their family members and with the social worker. The aim is to enable people to remain as independent as possible, utilising a mix of dedicated care and support packages and support from universal services in their community.

The Council's value-based principles for supported living and extra-care are based on the principles of ensuring that there is an appropriate balance of arrangements, which offer greater choice and control of care and support for individuals as well as offering best value.

A further consideration for the service area is the number of people presenting with needs such as dementia.

The extracare and supported living model will have the following outcomes for people:

- A community based supported living model which supports a preventive and reablement agenda and the wellbeing initiatives as identified within Welsh Government policies and the Social Services and Wellbeing Act (Wales)2014
- People will be able to access a range of facilities which are based in and around their localities/neighbourhood communities
- There will be the opportunity for people to access facilities which reflect their particular interests and aspirations

### 3 Assess Impact on the Protected Characteristics

#### 3.1 Age

Will this Project have a differential impact [positive / negative] on younger / older people?

	Yes	No	N/A
Up to 18 years			✓
18 - 65 years		✓	
Over 65 years		✓	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

What action(s) can you take to address the differential impact?

#### 3.2 Disability

Will this Project have a differential impact [positive / negative] on disabled people?

	Yes	No	N/A
Hearing Impairment		✓	

Physical Impairment		✓	
Visual Impairment		✓	
Learning Disability		✓	
Long-Standing Illness or Health Condition		✓	
Mental Health		✓	
Substance Misuse		✓	
Other			

**Please give details/consequences of the differential impact, and provide supporting evidence, if any.**

--

**What action(s) can you take to address the differential impact?**

--

### 3.3 Gender Reassignment

**Will this Project have a differential impact [positive / negative] on transgender people?**

	Yes	No	N/A
<b>Transgender People</b> (People who are proposing to undergo, are undergoing, or have undergone a process [or part of a process] to reassign their sex by changing physiological or other attributes of sex)		✓	

**Please give details/consequences of the differential impact, and provide supporting evidence, if any.**

--

**What action(s) can you take to address the differential impact?**

--

### 3.4. Marriage and Civil Partnership

**Will this Project have a differential impact [positive / negative] on marriage and civil partnership?**

	Yes	No	N/A
Marriage		✓	
Civil Partnership		✓	

**Please give details/consequences of the differential impact, and provide supporting evidence, if any.**

--

**What action(s) can you take to address the differential impact?**

N/A
-----

### 3.5 Pregnancy and Maternity

Will this Project have a differential impact [positive/negative] on pregnancy and maternity?

	Yes	No	N/A
Pregnancy		✓	
Maternity		✓	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

What action(s) can you take to address the differential impact?

N/A

### 3.6 Race

Will this Project have a differential impact [positive / negative] on the following groups?

	Yes	No	N/A
White		✓	
Mixed / Multiple Ethnic Groups		✓	
Asian / Asian British		✓	
Black / African / Caribbean / Black British		✓	
Other Ethnic Groups		✓	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

What action(s) can you take to address the differential impact?

### 3.7 Religion, Belief or Non-Belief

Will this Project have a differential impact [positive / negative] on people with different religions, beliefs or non-beliefs?

	Yes	No	N/A
Buddhist		✓	
Christian		✓	
Hindu		✓	
Humanist		✓	
Jewish		✓	
Muslim		✓	
Sikh		✓	
Other		✓	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

<b>What action(s) can you take to address the differential impact?</b>
N/A

### 3.8 Sex

Will this Project have a differential impact [positive / negative] on men and/or women?

	Yes	No	N/A
Men		✓	
Women		✓	

<b>Please give details/consequences of the differential impact, and provide supporting evidence, if any.</b>

<b>What action(s) can you take to address the differential impact?</b>
N/A

### 3.9 Sexual Orientation

Will this Policy / Strategy / Project / Procedure / Service / Function have a **differential impact** [positive / negative] on the following groups?

	Yes	No	N/A
Bisexual		✓	
Gay Men		✓	
Gay Women/Lesbians		✓	
Heterosexual/Straight		✓	

<b>Please give details/consequences of the differential impact, and provide supporting evidence, if any.</b>

<b>What action(s) can you take to address the differential impact?</b>
N/A

### 3.10 Welsh Language

Will this Project have a differential impact [positive / negative] on Welsh Language?

	Yes	No	N/A
Welsh Language		✓	

<b>Please give details/consequences of the differential impact, and provide supporting evidence, if any.</b>

<b>What action(s) can you take to address the differential impact?</b>
N/A

## 4. Consultation and Engagement

What arrangements have been made to consult/engage with the various Equalities Groups?

--

**5. Summary of Actions [Listed in the Sections above]**

<b>Groups</b>	<b>Actions</b>
Age	
Disability	
Gender Reassignment	
Marriage & Civil Partnership	
Pregnancy & Maternity	
Race	
Religion/Belief	
Sex	
Sexual Orientation	
Welsh Language	
Generic Over-Arching [applicable to all the above groups]	<p>The contract monitoring, review and move-on procedures will continue to take into account the protected characteristics as part of the process.</p> <p>Expectations set out in a competitive procurement tender process from provider organisations include training on the protected characteristics for their staff to ensure that Care Support Plans and delivery of the Care Support Plans are able to meet the needs of each person particularly in relation to age, disability, gender reassignment, race, religion/belief or non-belief, sex, sexual orientation or the Welsh Language.</p> <p>People’s needs specific to the above characteristics would be identified in their support plans.</p>

**6. Further Action**

Any recommendations for action that you plan to take as a result of this Equality Impact Assessment (listed in Summary of Actions) should be included as part of your Service Area’s Business Plan to be monitored on a regular basis.

**7. Authorisation**

The Template should be completed by the Lead Officer of the identified Project and approved by the appropriate Manager in each Service Area.

Completed By :	17 <sup>th</sup> August 2020
Designation:	

Approved By: Amy Harmsworth	
Designation: Operational Manager – Commissioning	
Service Area: Social Services	

7.1 On completion of this Assessment, please ensure that the Form is posted on your Directorate’s Page on CIS - *Council Wide/Management Systems/Equality Impact Assessments* - so that there is a record of all assessments undertaken in the Council.

For further information or assistance, please contact the Citizen Focus Team on 029 2087 3059 or email [citizenfocus@cardiff.gov.uk](mailto:citizenfocus@cardiff.gov.uk)

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**CARDIFF COUNCIL  
CYNGOR CAERDYDD**



**CABINET MEETING: 17 SEPTEMBER 2020**

**LOCAL AUTHORITY SOCIAL SERVICES REPORT 2019/20**

**SOCIAL CARE, HEALTH & WELL-BEING (COUNCILLOR SUSAN  
ELSMORE)**

**CHILDREN & FAMILIES (COUNCILLOR GRAHAM HINCHEY)**

**AGENDA ITEM: 15**

**Reason for this Report**

1. The purpose of this report is for the Cabinet to receive the 11<sup>th</sup> Annual Report of Local Authority Social Services (Appendix 1) as required under Part 8 of the Social Services and Well-Being (Wales) Act 2014 (SSWB Act).

**Background**

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

**Issues**

3. This is the 11<sup>th</sup> Annual Report of Local Authority Social Services, and the fourth such report since the implementation of the SSWB Act in April 2016.
4. The Report will be submitted to the Care Inspectorate Wales (CIW). The Regulation and Inspection of Social Care (Wales) Act 2016 places the Annual Report on a statutory footing and CIW no longer produce an individual performance evaluation report for each council.
5. CIW do, however, send each local authority an annual letter which:
  - a. Provides feedback on inspection and performance evaluation activity completed by CIW during the year.
  - b. Reports on progress the local authority has made in implementing recommendations from inspections and/or child and adult practice reviews
  - c. Outlines their forward work programme.

The 2019/20 letter is attached at Appendix 2.

6. The priorities for action identified in the Annual Report will be reflected in the Directorate Delivery Plan for Social Services for 2020/21.
7. Unfortunately, due to the unprecedented circumstances relating to COVID-19, we were unable to undertake the usual level of engagement with staff, managers and stakeholders during the completion of the report. We did, however, undertake surveys with children and young people, their families and staff following the COVID-19 lockdown and we will use the feedback from these surveys to shape our restart plans.

### **Scrutiny Consideration**

8. The Annual Report will be scrutinised by the Adult Services Scrutiny Committee on 14<sup>th</sup> September and Children and Young People's Scrutiny Committee on 15<sup>th</sup> September.

### **Reasons for Recommendations**

9. To receive the Annual Report of Local Authority Social Services for 2019/20 in order to fulfil the responsibilities required by the Welsh Government in the document entitled 'Part 8 Code of Practice on the Role of the Director of Social Services (Social Services Functions)'.

### **Legal Implications**

10. The reporting requirements for local authority social services have been placed on a statutory footing by Part 8 of the SSWB Act and Regulations and Codes issued thereunder. The new legal provisions came into effect in September 2017.
11. Each local authority is required to produce an annual report on the discharge of its social services functions during the previous financial year (pursuant to s.144A of the SSWB Act), which must include:
  - i. an evaluation of the performance in delivering social services functions for the past year, including lessons learned;
  - ii. how the local authority has achieved the six quality standards for well-being outcomes;
  - iii. qualitative and quantitative data relating to the achievement of well-being outcomes;
  - iv. the extent to which the local authority has met the requirements under Parts 3 and 4 of the SSWB Act;
  - v. objectives for promoting the well-being of people needing care and support and carers needing support for the following year including those identified by population needs assessments under section 14 of the SSWB Act;
  - vi. assurances concerning:
    - structural arrangements enabling good governance and strong accountability;
    - effective partnership working via Partnership Boards; and

- safeguarding arrangements;
- vii. the local authority's performance in handling and investigating complaints;
  - viii. responses to any inspections of its social services functions;
  - ix. an update on Welsh language provision; and
  - x. how the local authority has engaged people (including children) in the production of the report.
12. The report must be:
    - i. published as soon as practicable after 31<sup>st</sup> March of the year to which it relates;
    - ii. presented to the council by the director;
    - iii. copied to Welsh Ministers; and
    - iv. made available on the local authority's website.
  13. The Local Authority Social Services Annual reports (Prescribed Form) (Wales) Regulations 2017 prescribe the format and headings of the report, which must be followed.
  14. Non-statutory guidance has been issued by the Association of Directors of Social Services and Welsh Government <file:///C:/Users/c052208/AppData/Local/Microsoft/Windows/INetCache/IE/T6Z6BOT7/Guidance-for-local-authority-annual-social-services-reports.pdf> which provides guidance on the statutory requirements and best practice. The guidance states that: 'Although the report must be delivered to the council by the director, it is the local authority's report on the performance of its social services functions. It needs to explain how the wider functions of the local authority such as transport, housing, education and leisure have contributed and will continue to contribute to the achievement of individuals' well-being outcomes.' (paragraph 4.13)
  15. The decision maker needs to be satisfied that the Annual Report for 2019/20 meets the requirements set out in Part 8 of the SSWB and the Codes and Regulations issued thereunder, and complies with the non-statutory guidance, as referred to above.
  16. Under executive arrangements, social services functions are the responsibility of the Cabinet (pursuant to section 13(2) of the Local Government Act 2000 and Regulations made thereunder, SI 2007/399), which means that the Cabinet is authorised to approve the Local Authority's Social Services Annual Report, prior to submission of the report by the Director of Social Services to full Council.

### **Financial Implications**

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

### **HR Implications**

18. There are no direct HR implications arising from this report.

## RECOMMENDATIONS

The Cabinet is recommended to approve the Local Authority's Social Services Annual Report for 2019/20 for consideration by Council

<b>SENIOR RESPONSIBLE OFFICER</b>	<b>Claire Marchant</b>
	<b>Director of Social Services</b>
	11 September 2020

*The following Appendices are attached:*

Appendix 1: Director of Social Services Annual Report 2019/20

Appendix 2: CIW Performance Review Letter 2019/20

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

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

The Local Authority Annual Social Services Reports - Guidance

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<b>4. PROMOTING AND IMPROVING THE WELL-BEING OF THOSE WE HELP:</b>  <b>Quality Standards:</b> <ul style="list-style-type: none"><li>• Working with people to define and co-produce personal well-being outcomes that people wish to achieve</li><li>• Working with people and partners to protect and promote people's physical and mental health and emotional well-being</li><li>• Taking steps to protect and safeguard people from abuse, neglect or harm</li><li>• Encouraging and supporting people to learn, develop and participate in society</li><li>• Supporting people to safely develop and maintain healthy domestic, family and personal relationships</li><li>• Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs</li></ul>	
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## 1. INTRODUCTION

### MESSAGE FROM CABINET MEMBERS



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



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

We would like to start this year's annual report with a massive THANK-YOU to everyone working in social care in Cardiff. We are always really proud to be Cabinet Members for social services as it means we witness the care and support that front line social workers and care workers provide, frequently in very challenging services. That challenge has never been as great as the global pandemic that we have faced since March 2020. Our most vulnerable citizens were at risk from both the direct impact of the virus, and from implications of long periods of lockdown during which many of the services which kept them safe, well and connected were not able to operate. Social work, and social care services, kept going, however, throughout the crisis, available when needed. Many services were available 24 hours a day, 7 days a week. The workers who provided these services did so selflessly and undoubtedly kept many people safe, protected, well and connected in the most extreme difficulties.

The positive support for the work of social care during and after the COVID-19 crisis is something that we are determined to build upon, highlighting the fantastic work that happens day in day out to safeguard, care for and support children, adults, families and carers in our city. Celebrating the achievements of the sector, and our workforce, was something we had planned to do in advance of the COVID-19 crisis. Rhod Gilbert's work experience as a care worker in Cardiff and the Vale of Glamorgan was an important opportunity to promote care work. The production of this programme had strong involvement from our Regional Workforce Partnership, hosted by Cardiff Council, working in partnership with BBC Wales and Social Care Wales. As Rhod said in the programme, working in social care is "98% joy". Working with and alongside people experiencing illness, disability, extreme stress and challenge to support positive change and quality of life is a huge privilege. Listening to the individual stories of people who have experienced our services is so important in celebrating and building on what we do well, and being open to improvements when they are needed.

Whilst the end of the year was about COVID-19, it is important to highlight and celebrate the many other achievements throughout the year. The annual care workers awards were a great opportunity to celebrate the achievements of frontline workers who had successfully gained their qualifications in care. The Bright Sparks awards is always a special evening at which the achievements of children and young people, social workers, foster carers and care providers are



recognised. Cardiff teams were recognised at the Regional Safeguarding Awards, including the Adolescent Resource Centre and the Older Adult Mental Health team. The Signs of Safety Celebration Event was a real highpoint with over 100 workers from across children's services coming together to celebrate the many achievements in improving the way we work with and alongside children and families.

We have seen significant new service developments in the last year – these are important not just because they are the culmination of so much work, but because of the impact they have on the lives of people with care and support needs. The launch of the Cardiff Family Advice Service heard directly from young people and families who had had their lives turned around by the service. The YMCA young carers service was launched this year and has provided much needed support for young carers during the lockdown.

