

CABINET: THURSDAY, 15 OCTOBER 2020 at 2.00 PM

A Cabinet Meeting will be held remotely at 2.00pm on Thursday 15 October

A G E N D A

- 1 Minutes of the Cabinet Meetings held on 16 July 2020 and 17 September 2020
(Pages 3 - 16)

Clean Streets, Recycling and Environment

- 2 One Planet Cardiff - A response to the Climate Emergency (Pages 17 - 60)
- 3 Housing Retrofit - Local Authority Flexible for ECO (Pages 61 - 72)

Finance, Modernisation & Performance

- 4 Senior Management Arrangements - Update (Pages 73 - 86)
- 5 Securing the Future Sustainability and Viability of Cardiff City Transport Services Limited (Pages 87 - 186)

Housing & Communities

- 6 Rent Smart Wales Progress and Preparation for Renewal Activities (Pages 187 - 202)

PAUL ORDERS

Chief Executive

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

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**CARDIFF COUNCIL
CYNGOR CAERDYDD**



MINUTES

CABINET MEETING: 16 JULY 2020

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

Observers: Councillor Keith Parry
Councillor Adrian Robson
Councillor Rhys Taylor (Min 105-109)
Councillor Emma Sandrey (Min 110)

Officers: Paul Orders, Chief Executive
Chris Lee, Section 151 Officer
Sarah McGill, Corporate Director
Davina Fiore, Monitoring Officer
Joanne Watkins, Cabinet Office

105 MINUTES OF THE CABINET MEETINGS HELD ON 19 MARCH, 11 AND 24 JUNE 2020

The minutes of the Cabinet meetings held on 19 March, 11 and 24 June 2020 were approved

106 ESTABLISHMENT OF A RACE EQUALITY TASKFORCE

Further to the commitment given at Council, the Cabinet considered a report outlining proposals for the establishment a Race Equality Taskforce which would focus on addressing racial inequality in Cardiff. Cabinet was advised that a public appointment process would be carried out to establish the Taskforce's membership and a consultation would be undertaken to confirm priority workstreams for the taskforce.

RESOLVED: that

1. the proposal to establish a new Race Equality Taskforce with the objectives set out in paragraph 16 of the report be approved

2. the appointment of Cllr Saeed Ebrahim as Chair of the Race Equality Taskforce be agreed.
3. Authority be delegated to the Head of Performance & Partnerships, in consultation with the Chair of the Race Equality Taskforce and Leader of the Council and with advice from the Director of Governance and Legal Services, to finalise detailed Terms of Reference for the Race Equality Taskforce, to be confirmed at the inaugural meeting of the Taskforce.
4. Authority be delegated to the Head of Performance & Partnerships, in consultation with the Leader of the Council and Chair of the Race Equality Task Force, to undertake a public appointment process for membership of the Race Equality Taskforce.
5. authority be delegated to the Head of Performance & Partnerships, in consultation with the Leader of the Council and Chair of the Race Equality Taskforce to commence a public consultation exercise to inform the initial priorities for the Race Equality Taskforce's work programme.

107 **MUTUAL INVESTMENT MODEL (MIM) STRATEGIC PARTNERING AGREEMENT**

Cabinet considered approving the Strategic Partnership Agreement with Welsh Education Partnership Co which would enable the delivery of education and community facilities through Welsh Government's Mutual Investment Model (MIM). The agreement set out how the Council and Welsh Education Partnership Co would act together over the long term in a collaborative partnering, non-adversarial and open manner to support the effective planning, procurement and delivery of education and community facilities in Cardiff and the delivery of infrastructure services. This would be a 10 year agreement with a potential to extend a further 5 years between WEPCo and all participating local authorities and further education institutions.

RESOLVED: that

- (a) the outcome of the Preferred Bidder Stage of the Competitive Dialogue Procedure under the Public Contracts Regulations 2015 as outlined in this report be noted
- (b) Subject to recommendation (c) and (d), the execution, delivery and performance of the Strategic Partnering Agreement with the Welsh Education Partnership Co in Autumn 2020 to facilitate the delivery of a range of infrastructure services and the delivery of education and community facilities be approved;
- (c) the Strategic Partnering Agreement linked to this report and summarised in **Appendix 1** of this report be approved so as to give effect to recommendation (b), subject to recommendation (d) below;
- (d) authority be delegated to the Director for Education and Lifelong Learning, in consultation with the Cabinet Member for Education, Employment and Skills, Director of Governance and Legal Services and s151 Officer:

- i) To agree any minor amendments to the Strategic Partnering Agreement approved here as may be necessary, for reasons including but not limited to finalising any outstanding areas and to reflect advice provided; and
 - ii) To approve any further deeds and documents which are ancillary to the Strategic Partnering Agreement approved here
- (e) It be noted that the Chief Executive will use his delegated authority to make the appointment of the School Organisation Programme Director or Director for Education and Lifelong Learning as 'Participant Representative' to sit on the Strategic Partnering Board (SPB);
- (f) It be noted that in agreeing to the Strategic Partnering Agreement, Cabinet is not being asked to decide to proceed with any project. Any decision to proceed with a projects will be reported back to Cabinet in future report(s) for decision.

108 **OUTTURN 2019/20**

The Cabinet considered the outturn report for the financial year ending 31 March 2020 against the budget for the year for both revenue and capital expenditure. It was reported that since the finalisation of the outturn position, the financial impact arising from the Council's response to the COVID 19 crisis had emerged and that whilst the information within the report was broadly unaffected by the crisis as the full lockdown was not implemented until close to the end of the financial year, certain directorates would have incurred additional expenditure and loss of income. Therefore some assumptions had been made regarding the extent to which these costs and income losses can be recovered via the Welsh Government Hardship Fund for local authorities and were reflected within the figures and directorate positions reported, where relevant.

It was reported that a balanced revenue position for 2019/20 had been achieved, reflecting the fact that the Council had maintained its spending within its overall net budget of £623.589 million in 2019/20, after contributions to and from earmarked reserves. Whilst there had been a number of directorate overspends these had been offset by various factors including the use of the general contingency fund and savings in some areas.

The Council spent £164.417 million on capital expenditure compared to a budget of £224.740 million, which primarily related to slippage of schemes in to 2020/21.

RESOLVED: that

- (1) the report and the actions taken in respect of the Council's accounts for 2019/20 be approved.
- (2) it be noted that this report will form an Appendix to the Financial Statements report to be considered at a Council meeting in the autumn of 2020.

109 **RE-PROCUREMENT OF FORMER NATIONAL PROCUREMENT SERVICE (NPS) COLLABORATIVE CONSTRUCTION AND CIVILS CONSULTANCY FRAMEWORKS**

It was reported that Cardiff Council spent in excess of £2.2m per annum on Construction related consultancy and required an efficient value adding procurement vehicle, therefore the Cabinet considered a report seeking approval for the Council to commence the re-procurement of the current National Procurement Service (NPS) Construction and Civils Consultancy Framework and take on the hosting arrangements.

RESOLVED: that

1. agreement in principle be given to the commencement of the re-procurement of the current National Procurement Service (NPS) Construction and Civils Consultancy Framework and take on the hosting arrangements for the subsequent arrangement (as detailed in this report) and
2. authority be delegated to the Corporate Director Resources, in consultation with the Cabinet Member for Finance, Modernisation & Performance, to carry out all aspects of the procurement, (including setting the evaluation methodology, commencing procurement and award of successful consultants to the framework) and thereafter to host and deal with the operation of the framework arrangements, including any ancillary matters relating thereto.

110 **HOMELESSNESS - THE RESPONSE TO THE COVID 19 CRISIS AND DELIVERING THE FUTURE SERVICE MODEL**

Appendices 1, 2 and 4 are not for publication as they contain exempt information of the description contained in paragraphs 14 and 21 (Appendix 1 and 4) and paragraph 16 (Appendix 2) of Schedule 12A of the Local Government Act 1972

Councillor Rhys Taylor declared an interest in this item and withdrew from the meeting

The Cabinet received a report outlining the impact that of the COVID19 crisis on the delivery of services for single homeless people in Cardiff together with a new model of provision of support for homeless people in Cardiff. The new model was based on learning from a strategic review of services which had been undertaken prior to the pandemic and from the experience of the response to COVID19 and had four key components. These included preventing homelessness wherever possible, delivering an assessment approach to those presenting as homeless using a multi-agency approach, the introduction of new pathways to rehousing and to recognise that those with complex needs would need longer term specialist accommodation.

RESOLVED: that

1. the steps already taken to secure additional permanent homeless accommodation to replace temporary provision and ensure that no service user

will experience a reduction in service availability as lockdown measures are relaxed be noted

2. the way forward for homeless services as set out in the report including the need to make representations to Welsh Government for ongoing funding to ensure the “No Going Back” strategy for single homeless people is sustainable be agreed
3. it be noted that in the event grant funding is not at the levels assumed within the report, options for schemes will need to be reviewed and revised to achieve lower operational costs and within available budgets, this will impact significantly on the overall effectiveness of the approach.
4. a direct award contract to Beattie Passive to deliver 50 temporary accommodation units at the Gasworks site be approved for the reasons outlined in this report.
5. responsibility for the leasing of private domestic properties under the Welsh Government Leasing Scheme be delegated to the Assistant Director for Housing and Communities following appropriate advice from Strategic Estates.

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MINUTES

CABINET MEETING: 17 SEPTEMBER 2020

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

Observers: Councillor Keith Parry
Councillor Adrian Robson
Councillor Rhys Taylor

Also: Councillor David Walker

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

**111 TO RECEIVE THE REPORT OF THE POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE ENTITLED SCRUTINY IMPACT ASSESSMENT
MODEL**

Councillor David Walker, Chair of the Policy Review & Performance Scrutiny Committee presented the Scrutiny report entitled 'Scrutiny Impact Assessment Model'. The report provided recommendations around a model to capture the impact of the work of the Councils' five scrutiny committees.

Resolved: that the report be received and a response prepared within the usual timescales

112 WELSH LANGUAGE STANDARDS: ANNUAL REPORT 2019-20

The Cabinet received the Welsh Language Standards Annual report 2019-20. It was noted that this year, due to COVID19 the report had been published in draft on the Council's website in June to comply with statutory deadlines. The report detailed information relating to Complaints, Employees Welsh Language skills, Welsh Language & Welsh medium training and Posts Advertised with Welsh Language requirements.

RESOLVED: that Council be recommend to 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).

113 CARDIFF COUNCIL ANNUAL STATUTORY WELLBEING REPORT

The Cabinet received the Annual Statutory Wellbeing report for 2019-20 which provided an annual assessment of performance against the Administration's ambitions and statutory requirements arising from the Local Government Measure 2009 and the Well-being of Future Generations Act. The report also included an analysis of the impact of COVID19 on Cardiff and the performance of key Council services.

RESOLVED: that

1. authority be delegated 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. the Annual Statutory Wellbeing Report 2019-20 be approved for consideration by Council.

114 SCHOOL ORGANISATION PLANNING: 21ST CENTURY SCHOOLS BAND B: REDEVELOPMENT OF CANTONIAN, RIVERBANK AND WOODLANDS SCHOOLS

The Cabinet was advised that the Welsh Government Minister for Education had approved 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. These proposals had been subject to statutory consultation, with one objection received.

RESOLVED: that

1. approval of the proposal by the Welsh Minister be noted
2. authority be delegated 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.

115 SENIOR MANAGEMENT ARRANGEMENTS

Sarah McGill, Corporate Director declared a personal interest in this item and withdrew from the meeting during consideration of this item.

The Cabinet considered a report reviewing the Council's Senior Management arrangements in the context of the COVID19 pandemic and the resignation of the Director of Social Services. It was proposed that consultation be undertaken on an amended senior management structure including the Corporate Director, People & Communities assuming the statutory role of Director of Social Services. Further it was proposed that a Director of Children's Services post be established with the Assistant Director post being deleted together with the creation of a Director of Adults, Housing and Communities post.

RESOLVED: that:

1. 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 be approved;
2. the proposed remodelling of the Senior Management Team on a provisional basis be approved subject to the outcome of the consultation process.
3. Approval be given to a consultation period on the proposed model to commence immediately following cabinet approval.
4. a further report be received 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. Authority be delegated to the Head of Paid Service in consultation with the Leader and Cabinet Members to realign managers and support staff to the remodelled structure.

116 BUDGET MONITORING - MONTH 4 REPORT

The budget monitoring position for month 4 was received. The report detailed the significant financial impact of the ongoing COVID19 pandemic on the Council, evidenced through both additional expenditure pressures and reduced income generation across services. It was noted that only COVID19 related figures which had certainty around additional expenditure or lost income were included within the monitoring position. The overall monitoring position for Month 4 reflected an overspend of £1.982 million, 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.