In adult services, the 'pink army' and the new integrated single point of access for discharge are together supporting more people to be discharged from hospital in a timely way. The new carer's gateway is providing a single point for information, advice and assistance for adult carers in the region. New day services for people with dementia were opened in Fairwater to compliment the service in Grand Avenue. Ty Canna has continued to develop services for people with mental ill health, including a new service for young people transitioning to adult services. Day opportunities for people with learning disabilities have been evaluated by independent experts as leading edge in the UK in the way they support people to be independent and live fulfilled lives in the community.

It is important to celebrate when services are developing and improving. It is also important to reflect services which have not been performing well and to provide political leadership to the improvements needed.

The inspection into the Cardiff Youth Justice Service highlighted significant deficiencies in the service which required investment and swift action to address. We are confident that the new governance arrangements, the enhanced leadership of youth justice not just from the Council, but partners who accountable with us for delivery, and a forward looking strategy and action plan, mean we are far better placed for future inspections. And most importantly that our young people will received more joined up services and better outcomes.

The retention and recruitment of social workers to children's services has proved a significant challenge in the last year. The Council budget for 2020/21 reflected the need to invest in a market supplement for teams working in the most difficult to recruit areas and we are starting to see the impact of this action, alongside other recruitment and retention plans. There has also continued to be challenges in meeting the needs of Cardiff children and young people for accommodation, care and support. The commissioning strategy approved by Cabinet in November 2019 sets out the range of actions needed to improve sufficiency and quality of services in the city and it is encouraging to see the additional homes for children developing locally.

In adult services the areas for improvement have not received such a high profile as children's services but we are certainly not complacent about the need to continuously improve. Improvements are progressing in adult safeguarding and in respect of the deprivation of liberty



safeguards to improve the timeliness and quality of our work. The recommissioning of domiciliary care is progressing well, having been carefully co-produced with providers, and concluding this work is a major priority for the next year. We need to continue to modernise intermediate care services as part of the move locality working and ensure the voice of people and carers are at the heart of everything we do. The impact of the COVID-19 crisis on vulnerable residents, and on the business models of many social care providers, has been significant. 2020/21 will be a year of stability and reconstruction so we continue to have the right range of services to intervene early and support people to live good lives in a very changed world.

We are proud of the progress made, but not complacent about what needs to be done, to continue to develop social services in Cardiff to be of the highest standards, to support our workforce and safeguard, protect and improve outcomes for our most vulnerable citizens. The support and understanding of the whole Council and partners is critical to success. A successful social services offer is the foundation of a successful Council and a healthy, thriving city.

We will continue to ensure that the well-being of our most vulnerable citizens is front and centre of our Capital Ambition.

CLlr Susan Elsmore  
CLlr Graham Hinchey



## DIRECTOR'S FOREWORD AND ANALYSIS OF PERFORMANCE

**Building on our strengths, being open about, and addressing, our areas for improvement**



*Claire Marchant, Director of Social Services*

### Introduction and Summary

This is my second and final report as Statutory Director of Social Services. The production of an annual report to the Council is one of the most important statutory duties of a Director of Social Services. The Director must set out a clear and evidenced analysis of the effectiveness of social services in the authority, highlighting what we have done well and what we could do better. Social services is a large and important part of the Council's business. A significant proportion of the Council's budget is invested in the services which support the most vulnerable children, families, adults and carers. The Council is responsible for assessing needs, safeguarding and protecting as well as providing or securing services for children and adults with care and support needs. The Council is a corporate parent to an increasing number of children and care experienced adults. The Council is required to put in place a range of preventative and well-being services as well as social care services to ensure that children and adults with care and support needs are able to live well and safely.

This report covers the period April 2019 to March 2020. March 2020 onwards has been dominated by the COVID-19 pandemic. Social care has been central to the public services response to the virus in Cardiff. The immense effort of the whole Council, and the whole social care sector to support the most vulnerable children and adults in Cardiff has been humbling and a privilege to be part of. The value of social care, and the impact it has on people's lives, with a focus on saving lives, and keeping people safe, has been celebrated. There is now a real opportunity to build on this positivity, whilst acknowledging and planning for the significant challenges that will arise in the short, medium and longer term as a consequence of the crisis. We anticipate, and already are seeing an increased need for social care services. The carefully constructed plans to 'shift the balance of care' prior to the COVID-19 pandemic are now being reviewed, and assumptions revised as we move through a period of stabilisation and reconstruction.

COVID-19 impacted disproportionately on the most vulnerable people in our communities; people with mental ill-health, disabilities, people who are older and frailer. The economic downturn also impacts disproportionately on people who are vulnerable and the connection between poverty and increased need for social service support is well established. The work across the whole Council, and with partners, to mitigate these impacts has never been more important. For example, into work services for example, and timely information, advice and assistance are all crucial to sustainable social services. Social services in Cardiff, had to adapt and adjust very quickly to COVID-19 to make sure that people were kept safe, protected and well during the crisis. There has been significant modernisation in the way we support people and deliver services as a consequence of the necessity to do things differently:

- Keeping in touch with people via the telephone and using digital technologies has been really effective in supporting people to keep connected.
- New partnerships with public protection and public health colleagues as well as community health services have supported care providers enabling them to keep their workforce and people they support safe and well.
- Management of risk at an individual and service level has developed considerably as all services have focussed on ensuring the most vulnerable are supported.

### Summary of Strengths and Areas for Improvement in 2019/20

Prior to the COVID-19 pandemic, 2019/20 had been a year of many developments, some real highs, and some significant challenges. Highlights include:

#### **Involvement and Engagement**

- Service design and delivery has been led by people who experience the impact of services. 2 key examples are:
  - The Think Safe team held successful Ambassadors days with local schools, helped young people to produce an award winning peer led video about Child Sexual Exploitation. The team developed and deliver the Professional Interest Networking Group (PING) held quarterly in St Teilo's school.
  - The Regional Commissioning Strategy for People with Learning Disabilities was co-produced with people with learning disabilities and carers. The implementation of the strategy and action is being taken forward with full involvement of people with learning disabilities.



- The Bright Sparks group is facilitated by NYAS and provides an effective forum for ensuring the voice of children and young people drive everything we do. The Bright Sparks Awards Ceremony is an annual celebration of the achievements of care experienced young people and highlights the fantastic relationship between young people, social workers, care providers and schools.

### Early Intervention and Prevention

- The development of the Cardiff Family Advice Service which has brought together well-being and preventative services for children, young people and their families.



- The impact of a new Single Point of Access for Discharge and the Get me Home and Get me Home + Family Services has supported timely hospital discharge. People have timely access to well-being support from a 'pink army' of workers, or care and support when needed. Delayed Transfers of Care have been at historically low levels over the last 3 years as practice has improved at the interface between hospital and community.

### Strength Based Practice

- We have continued to embed strength based practice in children's services and a fantastic first year of roll out of strength based practice in adult services. The Signs of Safety celebration event demonstrated real progress in all teams across children's services.





- In their focussed activity in children's services, the Care Inspectorate Wales (CIW) noted the positive practice of children's social workers, working with and alongside families, following the signs of safety model of practice: *"Most staff told us they found the model gave them the tools to engage effectively with children and families, confidence to capture the child's voice and do their job well. Social workers we interviewed and case files we reviewed reflected that workers knew what mattered to the children and families they worked with."*

### **Leadership**

- The successful recruitment to a new social services leadership team – bringing together a team of motivated, highly skilled leaders who have developed their careers in Cardiff, and others who bring experience from across England and Wales - means the service is well set for the future.

### **Locality Working**

- Implementation of the locality operating model in children's services and move towards locality working in adult services, providing the basis for improved connections between social services and other partners to develop joined up, integrated working to meet people's needs in the communities they live.

### **Person Centred Services**

- Strong relationships between the Council and social care providers in adult services continue to develop. Achievements include completion of a fee setting strategy for care homes based on an open book approach to the cost of care, the recommissioning of supported living and the co-production of new commissioning arrangements for domiciliary care providers. These relations meant there was a really joined up response to the COVID-19 crisis between the Council and frontline providers which kept people safe, well and as connected as possible.
- Care Inspectorate Wales (CIW) noted in their annual performance letter that the domiciliary care, which is the cornerstone of any system of social care, is well developed in Cardiff which contrasts with fragility in many other parts of Wales and the UK. There are over 50 providers providing care and support.
- Independent quality assurance work in relation to learning disabilities has highlighted that Cardiff has leading edge practice, particularly in the way supported living is provided and the community based day opportunities.
- Grand Avenue Day Service was opened in 2019. The integrated day service provides high quality health and social care services for people with dementia in a person centred environment. Fairwater day service has also been refurbished and provides a high standard of support.
- In November 2019 the Cabinet agreed a new commissioning strategy called 'Right Homes, Right Support'. This emphasised nine commissioning priorities to improve our response to the needs of our children looked after. Key priorities included; being closer to Cardiff, the



development of additional local capacity and a focus on better mental health and well-being support for our children looked after.

- Ty Storrie respite home was successfully transferred into the Council from an external provider in June 2019. Whilst there have been challenges in relation to staff recruitment the additional investment in the respite home has meant that at full staffing capacity, the home is able to offer an additional 480 nights of respite per year.
- The Council has worked in partnership with residential care providers for children to develop their services in Cardiff. There have been 18 new residential beds in the city since 2018 with a further 11 in the independent sector planned by the end of 2020/21. We will also have 5 additional Council provided beds (Oakway and St Fagans) in 2020/21.

### **Developing the Workforce**

- There has been a high degree of registrations of care workers under the Regulation and Inspection of Social Care (Wales) Act 2016 meaning the sector is well placed to continue to provide sustainable services into 2021.
- An innovative recommissioning of domiciliary care is progressing and will be implemented by April 2021. Work has been undertaken with domiciliary care providers through test and learn to ensure the new model of provision is genuinely co-produced with providers.

### **Dementia Friendly Cardiff**

- The bilingual Dementia Friends training module has been launched, making Cardiff the first Authority in the UK to make Dementia Friends training mandatory. There have also been Dementia Friendly City events held throughout the City. The dementia website launched, which was co-produced with people with dementia and carers; 2,485 Council staff have completed dementia friends training and 794 Dementia Friendly City events have been held.

### **Supporting Carers**

- The regional carer's gateway was launched in March 2020 and provides information, advice and assistance and to carers. The gateway supports people to access carers assessments, services and in the COVID-19 crisis carers are being supported to access Personal Protective Equipment (PPE).
- Due to a new partnership between Cardiff Council and the YMCA earlier this year, the referral process for young carers to receive support has improved. The Young Carers project which started just before the COVID-19 crisis struck, has developed a number of online activities and support groups for young carers and their families during COVID-19. There are online activities such as cooking, fitness and internet safety briefings and quizzes to name a few. The sessions are daily and are available through a number of different social media platforms including Facebook and Instagram. Families can also access the resources on YouTube and the links are sent out via text and e-mail ensuring that there are as accessible as possible.



## Safeguarding and Protecting People

- Performance in adult safeguarding has been positive in respect of both quality and timeliness. There has been a qualitative audit of over 500 cases in 2019/20 which has shown that safeguarding systems are keeping people safe.
- New 'Wales Safeguarding Procedures' launched in partnership with Welsh Government and Cardiff and Vale Regional Safeguarding Boards during National Safeguarding week in November. The safeguarding training module has been added as mandatory for all Council employees.
- Improvements in the operation of multi agency safeguarding arrangements both operationally and strategically. The Regional Safeguarding Board developed an Exploitation Strategy and has a new performance framework in place, whilst a Local Operational Group for Safeguarding, chaired by the Chief Executive brings Cardiff partners together to address the urgent safeguarding issues on the ground. The Cardiff Council Corporate Safeguarding Board is now chaired by the Cabinet Member for Resources and all Council directorates have undertaken self-evaluations of corporate safeguarding.

There were a number of challenges faced by Cardiff Social Services in 2019/20. The improvement priorities in this report for 2020/21 set out the actions needed to continue to address these challenges. The most significant were:

- Ensuring social services is at the fore of an immediate response, along with other statutory partners, to the improvements required in Cardiff Youth Justice Service which were evidenced by an inspection led by Her Majesty's Inspectorate of Probation (HMIP) undertaken in January 2020. This inspection highlighted significant deficiencies in all aspects of youth justice in Cardiff – governance, leadership and management and practice. Communication between Cardiff children's services and the youth justice service was not as good as it should have been and as a consequence outcomes for children and young people were not always as good as they should have been. The leadership of the Chief Executive and all key partners to address the deficiencies has been acknowledged by the HMIP and Youth Justice Board in their responses to the Cardiff response. Refreshed governance arrangements, the appointment of an independent chair, new service management arrangements a clear strategy with the voice of young people at the centre and a focussed action plan have been developed. There remains significant work to improve performance and outcomes which will require strong leadership and management, support and appropriate scrutiny challenge and focus, at every level.
- Ensuring there is sufficient capacity within the children's social work workforce and accommodation, care and support provision to address the challenges of meeting the needs of children and families in Cardiff. The Council approved a market supplement for social workers in frontline teams in setting its 2020/21 budget and Cabinet approved a commissioning strategy in November 2020 which set out the range of service developments needed to ensure sufficiency and quality social care provision. The need for these to impact has been highlighted by challenges in meeting need in a timely way in the COVID crisis. The impact of this crisis on the most vulnerable children and families, in the medium as well as the short term, requires an ongoing focus on addressing workforce and



service capacity within children's services, improving workforce planning, reviewing the skill mix across services and developing new services at scale and pace where gaps are identified.

- Improving the way that the most vulnerable adults are safeguarded when they are deprived of their liberty. There have been delays in the regional service, and the COVID crisis has restricted personal contact with people in care homes. Improvements in timescales and practice are progressing as we move to new Liberty Protection Safeguards.
- More work in adult services to ensure that the locality model of intermediate care services, provided by the Council and the Health Board, is of the highest quality provision of service and meets all regulatory requirements under the Regulation and Inspection of Social Care (Wales) Act 2016. This includes the full registration of the care workforce and the embedding of quality assurance systems. The work to implement new ways of working in the Community Resource Team, which was delayed due to the COVID-19 emergency operating model, needs to conclude.
- Improving arrangements for the transition to adulthood, learning from the experiences of some young people and families whose experience is that planning has not started early enough and their voices have not been heard strongly enough. The new all age all disability service will develop a partnership commissioning strategy to deliver sufficient high quality services, including more local options to enable young people coming through transition to lead the lives they want to lead in Cardiff communities.

### Overall Analysis

My analysis as Director is that social services in Cardiff is effective in some areas but requires improvement in others. The leadership team is relatively new in place, and have had to contend with the unprecedented challenges of a global pandemic during a time when they were in a formative stage. This has accelerated positively the way the team works together. Social services in Cardiff will continue to use independent evaluation as well as self- evaluation to assess how well improvements are progressing – for example the Institute of Public Care will be reviewing practice in children's services a year following the approval of the 3 year service strategy. A culture of openness and transparency which supports visibility of both strengths and areas of improvement is developing. A focus on reflection, learning and review is central to continuous improvement. Most importantly, the experience of those who use services should be even stronger in driving improvements. We need to make sure there are the right range of mechanisms in place for engagement and involvement at every level – operationally and strategically. Relationships with the rest of the Council, and with partners, will be strengthened further in 2020/21 as all partners commit to deliver what matters to the children and young people for whom the Council exercises corporate parenting responsibilities. The commitments and actions, of leisure, education, employment and training, housing, health and well-being services will be as important to children and young people as that of social services.