RESOLVED: that

1. the COVID-19 financial impact at Month 4 and the ongoing response to the emerging financial position be noted.
2. the projected revenue financial outturn based on the projected position at Month 4 of the financial year be noted.
3. the capital spend and projected position at Month 4 of the financial year be noted.
4. the allocations from specific contingency budgets to the People & Communities - Housing & Communities and People & Communities - Social Services directorates, as set out in the report be noted and approved
5. the requirement for all directorates currently reporting overspends as identified in this report to put in place action plans to reduce their projected overspends be reinforced.

117 BUDGET STRATEGY REPORT 2021/22 AND THE UPDATED MEDIUM TERM FINANCIAL PLAN

The Cabinet received an updated position in relation to the Medium Term Financial plan, together with the budget strategy for the 2021/22 revenue and capital budgets. The report identified an estimated budget gap for 2021/22 at £25.417 million and set out a number of principles for the approach to setting the budget, particularly in the context of the COVID19 pandemic.

RESOLVED: that

- (1) Agreement be given to 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) 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) Authority be delegated to the Chief Executive, in consultation with the Leader and Cabinet Member for Finance, Modernisation and Performance, 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) It be noted that work will continue to update and refresh the MTFP and that this will be reported to Members as appropriate.

- (5) Council be recommended to 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) consultation on 2021/22 budget proposals will take place in order to inform the preparation of the draft 2021/22 Budget.

118 CORPORATE RISK MANAGEMENT QUARTER 4 2019/20

The risk management position at quarter 4 for 2019/20 was received by Cabinet and outlined the key risks facing the Council, together with any mitigating measures. The impact of Covid-19 on existing risks had been considered as part of the quarter four reporting arrangements and it was noted that the impact of the pandemic would evolve in both severity and likelihood in individual risks in different ways. Directorates had also considered Covid-specific risks which would be recorded through the first quarter of the 2020/21 financial year.

RESOLVED: that the content of the Corporate Risk Register be noted

119 EQUALITY & INCLUSION STRATEGY

The Cabinet considered the Equality and Inclusion Strategy which had been developed in consultation with residents, Council officers and partners, and contained four Strategic Equality Objectives supported by a number of actions for their delivery over a four year period.

RESOLVED: that the publication of the Equality and Inclusion Strategy 2020-2024 be approved

120 REVIEW OF CARDIFF WORKS AND MATRIX AGENCY PROVISION

Cabinet received a report outlining details of a review of Cardiff Works, the Council's in house agency. The review recognised that significant change would be required to ensure that the service operated efficiently and that it would be beneficial to align the service with the 'Into Works' service of the Council to help ensure that candidates are helped to become 'Cardiff Works ready'. This would allow for a clear focus on supporting more vulnerable individuals through linkages with into work mentors and community into work teams.

It was further proposed that a direct award be made to Matrix SCM for external agency staff to allow changes to Cardiff Works to be delivered and for the future need for agency services to be assessed.

RESOLVED: that

1. the way forward for Cardiff Works be approved as set out in the report.
2. Approval be given to 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 1st October 2020 to 31st October 2023).

121 REDECLARATION OF PLASNEWYDD ADDITIONAL LICENSING SCHEME

Cabinet received the details of the consultation exercise and 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. It was further recommended that a consultation exercise for the re-declaration of the Cathays additional licensing scheme be considered as the current scheme is due to expire on 1 January 2021.

RESOLVED: that

1. the Plasnewydd Ward be declared as an Additional Licensing area with effect from 1 January 2021 to run for a period of 5 years.
2. Approval be given to a consultation exercise for the re-declaration of the Cathays additional licensing scheme with the results reported to a future Cabinet meeting

122 DISPOSAL OF LAND AT DUMBALLS ROAD

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.

Cabinet received a progress report on work undertaken by Vastint to progress the land assembly at Dumballs Road to provide a housing-led mixed use regeneration scheme.

It was proposed that Council owned land be disposed of to Vastint and as this would be concluded in advance of planning approval, draft terms for a Unilateral Undertaking to guarantee a minimum of 12.5% affordable housing contribution had been prepared.

RESOLVED: that

- i) Authority be delegated 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) Authority be delegated 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.

123 **DUMBALLS ROAD- USE OF COMPULSORY PURCHASE POWERS**

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.

Cabinet received a report seeking approval for the use of Compulsory Purchase powers, including approval 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.

RESOLVED: that

1. Authorisation be given to 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 plan attached to the Cabinet report by way of a Compulsory Purchase Order.
2. Authorisation be given to 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. Authorisation be given to 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. Authorisation be given to the preparation of a Statement of Reasons.

124 **EXTRA-CARE AND SUPPORTED LIVING SERVICES FOR OLDER PEOPLE AND ADULTS WITH DISABILITIES**

A report outlining an approach for the recommissioning of the extra-care and supported living services for older people and vulnerable adults was received. It was proposed that a longer term contract be issued to secure the outcomes for individuals which would 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.

RESOLVED: that

1. proposed overarching approach to the recommissioning of extra-care and supported living services for older people and vulnerable adults be agreed; and

2. authority be delegated 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).

125 LOCAL AUTHORITY ANNUAL SOCIAL SERVICES REPORT

Cabinet received the 11th Annual Report of Local Authority Social Services which identified priorities for action which would be delivered via Directorate delivery plans.

RESOLVED: that the Local Authority's Social Services Annual Report for 2019/20 be approved for consideration by Council

ONE PLANET CARDIFF – A RESPONSE TO THE CLIMATE EMERGENCY

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

AGENDA ITEM: 2

Reason for this Report

1. To approve the “One Planet Cardiff Strategy” as the Council’s initial response to the declared Climate Emergency, and to authorise a period of public consultation to help shape a final strategy and action plan for approval in Spring 2021.

Background

2. Notwithstanding the depth of the Covid-19 crisis, Climate Change remains the defining global challenge of our generation. The impacts of climate change, including rising sea levels, flood risk, extreme weather events, unsustainable energy supplies and ultimately, widespread economic instability, are putting tens of millions of people and their jobs across the globe at direct risk. These issues are already impacting the Cardiff area and its population. Our actions in the coming decade are crucial; they will define the shape and wellbeing of our society and our planet for generations to come.
3. The climate change issue is not just about environment and carbon neutrality but has clear implications for our society and economy. The approach of the One Planet Cardiff strategy is to identify the fundamental interdependency of these issues and, in doing so, to identify the real opportunity for positive action and improvement to create a society and economy that is successful, resilient, sustainable and well-being focussed in the long term.
4. Cardiff Council has recognised the scale of this challenge and declared a Climate Emergency. The One Planet Cardiff Strategy has been prepared as a strategic response to this declaration. It contains a vision that:
 - Sets out Council’s 10 year ambition to be Carbon Neutral in its own activities;

- Calls on the whole city, all citizens, young and old, schools, key partners, employers and stakeholders to positively work with us to develop a City-Wide road map and action plan for a carbon neutral City by 2030;
 - Identifies opportunities that could reframe the Cardiff economy in a way that is resilient, robust and long-term, ensuring that Cardiff is one of the leading UK green cities; and
 - Defines the immediate programmes and opportunities that we urgently need to address.
5. The document analyses the scope and scale of the challenge facing the Council and the City, and also highlights the opportunities that could arise from positive action to address this challenge. It outlines the significant progress that we've made to date to address our carbon footprint and then proposes a wide range of immediate and potential actions that will form the basis of our longer term response to the climate emergency.
 6. The development of the strategy coincided with the Covid-19 emergency (and the resulting public health and emerging economic crises that have resulted in turn from this), and it is clear that the two emergencies, and our response, cannot be mutually exclusive. Cardiff's recovery response to Covid-19 has already established some key resilience principles. The administration's Capital Ambition, of building a fairer, greener, more prosperous city is more important now than ever. The development of the One Planet Cardiff Strategy has therefore had a renewed focus, highlighting projects and opportunities that can stimulate a "Green Recovery", with the Council leading a capital city that will be at the forefront of a green and inclusive economy, supporting both environmental and economic recovery in Wales.
 7. We plan to consult widely on the draft Strategy to help us prioritise our own actions, and to gather support for a whole-city response. At the same time we will be seeking to generate a better and more consistent means of analysing our carbon and climate impacts across all of our activities, generating an evidence base and more detailed project feasibility work to help us prioritise and measure the impact of our actions.
 8. This consultation analysis process will then inform a detailed committed action plan that will be approved later in the spring 2021.
 9. However given the urgency of this agenda we won't wait until then to move forward, and so the Strategy also highlights the immediate actions, business case development, engagement with strategic partners, and quick wins that the Council is already putting in place to address the Climate Emergency.

Issues

Background Policy

10. There is a range of live and well-publicised international and national policy surrounding the Climate Change agenda. This includes:

- The International Paris Accord 2015, which seeks to keep global temperature increases well below 2 degrees;
 - The Welsh Government's Wellbeing of Future Generations Act 2015, which requires public bodies in Wales to consider the long term impacts of all their key decisions;
 - Welsh Government's 2019 ambition for a Carbon Neutral Public Sector in Wales by 2030; and
 - The UK Government's 2019 policy for Net-Zero Greenhouse Gases in the UK by 2050
11. In light of the assertions and warnings of the Intergovernmental Panel on Climate Change, Cardiff Council declared a 'Climate Emergency' on 28 March 2019. We're not alone; so far, over 250 councils across the UK have also motioned a declaration, alongside the Welsh and UK Government.
 12. The risks associated with climate change are significant and well known. Many, including rising sea levels, extreme weather, increased pollution and associated public health implications, are already being experienced in Cardiff and will in some cases make the Council's services more difficult and more expensive to deliver. However, a consolidated approach to tackle climate change could bring opportunities, making the city a healthier, safer and more competitive place, and underpinned by a thriving green economy.
 13. Cardiff has already recently developed an ambitious, Climate Change aligned, 10 year Transport Strategy that will drive sustainable change across all transport modes in the coming years. In addition, the emerging Local Development Plan will provide a basis to drive positive change across a wide complementary agenda of low energy housing and development, biodiversity, sustainable and high quality accessible new place based communities.
 14. Estimates are that Cardiff is currently a THREE planet city: If everyone in the world consumed natural resources and generated carbon dioxide at the rate we do in Cardiff, we would need three planets to support us. This is not sustainable for us, or equitable to those we share the planet with. However, the answer is not simply to consume less but rather to operate better, enabling activity that is smarter, more energy efficient and environmentally positive.
 15. We need to build a fitting legacy for our Future Generations and so our aspiration is to become a One Planet City, living within our environmental means but with a thriving and dynamic economy, a healthy population and high quality city environment that ensures Cardiff is among the greenest in the UK.

Progress to Date

16. The Council has a good starting position for this agenda that puts Cardiff among the best UK cities for green and smart development, for instance:

- We've achieved a 49% reduction in carbon emissions from our estate in the last 5 years;
 - We've installed energy efficiency measures in almost 10,000 homes since 2013;
 - We've installed over 2MW of renewable energy generation on our estate;
 - We've installed over 20 on-street electric vehicle charging points in the city, are converting 90 council fleet vehicles to electric and have put in place Planning Guidance that encourages EV infrastructure in all major new development.
 - We've helped to deliver the first-of-a-kind "Greener Grangetown" sustainable drainage scheme;
 - We're in contract to build 2,000 affordable homes in the city, all exceeding national energy standards; and
 - We've approved an ambitious Transport White Paper to facilitate a significant and sustainable shift in how people move around the city.
17. We also have even more ambitious projects already approved and in progress, including:
- A 9MW solar farm which is nearing completion;
 - Fully funded plans for a low-carbon heat network in the Bay and City Centre, using energy from waste in place of fossil fuels;
 - Pilot schemes to develop a zero carbon schools and a Passivhaus standard housing estate;
 - A fast, safe and fully segregated cycle network of a further 5 cycleways across the city; and
 - A Sustainable Food Strategy.
18. However, we know that we need to do more, quickly and in collaboration with others, if we're to tackle the Climate Emergency. Crucially, we know that we can't do this alone and strong partnership action will be essential to deliver change at the City-wide scale.

Areas of Focus

19. The One Planet Cardiff Strategy identifies a very broad ranging programme which could position Cardiff as a UK leader in a climate responsive economy, shaping environmental solutions to deliver benefits for business and the wider city as well the new skills and jobs that will be crucial to deliver this change.
20. The strategy focuses on 7 key themes. The Council's current progress is identified for each theme, along with a series of planned and potential actions that we're considering for the next phase of work. The key themes are:
- **Energy:** This includes how energy is used, how it's sourced, distributed and generated. Our aim is to use less, to source more from clean renewable generation and to help build business around this growing sector.

- **Built Environment and Housing Quality:** This comprises existing and planned buildings and infrastructure. We need to constantly improve the energy efficiency and resilience of our new and existing buildings and communities, and capture the skills and jobs required to achieve this for the benefit of the local economy.
- **Green Infrastructure:** This covers our integral green spaces and biodiversity. We need to take bold steps to add to the natural green assets of the city making a healthy, clean, biodiverse, environmentally positive place in which citizens and business can thrive.
- **Transport:** This covers how we move around the city and the infrastructure required to minimise the impact of vehicle emissions and air quality. Our plans are to replace as many single user, fossil fuelled trips as possible with sustainable low carbon modes of travel.
- **Waste Management:** By reducing overall waste production and by recycling residual waste in the right way, we can reduce our carbon footprint. We need to engage citizens in this activity, helping them to understand and lower the impact of the city's waste, encouraging reuse, repurposing, recycling and smarter purchasing choices. We also recognise that certain waste can be an important low carbon energy source helping to build new, clean, local and resilient economic activity.
- **Food:** The production, transportation, processing and disposal of food is a major source of emissions and our proposals are aimed at supporting smarter, more localised and more socially equitable food systems that can also boost the local food economy.
- **Water:** How we source, use and manage water, and how we protect ourselves against drought and flooding is crucial to our aim of building climate resilience. The strategy outlines a series of current and future responses to this challenge.

21. Futhermore, there are also a series of cross- cutting areas in which we know we need to act:

- **Leading City Economy and Development:** We need a stronger focus on growing a sustainable local economy. This includes ensuring that we have the right skills to achieve and maintain a successful carbon neutral Cardiff with new jobs and security created in the post-Covid-19 landscape.
- **City-wide Commitment** is key: We can't do this alone. We need support from engaged citizens, communities, organisations, businesses and academia. To succeed we will need every individual, family, organisation to have its own 'green plan' with clear achievable commitments.
- **Youth Engagement is Key:** The city's youth are especially important in this context and we need to engage with them and harness their enthusiasm for change, making sure that this informs and steers a much-improved legacy for them. This will align with wider UNICEF led 'child friendly city' initiatives. This process will require a full engagement across schools to really capture the enthusiasm and energy of young people behind this agenda.
- **Finance** is crucial. Significant investment and funding will be needed to create a carbon neutral Cardiff by 2030 and this will be in a context

of post Covid recovery. We need to make carefully considered decisions to ensure that we invest to save, bring carbon into our cost equations, and explore all sources of support and grant funding, recognising that doing nothing could ultimately cost more than positive action now.

- **Governance:** Bold collaborative leadership is required. Climate impact and carbon emissions will need to have a more central place in decision-making activities, and be appropriately integrated amongst other priorities. We need to carefully consider how the council can use its leadership and convening powers to the best effect, influencing our own actions and those of our partners. It will be essential that the Council fully embeds the One Planet approach into its policies, plans, and working practices as well as its key initiatives and projects. The aim is to create a truly 'One Planet Council' with a commitment at all levels of the organisation and across all services.
- **Engagement and Behaviour Change:** We need to get the right messages out to stakeholders, ensuring that we're all making well informed, climate responsive choices.
- **Procurement:** The Council's spending activities can have a huge carbon impact across all operational areas. We need more focussed oversight to ensure that we're buying the right things in the right way and to identify small changes that can deliver positively for the climate emergency whilst also supporting the right sort of business.
- **Digital** capacity underpins our ability to deliver many of our objectives and targets, especially in communications and in measuring and monitoring progress.
- **Regulation and Policy** needs to be fit for purpose in the context of the climate change emergency, and we need to highlight and seek change in areas that fall short. The One Planet Cardiff Strategy will be implemented alongside other major policy work, including the review of the Local Development Plan and the roll-out of the Transport White Paper. We need to ensure that each of these is aligned and mutually supportive in the context of the Climate Emergency

22. The One Planet Cardiff Strategy contains details of the various projects, plans and aspirations that could help to deliver real change in respect of each of these issues.
23. The Strategy sets out the overarching vision for the Council's Climate Emergency response, bringing together our many recent and current actions, alongside proposing projects that will set us on a path to carbon neutrality.

A Fairer, Greener, More Prosperous City

24. The diverse range of projects in the Strategy, especially in the context of the Covid-19 emergency, highlight a series of clear opportunities to support a Green Recovery. The projects listed below are those that we know we need to focus on in the short-term, and we will develop business cases and implementation plans for these during the consultation process so that we can be ready to respond early. It is important to recognise that the scale of some of the projects proposed is significant. Therefore it will

be essential to understand this process with key regional and national partners. Some of the proposals are within the Council's direct control, whilst others will require co-ordinated city, regional or even national effort. They include:

- **Fully Engaging Cardiff in moving to zero carbon supporting the Green Economy – How can we ask Cardiff Residents and Businesses to proactively change their behaviour, and how can we harness the vital input and enthusiasm of our younger generations whose futures are in our sight?**
- **Map out the route to a 'One Planet Council' in terms of policies, governance, resources, service delivery and funding across the organisation at all levels will be a key priority.**
- **Largescale Housing and Development Retrofit – *Can we target the upgrade of around 2,000 houses per year?*** Under-insulated housing is a major source of community (fuel) poverty, health conditions exacerbated by cold and damp homes, poor air quality and energy wastage across the city. Upscaling and accelerating work to make existing homes more energy efficient and comfortable not only addresses this but could also stimulate new areas for skills development and employment. We will be developing our ideas and funding proposals on this to present to prospective delivery partners who could assist us in realising this ambition, possibly at a regional or national scale.
- **Resilient Development – *How can we ensure that new buildings don't add to our Carbon problems?*** We will be moving forward with a range of planning policy and guidance to facilitate and maximise low energy, resource efficient and resilient development across the city, looking for every opportunity to align the LDP with our Climate response. We will also lead by example in our own and our partners construction activities.
- **Low Cost Efficient Energy – How far can we go to *support and instigate a step change in local renewable generation, possibly including a Tidal Lagoon?*** We will investigate a new pipeline of clean energy generation schemes in the city, developing detailed business cases for those that are the most promising. We will investigate all of the potential local opportunities, including potential tidal power, so that we can fully understand the Council's facilitating role in some of the more challenging but potentially beneficial projects. A Cardiff tidal lagoon could deliver a strategically important volume of sustainable energy for the National Grid, as well as providing energy for the city, creating jobs, providing flood risk mitigation, and acting as a catalyst for a wider green energy cluster in the city region. Cardiff, and its city region leadership role, has the potential to lead on the development and application of new green technologies, putting the city at the forefront of the UK's low carbon transition.

- **Low Energy Active Transport – *How can we speed up the delivery of our transport white paper vision and retain the best of the Covid lockdown travel behaviours change in the city?***: Our sustainable/active travel projects are increasingly visible across the city, having the co-benefits of reducing carbon emissions, and reducing congestion in the city which may also increase economic productivity. We also see opportunity to support the early roll-out of Ultra Low Emission Vehicles in our fleet and across the city, and charging infrastructure. We have a number of potential projects relating to EV infrastructure, localised hydrogen fuel production, and supporting wider access to Electric Car Clubs. We will assess and promote the partnership and funding structures that will be needed to deliver the best of these.

 - **Greening the City – *How can we support and instigate a step change in the level of green infrastructure on the city- planting a new City Forest?***: Increased tree coverage, smarter maintenance and planting regimes, and the phasing out of harmful pesticides will form important features of a future greener, lower carbon Cardiff. Ideas for a City Tree Farm concept and biodiversity friendly land management could help to deliver this and could also bring new skills and employment. We will examine the business models required to bring these aspirations to life.

 - **Low Carbon Affordable Healthy Food –*What actions are needed to support a more sustainable, localised and circular food economy in the city – creating a new Urban Farm*** : The Covid-19 lockdown highlighted the imbalance in access to healthy, local, and affordable food. We already have great examples of Local Food Pantries providing better access to food for those in need, alongside the increasingly sophisticated methods available to deliver sustainable Urban Farming. We are currently analysing how our underused land assets and procurement activities (especially in feeding thousands of school children) could be used to support an enlarged sustainable food economy for the city.

 - **Procurement – *How can we use the Council’s purchasing activities to stimulate circular economies, lower carbon impacts and to provide better support for sustainable products and services?*** : The Council’s global annual spend is significant. It has a direct impact on the local economy and the associated activities generate a large carbon footprint in their own right. We’ll be instigating “circular economy” training for specifiers so that our contracts are more accountable for their climate consequences, and will also start to investigate procurement policies which could attract more suppliers that are able to deliver lower carbon goods and services.
25. Across all of these projects we’ll be focused on developing our understanding of further dependencies and opportunities that arise from the new economic activity required to deliver a low carbon city, thereby helping to help establish Cardiff as a UK leading Green Economy.

Consultation

26. We now plan to conduct a consultation on the proposed actions in the Strategy and will be seeking views to help shape and prioritise a full action plan for approval early next year. A launch event has been planned to draw attention to the strategy and mark the start of an ongoing conversation on the next ten years of action. A consultation programme, addressing the public, local businesses and organisations, and crucially, the city's youth and future generations has been developed to support this and will go live in October 2020.

Accelerating our Response

27. We will be putting in place some immediate measures to underline the urgency of the issues. We will:
- Organise an internal One Planet Cardiff Steering Group, led by Cabinet Members and attended by Senior Officials from areas across the Council;
 - Begin an appraisal of the implications of the One Planet agenda for the Council's internal governance and procurement processes to ensure that carbon and climate impacts are embedded appropriately in Council procedures;
 - Put in place measures to fully engage with younger generations in the city, allowing them to have a stronger voice in our efforts to tackle the climate emergency.
 - Initiate effective outline business case development, defining the resources and governance required, with key partners for the key programmes. Our initial priorities will focus on housing retrofit, resilient development policy, increased local renewable energy, clean transport, city greening, sustainable food and procurement activities;
 - Work with the Public Service Board to bring together existing carbon reduction plans of all public sector organisations in the City, identifying synergies and gaps, and agreeing a position statement on which to base a city wide collaborative action plan;
 - Instigate further studies and modelling capacity to generate a better picture of our total carbon footprint and to develop robust methods to help prioritise the most cost effective and impactful projects and to monitor progress more clearly;
28. These parallel processes will all contribute to the production of a final One Planet Cardiff Strategy and Action Plan which will include a prioritised list of short, medium and long terms actions. This will be brought back to Cabinet for approval in the spring 2021.

Reason for Recommendations

29. To approve the One Planet Cardiff Strategy as a formal response to the Climate Emergency Declaration

Financial Implications

30. Although there will be no direct financial implications from undertaking the public consultation and establishing the One Planet Steering Board the report acknowledges that the financial resources required to deliver the strategy will be significant. In this context the development of robust business cases and identification of budgets, whether council funded or external grants to support specific projects will be fundamental in demonstrating the affordability to the Council of projects and actions proposed to be undertaken as part of the development of an approved strategy. In particular with Invest to Save schemes which have a reliance on income generation and / or cost saving to repay committed external capital financing charges robust financial modelling to demonstrate potential financial risks and the mitigation of these risks will be required.

Legal Implications

Equality Duty

31. 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.

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.
33. In discharging its duties under the Act, the Council has set and published wellbeing objectives designed to maximise its contribution to achieving the national wellbeing goals. The wellbeing 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 wellbeing objectives. This means that the decision makers should consider how the proposed decision will contribute towards meeting the wellbeing objectives and must be satisfied that all reasonable steps have been taken to meet those objectives.
34. The wellbeing 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

35. 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

36. The decision maker should be satisfied that the proposal is in accordance within the financial and budgetary policy. Any procurement of contracts should be carried out in accordance with the procurement legislation.
37. 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.
38. The report also sets out that consultation will be undertaken with the public. Any consultation must be adequate and fair. The carrying out of consultation gives rise to a legitimate expectation that the outcome of the consultation should be considered as part of the decision making process.
39. Any appointment to bodies will need to be carried out in accordance with the constitution.

HR Implications

40. There are no HR implications for this report.

Property Implications

41. The carbon contribution from the Council's property estate constitutes a significant percentage of the Council's overall contribution. To meet the objectives of the One Planet strategy, a continuation of the reduction trend seen over the last 5 years is essential. To achieve the targets set out in this report, new approaches to the management and use of Council property will be required together with new investment.