In order to be highly effective, social services need all of the following to be in place:

- Clear strategy which drives continuous improvement.



- Strategy and operations to be driven by understanding what matters to people with care and support needs, their rights and the outcomes they want to achieve
- Strong political, corporate and service leadership.
- A motivated, competent, well supported, engaged and stable social care workforce.
- Effective partnership arrangements – within the Council and with other statutory and non - statutory partners working together to improve outcomes for vulnerable citizens.
- Strength based practice by social work professionals and social care providers who work with adults and children with care and support needs.
- An excellent and sufficient range of services – both directly provided and commissioned from third parties.
- High standards of safeguarding, adult and child protection which bring together partners to keep people safe and protected.

Overall, there is a clear vision, strategy and plans that support high standards of operational delivery and improvement in areas where it is needed. This analysis is supported by that of Care Inspectorate Wales in their Annual Performance letter and in the improvement priorities set out in this report. In Children's Services there is a clear 3 year service strategy – Delivering Excellence in Children's Services – which was approved by Cabinet in July 2019. A Commissioning Strategy for Children's Services was approved in November 2019. Finalisation of a strategy for adult services was delayed by COVID 19 is a key priority for 2020/21.

CIW in their annual performance letter recognised the strength of corporate and political support for social services. The priority given to social services in the Council's budget reflects this support in a very tangible way. The Council has also invested in preventative services, supporting the development of the Cardiff Family Advice Service and the ongoing support for independent living services for adults. There is strong corporate leadership of services which prevent escalation of need to social services through the network of community hubs and wellbeing services. Joint working between education and children's services to support the most vulnerable learners has improved during the COVID-19 period. Building on this strength to support children and families as schools restart will continue to be a priority. There is a strong relationship, and joint management team meetings, between the Corporate Director of Resources and the Director of Social Services. There is high support and high challenge which is supporting the alignment of service and financial planning.

A key corporate priority for 2020/21 will be the finalisation of the refreshed Corporate Parenting Strategy. The Council approved a motion in January 2020 to engage with an independent expert to review corporate parenting arrangements and the role of the Corporate Parenting Advisory Committee. The work to conclude the review, and refresh the strategy for children looked after and care leavers has enabled far greater involvement of children and young people in setting priorities for the Council and partners to consider as corporate partners. It has also facilitated all parts of the Council, and partners, to set out their commitments to our children and young people. There are some excellent strengths to build on, such as the support by Economic Development for all children known to children's services to visit Winter Wonderland at Christmas 2019. The rights of all Cardiff children to have the very best childhood, supported by all officers and Members as corporate parents will be at the heart of the new strategy. The delivery of the commitments in the new strategy will make a significant difference to the lives of children and young people over the next 3 years.



Well-developed preventative services have made a real impact on the lives of adults across the city for a number of years through the First Point of Contact and Independent Living Service. The extension of this approach to support people on discharge from hospital has been a really positive development in 2019/20. Preventative services for children and families benefited in 2019/20 from the development of a the Cardiff Family Advice Service which provides a single point of access for children and families and support to families who need some early help and support. Support for families is a social work led part of the service, providing intensive support to families whose needs may otherwise escalate and require the involvement of social services. The development of this joined up approach to prevention is a really positive development; more work will be needed in 2020/21 to embed this new service, improve the way it works with the Multi Agency Safeguarding Hub, and ensure the resources and support it can offer is accessed by the most vulnerable children and families to prevent the escalation of needs.

The high level of agency workforce in children's services represented a considerable challenge in 2019/20. Workforce churn in children's services meant a lack of continuity of social worker for some children, young people and families. Change of worker impacts on the quality of relationships that can be developed and the outcomes achieved. There are also occasions when the right service is not immediately available and the service has to respond to a crisis by drawing on a range of resources to keep a young person safe. There are many positive examples of continuity of worker, and time is taken to carefully plan a service around a child or young person and in those circumstances the outcomes are positively life changing for the young person. Reducing practice variability with an increasingly stable workforce is a major priority. Ensuring sufficiency and quality of workforce and services against the backdrop of increased needs and demands following the pandemic period is the highest priority for children's services.

There is also excellent practice and good outcomes when strong relationships are formed in adult services. A coherent approach to implementing outcome focused practice across the whole workforce has enabled huge strides to be made. This has been the first year of full implementation and it will take longer embed fully this way of working not only in social work teams, but also the whole social care across the city. Transition between children's and adult services can be a really challenging time for young people and their families. Whilst some improvements have been made in multi-agency transition arrangements, there is some further work to do across all partners to ensure that detailed planning work starts as early as possible with all children and young people. The COVID 19 period has been particularly challenging for some people with disabilities as the services which kept them well and connected did not operate for a time and some transition planning was delayed. A single Operational Manager is now responsible for the Child Health and Disability Team and Adult Learning Disability Team and this unified leadership is starting to impact on the quality of practice. There is an urgent need to improve the range of services available to children and families with disabilities and priorities will be set out in a commissioning strategy.

Commissioning and service provision in adult services is well developed and there is a sufficient range of services which are well developed to meet needs. An independent review of learning disability services in Cardiff identified that day opportunities and supported living is at the leading edge of good practice. There is well developed community provision for adults with mental ill health, including the services provided by Ty Canna which is highly successful in peer led

approaches to supporting people who are mentally ill to keep well. The domiciliary and care home sectors are well developed in Cardiff and there is excellent joint working between Council officers and independent providers to improve quality of care. Extensive work has been undertaken to develop really strong relationships with providers, with a focus on the quality of care and openness and transparency regarding the cost of care reflected in a fair fee setting strategy.

Commissioning and provision of services for children and families is more variable 2019/20 was the first year that there has been a dedicated commissioning resource for children's services. The production of a commissioning strategy with clear, resourced priorities has been an important development. The Council has successfully provided residential care for children for a number of years and the standards are very high. In the last 2 years there has been positive work with independent sector care home providers to develop services in Cardiff which has resulted in a significant increase in provision in the City. There are advanced plans for additional Council provided residential services which will come to fruition in 2019/20. 2019/20 saw significant success in the number of families and friends supported to become carers as connected persons or 'kinship carers'. Work to improve recruitment to the Council's in-house fostering service has not yet resulted in a significant increase in capacity in the Cardiff Fostering Service.



## Looking to the Future

As for all of us personally, the whole of society, public services and social services, 2021/22 and beyond will represent a period of stabilisation and reconstruction for Cardiff Social Services. There is a strong leadership team in social service and across the Council that mean the service is well placed to continue to improve. Priorities will be really clearly focussed on the workforce, prevention, practice, and social care provision. A culture of continuous improvement will support ongoing improvements in practice, whilst recognising workforce stability is essential to sustained improvements as relationships are at the heart of good practice. The impact of the COVID-19 crisis on the children, families and adults with care and support needs needs to be understood and planned for in a service response which continues to develop capacity – workforce and services – to support people in a timely and effective way.



Notwithstanding what may happen with future waves of the COVID-19 virus, 2020/21 is the year when many plans will come to fruition: particularly realising the benefits of a highly motivated and engaged social services leadership team, increasing social care provision in the city, stabilising the children's services workforce and focus on strong relationships with children, young people, adults, families and carers at the heart of practice. There is much to do, and risks to manage, but overall the improvement journey is established, well-led, and with the right continued support corporately and politically, this progress is sustainable.

Social services in Cardiff has demonstrated it is well placed for future challenges by the way it has responded to the COVID-19 crisis so well and most importantly there is evidence when we get things right we are actively transforming lives. There are fantastic examples of innovation and transformation – particularly in the areas of prevention, day opportunities, supported living and domiciliary care in adult services. The challenge for adult services is to continue to be vigilant and outward looking, to address the most significant risks at pace, to improve quality assurance systems, to achieve consistently good practice across all teams.

There are real strengths to build on in both adult and children's social services in Cardiff. There are also things we need to improve in both parts of social services. In this report I have recognised particularly the need to improve the retention and recruitment of the children's workforce to achieve consistency of practice. There is also a need to address critical issues in the timely availability of care (particularly foster carers and residential provision for children).

I would like to conclude my report by thanking everyone across the Council partners and social care sector in Cardiff I have met over the last 2 years in Cardiff who are so compassionate in their values and passionate about the actions needed to improve outcomes for the people we work with and alongside. Many of you have challenged me as Director, always from the right place. So many colleagues, partners and citizens advocate for, and champion the rights of, people with care and support needs, and the social services that are so critical to their lives. The most important challenges we all collectively hear are from the children, young people, adults, families and carers whose lives we impact on. It is always humbling to listen to and understand direct experiences of social services and to make sure all voices are at the centre of everything that social services does. I know Cardiff Council, through corporate and political leadership, commitment and professionalism of the workforce, the resilience and creativity of providers and the strength of partnerships and people is well placed to continue to improve outcomes for all the city's citizens.

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



### Top 5 Corporate Priorities for Social Services

1. Align capacity and resources to address the **anticipated increase in need for social services** as a consequence of the impact of the COVID-19 on the most vulnerable citizens.
2. Finalise the new **Corporate Parenting Strategy**, ensuring that all partners commit to delivering what matters to children and young people.
3. Strengthen joint working between **preventative services for children and families** and multi-agency safeguarding arrangements.
4. Promote a **culture of openness, learning and development** to improve understanding of the work that social services and the risks managed within the service.
5. Enhance **workforce planning and development** to support achievement the right workforce to support the highest quality practice and outcomes for people.

### Top 5 Priorities for Children's Services

1. Ensuring that the **child's lived experience** is at the centre of all we do.
2. **Recruitment** and retention of a permanent, engaged workforce with sufficient capacity and mix of skills and experience to meet need and demand.
3. Shifting the **balance of care** and placement sufficiency, including accommodation for care leavers.
4. **Improving practice**, including emerging themes, e.g. contextual safeguarding.
5. Progressing **action plans** arising from audit and inspection activity.

### Top 5 Priorities for Adult Services

1. Finalise **Adult Services Strategy** which includes all of the following:
2. Progress the community services transformation for intermediate care services:  
**Community Resource Team.**
3. Progress the **all age disability** programme of work to include the Child Health & Disability commissioning strategy.
4. Progress the **locality model** - which includes service re-structure across all adult services teams, complete and implement strengths based programmes, such as Quality Assurance.
5. Deliver **key commissioning priorities** – re-commissioning of domiciliary care.



## Inspection outcomes

**Focused Activity in Adult Services First Point of Contact (FPoC)** – Care Inspectorate Wales (CIW) visited the First Point of Contact in April 2019. The feedback received was really positive and demonstrated that staff who worked within or alongside the FPoC were enthusiastic and felt that the co-location made a real difference in terms of collaborative work. CIW noted that “We found staff treated people with respect and provided people with a positive first point of contact. The staff we spoke with were enthusiastic and positive about working collaboratively with other disciplines and the small sample of people we spoke with who had been in contact with services were positive about the response they received”.

**Focused Activity in the Family Support Service (Children’s Services)** - CIW visited the Family Support Service in April 2019. The feedback received in the annual letter from CIW noted that “early help preventative measures had undergone significant development over the past 12 months ... We observed a team culture where the voice of the child is central to practice. We heard about work with families where positive outcomes were achieved, and saw examples of extremely positive feedback from families who had received interventions.”

**Youth Justice Service Inspection** - the Youth Justice Service was subject to inspection by HMIP during Quarter 4 and was subsequently rated as inadequate. An action plan to address identified issues has been developed and is being implemented. The management resource has been strengthened by the appointment of a Service Manager, additional Team Manager and an Operational Manager is also to be appointed. The improvement journey will be undertaken with the full engagement of the wider children’s services teams.

**Focused Activity in Children’s Services** - this activity focused on care and support (protection) planning in locality teams. Areas of strength noted include that senior managers have a clear strategic vision. The vision is grounded in a strength based approach with service design structures, which reflect children’s journeys through the social care system. All professionals are committed to delivering strength based practice and most were familiar with and using the signs of safety model. Areas for improvement included that implementation of the vision has not been systematically managed or well communicated. Lack of capacity in the workforce and high level reliance on agency social workers has undermined the quality of practice. As a consequence children and families are experiencing delays in assessment and drift in the provision of planned care and support. Implementation of improvement actions is being tracked via an action plan.

**Social Services Annual Performance Letter** – CIW published its annual performance letter into Cardiff Social Services on 3 August 2020. The letter is fair and balanced. It is positive about progress in adult services and is balanced in respect of children’s services, highlighting the areas we know ourselves require further attention: impact of the youth justice inspection, embedding the new management structures, retention and recruitment of social workers, numbers of children looked after and placement sufficiency. There are some very pleasing strengths of practice noted in children’s services which balance out the areas for improvement and provide real strengths for the service to build upon, particularly that practitioners understand what matters to children and families. The letter acknowledges the positive work in adult services to



implement strength based practice and the stability of the care sector. It notes it is too soon to say whether improvements in adult safeguarding have been fully embedded.

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### 3. HOW ARE PEOPLE SHAPING OUR SERVICES ?

Cardiff Social Services is committed to creating the conditions that promote and embed **effective** and **meaningful** engagement with people at the heart of all our service development and review activities. By offering **a range of different engagement and participation activities** we aim to place people at the heart of our decision making and ensuring that individuals in need of care and support and those that care for people in receipt of services, have a genuine opportunity to get involved at a level and in a way that suits them.

Examples of how people have been engaged or involved in service development during the year include:

- Development of **Digital Stories** where citizens have an opportunity to share on film their experiences of receiving services. Digital stories have been produced for Support4Families <https://www.dropbox.com/s/twh53t9bjzg3xpi/Support%20for%20Families%20draft.mov?dl=0> and Think Safe (sexual exploitation) <https://www.dropbox.com/s/nf9bfif6xe8chzw/Think%20Safe%20new%20edit.mov?dl=0>. A story for young carers will follow in 2020/21.
- Regular meetings have been held with the local community in relation to **Female Genital Mutilation**.
- Support citizens to participate in our **recruitment** process for staff in line with our **Safe Recruitment Procedure** as interview panel members. An example of a recruitment process that included citizens during the year is the Adolescent Resource Centre manager post in children's services.
- **Bright Sparks Group** - this well-established group of children looked after and care leavers engages in service and policy developments with the support of our advocacy provider the National Youth Advocacy Service (NYAS).
- **Bright Sparks Annual Award Ceremony** celebrating the success and achievements of **Children Looked After and Care Leavers** organised and hosted by children and young people.
- Plans were in place to involve children in the review of the **Corporate Parenting Strategy**, however this will be rolled over to 2020/21 due to COVID-19.
- A **foster carers consultation event** was held in February 2020. The event was run in a Signs of Safety way to establish the house of worries, house of dreams and house of good things for foster families and then we asked for commitments that they wanted from children's services, education, police and other services.
- Young people were engaged in the development of the **Children's Services Strategy** and the **Adult Services Strategy** was co-produced with citizens.