42. Relinquishment will remain a key contributor to the One Planet objectives. As properties are disposed, leases ended or buildings demolished, the carbon footprint will continue to decrease. The Council's property strategy to use "fewer but better buildings" aligns with the principles of One Planet Cardiff and highlights the ongoing need to use space efficiently not only to reduce costs but to ensure objectives relating to sustainability are met.
43. Modernisation of the retained operational estate through investments in energy efficient building fabric and mechanical and electrical items will be key. This will be relevant in three main areas; i) new build properties, ii) repair and maintenance of existing buildings, and iii) dedicated investment projects designed to improve the energy performance of buildings. Consideration to the establishment of minimum energy performance standard components through the procurement may be required to ensure maintenance undertaken to Council properties results in an ever increasingly energy efficient estate.
44. Behavioural changes in the way we use our buildings will be required to make sure energy is not unnecessarily used. This will be relevant to both the schools and non-schools estate and applying to the users of buildings and also the management of buildings. Education initiatives around best practice and elimination of bad habits (leaving lights, computers on etc) is projected to be one of the most important areas to focus on reducing the energy and carbon footprint.
45. Investment in renewable energy sources on both a strategic and individual property level will ensure the Council's dependency on non-renewable sources is reduced. Renewable energy in the form of solar, wind etc will be required to compliment the reduction measures achieved through relinquishment, modernisation and behavioural changes if the zero carbon by 2030 target is to be met. Good examples of renewable sources can already be seen across the estate however a dedicated strategic focus on a larger scale will be required going forward.
46. Future council property strategies, programmes and property decision making would need to be aligned with the energy efficiency and carbon reduction targets described in this report.

RECOMMENDATIONS

Cabinet is recommend to:

1. Approve the objectives set out in the One Planet Cardiff Strategy for Cardiff to become a carbon neutral city by 2030;
2. Authorise a period of public consultation on the strategy and bring the One Planet Cardiff Strategy and Action Plan back to Cabinet in due course for approval and implementation.
3. Authorise the Chief Executive in consultation with the Leader and Cabinet Member (Clean Streets, Recycling and Environment) to consider and report back to Cabinet and or full Council (as applicable) with any specific

proposals or recommendations to embed fully the One Planet approach across council services, governance and procurement processes.

SENIOR RESPONSIBLE OFFICER	Andrew Gregory Director of Planning, Transport & Environment
	9 October 2020

The following appendix is attached:

Appendix 1 – One Planet Cardiff Strategy (consultation version)

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**One
Planet
Cardiff**

Our vision for a
**Carbon Neutral
City** by 2030



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



Executive Summary

One Planet Cardiff – a strategic response to the climate emergency.

The effects of climate change are already shaping our lives. As Greenhouse Gas emissions have increased, Cardiff has experienced all of the key symptoms of man-made climate change, including erratic weather patterns, air pollution, heatwaves and changes in biodiversity. This has also come with associated economic and social costs as businesses and citizens have struggled with issues like flood damage, poor air quality and other interruption to their daily lives.

The time has come for us take urgent and decisive action and the Council has already declared a **climate emergency** in recognition of this. **The One Planet Cardiff Strategy** sets out our strategic response to this emergency. This document presents a detailed vision for how we might become a **Carbon Neutral Council**, and also a **Carbon Neutral City by 2030**. The draft Strategy proposes a wide range of ambitious actions that will begin to form the basis of a delivery plan to achieve Carbon Neutrality. It aims to do this in a way that supports new green economies and greater social wellbeing in the city.

We've already started the journey. Many decarbonisation initiatives are underway around green infrastructure, built environment, energy, transport, food, waste and water. These projects have already demonstrated a key shift in our thinking and a series of more ambitious projects is already agreed and in development. However, we know we need to do more, to speed up our actions and to take bold and impactful decisions that engage and encourage citizens and partners to make the shift to a **Carbon Neutral City**.

The ambitions outlined in the strategy represent those that we believe will deliver real impact, steering us towards a cleaner, greener and decarbonised future in Cardiff. If implemented in the right way, their delivery also offers opportunities to build new sustainable jobs and economic sectors, and ultimately to secure greater social wellbeing and equity in the City and the region.

The development of the Strategy has coincided with the Covid19 pandemic and it is clear that the two emergencies, and our response to them, cannot be mutually exclusive. The One Planet Cardiff Strategy therefore seeks to prioritise projects and initiatives that can stimulate a "green recovery", supporting both environmental and economic goals.

We'd like your views and input to help us shape and prioritise these actions and to help us understand what the barriers are to making these changes so we can help overcome them.



The time has come for us take urgent and decisive action and the Council has already declared a climate emergency in recognition of this. The One Planet Cardiff Strategy sets out our strategic response to this emergency.



The 7 Key Themes of the Strategy



Energy - This includes how energy is used, how it's sourced, distributed and generated. Our aim is to use less, to source more from clean renewable sources, and to help build business around this growing sector.



Built Environment and Housing Quality - This comprises existing and planned buildings and infrastructure. We need to constantly improve the energy efficiency and resilience of our new and existing buildings and communities, and capture the skills and jobs required to achieve this for the benefit of the local economy.



Green Infrastructure - Our integral green spaces and biodiversity need to be protected and enhanced. We need to take bold steps to add to the natural green assets of the city making a healthy, clean, biodiverse, environmentally positive place in which citizens and business can thrive.



Transport - We need to look closely at how we move around the city and at the infrastructure required to minimise the impact of vehicle emissions and air quality. Our plans are to replace as many single user, fossil fuelled trips as possible with sustainable low carbon modes of travel, whilst ensuring that they don't simply migrate problems elsewhere.



Waste Management - By reducing waste production, making thoughtful procurement decisions, and by recycling what waste is produced in the right way, we can reduce our carbon footprint. We also recognise that certain waste can be an important low carbon energy source, helping to build new, clean, local and resilient economic activity.



Food - The production, transportation, processing and disposal of food is a major source of emissions and our proposals are aimed at supporting smarter, more localised and more socially equitable food systems, that could also boost the local food economy.



Water - How we source, use and manage water, and how we protect ourselves against drought and flooding are crucial parts of our aims to build climate resilience and the strategy outlines a series of current and future responses to this challenge.

The Vision for a Carbon Neutral City by 2030

We need to respond to the Climate Emergency across the city and the Council is in a position to lead by example and act as a focal point for this response.

We will set a target for the Council's operations to be Carbon Neutral by 2030

and

We will work with city wide partners to develop a road map and action plan for a Carbon Neutral City by 2030.

By pro-actively addressing the factors that contribute to the Climate Emergency we can build a cleaner, healthier and more equitable city with a higher quality of life and a thriving, more resilient economy.

The journey to becoming a carbon neutral city by 2030 isn't going to be easy. Challenges include lack of up-to-date and locally relevant data, financial and technological limitations, and institutional constraints. It also requires a meaningful shift in social values, attitudes and behaviours. However, we have already demonstrated how, as a society, we can make fundamental shifts in our behaviour and rapidly adapt. Addressing and being mindful of these challenges, in order to encourage constructive shifts, will be a critical part of our response to climate change. We all need to work together to make a difference.

Are you up for the challenge?



We will set a target for the Council's operations to be Carbon Neutral by 2030 and we will work with city wide partners to develop a road map and action plan for a Carbon Neutral City by 2030



Potential priority projects

Analysing the diverse range of projects in the Strategy, especially in the context of the COVID 19 emergency, has identified a series of clear opportunities to support a Green Recovery. The projects listed below are those that we know we need to provide focus to in the short term, and we'll be developing business cases and implementation plans for these during the consultation process so that we can be ready to respond early.

It is important to recognise that the scale of some of the projects proposed is significant. Therefore it will be essential to understand this process with key regional and national partners. Some of the proposals are within the Council's direct control whilst others will require co-ordinated city, regional or even national effort. They include:

Largescale Housing retrofit – Under-insulated housing is a major source of community (fuel) poverty, poor air quality and energy wastage across the city. Upscaling and accelerating work to make existing homes more energy efficient and comfortable not only addresses this but could also stimulate new areas for skills development and employment. We'll be developing our ideas and funding proposals on this to present to potential delivery partners who could assist us in realising this ambition, possibly at a regional or national scale.

Resilient Development: We will be moving forward with a range of planning policy and guidance to facilitate and maximise low energy, resource efficient and resilient development across the city. Crucially, we'll also be leading by example in this in our own construction activities.

Low Cost Efficient Energy – we'll be investigating a new pipeline of clean energy generation schemes in the city, developing detailed business cases for the most promising. We'll be investigating all of the local opportunities, including potential tidal power, so that we can fully understand the Council's facilitating role in some of the more challenging but potentially beneficial projects.

Low Energy Healthy Transport – our sustainable/ active travel projects are increasingly visible across the city, and we need strong and continued focus on these. However we also see opportunity in supporting the early roll-out of Ultra Low Emission Vehicles and charging infrastructure to help decarbonise those types of journeys that are more difficult to make sustainable, including freight and waste management. We have a number of potential projects relating to EV infrastructure, localised hydrogen fuel production, and supporting wider access to Electric Car Clubs. We'll be assessing and promoting the partnership and funding structures that will be needed to deliver the best of these.

Greening the City – increased tree coverage and smarter maintenance and planting regimes will form important features of a future low carbon Cardiff. Ideas for a City Tree Farm concept and biodiversity friendly land management could help to deliver this and could also bring new skills and employment. We'll be looking closely at the business models needed to bring these aspirations to life.

Sustainable Low Cost Healthy Food - the Covid lockdown highlighted the City's imbalance in access to healthy affordable food. We already have great examples of Local Food Pantries providing better access to food for those in need, and sight of the increasingly sophisticated methods available to deliver sustainable Urban Farming. We're looking at how our underused land assets and procurement activities (especially in feeding thousands of school children) could be used to support an enlarged, more sustainable and healthier food economy for the city.

Procurement - the Council's global annual spend is significant. It has a direct impact on the local economy and the associated activities generate a large carbon footprint in their own right. We'll be instigating "circular economy" training for specifiers so that our contracts are more accountable for their climate consequences, and we will also start to investigate procurement policies which could attract and support suppliers to deliver lower carbon goods and services.

Foreword

Climate change is one of the defining global challenges of our generation.

The accumulative impacts of climate change, including rising sea levels, poor air quality and extreme weather events, are putting tens of millions of people across the globe at direct risk. These issues are already impacting the Cardiff area and its population. Our actions in the coming decade are crucial; they will define the shape and wellbeing of our society and our planet for generations to come.

We've enjoyed cleaner air and, for some getting back to basics of growing and cooking food, relying on local supply chains, and spending more time with our families.

But as we emerge from the Covid crisis we need to do everything we can to capture and extend these benefits, and to avoid a rebound back to the position we were at before the world changed so dramatically. We need to be bold, ambitious and challenging, and work pro-actively and co-operatively with city-wide partners and stakeholders to prioritise and deliver actions that will have a real and lasting impact on the Climate Emergency agenda, whilst also improving social outcomes and sustainable economics for our future generations.

We recognise that making the right choices now will set us on the path to net zero, driving a long-term downward trend in Greenhouse Gas emissions. By pursuing the right recovery projects in the right ways, we can ensure that the city can thrive within acceptable environmental limits. We will be seeking the views of the public and stakeholders to prioritise these options and actions.

In 2019, Cardiff Council declared a Climate Emergency. This means we as an organisation recognise the challenge and are prepared to play our part. Alongside other cities around the world, we are committed to taking the action needed to prevent climate change becoming much worse.

Furthermore, our actions will now be set in the unforeseen context of the global Coronavirus pandemic, a severe, immediate global health crisis unseen since the Spanish Flu in 1918. The devastating personal and economic impact of COVID-19 will require the rebuilding of both lives and economies over the coming years.

In response to the COVID-19 risk, the world has had to rapidly make fundamental changes in the way we live and work, exposing strengths and weaknesses in our society and economy – revealing gaping inequalities and lack of preparedness but also highlighting the initiative, innovation and humanity of individuals and communities. The two crises and our response to them cannot be mutually exclusive. We recognise there is a way of emerging from the COVID-19 crisis that allows us to adopt some of these learnings and lifestyle changes to help tackle climate change, to live more sustainably, healthily, equitably and considerately to our fellow humans and our future generations.

We've seen nature reclaiming the streets, clearer skies as pollution levels drop and we've cherished green spaces to exercise and support our wellbeing.

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The Scale of the Challenge

It's estimated that the lockdown events of 2020, with dramatic reductions in air and road travel and significantly reduced manufacturing output, could result in global Carbon Dioxide Emissions reducing by around 8% (IEA 2020) which is more than any other year on record.

However, the UN Environment Programme estimates that global GHG emissions must fall by 7.6% every year from 2020—2030 to keep temperature increases to less than 1.5%.

This is a stark demonstration of the scale of the challenge and the need for urgent, impactful and co-ordinated action.



It's estimated that the lockdown events of 2020 could result in global Carbon Dioxide Emissions reducing by around 8% (IEA 2020) which is more than any other year on record.



One Planet Cardiff

This document sets out our ambition to be a One Planet Cardiff (OPC) and **we call on the city to work with us and adopt a goal of becoming Carbon Neutral by 2030**. It also includes immediate and long term action that the Council can take to help reach the goal of becoming Carbon Neutral in it's own activities by 2030.

We have a unique opportunity to build upon the huge shift in the way we work and live that we've had to make in response to COVID-19, preserving some of the key environmental gains and shaping our recovery to embed climate resilience across Cardiff, with equity, wellbeing, sustainability and prosperous green growth for all at its core.

The One Planet Cardiff vision will be the driver for a green recovery that delivers economic, environmental and social goals together; a decade of delivery to mitigate the impacts of climate change, embed climate resilience and underpin sustainable and equitable economic growth.

We need to focus economic growth so that it can help reduce greenhouse gas emissions and facilitate a thriving city operating within environmental limits. We want to deliver equity and social benefits through decisive intervention measures that also prevent an emissions rebound; it's clear that careful policy decisions now can set us on a path to Zero Carbon and that focusing on delivery of a green

economic recovery can result in many co-benefits if we approach it in the right way, with city wide collaboration at the heart of a delivery strategy.

One Planet Cardiff sets out our ambition for a fundamental plan of action to address climate change across the city and we'd welcome your input, feedback and ideas to help shape this.



Cardiff today is a THREE planet city: If everyone in the world consumed natural resources and generated carbon dioxide at the rate we do in Cardiff, we would need three planets to support us. This is not sustainable for us, or equitable to those we share the planet with.

Our aspiration is to become a One Planet City, living and thriving within our environmental means.



One Planet Cardiff sets out our ambition for a fundamental plan of action to address climate change across the city and we'd welcome your input, feedback and ideas.



Next steps

This document sets out the Council's and the city's challenges around the Climate Emergency and catalogues the actions that we've taken, or have agreed to take, in addressing these to date. We know that there is much more to do. This document therefore also sets out our strategic thinking and ambitions for an upscaling of our Carbon Reduction and Climate Emergency work.

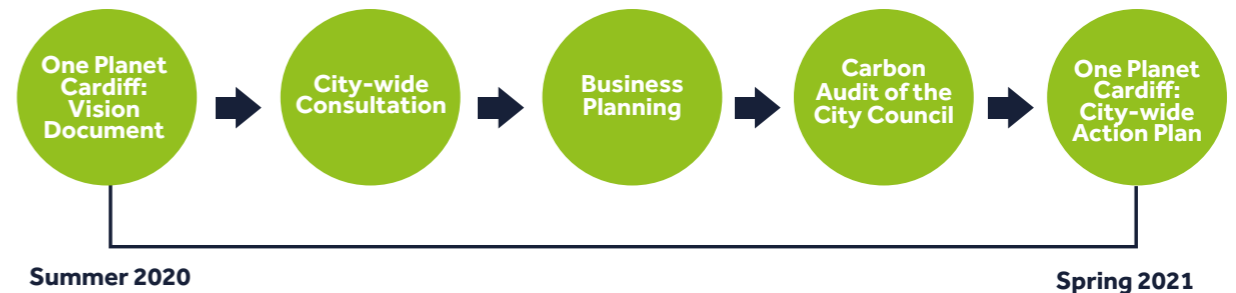
We now need to gather as many comments and views on these proposals as possible to ensure that we're targeting the correct issues and prioritising those with the highest and fastest impacts. To help us in this:

- We'll be consulting on this vision over the next few months;
- In parallel we will also be developing business cases and implementation plans for key projects to determine detailed costs and benefits, and;
- We'll also progress our work to develop better, more efficient benchmarking and monitoring systems to measure our progress and to help set our priorities. In this context we need to be sure that the projects we deliver and support are those that stand to achieve the highest and most cost effective impacts across all of our environmental, economic and social goals.

We will then develop and publish a final "One Planet Cardiff Strategy" early next year which will formally set the direction for our decarbonisation ambitions and provide a clear delivery plan for our short, medium and long term actions.



We now need to gather as many comments and views on these proposals as possible to ensure that we're targeting the correct issues and prioritising those with the highest and fastest impacts.



What are we getting on with?

The Climate Change journey is not new. We have been working to reduce Cardiff's carbon dioxide emissions and increase its climate change resilience for many years, with projects like Greener Grangetown sustainable urban drainage scheme, our Low Emission Vehicles Strategy and sustainable council housing.

The development of a solar farm and other renewable energy and energy efficiency schemes being key to this agenda.

Best Practice Examples of Climate Response to Post COVID-19 Recovery in other Cities

#Buildbackbetter Liverpool and Manchester are reviewing policy in light of COVID-19 to rethink how we emerge from the pandemic in a more equitable and sustainable way, utilising the green economy to stimulate economic growth and prosperity. Amsterdam's recovery plan embraces 'Doughnut Economics' for people and planet, an economic model that meet the needs of all people within the means of the living planet.

Milan has announced 35km of road around the city will be transformed to facilitate active travel in 2020 post COVID-19. New Zealand in 2020 has committed \$1.1bn to create 11,000 'nature' jobs to restore the environment and enhance biodiversity.

What are we getting on with?

However, we know that we must do more, and crucially, we must do it faster. We recognise that the cost of doing nothing will be higher than the cost of acting decisively now, catalysing a decade of delivery to respond to the crisis.

We are already accelerating action around opportunities to develop decentralised district hubs to facilitate flexible working, increasing safe, sustainable travel options and we hope to accelerate the many other ambitious measures set out in the strategy.

We're currently delivering some major projects that will increase local resilience including:

The Transport White Paper

Changes are being made to prioritise cycling and walking around the city, but the additional measures now necessary to ensure social distancing in key spaces also have potential to reduce traffic emissions and improve local air quality further and faster than expected. Schemes like Castle Street improvements and the creation of more pedestrian space in district centres have already been implemented as a joint environmental and Covid response.

A City Wide Sustainable Heat Network

In early 2020, Cardiff Council secured UK Government Heat Network Investment Project funding to develop a city wide heat network, utilising in part heat from the Viridor waste incinerator, a by-product of dealing with the hardest to treat waste that can't be reduced, reused or recycled.

A 9 Mega Watt Solar Farm

A renewable energy farm is now installed at the former Lamby Way landfill site that will supply renewable electricity to the city sewage treatment works helping to decarbonise both this facility and the local energy grid

Built Environment and Green Infrastructure

We're working to decarbonise and future proof our Local Development Plan to reflect our carbon neutral ambitions and working to enhance our green infrastructure to support decarbonisation and enhance biodiversity and green spaces across the city through our Biodiversity Plan. We're preparing a property strategy to manage our own building portfolio and the recent successes of agile working triggered by the lockdown have started to shape our thinking for the longer term. We've also facilitated the installation of energy efficiency measures in thousands of homes and have ensured that all new Council houses are constructed to high environmental standards

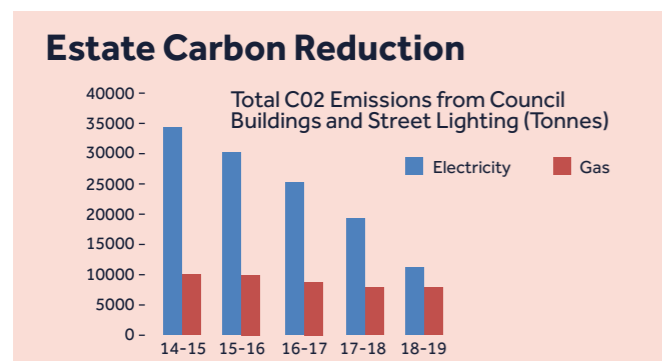
Collaboration

We've established a Climate Emergency Partnership Board made up of large public sector organisations in the city to share best practice and agree and drive forward a city wide carbon neutral target.

Scenario Planning

Our risk team use scenario planning to assess possible future risks to the city from the impacts of climate change.

This helps us plan to adapt and build climate change resilience across the city building in climate risk to our policies to support the assessment of infrastructure and investment to future proof our city, considering multiple benefits of ambitious projects such as a Cardiff tidal lagoon.



Cardiff Housing Partnership

- 2,000 affordable homes planned
- 97 built
- All exceeding national energy ratings

Housing Retrofit (since 2013)

- 1,194 External Wall Insulation
- 8,455 internal insulation and boiler upgrades

Council Owned Renewables

<p>Solar 38 estate = 344 tCO2 100 Houses = 60 tCO2</p>	<p>Renewable Heat Approx 10 = ?</p>
<p>Hydro Radyr Weir = 600 tCO2</p>	

Electric Vehicle Infrastructure

- 18 on street chargers installed
- 6 Rapid chargers secured
- Chargers procured for fleet in council buildings
- Electric Bus Grant

Transport White Paper

- Clean Air Policy
- Socially Responsible Procurement Strategy
- Parks Management and i-Tree study
- Greener Grangetown

What are we gearing up for?

One Planet Cardiff sets out wide ranging projects and actions to deliver a Carbon Neutral City and Council by 2030. In reviewing this document during the COVID-19 situation, we recognise that accelerating these ambitious and scaled programmes of work could deliver an economic recovery and tackle climate change together alongside a host of other equity, sustainability

and wellbeing benefits, resulting in a city thriving within environmental limits. This programme will require citizen engagement and city wide collaboration. We know we need to do this in partnership with all stakeholders across the city, bringing everyone on the journey. In particular, the lockdown has illuminated the following issues as key areas for us to explore in the immediate short term:

ACCELERATED ACTION ON:	WHAT ARE THE BENEFITS AND CO-BENEFITS?
Large Scale Housing and Development Retrofit	Accelerating and expanding this workstream could bring new jobs, skills and economic activity that directly delivers carbon reduction and social equity. It could release growing numbers of residents from fuel poverty and alleviate health conditions exacerbated by under-insulated, cold and damp homes.
Resilient Development	We will be moving forward with a range of planning policy and guidance to facilitate and maximise low energy, resource efficient and resilient development across the city. We will lead by example in our own and our partners construction activities.
Low Cost Efficient Energy Generation	Identifying a pipeline of clean energy generation projects across the city including strategically important and ambitious projects such as a tidal lagoon would bring jobs and climate benefits, and enhancing Cardiff's resilience and reputation as a clean and sustainable place to live and work and act as a catalyst for a wider green energy cluster in the city region.
Low Energy Active Transport	A meaningful shift away from private car use could be further enhanced and facilitated by supporting Ultra Low Emission Vehicles and Car Clubs, rolling out charging infrastructure and enhancing active travel routes to reduce the need for car ownership and its associated emissions and bringing greater social equity, climate change and crucially public health benefits by reducing air pollution.
Greening the City	Increased tree coverage and smarter maintenance and planting regimes will form important features of a future low carbon Cardiff. Ideas for a City Tree Farm concept and biodiversity friendly land management could help to deliver this and could also bring new skills and employment as well as enhancing wellbeing of citizens. We will examine the business models required to bring these aspirations to life.
Low Carbon Affordable Food	The lockdown has both highlighted the social disparities in access to healthy food and underlined the growing support for more resilient local food chains. This will help reprioritise actions in our food strategy to focus on delivering resilience and social equity.
Procurement	The Council's global annual spend is significant contributing directly to the local economy. By considering circular economy models and reviewing contracts to ensure they are more accountable for their climate consequences, we can catalyse supplier innovation to deliver lower carbon goods and services ultimately enhancing resilience.

This programme will require citizen engagement and city wide collaboration. We know we need to do this in partnership with all stakeholders across the city, bringing everyone on the journey.

Co-Benefits

Co-benefits are what happen when by tackling one agenda, we realise significant benefits in other areas.

Tackling climate change will deliver multiple benefits across all Council functions and every aspect of society, from private business to citizens and residents of Cardiff, and the Planet Earth. It is no longer an add on or 'nice to have' option, it is an essential part of a thriving economy.

Collaboration is key. For planning, for delivery and to realise the multiple Co-benefits of actions to alleviate the impacts of climate change.

Some examples include:

Transport: A resilient city economy requires transport to change. The health consequences of poor air quality have an unacceptable social and economic cost and so a solution is essential for a thriving City

Tackling transport to reduce the number of polluting diesel and petrol cars on the road will not only reduce carbon emissions, but crucially improve air quality, health, wellbeing and equity as more flexible transport options are available including safe cycling, scooting and walking routes and flexible car clubs that reduce the need for car ownership come online. We'll also prepare a 'last mile' strategy with city stakeholders to reduce the impact of freight into and around the city.

Social Equity: Mass retrofit of homes will not only improve the quality of homes, improving comfort, health and wellbeing, but will also alleviate fuel poverty as houses take less energy to heat and run, create skilled jobs to deliver the improvements whilst also reducing carbon emissions as heat and electricity aren't wasted.

Waste Management: Our primary aim is reduce the amount of overall waste generated, and secondly to deal with waste that is generated in the most sustainable way, prioritising reuse, recycling and energy recovery. Our decisions around waste treatment for the city have now facilitated development of a heat network that will delivery low carbon heat to key buildings around the city.