- A significant amount of consultation / engagement was undertaken as part of the **recommissioning of domiciliary care services**. This included questionnaires for families and practitioners, a focus group with Diverse Cymru, working group meetings, regular meetings with providers, Test and Learn sessions, workshops with staff and community engagement from various panels representing the Black, Asian and Minority Ethnic (BAME) community.
- **Learning Disability** – feedback from people and parents and carers about experience of services; heard from views of young people who have been supported into employment; heard views of parents with learning disabilities about their experience of Social Services; liaised with parents of adults with learning disabilities.
- **Additional Learning Needs** Learning Event - parent speakers provided feedback on experiences of early years services for a child with additional learning needs.
- Regional workshops including carers were held to inform the development of the **Carer Strategy** - this included engagement with **young carers** to inform the service specification. The Training Unit also engaged with **carers** in relation to **training provision** and how to improve **communication** with carers.

#### Quotes

- **Child:**

“Thanks for being here and helping us out with our problems.”

- **Parent:**

“Thank you for everything you have been amazing we have enjoyed spending time with you each week and helping us with any worries we may have.  
We love how open and honest you are with everything it’s a great quality you have. Always have a listening ear without judgement. Know that you will be missed by us and the children even R doesn’t want you to go because “beautiful and lovely to other people with a kind personality” how R describes you”.

- **Guardian in relation to a children’s services case subject to Court proceedings:**

“The Guardian gave evidence and...She commended the social worker for the high quality of her written and oral evidence. She confirmed her agreement to the amended final care plans and the safety plan.”

- **Adult services (service user):**

“Mrs L called, she wanted to send you her thanks, she said your help has been amazing and you really looked after her, she also wanted to thank S and D for their help in the last 30 days. Mrs. L emphasised that she really wanted you to know how amazing you have been in supporting her.”

- **Daughter of Adult services service user:**

“I spoke to Mrs B’s daughter last night as she reported that her mother was going into hospital for her operation. She thanked all the Carers for their unconditional care, but especially wanted me to pass on their huge thanks to you as she said you were especially amazing. She mentioned that if she could have you looking after her mother forever, she would.”

## Surveys

Work on the fourth national survey under the Social Services and Well-being (Wales) Act 2014 was undertaken. The results are summarised in the detail of the report.

- Adult services issued 3,071 questionnaires.
  - Response rate was 21% for adults in receipt of care and support and 26% for carers.
- Children’s services issued:
  - 1,189 questionnaires to children over the age of 7.
  - 1,365 questionnaires to parents.
  - Response rate was 12% for children and 6% for parents.

## Compliments, Complaints and Representations

Complaints are a key source of intelligence enabling understanding, learning and reflection in respect of people’s experience of Social Services. Please see the Social Services Annual Feedback Report for 2019/20 *[hyperlink to be inserted when published]* for further information.



#### 4. PROMOTING AND IMPROVING THE WELL-BEING OF THOSE WE HELP

**Working with people to define and co-produce personal well-being outcomes that people wish to achieve**

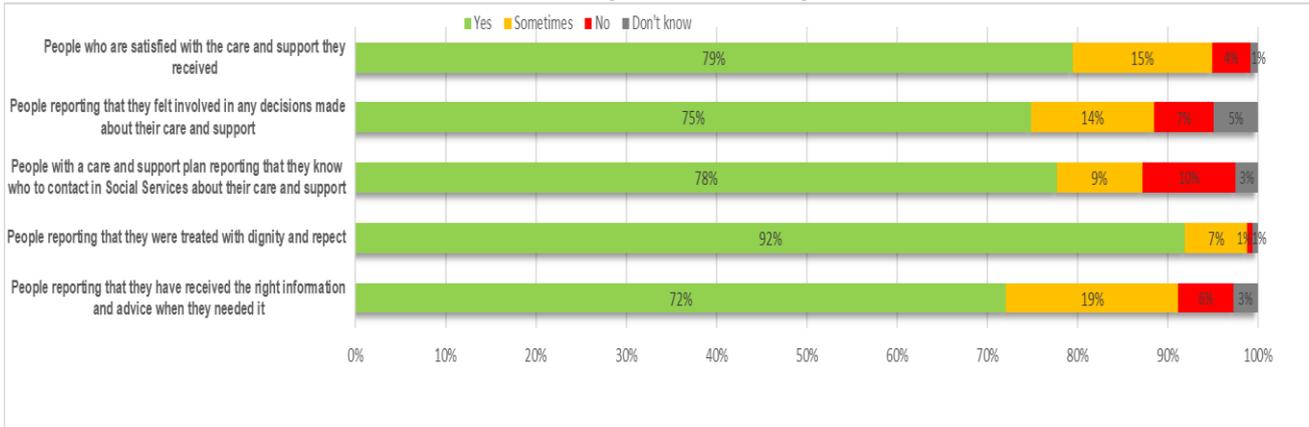
**Outcomes we have achieved during the year. What difference did we make ?**

- ✓ Children and their families are increasingly enabled by the implementation of Signs of Safety across children’s services to identify their own strengths, worries and changes needed to achieve their goals.
- ✓ Improved experience for young carers due to the development of clear pathways and their involvement in service development.
- ✓ Improved experience of transition for young people with disabilities due to their involvement in the development of their transition plan and the creation of an all age disability service.
- ✓ People enabled to make their own choices and take control over the care services and more are receiving Direct Payments.
- ✓ Voices of people are heard, better listened to and taken into account as a result of the implementation of a strengths based approach when working with adults.

**What did we plan to do last year ? How far did we succeed ?**

What did we plan to do last year and RAG status
Embed a <b>rights based approach</b> for adults and children in everything we do
Empower people to have choice and control over their own lives by appropriately offering <b>Direct Payments</b> to people
Enable all young people with additional learning needs to play and active and central role in planning for their <b>transition to adulthood</b>
Support <b>young carers and care leavers</b> with a range of interventions, including into-work support, assistance with transport needs and wider well-being provision
Develop a <b>Parent’s Participation Charter</b> to improve our partnership working with parents
Develop and implement a <b>service for young carers</b>
Implement improvement plan for the <b>Independent Reviewing Officer service</b>
Implement the <b>new model for Community Resource Teams (CRT), including the Get Me Home Plus Service</b> , to improve and expand the provision to enable people to live good lives at home
<b>Implement the ‘Discharge to Assess’ model</b> by March 2021, building on the success of the First Point of Contact (FPoC), enabling more people to be discharged safely through the development of night care services
Implement improvement plan for <b>Deprivation of Liberty Safeguards</b>

### Performance Update & Survey Results

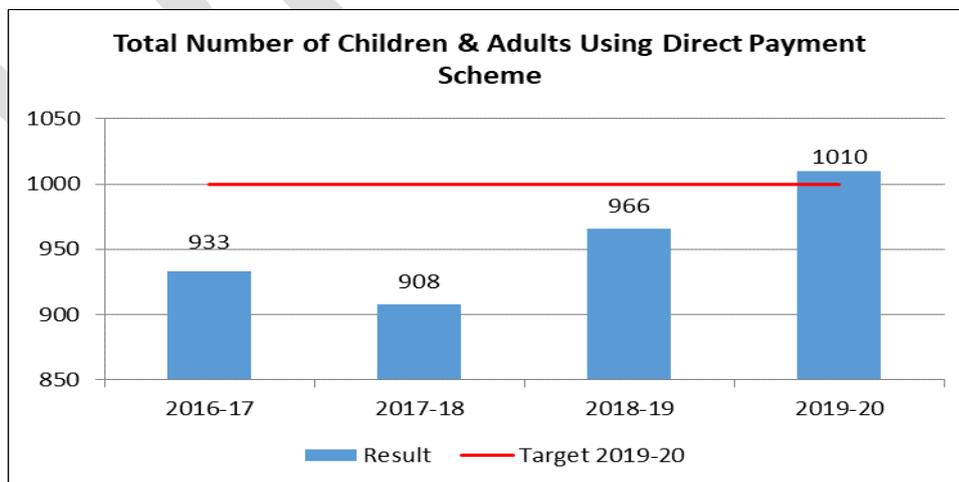


- The percentage of adults who have received support from the information, advice and assistance service (IAA) and have not contacted the service again during the year*

2019/20 = 81.4% (1,959 / 2,408)  
 2018/19 = 81.1% (1,790 / 2,207)  
 2017/18 = 83.6% (1,947 / 2,329)  
 2016/17 = 86.2% (1,333 / 1,547)
- The percentage of assessments completed for children within statutory timescales*

2019/20 = 79.7% (3,077 / 3,861)  
 2018/19 = 70.1% (2,060 / 2,940)  
 2017/18 = 75.7% (1,983 / 2,618)  
 2016/17 = 86.3% (2,056 / 2,383)
- The total number of children and adults in need of care and support using the Direct Payment Scheme*

2019/20 = 1,010  
 2018/19 = 966  
 2017/18 = 908  
 2016/17 = 933





## The change we want to see. What are our priorities for next year and why?

- Develop a **Participation Charter** by March 2021 to improve our partnership working with children, young people and parents.
- Enable all young people with additional learning needs who are known to Social Services to play an active and central role in planning for their **transition to adulthood** during the year.
- Implement a new service to support **young carers** by March 2021.
- Fully implement **enabling support and care** using a new model of intermediate tier care and support by March 2021 to include:
  - New model of Community Resource Teams.
  - Single point of access.
  - New model of residential reablement.
- Prepare for the introduction of the **Liberty Protection Safeguard legislation** (once the new code of practice released) which replaces the current Deprivation of Liberty Safeguards to implement a new system for authorising deprivations of liberty in care.
- Embed a **rights based approach** for adults in everything we do during the year.

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**Working with people and partners to protect and promote people’s physical and mental health and emotional well-being**

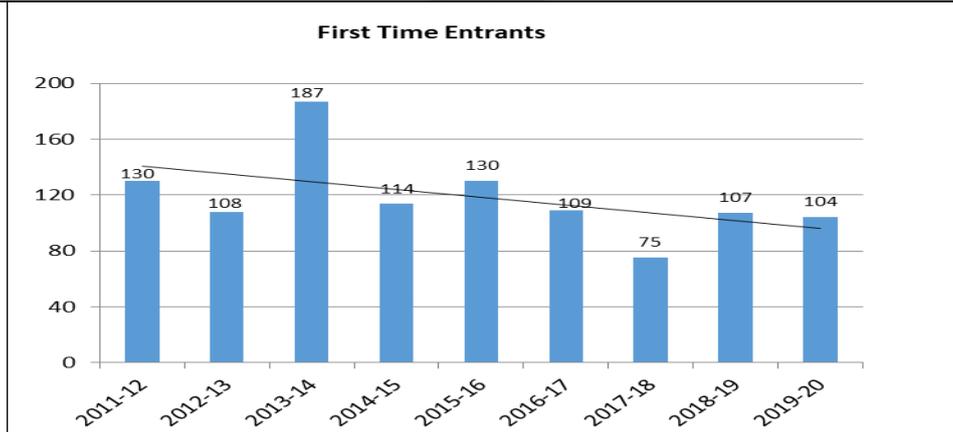
**Outcomes we have achieved during the year. What difference did we make ?**

- ✓ Children receiving services in a more timely way following an improvement in the timeliness of completion of well-being assessments
- ✓ Young people experience a more consistent service following the launch of the Adolescent Service.
- ✓ Independence and well-being for people with mental health problems maximised by developing alternative accommodation options to enable ‘step down’ from 24 hour care – Pentyrch Street Housing Project.

**What did we plan to do last year ? How far did we succeed ?**

What did we plan to do last year and RAG status
Update guidance on <b>Multi–Agency Transition Planning</b> for young people with Learning Disabilities (LD) and Additional Learning Needs (ALN)
<b>Develop a place based approach to enhancing well-being and protection for vulnerable children and families</b> , trialling new ways of working in an area of the city by March 2020
Complete a service review of the <b>Youth Offending Service</b> by 2020 and review the effectiveness of interventions by the service to offending / re-offending rates
<b>Improve mental health and emotional well-being for young people</b> by working in partnership to deliver an integrated approach to Children and Young People Emotional and Mental Health Support
Review progress against the key improvement priorities identified as a result of the 2015 Her Majesty’s Inspectorate of Prisons (HMIP) <b>Youth Offending Service Inspection</b>
Improve integrated working for <b>children with continuing care and complex health needs</b>
Support people with learning disabilities and to be more independent by implementing a <b>Regional Learning Disabilities Commissioning Strategy</b> by March 2020
Support people with mental health issues to be more independent by implementing the recommendations of the <b>Community Services Review</b> in collaboration with the University Health Board, regarding the future model of Community Mental Health Services, in order to effectively support and deliver community-based mental health services by March 2020
Continue to develop and enhance <b>community support and day opportunities for adults and young people in transition with mental ill health</b> throughout 2019/20 by extending the Ty Canna service
Identify and take forward opportunities to work with partners during 2019/20 to promote <b>Public Health</b> and reduce health inequality

<b>Performance Update</b>
<ul style="list-style-type: none"> <li>• <i>Number of first time entrants (FTEs) into the Youth Justice system</i> The number of first time entrants to the Youth Justice system remained stable at 104 in 2019/20 compared with 107 in 2018/19.</li> </ul>



- The rate of Delayed Transfers of Care for social care reasons per 1,000 of the population aged 75 or over*

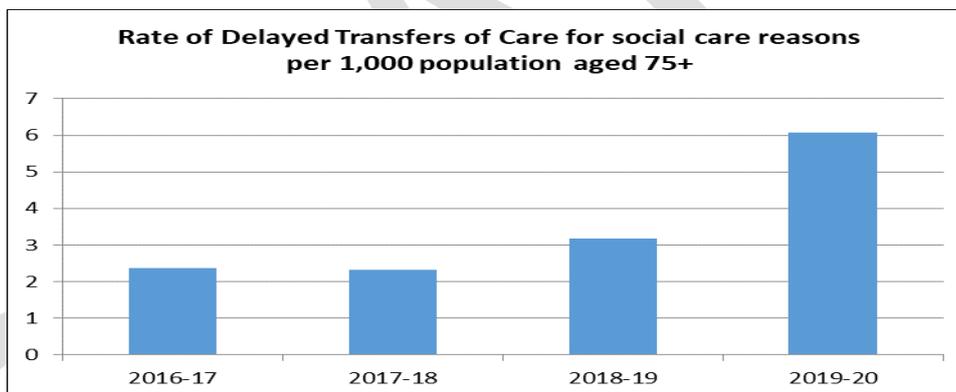
2019/20 = 6.07

2018/19 = 3.18

2017/18 = 2.33

2016/17 = 2.38

The total number of delays for social care reasons aged 75+ = 143 in 2019/20 from 75 in 2018/19 as a result of winter pressures running over into spring and summer months.