A Green Economic Recovery: Delivering mass retrofit of homes, accelerated renewable energy generation roll out, road works and improvements to modernise our transport options ultimately requires skilled jobs and economic activity. Modernising the city to reflect our forward looking ambition and policies will create local jobs, but also enhance the attractiveness to potential investors and citizens as a contemporary place to do business.

Co-Benefits: New ways of thinking & assessing priorities

The world faces twin challenges: delivering a decent standard of living for everyone, whilst living within our environmental limits.

The Doughnut model is one example that brings these dynamics together visually to demonstrate that, just as beyond the environmental ceiling lies unacceptable environmental stress, beneath the social floor lies unacceptable human deprivation.

The model visualizes a space between planetary boundaries and a social floor where it is environmentally safe and socially just for humanity to exist; it highlights the main social and environmental issues that we face today.

In relation to One Planet Cardiff, we must be mindful of the complex interactions between all social and environmental aspects. But embedding climate change at the heart of our decision making will have a positive impact on many of the social elements of our society too.

Fundamental to our decision making are people, their standard of living, and equity in our society and city. We need to balance the issues to make informed,

evidence based choices and decisions, engaging everyone in the messaging that small choices can have a big impact.

Humanity's 21st century challenge is to meet the needs of all within the means of the planet. In other words, to ensure that no one falls short on life's essentials (from food and housing to healthcare and political voice), while ensuring that collectively we do not overshoot our pressure on Earth's life-supporting systems, on which we fundamentally depend – such as a stable climate, fertile soils, and a protective ozone layer.

Over the course of the consultation period we will be examining this and other potential models to establish the best modelling frameworks and assessment tools for our actions moving forward. It is proposed that these tools will assist in the prioritisation of the One Planet Cardiff Delivery Plan, ensuring that we are selecting and supporting the most impactful and cost effective actions, and prioritising those that have the widest co-benefits for the environment, the economy and society.

We only have one planet.



Introduction to Climate Change

Our climate is changing. In October 2018 the Intergovernmental Panel on Climate Change (IPCC) released a report detailing the short amount of time we have left to tackle widespread climate breakdown: we have until 2030 to cut our carbon emissions to a level that limits global warming to a maximum of 1.5°C from pre-industrial levels.

We are already seeing the consequences of 1°C of global warming through more extreme weather, rising sea levels and diminishing Arctic sea ice. Warming of 1.5°C or higher increases the risk associated with long-lasting or irreversible changes, with devastating impacts around the world and closer to home.

There is a range of well publicised and live international and national policy surrounding this, including:

- The International **Paris Accord 2015** which seeks to keep global temperature increases well below 2 degrees
- The **Welsh Government's Wellbeing of Future Generations Act 2015** which requires accountability for the long term impacts of key decisions
- Welsh Government's ambitions for a **Carbon Neutral Public Sector** in Wales by 2030
- The UK Government's 2019 policy for Net-Zero Greenhouse Gasses in the UK by 2050
- The UK Governments 2020 policy to eliminate petrol diesel and hybrid vehicles by 2035

In light of the assertions and warnings of the IPCC, Cardiff Council declared a 'Climate Emergency' on 28 March 2019. We're not alone; so far, over 250 councils across the UK have also motioned a declaration, alongside the Welsh and UK Governments.

Whilst there is no single definition of what declaring a 'Climate Emergency' means, we are viewing it as an opportunity to take action through addressing all issues impacting climate change and reducing carbon emissions across the city.

We recognise that decisive policy actions and interventions now will set us on course to prevent a large rebound of emissions emerging from the COVID crisis.

Climate change is the long-term shift in average weather patterns across the world. Since the mid-1800s, humans have accelerated release of carbon dioxide and other greenhouse gases into the air by burning fossil fuels including oil, gas and coal. This causes global temperatures to rise, resulting in long-term changes to the climate.

The moment of crisis has come. This is an urgent problem that has to be solved and, what's more, we know how to do it

SIR DAVID ATTENBOROUGH

Risks & Opportunities

If we do nothing, the threat becomes critical...

We'll witness:

- Rising sea levels - with Cardiff already known to be at risk
- Increased frequency and intensity of extreme weather events including droughts, heat waves, placing increased pressure on health and social care services
- The failure of buildings, roads, parks and facilities to cope with the emerging climate change symptoms, with consequential increase in repair and maintenance costs
- A loss of biodiversity - 17% of species in Wales are already at risk of extinction and we have 165 endangered species in Cardiff alone
- Reductions in food availability and higher local food costs, as climate change will affect agricultural productivity in regions that are important for food production
- An adverse effect on human health, with increases in heat and pollution related disease and mortality, and associated care costs
- Energy cost increase, unmanaged consumption and lower reliability
- Mass immigration where resources become unviable elsewhere

... But what could Cardiff be if we commit to this agenda?

We could grow a sustainable economy

- Through creating significant numbers of skilled jobs and local wealth around low-carbon technology; the green economy has consistently grown at around 5% over the last 10 years. Our focus could increase this much further

We could address inequality

- By improving the quality of existing housing stock and implementing energy efficient measures, we could improve living conditions and help people out of fuel poverty

We could make Cardiff greener and healthier

- Through adopting more sustainable travel, reducing air pollution and encouraging active travel; and
- Ensuring resilience in our natural environment by protecting and enhancing crucial biodiversity, reconnecting citizens to nature city-wide

We could make Cardiff a Climate Resilient City

- By generating our own local energy using natural, renewable means, increasing our resilience from global risks;
- Growing and using more food locally; and
- Using Sustainable Urban Drainage to enhance the environment and mitigate flood risk

IF WE DO NOTHING

IF WE ACT NOW



Governance & Leadership: Cardiff Council

We call on the city to work with us and adopt a goal of becoming carbon neutral by 2030

As part of our journey to a carbon neutral city, we want to reduce carbon emissions from all Council activities. This includes direct emissions generated from our use of energy in buildings and infrastructure, fuel in vehicles and the production and disposal of waste to landfill. It also comprises the impacts of our procurement decisions, our housing stock and staff commuting.

We are starting from a positive position, but there is much work to do to address the challenge,

Moving forward, we need to challenge and refocus our decision making and organisational processes, to ensure that all areas of our service delivery are contributing in a fair and proportionate way. We must embed climate resilience and sustainability into everything that we do in order to achieve this target and we need to lead by example. This includes reviewing all of our procurements to identify and reduce unnecessary carbon emissions, alongside training all council employees to be carbon literate—that's around 15,000 upskilled local stakeholders.

We will establish an internal project board chaired by the Leader with cross-departmental representation to oversee the implementation of our strategy.

We'll focus on:

- Climate Change Mitigation**
 We're tackling the cause of climate change, by reducing the amount of greenhouse gas emissions released into the atmosphere as a result of burning fossil fuels. This can be achieved by reducing energy demand; improving buildings and controlling demand more carefully, switching fuels to renewable energy sources and changing procurement decisions to prioritise low carbon options where possible.
- Climate Change Adaptation**
 Adaptation addresses the impacts of climate change, what we need to do to adapt and protect ourselves from climate change impacts such as drought, flooding, erratic temperatures, extreme weather events and availability of resources. We're implementing many measures around the city to increase resilience to extreme weather events including sustainable urban drainage and green infrastructure schemes, local growing and the development of local, sustainable energy.

National Targets

Welsh Government not only endorsed the updated goal, but committed to achieving the overall 100% UK goal, promising to put in law the amended target for 2050. This is alongside an ambition for the Welsh public sector to be carbon neutral by 2030.

Examples of Best Practice

Natural Resources Wales' carbon positive project has calculated the organisation's net carbon status and has identified options for mitigation. "Building upon the priorities identified through the net carbon status calculation, we are evaluating options for emissions mitigation, protecting carbon stocks and increasing sequestration in four key areas: Buildings, Transport, Land and Assets, and Procurement".

Governance & Leadership: Call to the City

We call on the city to work with us and adopt a goal of becoming carbon neutral by 2030

Addressing the Climate Emergency as a city requires bold leadership, robust governance and careful and resilient policy measures and interventions.

It will require us to shape both our short and long-term planning, budgeting and investment to implement initiatives and measure progress, aligning with our obligations under the Well-being of Future Generations Act.

We recognise that post COVID-19 we have an opportunity to build back better, and will work with local and regional partners to integrate climate change into recovery policy decisions.

As Cardiff Council, we will enable, empower and coordinate the city to address the challenge, but we cannot achieve this alone. Tackling the Climate Emergency will only succeed with everyone's involvement and support, requiring a city-wide commitment from citizens, business, academia and the public sector.

We offer to lead the mobilisation of stakeholders, and aim to collaboratively prepare an action plan to make this paradigm shift to a carbon neutral city.

National Targets

Recognising that current targets are not enough, in May 2019 the UK Committee on Climate Change recommended a significant upscaling of climate action and ambition to 100% carbon neutrality by 2050 for the UK.

These major UK cities have also set targets to become Carbon Neutral by 2030: **Birmingham, Bristol, Glasgow, Leeds, Newcastle, Sheffield**

Manchester has a carbon reduction target of 2038, requiring a year-on-year reduction of at least 13%.

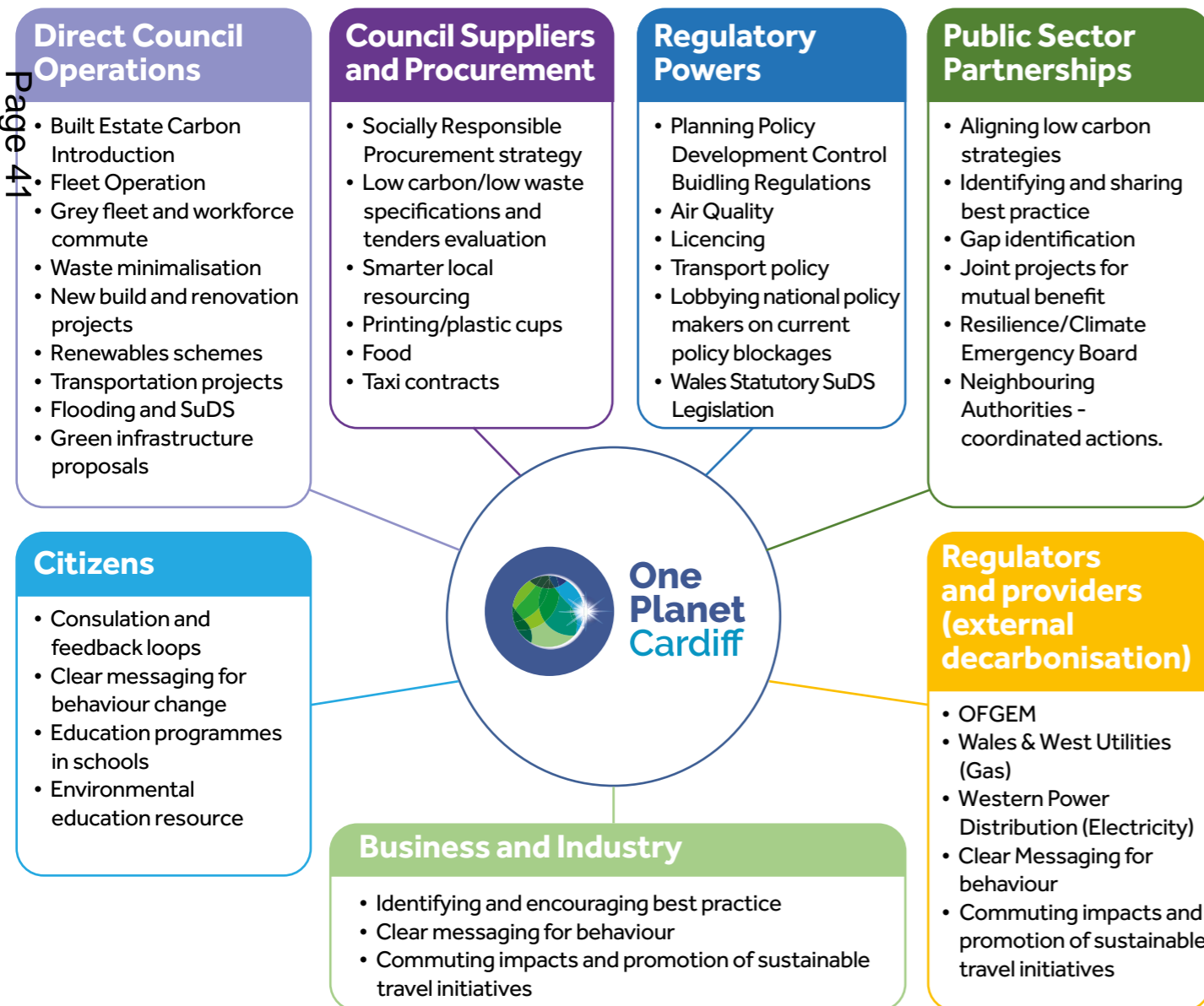
Nottingham has committed to the challenging target of being a Carbon Neutral city by 2028.