### The change we want to see. What are our priorities for next year and why?

- Implement guidance on **Multi-Agency Transition Planning** for young people with Learning Disabilities and Additional Learning Needs.
- Continue to develop and enhance **community support and day opportunities for adults and young people in transition with mental ill health** throughout 2020/21 by extending the Ty Canna service.
- Build on already established integrated working to improve services to **children with continuing care and complex health needs** by March 2021.
- Respond to the **therapeutic and mental health** and well-being needs of children looked after, their parents and carers through the development of a range of therapeutic services with partners by December 2022.



- Strength governance and delivery arrangements in the **Youth Justice Service** by May 2020, and implement new approaches to reduce offending and re-offending rates by June 2021.
- Work with partners to commence the implementation of **trauma informed practice** (Adverse Childhood Experiences) approach to the work that we do by March 2021.
- Continue the work on complex hospital discharge with partners through an integrated multi-agency approach to **reduce the number of people experiencing failed or delayed discharge** during the year.
- Develop and deliver enabling support and care by supporting people with disabilities and mental health issues to be more independent by embedding an **all age disability** approach by March 2021.
- Analyse **Learning Disability provision** and current demand levels to inform future commissioning and build programmes by October 2020.
- Work with the Police and Crime Commissioner to determine how pathways for people experiencing **mental health** issues can be improved by March 2021.
- Implement the Cardiff and Vale Regional Partnership Board transformational proposals for a '**Healthier Wales**' by 2021 to further develop prevention and resilient communities to keep people independent and connected for as long as possible and promote productive partnerships.
- Identify and take forward opportunities to work with partners during 2020/21 to promote **Public Health** and reduce health inequality.



**Taking steps to protect and safeguard people from abuse, neglect or harm**

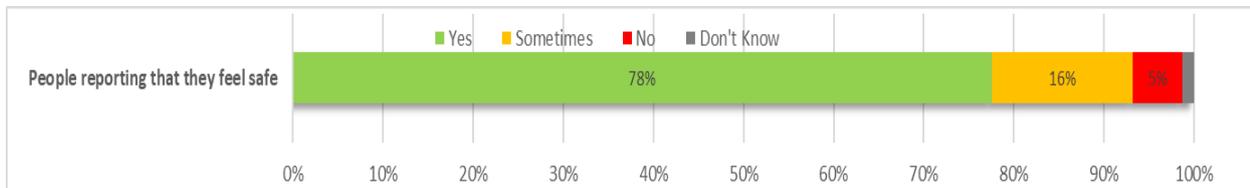
**Outcomes we have achieved during the year. What difference did we make ?**

- ✓ Further strengthening of safeguarding by implementation of the new All Wales Safeguarding Procedures.
- ✓ Young people at risk of or who have experienced exploitation are better protected through exploitation training for parents and an improving understanding of different types of exploitation (e.g. criminal exploitation) and contextual safeguarding.
- ✓ People are better protected due to partners in education and health having an improved understanding of safeguarding responsibilities and when they should refer a practitioner for safeguarding concerns.
- ✓ Improved safeguarding of adults at risk across Cardiff by improving processes and making the service more accessible to those who wish to report a concern.
- ✓ Improved response to corporate safeguarding responsibilities by further strengthening the role of the Designated Safeguarding Lead Officer and Members through refreshing and delivering safeguarding training.
- ✓ Learning culture of continuous improvement and development promoted for our in-house regulated services through a strengthening of quality assurance mechanisms in regulated services for adults and children.
- ✓ Ongoing support to improve safeguarding through strengthening of quality assurance processes across Social Services.

**What did we plan to do last year ? How far did we succeed ?**

What did we plan to do last year and RAG status
Implement the new <b>'All Wales' Safeguarding Procedures</b> by March 2020 – in collaboration with staff and partners – to ensure that adults at risk are protected from harm
Fully embed the Council's <b>Corporate Safeguarding Policy</b> by March 2020 to ensure an effective approach to implementation across the Council
Implement an <b>Exploitation Strategy</b> by March 2020, to encompass new and emerging themes of exploitation
Ensure children and adults are protected from risk of harm and abuse by <b>raising awareness</b> among public and professionals for the duration of the plan
Embed the <b>Quality Assurance Framework</b> in Adult and Children's by March 2020 to ensure that children, families and adults benefit from the highest possible standard of service within resources
Implement new arrangements within the <b>Multi Agency Safeguarding Hub (MASH)</b> to take account of the new Early Help Service
Implement fully the improvement plan for <b>adult safeguarding</b>
Implement a new system of <b>provider quality assurance</b> to intervene earlier when there are early signs of quality concern

### Performance Update & Survey Results



- The percentage of re-registrations of children on local authority child protection registers*  
 2019/20 = 9.5% (40 / 422)  
 2018/19 = 4.8% (16 / 330); 2017/18 = 6.6% (26 / 391); 2016/17 = 3.8% (13 / 343)  
 Of the 422 children who were added to the Child Protection Register (CPR) during the year, 40 had been on the CPR during the previous 12 months.
- The average length of time for all children who were on the child protection register during the year*  
 2019/20 = 213 days (75,051 / 352)  
 2018/19 = 233 days (88,115 / 378); 2017/18 = 250 days (87,985 / 352); 2016/17 = 230 days (113,250 / 492)
- The percentage of adult protection enquiries completed within statutory timescales*  
 2019/20 = 95.9% (1,467 / 1,530)  
 2018/19 = 84.0% (1,052 / 1,253) from 97.9% (1,400 / 1,430) in 2017/18.

### The change we want to see. What are our priorities for next year and why?

- Make significant progress across all Council directorates to address actions identified in **corporate safeguarding** self evaluations by March 2021.
- Ensure children and adults are protected from risk of harm and abuse by embedding the new **Wales Safeguarding Procedures** in consultation with staff and partners – to ensure that adults and children at risk are protected from harm
- Ensure children and adults are protected from risk of harm and abuse by implementing the **Exploitation Strategy** to encompass new and emerging themes of child and adult exploitation by March 2021.
- Embed the **Quality Assurance Framework** to improve quality of practice and outcomes across Social Services by March 2022.
- Understand and agree the requirements of the **Multi Agency Safeguarding Hub** and its integration with early help and partners to enable us to determine the future structure and commence work towards implementing the new structure by March 2021.
- Increase awareness of the **VAWDASV Strategy** within children's services by March 2021 so social workers understand the implications of the strategy on practice.
- Review demand in the **Child Protection Conference Chair / Independent Reviewing Officer Service** and put arrangements in place to manage demand and improve timeliness by March 2021.



- Develop a **Missing Person Strategy** by March 2021 in conjunction with key partners to support a local multi agency response to missing persons.
- Implement a **hybrid model for reviews and conferences** during the year based on learning from our response to the COVID-19 crisis.
- Develop a **contextual approach to safeguarding** to address and respond to extra-familial risk by March 2022.
- Develop **provider quality assurance** systems for externally commissioned regulated services across adult and children's services to support new arrangements for securing services.
- Implement **Emergency Duty improvement plan** by March 2021, to ensure an effective joint approach is embedded across Cardiff and the Vale.

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**Encouraging and supporting people to learn, develop and participate in society**

**Outcomes we have achieved during the year. What difference did we make ?**

- ✓ Improved opportunities for children looked after and care leavers via the incorporation of the Bright Start Traineeship Scheme into the Into Work Service.
- ✓ Improved information and offers to individuals providing support from the most suitable organisation at the right time following the development and implementation of new pathways between children’s services, education, adult services and health.
- ✓ Better placed to improve local placement sufficiency through working differently with Independent Fostering Agencies and residential providers to maximise local placement opportunities for Cardiff children and by developing our in-house fostering and residential placement provision with the ultimate intention that Cardiff children looked after are provided with the best opportunity to receive the right support in the right place at the right time with the implementation of the Children’s Commissioning Strategy.
- ✓ Improved quality of life for people with dementia through the development of specialist day opportunities and working towards Dementia Friendly City status.

**What did we plan to do last year ? How far did we succeed ?**

What did we plan to do last year and RAG status
Review <b>pathways for children with sensory impairments</b> and further develop partnership working across children’s and adult services and with 3 <sup>rd</sup> sector sensory impairment organisations during 2019/20 to: <ul style="list-style-type: none"> <li>• Improve access to information and services for children and adults with sensory loss</li> <li>• Provide clear and consistent pathways between Social Services and Education Directorates and with 3<sup>rd</sup> sector sensory impairment organisations to support children and adults with sensory impairments in Cardiff</li> </ul>
Enable more children to be live closer to Cardiff <ul style="list-style-type: none"> <li>• Developing a comprehensive <b>Commissioning Strategy and Market Position Strategy</b> to map need against resources and influence local market to provide a range of provision to meet needs of CLA by September 2019</li> <li>• Increasing the number of LA <b>foster carers</b> (including kinship carers) by March 2020</li> <li>• Increasing range of <b>local residential provision</b> by commissioning 20 new placements by March 2020</li> <li>• Working with the regional adoption service to increase the number of <b>adoptive placements</b> by March 2020</li> </ul>
Review the <b>Corporate Parenting Strategy</b> by December 2019 to promote the achievement of the same positive outcomes for children in care that every good parent would want for their own children, addressing the areas where outcomes are not as they should be in education and accommodation
As a <b>Dementia Friendly City</b> , support those affected to contribute to, and participate in, mainstream society by: <ul style="list-style-type: none"> <li>• Undertaking dementia friends training across the Authority with the aim of 100% compliance</li> </ul>

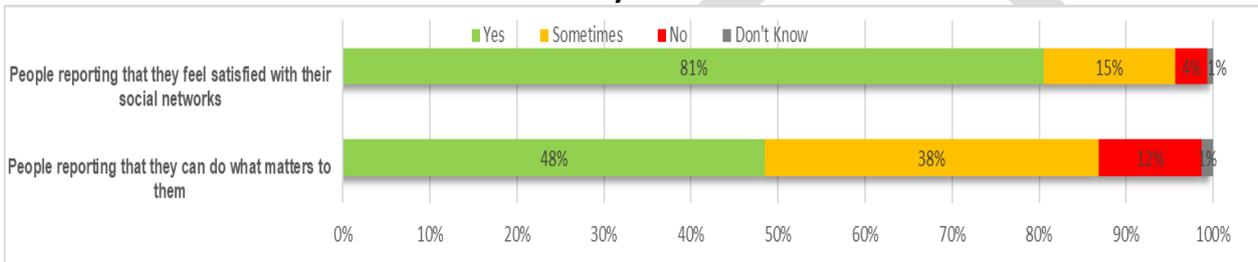
amongst Council staff by April 2021

- Developing e-module training in collaboration with the Alzheimer’s Society that will be delivered through the Cardiff Academy by March 2020
- Encouraging businesses to become Dementia Friendly by March 2020
- Developing a dementia-focused website by March 2020 to support those with dementia, carers, families as well as businesses who want to better support those with dementia
- Delivering locality-focused dementia awareness events

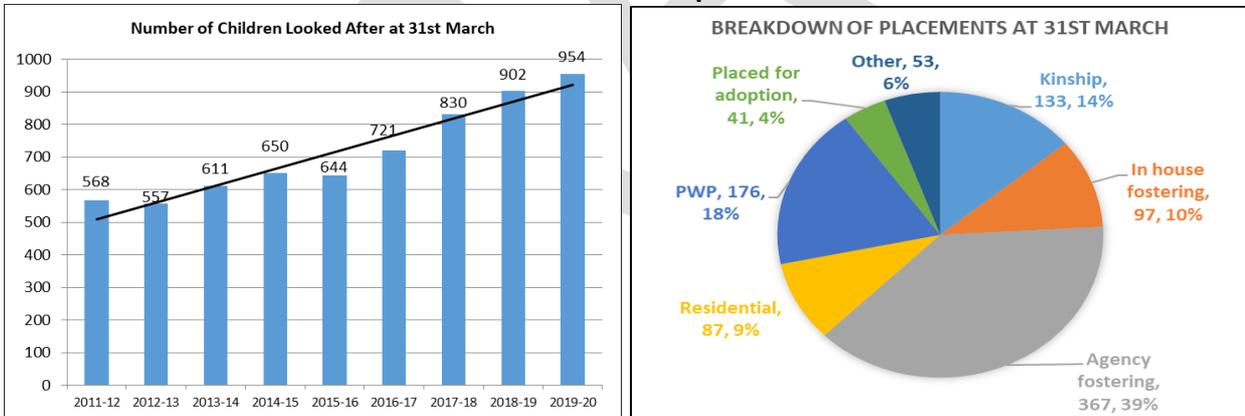
**Address social isolation and enhance quality of life of older people** by developing inter-generational working within schools, community groups, leisure centres and private sector partners

Implement the Cardiff and Vale Regional Partnership Board transformational proposals for a **‘Healthier Wales’** by 2021 to further develop prevention and resilient communities to keep people independent and connected for as long as possible

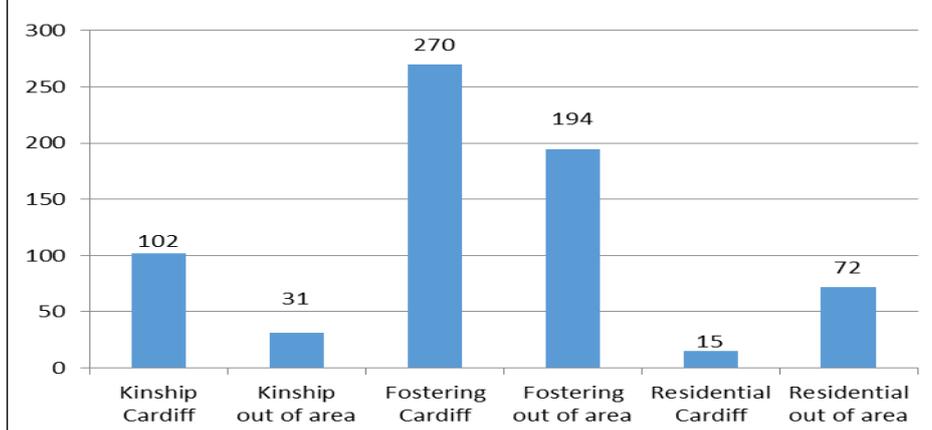
### Survey Results



### Performance Update



### Cardiff and Out of Area Placements at 31st March





## The change we want to see. What are our priorities for next year and why?

- Development of an integrated pathway across the partnership to improve services for **children with additional learning needs** by March 2021
- Redesign our **Local Authority Fostering Service** by March 2021 to increase our numbers of Cardiff foster carers homes for children.
- Implement the renewed **Corporate Parenting Strategy** action plan by March 2023 to improve outcomes and well-being for children looked after by:
  - Developing partnership arrangements around access to education and **education attainment** for children looked after.
  - Improving transition and progression into **education, employment or training** for care leavers by March 2021.
- Increase the availability of local placements by December 2022 through our collaborative market engagement with **independent fostering agencies** to shape provision to better meet the needs of our children and young people.
- Further develop our **understanding of the needs** of children and young people by completing a detailed **needs analysis**.
- **Review the placement finding process** by December 2020 in order to ensure that children are placed in the right placement for them.
- Implement the regional plan in response to recommendations in the **National Fostering Framework** by March 2021.
- Develop a **residential assessment home** for children in Cardiff by March 2021.
- Develop an effective recruitment plan with the Regional Adoption Service to increase the number of **adoptive placements** by March 2021.
- As a **Dementia Friendly City**, support those affected to contribute to, and participate in, mainstream society by:
  - Undertaking Dementia Friends training across the Authority with the aim of 100% compliance amongst Council staff by April 2021.
  - Developing a school engagement programme including requiring school staff to undertake the e-module training.
  - Encouraging businesses to pledge their commitment to becoming Dementia Friendly by delivering the Council's awareness and engagement programme
  - Developing a dementia-focused website to support those with dementia, carers, families as well as businesses who want to better support those with dementia.
- Address **social isolation** and enhance quality of life of older people by developing community co-ordination, enhancing inter-generational working with schools, Hubs, community groups, and private sector partners during the year.
- Develop expertise in the use of **new technology** to enhance the quality of life for people with Learning Disabilities during 2020/21.



**Supporting people to safely develop and maintain healthy domestic, family and personal relationships**

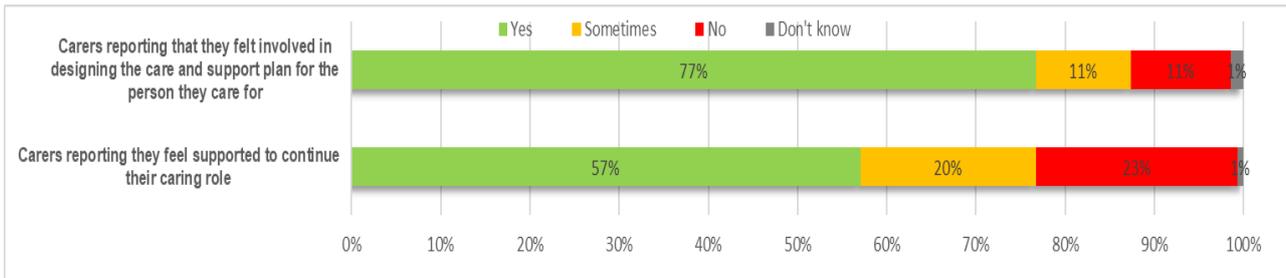
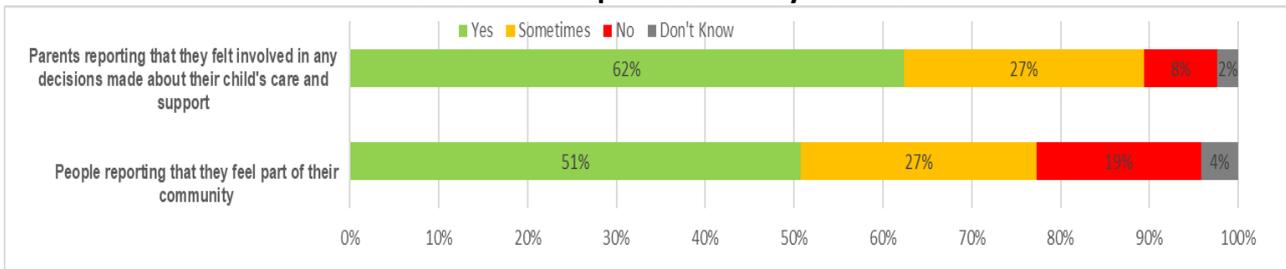
**Outcomes we have achieved during the year. What difference did we make ?**

- ✓ More families receive the right support at the right time following the implementation of the Support4Families Service.
- ✓ Better placed to support families and make best use of community resources and partners following the implementation of the new locality working model in children’s services.
- ✓ More children supported to remain living with family members through an increase in kinship care arrangements from 102 at 31<sup>st</sup> March 2019 to 133 at 31<sup>st</sup> March 2020.
- ✓ Permanence secured for children with 44 adoptions during the year.
- ✓ More timely and beneficial access to day opportunities with more successful outcomes for individuals and carers following the introduction of improved pathways
- ✓ Improved carers recognition, ensuring that carers receive the right information when they require it and the right support to promote their capacity to care and to have a life beyond caring as a result of the development of a strategic approach to carers across the region.
- ✓ Reduced likelihood of carers reaching crisis point by working with primary and secondary colleagues to identify carers at an earlier stage in their caring role.

**What did we plan to do last year ? How far did we succeed ?**

What did we plan to do last year and RAG status
Continue the implementation of a <b>strengths-based approach to social work practice</b> to put individuals, families and communities at the centre of their own well-being by: <ul style="list-style-type: none"> <li>• Refresh the Signs of Safety Implementation Plan to <b>embed strength based practice in partnership with families to support children to remain with families</b>, supported by a safety plan by March 2020</li> <li>• Establishing and embedding <b>strengths-based practice in adult services</b> by March 2022</li> </ul>
Implement the <b>new delivery model for an integrated early help and prevention service</b> for families, children and young people by June 2019 that brings together a variety of multi-agency provision across three distinct services; Family Gateway, Family Help and Family Support; with the aim of reducing the impact of adverse childhood experiences on well-being
Ensure the best outcomes for children and young people for whom the council has a responsibility by: <ul style="list-style-type: none"> <li>• Improving <b>care planning arrangements</b> for children looked after by reducing time taken to progress cases through the court process by March 2020</li> </ul>
Implement the <b>care planning protocol</b> by March 2020 to ensure effective care planning and risk assessing using a strengths based model
Ensure eligible <b>unpaid adult carers</b> , caring for adults, during the 2019/20 financial year are supported to work towards achieving their personal outcomes
Ensure individuals are given the opportunity to <b>reconnect with their communities</b>

### Performance Update & Survey Results



- The percentage of children looked after reviews carried out within statutory timescales during the year*

2019/20 = 87.6% (2,201 / 2,512)

2018/19 = 81.8% (1,910 / 2,335)

2017/18 = 93.0% (2,129 / 2,289)

Performance has improved in 2019/20, despite the increase in the number of children looked after.

- The percentage of children supported to remain living with their family*

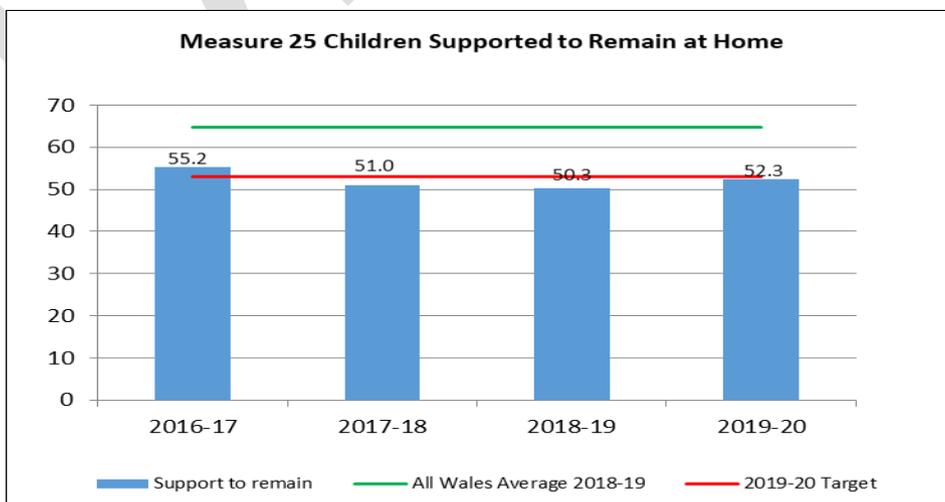
2019/20 = 52.3% (1,046 / 2,000)

2018/19 = 50.3% (910 / 1,810)

2017/18 = 51.0% (864 / 1,694)

2016/17 = 55.2% (894 / 1,619)

Of the 2,000 children with a Care and Support Plan at 31<sup>st</sup> March 2020, 1,046 were being supported to live at home (i.e. were not being looked after).



- The percentage of children looked after who returned home from care during the year*

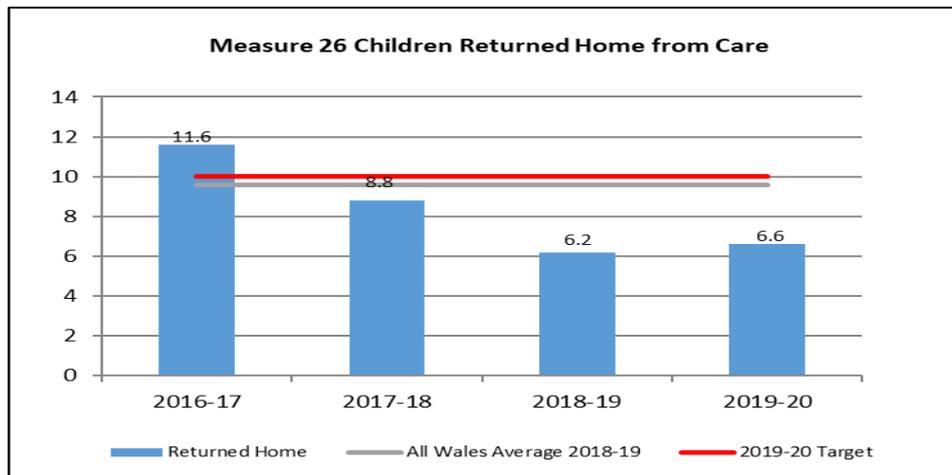
2019/20 = 6.6% (76 / 1,148)

2018/19 = 6.2% (68 / 1,093)

2017/18 = 8.8% (92 / 1,042)

2016/17 = 11.6% (114 / 982)

Of the 1,148 children who have been looked after during the year, 76 have returned home.

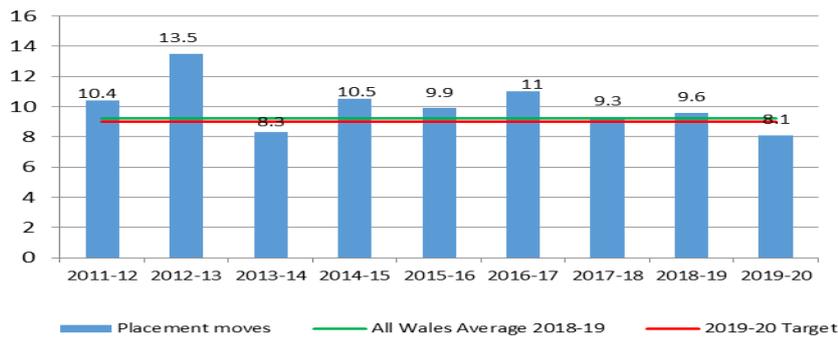


Although these indicators appear to say that fewer children are living with their families, this is not a complete picture of the trend in Cardiff because more children are living at home or returned home under the auspices of a Care Order than previously. The measure does not allow us to count these children in the cohort. In addition to the 76 children who were returned home from care, 176 children were actively placed in the care of their parents, but remain subject to a Care Order, and 133 children were placed with relative carers. These figures reflect our strong emphasis on children living with family and managing risk under the terms of a Care Order. A pilot is ongoing with the Child and Family Court Advisory Support Service to accelerate the discharge of Care Orders where parents are in agreement. The intention is for children who are looked after under Placement with Parent Regulations to cease being looked after where it is safe and appropriate to do so.

- The percentage of children looked after on 31<sup>st</sup> March who have had 3 or more placements during the year*

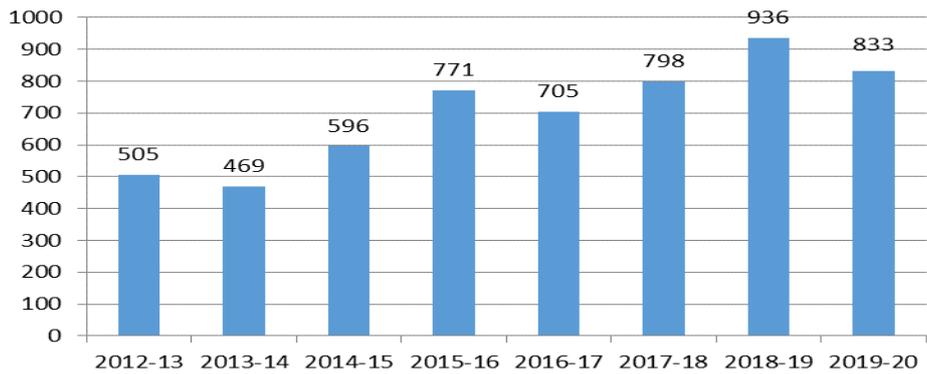
Performance improved to 8.1% from 9.6% in 2018/19 and the 9% target was met. This strong performance has been achieved despite concerted efforts to ensure that all children are suitably placed and that children are returned to Cardiff from out of area placements where this is appropriate. This means that some children have been moved as a proactive action - not due to placement breakdown - to a placement better suited to meet their long term needs / or to return from out of area.

**Measure 33 Placement moves for children looked after**



- *Number of carers assessments completed*  
2019/20 = 833  
2018/19 = 936  
2017/18 = 798.

**Number of carers assessments completed**



- *The percentage of eligible adults who are caring for adults that were offered a Carers Assessment during the year*  
2019/20 = 80.0% (2,847 / 3,556)  
2018/19 = 93.6% (3,139 / 3,353)  
2017/18 = 87.2% (2,899 / 3,326)  
2016/17 = 79.5% (2,833 / 3,563)

**Number of carers (of adults) aged 18 or over known to social services who were offered an assessment or review of their needs in their own right during the year**





## The change we want to see. What are our priorities for next year and why?

- Continue to reduce the impact of adverse childhood experiences on their well-being by:
  - Developing new ways to review and monitor progress and **impact of the Family Gateway, Family Help and Family Support** teams by March 2021.
- Support children to return safely to their own homes during the year using a **Reunification Framework**.
- Embed the use of **Family Group Conferencing** by March 2021 prior to children becoming looked after to prevent the escalation of needs and reduce the need for alternative homes.
- Re-shape our **respite provision** by March 2021 to offer flexible short-break opportunities including emergency provision for children with disabilities.
- Ensure that clear **care planning processes** are in place by March 2021 and that practice is robust.
- Implement the **Court Improvement Plan** by March 2021 to improve practice in the PLO and court arenas.
- Implement a **regional Adolescent Resource Service** by March 2021 to align approaches across the region.
- Following the implementation of the new **locality working model** in children's services, ensure we make best use of **community resources** and partners to better support families during the year, including to understand and address the **impact of poverty** on child protection.
- Support the implementation of the **regional Carers Strategy** by March 2021 to ensure adult carers receive the right support at the right time so they may continue their caring role and have a life outside of caring.