Who can we influence?

We recognise that there are many direct actions that the Council can take in our decarbonisation journey, from financial and operational decisions through to smarter selection of suppliers and better use of our regulatory powers. However, we can also work in

collaboration with and seek to influence others. The graphic below illustrates some of the ways in which we plan to work across this wide agenda.

Council's Areas of Influence



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Carbon neutral by 2030—measuring the challenge

Monitoring and measuring carbon emissions and the effects of carbon compensation is complex, yet crucial to deciding this pathway and meeting our target.

We have a good sense of the Council's direct emissions (those that originate from our buildings and direct

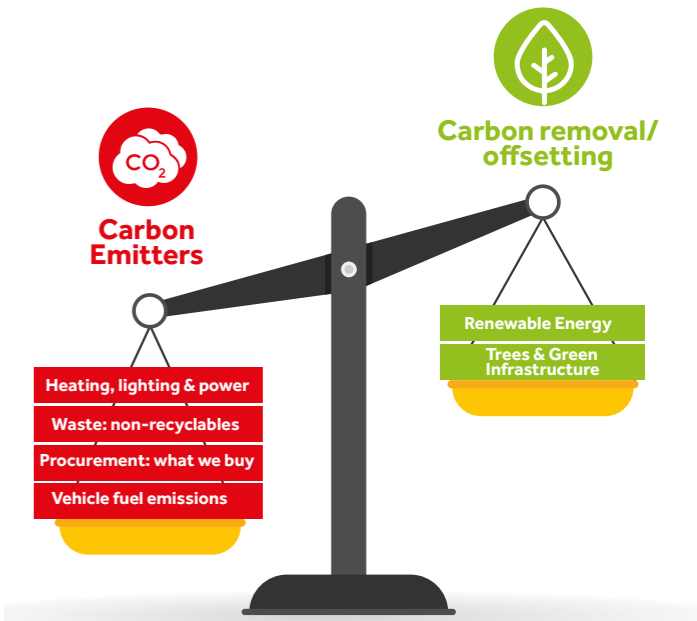
We therefore need to develop a better evidence base for our wider carbon footprint and a consistent and robust means of measuring and monitoring the impacts of our carbon reduction and offset activities. We are already committed to working with Welsh Government as they develop a consistent means of auditing Carbon reduction progress amongst the public sector in Wales and this work will run in parallel with our own studies over the Spring and Summer.

Moving forward, we also will work with Cardiff's public services board to commission a carbon audit of the whole city.

However, whilst we've work to do to define precisely what the city's journey to Carbon Neutrality will look like, we do already know the areas that we'll need to be active in, and this builds on a significant body of work already achieved and committed in our current Capital Ambitions statement.

This document sets out the progress that we've made to date alongside our immediate planned actions to tackle the Climate Emergency. It outlines our ambition and lists the areas that we intend to explore further.

Carbon neutrality, or having a net-zero carbon footprint, is the balancing of carbon emissions against carbon removal, often through carbon off-setting, with the net result being zero.



What do we already know?

Carbon Neutral Council

Work has already been undertaken to understand the Council's direct emissions; during 2018/19 we know that we emitted a total of 28,630 tonnes of CO₂. Whilst this will be a challenge to tackle, the Council has already reduced emissions from its direct carbon footprint from 2015 to 2018 by 33.5%, a reduction of just over 11% per year, exceeding our 5% per year annual target.

However, we know our indirect or "caused" emissions are potentially much more significant and this is an area in which we've done less decarbonisation work. Whilst we know that, during 2018/19 we emitted 566 tonnes of CO₂ from business travel, we have gaps in areas relating to procurement, staff commute, and sequestration (how much of our carbon is and could be absorbed/offset by our green infrastructure).

What is the difference between emissions?

Scope 1 - All direct emissions from the activities of an organisation or under their control, including fuel combustion on site such as gas boilers and fleet vehicles.

Scope 2 - Indirect emissions from electricity purchased and used by an organisation.

Scope 3 - All other indirect emissions from activities of the organisation, occurring from sources that the organisation does not own or control. This covers emissions associated with procurement, business travel, staff commute and direct waste. It also takes into consideration sequestration - the removal of carbon dioxide from the atmosphere.

SCOPE 1		SCOPE 2		"Caused" Emissions	
Direct Emissions Fuel combustion on site (heating) Emissions from owned vehicle fleet		Indirect Emissions Power purchased and used by the organisation (with emissions at the point of generation)		<ul style="list-style-type: none"> Procurement, purchased goods, capital goods Business travel, "Grey Fleet" and staff commuting Directly generated waste 	
				Direct Sequestration • Carbon capture via trees and green infrastructure from owned estate	
Current Position (tonnes CO ₂ Emissions) 18/19 Total 1&2 28,630tCO ₂				?	
Gas	9,769	Electricity	13,916	Procurement	?
Oil	660			Commute	?
Fleet fuels	4,285			Sequestration	?

We will work to the Welsh Government definition of 'Carbon Neutral' or 'Net Zero Carbon' for our Council commitment, including scope 3 emissions as set out below

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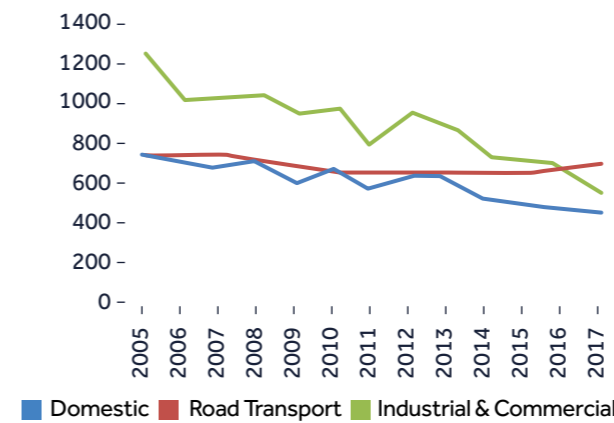
What do we already know?

In 2017, total city emissions were estimated as being 1,665,000 tonnes CO₂.

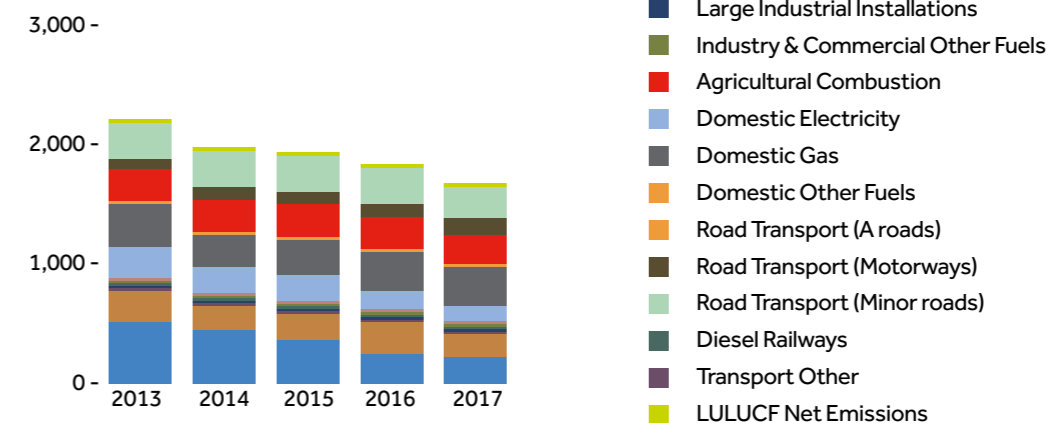
Broadly, we know that the city has reduced its direct carbon emissions across the domestic, road transport and industrial and commercial sectors by 38% since 2005, around a 3% on year reduction.

However, there is much more that we need to understand, especially around Road Transport, which has seen the lowest level of reduction as illustrated in the adjacent graph.

Beis City Wide CO₂ Emissions (Kil Tonnes)



5 Years Comparison



The good data we have at a city level is BEIS data covering scope 1 and 2 emissions. We will use this to help measure the impact of our actions to reduce carbon emissions.

This doesn't mean we don't consider the opportunity to reduce emissions from our day to day activities such as what we buy, what we eat and how we manage our gardens and create and dispose of waste as a city. There is a still significant impact we can have from these actions, they are just currently harder to measure.

In 2017, Cardiff's emissions were estimated as being 1,665,000 tonnes CO₂

How households can help reach the 2030 target

Areas of focus:

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Heating

1 in 20 homes with a gas boiler could join a heat network, saving 2 tonnes of CO2 per year

1 in 4 homes currently using oil heating, and 1 in 3 homes using electric heating could switch to a heat pump, saving 3.2 tonnes of CO2 per year and 0.8 tonnes of CO2 per year respectively.

Electricity

Low-carbon generation could reduce emissions by 79%, saving 1.25 tonnes of CO2 per year for the average home.

Transport

By using a more efficient petrol or diesel car, the average home could save 0.9 tonnes of CO per year. A fully electric vehicle could save 2 tonnes per year.

The CCC estimates that 1 in 6 cars will need to be fully electric by 2030

Efficiency

By saving energy, for example through...

better insulation...

smarter lighting and appliances...

and smart heating systems...

...the average household could reduce its emissions by 0.6 tonnes of CO2 per year. These measures could also save the average gas heated home £184 per year.

Waste

By reducing and sorting waste, emissions from the average home could fall by 0.25 tonnes of CO2 per year.

In developing our strategy we've identified the following action areas and the following chapters of the strategy focus on each of these in turn, presenting details of progress made and potential future actions. We would like feedback on these to help us prioritise what will have the highest and most broad ranging positive impacts across all or our Environmental, social and economic goals

Key Themes

We recognise the highest areas of impact around carbon emissions to be;

<p>One Planet Energy</p>	<p>This includes how energy is used, how it's sourced, distributed and generated.</p>	<p>One Planet Green Infrastructure & Biodiversity</p>	<p>Covering the enhancement of all green spaces across the city</p>
<p>One Planet Transport</p>	<p>This covers how we move around the city and the infrastructure required to minimise the impact of vehicle emissions and air quality.</p>	<p>One Planet Built Environment</p>	<p>This includes how energy is used, how it's sourced, distributed and generated.</p>
<p>One Planet Food</p>	<p>The production, transportation, processing and disposal of food is a major source of emissions that could be better</p>	<p>One Planet Waste</p>	<p>By reducing waste production and by recycling what waste is produced in the right way, we can reduce our carbon footprint.</p>
<p>One Planet Water</p>	<p>How we source, use and manage water, and how we protect ourselves against drought and flooding.</p>		

WHAT ARE OTHER CITIES DOING?

Bristol: The Mayor has committed £250k to facilitate public engagement; a One City Climate Strategy and climate change training for city colleagues.

Nottingham: Nottingham Council has set out a planned of actions to help take the city towards carbon neutrality by 2028. The Council has committed to planting up to 50,000 new trees by the end of 2023 and creating bee-friendly habitats in every ward as a way to offset carbon emis-sions.

Leeds: An initial pipeline of approximately 50 carbon reduction projects across the City Region.

Manchester: Manchester Climate Change Partnership and Agency has prepared a five year framework which sets out how it will tackle climate change. to coordinate the development of action plans by all organisations and individuals across the city. Targets of 100% zero emission cars and buses by 2025, alongside 100% of energy to come from renewable sources by 2050.



One Planet Energy

Our Vision For A Carbon Neutral City By 2030



One Planet Energy

How we **use** and **generate** energy is fundamental to tackling climate change. By using energy more efficiently we can significantly reduce demand, whilst at the same time powering up renewable energy generation to replace fossil fuels including coal, oil and gas. We need to address how we heat buildings, how we use electricity and how we generate energy, and **we need to do it quickly.**

The technology is already there. As a city we need to continue to participate and lead on innovative solutions for local clean energy generation and look to have a range of sources in place including energy from waste, wind, water, solar and land.

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“We need to address how we heat buildings, how we use electricity and how we generate energy, and we need to do it quickly”

Carbon Neutral Council

Since 2005, Cardiff as a city has seen a reduction in its carbon emissions in the domestic sector of 38% and in the industrial and commercial sector emissions have reduced by 55%. In the same timescale, the Council has reduced its own direct carbon emissions in its built estate by 45%, and has implemented thousands of energy efficiency measures in homes across the city, alongside installing 100 solar photovoltaic (PV) systems on homes and 1.3MW of solar on schools and public buildings.

We've built a 0.4 MW hydro-electric scheme at Radyr Weir and have supported numerous energy innovation projects, including portable solar panels and shallow groundwater source heat pumps.