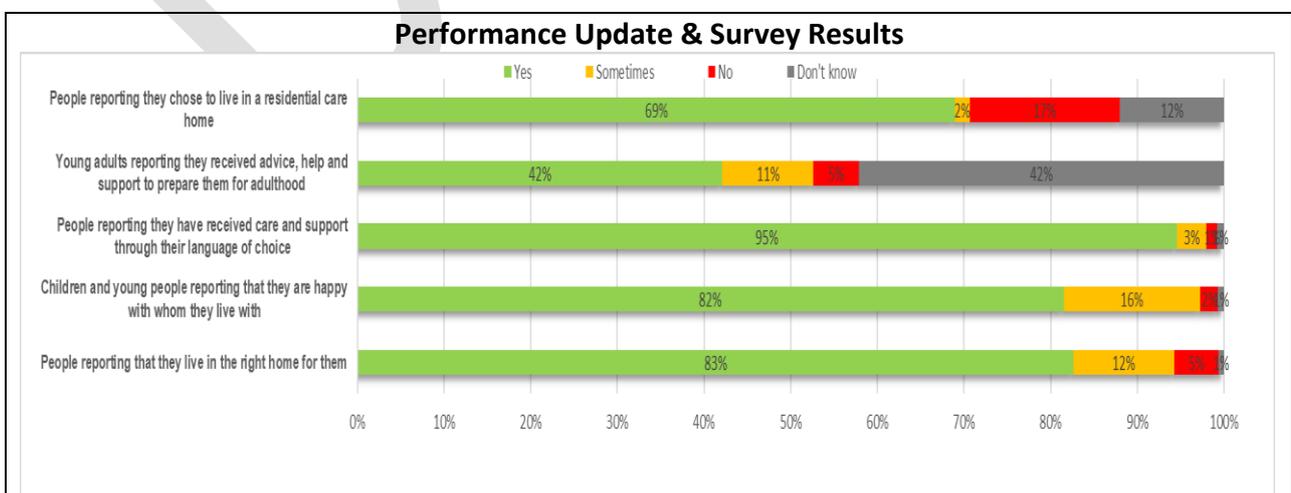
**Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs**

**Outcomes we have achieved during the year. What difference did we make ?**

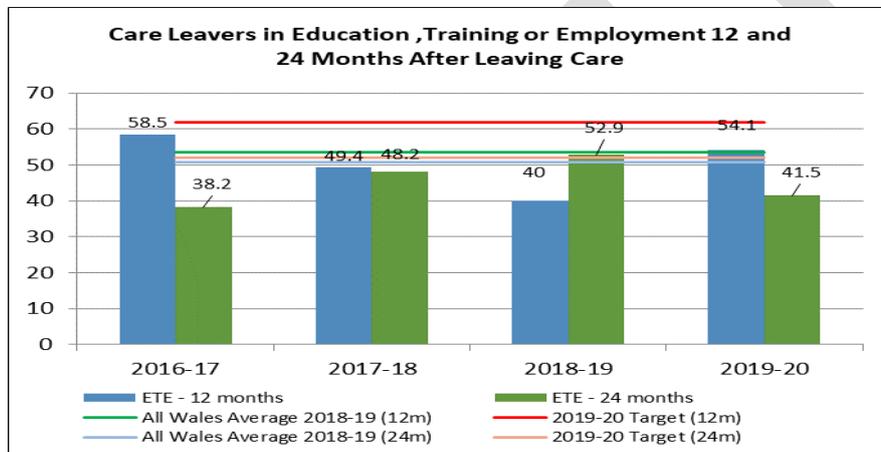
- ✓ Improved opportunities for children looked after and care leavers via the incorporation of the Bright Start Traineeship Scheme into the Into Work Service.
- ✓ Enabled older people to remain as independent as possible in their own homes through a reablement approach to care and support.
- ✓ Individuals who require care at home have the best possible opportunity to achieve what matters to them through the development of a locality-based model that is outcome-focussed and promotes the future sustainability of the provider market

**What did we plan to do last year ? How far did we succeed ?**

What did we plan to do last year and RAG status
Ensure the best outcomes for children and young people for whom the council has a responsibility by: <ul style="list-style-type: none"> <li>• Improving <b>educational outcomes for children looked after</b> by March 2020</li> <li>• Improving <b>transition and progression into education, employment or training for care leavers</b> by March 2020</li> <li>• Increasing the <b>accommodation and support for care leavers</b> by March 2020</li> </ul>
Understand the <b>impact of poverty</b> and routinely use advice and into work services to maximise income and resolve family income and housing issues
Work with partners to maintain the reduction in <b>Delayed Transfers of Care</b> for social care reasons during 2019/20 to support more timely discharge to a more appropriate care setting
<b>Progressively implement a new way of delivering domiciliary care</b> by March 2021 that fully reflects local and community provision and the priorities of the Older Persons Accommodation Strategy
Develop <b>day opportunities for people with learning disabilities</b> improving opportunities for volunteering and Into Work services



- *The percentage of all care leavers who are in education, training or employment at 12 months after leaving care*  
 2019/20 = 54.1% (40 / 74)  
 2018/19 = 40.0% (38 / 95)  
 2017/18 = 49.4% (43 / 87)  
 2016/17 = 58.5% (55 / 94)
- *The percentage of all care leavers who are in education, training or employment at 24 months after leaving care*  
 2019/20 = 41.5% (39 / 94)  
 2018/19 = 52.9% (45 / 85)  
 2017/18 = 48.2% (41 / 85)  
 2016/17 = 38.2% (39 / 102)



- *The percentage of all care leavers who have experienced homelessness during the year*  
 2019/20 = 21.4% (77 / 360)  
 2018/19 = 19.9% (65 / 327)  
 2017/18 = 21.0% (69 / 328)  
 2016/17 = 17.3% (56 / 324)  
 This indicator includes all care leavers aged up to 21 or above if they are in full time education. It counts any period of homelessness during the year and includes a variety of situation, such as moving frequently between friends and leaving prison without a home to go to. Although young people may not have been homeless at the time they left care, this PI reflects any difficulties they experience in the following years.
- *Average age of adults entering residential care homes*  
 2019/20 = 84  
 2018/19 = 82  
 2017/18 = 81  
 2016/17 = 82
- *Average length of time adults (aged 65 or over) are supported in residential care homes results*  
 2019/20 = 926 days

2018/19 = 937 days  
2017/18 = 1,014 days  
2016/17 = 1,067 days

**The change we want to see. What are our priorities for next year and why?**

- Develop **accommodation sufficiency** by December 2022 for vulnerable young people and those leaving care.
- Develop an **Adolescent Strategy** in consultation with partners by September 2020.
- Develop **day opportunities for people with learning disabilities**, improving opportunities for volunteering and Into Work services.
- Commence the phased implementation of the **new way of delivering domiciliary care** by November 2020 that fully reflects local and community provision and the priorities of the Older Persons Housing Strategy.

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## 5. HOW WE DO WHAT WE DO

### “More than Just Words” / “Mwy na Geiriau”



The introduction of the Welsh Language Standards Act has strengthened the gradually improving position regarding the provision of bilingual services both in social care and the council as a whole. The Act has helped to reinforce the pre-existing social services requirements set out in Mwy na Geiriau for bi-lingual social services.

Social Services in Cardiff recognise the importance of meeting Welsh language need as part of routine assessment and care and are committed to providing and developing Welsh language services.

#### Welsh Language Standards Objectives for Social Services:

Increase opportunities for people to receive Health and Social Care in Welsh by:

- Ensuring that an active offer of Welsh language services is communicated to all Social Services staff and within commissioned services.
- Including Welsh language service provision within third sector and independent contract specifications, service level agreements and grant funding processes.
- Developing plans to maximise ability to provide services in Welsh with current Welsh-speaking staff; where gaps in workforce capacity to deliver services in Welsh are identified these should be reflected in the organisation’s Bilingual Skills Strategy.

Progress during the year has included:

- A Regional Forum with the Vale of Glamorgan and Cardiff and Vale University Health Board has continued to meet take forward the objectives of More Than Just Words. This will enhance the coordination of Welsh language activity within the service, with partners, and will be key to resolving difficulties / issues in a coordinated way.
- The Regional Forum has met several times during the year, sharing practice and learning across our three organisations. The group has begun to discuss the following themes under the More than Just Words (MTJW) objectives and will collectively be taking associated actions forward during 2020/21:
  - **Objective 1: National and Local Leadership, and National Policy**  
Increasing the profile of the group and the MTJW objectives, through appropriate organisational and partnership governance structures.
  - **Objective 2: Mapping, Auditing, Data Collection and Research**  
Understanding sources and limitations of available data.  
Work towards developing a community and workforce profile during 2020/21.
  - **Objective 3: Service Planning, Commissioning, Contracting and Workforce Planning and Objective 4: Promotion and Engagement**



Attracting and developing the Welsh language workforce, and strengthening links to organisations Workforce Strategies. Joint work with Cardiff and Vale College to produce a Health and Social Care recruitment film around the value of using Welsh Language skills.

Evaluating what works and what can be developed in staff language skill training.

Understanding how and which standards to communicate to contracted providers.

○ **Objective 5: Education and Objective 6: Welsh in the Workplace**

Welsh language training opportunities continue to be regularly promoted across the Council and service, from beginner to proficiency training in the Welsh Language. In addition, Awareness Training is a compulsory element of induction training in social care and forms part of the social work student placement induction programme and a mandatory element of the First Three Years in Practice training programme for newly qualified social workers. Staff have a choice of completing the e-learning module or face to face training which is offered in-house (Social Services). A total of 48 Social Services staff and 30 social work students have completed the face to face training this year.

- Cardiff Council Academy now directly employs a Welsh language trainer and there is potential for Welsh training services to be tailored to specific Social Services staff groups e.g. domiciliary care staff. 5 Social Services staff have undertaken Welsh language training during the year.
- Positive examples of social workers who are sensitive to identifying Welsh language needs during their casework with positive results. Further work is required to identify how well this is being done across the service and by non-Welsh speaking social workers.
- A meeting is planned with Cardiff and Vale independent social care providers to clarify with them their duties around the Welsh language, and where necessary support them to change.
- 130 Welsh speakers (to varying degrees of proficiency) in the Directorate.

Even though the percentage of Welsh speakers is relatively low, the numbers (likely now to be over 40,000) means that Cardiff is the local authority with the 4<sup>th</sup> highest number of Welsh speakers in Wales. The number of Welsh speakers in Cardiff has doubled since the 1991 census. The Cardiff and the Vale of Glamorgan Population Needs Assessment reports the following statistics regarding the Welsh language community profile of Cardiff.

The proportion of people of all ages who can speak Welsh in Cardiff is 11.1% - significantly below the all Wales average of 19%, but represents 36,735 people.

Over 1 in 4 young people aged 15 and under speak Welsh in Cardiff (26.7%) although this is still below the Wales average for that age group (37.6%).



## OUR WORKFORCE AND HOW WE SUPPORT THEIR PROFESSIONAL ROLES

### Outcomes we have achieved during the year. What difference did we make ?

- ✓ Strong leadership and direction with new senior management arrangements in place.
- ✓ Delivery of good quality care, by a competent and confident workforce supported by a comprehensive staff training and development programme including secondments to the Social Work degree, mentoring for newly qualified social workers and managers programmes for more experienced practitioners.
- ✓ Improved support for decision making and the sharing of risk by the introduction of decision making panels.
- ✓ Improved service delivery by supporting staff to be better equipped to carry out their roles:
  - 10 seconded staff were on the Social Work degree course during the year.
  - 27 staff were supported to follow the Continuing Professional Education and Learning (CPEL) pathway during the year.
  - 26 newly qualified social workers enrolled the First Three Years in Practice program with 16 experienced staff trained as mentors to support them.
  - Provision of peer supervision through Signs of Safety.
  - Provision of clinical supervision within some children's services teams.
  - 7 OMs supported to undertake Middle Manager Development Programme.
- ✓ Staff are better equipped to work with families using a strength based approach due to ongoing Signs of Safety training and support.
- ✓ Staff are better equipped to listen intelligently and communicate effectively following provision of training in relation to meaningful conversations.

### What did we plan to do last year ? How far did we succeed ?

What did we plan to do last year and RAG status ?
Continue to develop and support the workforce by <b>implementing the requirements of the Regulation and Inspection of Social Care (Wales) Act (RISCA) 2016</b> and ensuring that all relevant professionals are appropriately qualified and registered by March 2020
<b>Implement projects resulting from additional funding</b> including transformation, Integrated Care Fund and successful pressure bids
<b>Implement new senior management arrangements</b> to ensure that we are able to meet the current and future challenges
<b>Develop an operating model</b> to ensure a 'seamless service' with the needs of people using our service having priority
Continue to develop and support the workforce by <b>delivering a reduction in agency workforce and vacancies in the children's social worker workforce</b> by implementing a recruitment and retention strategy and refreshed workforce plan by March 2020
Put relevant and up to date <b>policies and procedures</b> in place to ensure that we meet our statutory duties and responsibilities

#### Performance Update

- *Average full time equivalent sickness days lost per member of staff*

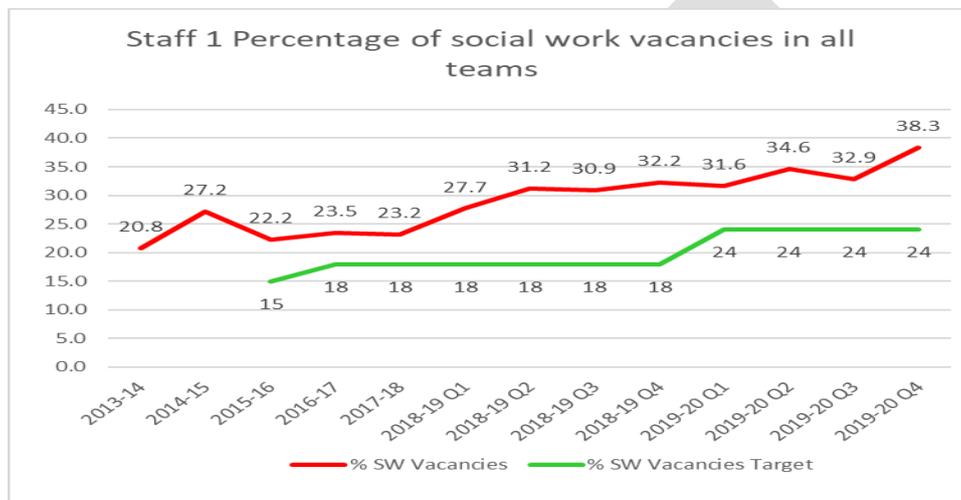
2019/20 = 19.4  
2018/19 = 16.9; 2017/18 = 16.5.

- Percentage of social work vacancies in all teams (children's services)

2019/20 = 34.4%  
2018/19 = 30.4%; 2017/18 = 23.2%.

Children's services social worker vacancies increased during the year to 34.4% from 30.4% in 2018/19. Workforce leads were identified to enable a continued focus on recruitment during the COVID-19 period, the positive result of which will be seen in 2020/21.

Agreement to implement a market supplement with effect from 1<sup>st</sup> April 2020 was achieved and it is anticipated that this will have an impact on recruitment and retention.



### The change we want to see. What are our priorities for next year and why ?

- Continue the implementation of a strengths-based approach to social work practice to put individuals, families and communities at the centre of their own well-being by:
  - Continuing to implement **Signs of Safety** to embed a strength based / safety focussed approach to practice in partnership with families to support children to remain at home, by March 2022.
  - Striving for excellence in practice by establishing and embedding **strengths-based practice** in adult services by March 2022.
- Continue to develop and support the workforce by reducing permanent **vacancies in the children's social services workforce** by implementing a recruitment and retention strategy and refreshed workforce plan by March 2022.
- Put relevant and up to date **policies and procedures** in place by March 2021 to ensure that we meet our statutory duties and responsibilities.
- Continue to develop and support the workforce by implementing the requirements of the **Regulation and Inspection of Social Care (Wales) Act 2016** and ensuring that all relevant professionals are appropriately qualified and registered.



## OUR FINANCIAL RESOURCES AND HOW WE PLAN FOR THE FUTURE

### Outcomes we have achieved during the year. What difference did we make ?

- ✓ Clear direction for staff and citizens with the implementation of the Children’s Services Strategy and development of the Adult Services Strategy.
- ✓ Improved / enhanced service delivery leading to new ways of working and better outcomes for people as a result of additional funding from Welsh Government.
- ✓ Improved / enhanced services in place as a consequence of Integrated Care Fund and other targeted investment (e.g. commissioned a Family Group Conference service to support more children and young people to remain with their birth family.
- ✓ Commissioning of Care Homes For Older People will provide best quality for individuals who receive care and best value for money for the Council, whilst promoting financial sustainability for providers due to the completion of a Cost of Care Exercise for and the approval of the corresponding Fee Setting Strategy.

### What did we plan to do last year ? How far did we succeed ?

What did we plan to do last year and RAG status ?
Deliver a three year plan that combines <b>service and financial planning</b> for Adult and Children’s Social Services
<b>Implement CareFinance</b> across adult and children’s services to replace current finance systems that are no longer supported
<b>Develop Performance Frameworks</b> for adult and children’s services to support a whole system approach to improving and monitoring performance
Implement Social Services <b>key commissioning priorities</b> through development of commissioning strategies for all children and adult services
Identify and take forward opportunities to <b>strengthen our partnerships</b> during 2019/20 to improve outcomes for people
Conclude a <b>cost of care exercise</b> with care home providers to understand the true cost of service provision and inform future fee setting exercise

### The change we want to see. What are our priorities for next year and why ?

- Incorporate **financial planning** into Adult and Children’s Services Strategies by March 2021.
- Implement Eclipse as the CareFirst **replacement system**.
- Implement **CareFinance** across adult and children’s services to replace current finance systems that are no longer supported.
- Continue to develop **Performance Frameworks** for adult and children’s services during the year to support a whole system approach to improving and monitoring performance.
- Put relevant and up to date **policies and procedures** in place by March 2021 to ensure that we meet our statutory duties and responsibilities.
- Implement the Adult Services Strategy by 2023 to ensure that needs of our city’s **diverse communities** are met.



- Move to **locality working** for all adult social services by 2023, aligning with primary, community and third sector services
- Ensure **sustainability of the workforce** across the sector by include growing our own Approved Mental Health Practitioners and working with Cardiff Works to increase capacity in the direct workforce.
- Identify and take forward opportunities to **strengthen our partnerships** during 2020/21 to improve outcomes for people.

DRAFT

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Claire Marchant  
Director of Social Services  
Cardiff Council  
County Hall  
Atlantic Wharf  
Cardiff  
CF10 4UW

Date: 02 July 2020

Dear Claire Marchant

## **Care Inspectorate Wales (CIW) Local Authority Performance Review April 2019 - March 2020**

The code of practice for review of local authority social services in April 2019 outlines our intention to write and publish an annual letter for local authorities which will:

- provide feedback on inspection and performance evaluation activity completed by us during the year
- report on progress the local authority has made in implementing recommendations from inspections and/or child and adult practice reviews
- outline our forward work programme

This letter summarises our review of Cardiff Council's performance in carrying out its statutory social services functions from April 2019 - March 2020.

We acknowledge that due to the unprecedented circumstances relating to COVID-19, we were unable to complete the annual performance review meeting.

However, we believe that there remains significant benefits in identifying and drawing the attention of the local authority and its partners, to the areas of both strength and improvements required. The letter is intended to assist the local authority and its partners to continually improve.

It follows the four principles of the Social Services and Well-being (Wales) Act 2014 and our collaborative and strengths based approach to supporting improvement.

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Rydym yn croesawu derbyn gohebiaeth yn Gymraeg. Byddwn yn ateb gohebiaeth a dderbynnir yn Gymraeg yn Gymraeg ac ni fydd gohebu yn Gymraeg yn arwain at oedi.

We welcome receiving correspondence in Welsh. Any correspondence received in Welsh will be answered in Welsh and corresponding in Welsh will not be a priority in responding.

The content of this letter is informed by the performance evaluation activity undertaken by the inspectorate during the course of the year. This activity included:

- engagement activity, in relation to older people (aged 65 and over), undertaken 14 July 2020
- practice and performance meeting held with the Head of Adult Services on 8 October 2020
- practice and performance meeting held with the Head of Children's Services on 8 October 2020
- meeting with the Director of Social Services / Head of Adults Services to review self-evaluation of work in relation to promoting independence for older people (undertaken January 2019) 20 November 2019
- Joint Inspection of Youth Offending Services (YOS) (led by HMI Probation) 3 – 7 February 2020
- annual focused activity undertaken in children's services on 25 and 26 February 2020

During the course of the year we have been in discussions with you during all of the activity listed above and as such our annual performance letter is a reflection of our ongoing findings which we have consistently shared with you.

#### Summary of strengths and areas for improvement in line with principles of the 2014 Act

##### **Well-being**

There has been an increasing demand for social services from Cardiff Council. This and an escalation in the complexity of demand has been particularly challenging for children's services over the last 12 months. The role of Corporate Director for People and Communities has been expanded to include waste as well as housing and social services. We have some concern about the heavy reliance on the cohort of directors and assistant directors that support this post. The post of Assistant Director (Children's Services) remains an interim appointment.

Corporate support for social services remains strong in Cardiff Council. A budget realignment in January 2020 has significantly alleviated financial pressures. Children's services are receiving corporate support to recruit, for example, a market supplement for 'hard to fill' vacancies has been implemented. Additional corporate support for children's services to develop a sustainable workforce strategy could help to increase pace of recruitment and better ensure retention.

The joint inspection of Cardiff Youth Offending Service (YOS), found arrangements for: governance and leadership; staffing; partnership and services; and information and facilities all failed to meet required standards. The Chief Executive Officer has made an immediate commitment to address the issues found by inspectors, and has made resources available for this. An independent chair of the YOS management board has been appointed to drive forward improvements.

Development of an Adult Services Strategy is progressing. At the strategic level a restructure has been completed, including the appointment of an Assistant Director. Stable

operational and middle management tiers are in place. The service is rolling out new ways of working with an emphasis on strength based, person centred approaches that emphasise what matters to people.

Children's services is currently undergoing a significant period of change. The future vision is outlined in the Children's Services Strategy 2019–2022. The vision is grounded in a strength based approach with service design structures that reflect children's journeys through the social care system. There is a clear emphasis on the provision of early help, providing consistency and reducing dependency. To date delivery of the strategy has focused primarily on building resilience within the newly established operational management tier and restructuring the main body of children's services into locality teams. CIW is concerned about limitations in the overview of strategic leaders on frontline practice arising from lack of stability in management structures. The senior management team is now more stable but most are new into post.

During our focused activity in children's services we found that all professionals were committed to delivering strength based practice. Implementation of the Signs of Safety operating model was broadly welcomed and generally well understood. Most staff told us they found the model gave them the tools to engage effectively with children and families, confidence to capture the child's voice and do their job well. Social workers we interviewed and case files we reviewed reflected that workers knew what mattered to the children and families they worked with.

## **People**

People's views have been sought by Cardiff Council. The Regional Learning Disability Strategy, launched in June 2019 was co-produced with people with a learning disability, their families and carers. Engagement work carried out by CIW with people who had contact with social services found that generally people felt listened to and were treated with respect and dignity. Children and families were involved in the development of the Children's Services Strategy and the design of Cardiff as a child friendly city. A range of engagement and celebratory events for people, including carers and staff have been hosted by social services throughout the year.

Cardiff Council is continuing to focus on the Active Offer, ensuring people understand what is available and offered. People are able to communicate in their language of choice.

After an initial period of resistance the adult services workforce is supporting change and is engaged positively in a major programme of work to embed strength based approaches. The changes underway in children's services are also broadly welcomed. However, implementation is causing significant challenge for many staff, including Youth Offending Service (YOS) staff. Many teams we interviewed told us they had not felt fully consulted prior to the implementation of change and that they did not feel listened to or that their ideas were valued.

Staff retention in adult services is generally good with sickness levels low. However, lack of capacity and high level reliance on agency social workers is posing a considerable issue for children's services. Recruitment to vacant social worker posts is ongoing, but progress continues to be slow. The children's services vacancy position for quarter three 2019-2020

was 32.9%. This is higher than other local authorities in Wales and a significant contributor to lack of service consistency for children and families in Cardiff.

Cardiff Council has been working closely with Social Care Wales to support the required registration of domiciliary staff. At time of writing 86% of Cardiff Council directly employed workforce had registered and most others were in the process of doing so. One hundred percent of the domiciliary care workforce from other sectors had achieved registration.

We continue to monitor the implementation of Deprivation of Liberty Safeguards (DoLS) which has identified the local authority, in common with many others in Wales, is unable to assure itself that people's human rights are not being breached by being deprived of their liberty unlawfully. Our joint national report on DoLS will be issued in due course.

## **Prevention**

Cardiff Council has continued to remodel services shifting the emphasis to early help and prevention. Whilst hospital teams have been under pressure some additional resources were invested in supporting more timely hospital discharges for people. A 'Get Me Home Service' to assist discharge and help independent living has also been piloted and is now being rolled out to eight more wards at University Hospital Wales. In the community, a Single Point of Contact ensures that all adult referrals are pro-actively risk assessed in a timely way. This means that some people can be signposted earlier to other relevant services. There has been increased focus on well-being, community engagement and independent living with an emphasis on tackling social isolation and reducing loneliness through providing free events activities and groups including for carers. Inclusion Officers have been providing support for local groups anchored within Community Hubs.

During the first half of 2019-2020 some capacity issues within adult safeguarding were impacting on the timeliness of enquiries. Subsequently the safeguarding team has been restructured and leadership capacity strengthened. These changes have brought about some improvements although we remain concerned about delays in responding to notifications from care homes and some threshold decisions.

Implementation of the Children's Services Strategy emphasises shifting the balance of care and support so that more children live at home with their families. Nevertheless the number of children looked after continues to be a concern. In quarter three 2019-2020, 88 children started to be looked after (up from 66 in Quarter two; approximately 13% of children looked after are in kinship placements). A further area of concern is sufficiency of the right type of services for the most vulnerable children, including scarcity of fostering and residential provision for children and young people with more complex needs. Cardiff Council has been working hard, including using social media and online marketing as well as engaging with private providers to increase the volume of placement provision. Work was on-going to set-up several small children's homes within Cardiff.

At the time of writing, Cardiff Council do not have any children placed in unregulated placements.

In June 2019 we published our national report on our work about care experienced children and young people. The [report](#) is published on our website. Key findings highlight areas for improvement in respect of profile, sufficiency, practice, partnerships, stability, governance

and corporate parenting. Many of the areas we identified for improvement continue to be considered by Welsh Government's Ministerial Advisory Group on improving outcomes for care experienced children and young people and we expect local authorities to be considering their own contribution to addressing these findings. We will monitor with interest the development of much needed commissioning and market position strategy to map future demand for services and help shape the market.

In December 2019 we wrote to all local authorities asking for information about The Public Accounts Committee report following their enquiry into care experienced children, specifically recommendation 5, concerning the effectiveness and frequency of end of placement reviews. We did not receive a formal response from Cardiff Council and therefore request again that you advise us and confirm assurance of your practice in such reviews. For example, are disruption meetings or placement breakdown meetings held and if so how is learning from such reviews/meetings embedded within practice?

## **Partnerships**

A range of effective well established active partnerships are evident within the statutory sector. Strategic regional arrangements with the Vale of Glamorgan local authority and Cardiff and Vale University Health Board (CVUHB) are well developed with Regional Partnership and Safeguarding Boards providing oversight of improving outcomes for people. A number of joint planning and commissioning groups, such as disability groups, children's and mental health partnerships and fostering and adoption arrangements result in service provision that meets regional and local population needs. Work streams have been established to implement the actions outlined in the Joint Commissioning Strategy for Adults with Learning Disabilities 'Promoting Independence and Improving Lives' 2019-2024.

Partnership working with the third sector is effective. Relationships within this sector are better developed for disability and children's services than for older people. Whilst Cardiff Council is keen to further develop work with third sector partners there is also a drive toward bringing more services 'in house' to balance the market and strengthen resilience.

Capacity in the domiciliary care market remains fragile. Over this year there has been a significant amount of work jointly with private providers looking at how cost and capacity can better be addressed and at new ways of delivering domiciliary care. This activity is continuing to inform the re-commissioning of domiciliary care services is to be completed in April 2021. The focus of new services will be to flexibly support people to achieve the outcomes that matter to them. Further work is ongoing with providers to co-produce a provider quality assurance process for the new model.

## **CIW Performance Review Plan for 2020-2021**

Our scheduled thematic inspection programme for 2020-2021 focused on prevention and promoting independence for older adults in the community and for current children services thematic inspection the focus is on prevention, partnerships and experiences of disabled children. Due to the current emergency situation relating to COVID-19 we have paused the publication of our older adults report and paused all activity relating to the disabled children's review. We will advise you in due course when we envisage recommencing our inspections.

We hope to publish the older adults national report in due course and want to take this opportunity to thank you for your local authority's contribution to this.

Due to the unforeseen circumstances we find ourselves in, we are currently reviewing and considering our work plan for the remainder of 2020-2021.

CIW worked together with HMI Constabulary (HMICFRS), HMI Probation, Healthcare Inspectorate Wales (HIW) and Estyn to develop a model of joint inspection of child protection arrangements in Wales (JICPA). This approach was piloted during the autumn of 2019. This was a fantastic example of new ways of working across Wales and a real drive towards collaboration and integration in public services.

We continue to work closely with Social Care Wales to support improvement in social care services.

You will note that this letter has been copied to colleagues in Audit Wales, Estyn and HIW. CIW works closely with partner inspectorates to consider the wider corporate perspective in which social services operate, as well as local context for social services performance.

We will publish the final version of this letter on our website.

Yours sincerely



Lou Bushell-Bauers  
Head of Local Authority Inspection Team

Cc.  
Audit Wales  
HIW  
Estyn