We've also worked with British Geological Survey to map available heat under the city, identifying 'hot spots' that could be used to substitute gas heating in new developments; ground source heat is currently being utilised at Grangetown Nursery.

We've introduced LED street lighting to Cardiff, with 14,000 streetlights managed from a centralised Interact City lighting management system, reducing our lighting electricity consumption by 60%.

In 2019, Council called on the Cardiff and Vale Pension Fund to divest from fossil fuel extraction. Around £200 million has been transferred into a fund tracking the Global Low Carbon Index, and the Pension Committee is committed in principle to reduce exposure to carbon emissions and divest from fossil fuel extraction.

“Since 2005, Cardiff as a city has reduced its carbon emissions in the domestic sector by 38%”

Planned Actions:

Our immediate plans to respond to the Climate Emergency and become Carbon Neutral by 2030 include:

- **A New Solar Farm at Lamby Way:** establishing a new Solar Farm to generate a substantial (9MW) amount of clean, renewable energy, both for direct local use and to help to further decarbonise National Grid electricity.
- **Delivering Phase 1 of a local Heat Network** for Cardiff Bay and the City Centre, providing low carbon heat and reducing reliance on fossil fuels for the heating of large public and commercial buildings. We're also planning for a further phase extension of this network to maximise it's reach within the Bay and City Centre.
- **Continued research and development** into cost effective decarbonisation solutions, maintaining our strong history of engaging with the academic and innovation communities around energy.

Supportive Policies

The Council's Carbon Reduction Strategy outlines our commitment to managing and reducing energy consumption and resultant carbon dioxide equivalent (CO2e) emissions from the Council's built estate. We exceeded the targets set in our current Strategy but now need to refresh and accelerate this to achieve Carbon Neutrality by 2030.





Ambition: The Scale and Pace of the Challenge

Collectively, we need to power down our energy consumption and reduce our reliance on fossil fuels, including the gas we use for heating, and electricity generated from coal and gas power stations. We have the opportunity to strengthen local energy resilience by developing renewable electricity for use within the

region and switching to low carbon heating sources, coupled with improved home insulation. **We believe the following should be our key areas of focus. We will work internally and with city partners to define and prioritise an action plan by the end of the year.**



What can you do?

- **Get a smart meter to help you understand and manage energy consumption and costs.**
- **Check your loft insulation, doors and windows to prevent heat loss, and to reduce your bills and carbon footprint.**
- **Switch to a green energy tariff. A green tariff means that the bills you pay for your power are passed on by your supplier only to renewable energy generators on your behalf.**
- **Generating your own renewable energy for your heating, hot water and electrical supply saves carbon and can also feed back into the grid. If you're able, consider having solar PV panels or solar hot water on your home .**

AREAS FOR FOCUS AND PRIORITISATION

Carbon Neutral Council

1 Change Behaviour to use energy more efficiently We'll actively encourage installation of smart metering in every Council owned property in the city

We'll roll out a comprehensive smart metering, monitoring and controls programme across our working estate

We'll develop behaviour change campaigns to power down consumption across our own estate and with our housing tenants

2 Shift Away from Reliance on Fossil Fuels We're investigating the feasibility of a target to reduce the Council's Carbon emissions from gas and electricity consumption by 60% over the next 10 years

We'll develop business cases and policy to prioritise renewable or sustainable heat and energy for all Council new builds including schools and housing.

3 Install City-wide Renewable Energy Generation for Direct Use; Electricity and Heat Develop up to 20MW of renewable energy generation across the Council's Estate

Roll out the Cardiff Heat Network phases 1, 2 and 3 to connect large buildings to a low carbon heat source.

4 Decarbonise the Gas and Electricity Grid Work with gas and electricity providers to ensure that much more of the electricity and gas used across the city is derived from renewable sources such as solar, wind, hydro, marine, biogas and hydrogen.

5 Require All New Developments to use Renewable Electricity and Heat We'll undertake review process and ensure that the climate emergency agenda, green infrastructure and biodiversity are key elements of a Replacement LDP

Carbon Neutral City - We'll work with partners to catalyse change in the city including:

Promote a mass roll-out of smart metering and digital controls to support better day-to-day management of energy use for citizens, businesses and the city as a whole

We'll engage with community groups and key stakeholders starting with Public Service Board partners to promote behaviour change to reduce energy demand.

We'll work with city wide stakeholders to plan how to move away from gas as our primary heating source, and utilise more sustainable options such as decarbonised electric heat pumps, ground source heat and hydrogen to reduce demand for residual decarbonised gas.

Work with partners to install the infrastructure to facilitate the uptake of ULEV across the city.

Work with city stakeholders to review travel to work transport policies and encourage a modal shift in journey's into and around the city.

Work with city wide partners to explore the opportunity for the development and deployment of a variety of renewable energy technologies across the city.

Explore a major commercial and domestic roll out of solar PV coupled with battery storage capacity where possible to balance supply and share the benefits.

Work with partners to decarbonise the gas grid supported by a reduction in demand.

Connecting, or utilising suitable lower carbon alternatives where they exist such as the reservoir of heat under the city. We can't allow new development to add to our carbon problems unnecessarily.

What are other places doing?

In 2012, Calgary approved a motion to purchase 100% local renewable electricity to cover the demand from the all electricity consumed in City operations. It led to ENMAX building constructing and operating two wind farms of 144MW capacity.

Burlington was one of the first US cities to source 100% of its electricity from local renewable sources. , and one of over 40 globally. Its city gets its electricity comes from biomass, hydro, wind and solar energy.



One Planet Built Environment

Our Vision For A Carbon Neutral City By 2030



One Planet: Built Environment

Over the next 20 years, Cardiff's population is expected to grow to around 400,000 people; a level of growth that could be more than every other local authority in Wales combined.

Development to accommodate that increased population is ongoing with around 14,000 new homes planned, along with associated infrastructure and supportive economic development plans. We need to deliver sustainable new development that won't add to our carbon challenges.

How we manage and use our existing buildings is also one of the biggest areas of impact, and there are ways to practically address this to tackle climate change.

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Cardiff is expected to be the fastest-growing major UK City, growing to a population of around 400,000 people; more than every other local authority in Wales combined.



Making a start

Since 2013, we've installed around 9,500 energy efficiency measures in homes across Cardiff, reducing energy demand by improving building standards.

We've been working on a series of energy efficiency improvements and retrofits to our operational estate which has helped to reduce our energy consumption and consequent carbon emissions ahead of the targets set in our 2015 Carbon Reduction Strategy of a 5% per year annual carbon reduction.

We've built a series of our new schools to high energy performance standards and have a schools energy officer providing advice to school children and school building managers on energy and sustainability issues.

Our latest 'turn down' campaign with schools, prior to the Covid lockdown, demonstrated that significant improvements can be made just through behaviour change, with the 42 participating schools achieving on average a reduction in carbon emissions by 6%.

Since 2013, we've installed around 9,500 energy efficiency measures in homes across Cardiff

Planned Actions:

Our immediate plans to respond to the Climate Emergency and become Carbon Neutral by 2030 include:

- **Updating our property strategy** to support achievement of a carbon neutral 2030 target for the council, including accelerated asset consolidation, retrofit and utilising renewable energy generation.
- **Delivering 1,500 high quality sustainable homes** through the council's Cardiff Living Scheme, including quick build and energy efficient modular housing, and Passivhaus homes.
- **Delivering a Zero Carbon pilot housing estate project** at the old Eastern High School site.
- **Developing a blueprint to build all new schools** to a carbon neutral standard.
- We plan to put climate change at the heart of the updated Local Development Plan; facilitating a city wide Carbon Neutral shift.

Supportive Policies

Cardiff's Local Development Plan sets out planning policies to guide development and this is in the process of being reviewed, building in the new climate emergency agenda.

Cardiff Housing Strategy outlines how the Council and its partners will shape and deliver future housing services and provision across the city.

Cardiff 2030 is the Council's 10-year vision for learning and opportunity within carbon neutral environments.

Ambition: The Scale and Pace of the Challenge

To get to Carbon Neutral by 2030, we need to facilitate a paradigm shift in the quality of our commercial and residential building stock, both existing and planned new buildings. Insulating, controlling and managing energy consumption will significantly reduce energy demand whilst also improving the quality of our internal environments and alleviating fuel poverty.

We want to reduce the heat and electricity energy demand of buildings by up to 60% and we believe the following should be our key areas of focus. We will work internally and with city partners to define and prioritise an action plan by the end of the year.

AREAS FOR FOCUS AND PRIORITISATION

	Council	City - We'll work with partners to catalyse change across the city including:
1	<p>Retrofit Existing Buildings and upgrade Infrastructure</p> <p>We're updating our property strategy to incorporate robust targets and measures to improve the efficiency of our estate.</p> <p>Make all Council street lighting LED by 2025.</p>	<p>Accelerating partnership programmes to deliver mass retrofit of public, domestic and commercial buildings across the city with measures to reduce energy demand such as insulation, better energy controls and more efficient and renewable energy appliances.</p> <p>We'll work with partners to promote and facilitate access to schemes to deliver property upgrades and retrofit.</p>
2	<p>Move away from a reliance on gas fossil fuel for heating in public and domestic buildings</p> <p>Minimise heating demand by maximising the efficiency of buildings.</p> <p>Review the opportunity to shift to renewable heat source in all council buildings.</p> <p>Ensure existing public buildings are heat network ready to connect to phase 2 and 3 of the Cardiff heat network.</p>	<p>Work with city wide stakeholders to reduce consumption of fossil fuel based gas, helping utility partners achieve decarbonisation targets by ensuring residual gas use can be decarbonised by maximising the efficiency of buildings and utilising controls.</p> <p>Work with city wide stakeholders to install sustainable heat sources in houses, public and commercial buildings</p>
3	<p>Low Carbon New Buildings</p> <p>We'll Lead by example by ensuring all New Planned Council Developments are built to a low-carbon standard by 2025.</p>	<p>Ensuring all New Buildings across the city are at Building Regs Plus, connecting to low carbon energy and heat sources wherever possible.</p>
4	<p>Behaviour Change and Policy</p> <p>We'll undertake review process and ensure that the climate emergency agenda, green infrastructure and biodiversity are key elements of a Replacement LDP.</p> <p>We'll engage with schools, using the enthusiasm and ideas of pupils to deliver energy and sustainability aspirations</p>	<p>Lobbying Government policy makers to increase the level of ambition in the policies and regulatory powers for new buildings, to meet the challenges of achieving a Carbon Neutral City in a global climate emergency.</p> <p>We'll work with city wider partners to support behaviour change in our attitudes to energy efficiency.</p>

What can you do?

- Insulate your home to reduce heat loss and drafts.
- Consider how much energy you're using, could you use less or switch off more to save carbon and money?
- You can install a smart meter to monitor energy consumption, helping to manage it more effectively. Contact your energy company to make arrangements.
- Turning your heating down by 1°C can save 3% on your energy bills.
- If you are in receipt of a means tested benefit or have a health condition made worse by a cold home, and live in an inefficient private property, you may be eligible for Nest support to install energy efficiency measures <https://nest.gov.wales/en/>

Conversion to LED street lighting will help reduce lighting electricity by

60%

What are other places doing?

Adelaide has set the target to become a net zero-carbon city by 2025. Offering up to 50% rebates to developers, businesses and community groups that install trees/green infrastructure, plant street trees, green roofs and invest in green walls and community gardens.

Bristol are implementing a combination of heat pumps and heat networks, with the aim of supplying 32% of existing domestic dwellings, by 2030.



We want to build all new schools to a Carbon Neutral standard by 2023



One Planet Green Infrastructure & Biodiversity

Our Vision For A **Carbon
Neutral City By 2030**



One Planet: Green Infrastructure & Biodiversity

Cardiff has long had a reputation as a green city dating back to Victorian times, and natural heritage assets are fundamental to the city's character, distinctiveness and sense of place.

The role green infrastructure has in mitigating against and adapting to climate change cannot be underestimated and we recognise the significant value of not just maintaining, but enhancing Green Infrastructure across the city.

Green infrastructure is about multi-functional, connected green spaces that make the best use of land - at the same time providing green open space for all, helping wildlife to flourish, and delivering a wide range of economic, health and community benefits. It can range in scale from private gardens and roadside verges to woodlands and wide open spaces.

Green infrastructure helps to address many of the social and environmental issues linked to urban life and should be valued equally to 'grey' built infrastructure such as roads and buildings. More fundamentally, it is our green infrastructure that will help to absorb and clean the residual carbon emissions that we can't totally eliminate, playing a crucial role in a balanced carbon-neutral future.

Making a start

Through our Giving Nature a Home partnership project, we've connected 11,599 children to nature through our free schools outreach programme and worked extensively with community groups and volunteers to support land management and enhance biodiversity. Our Community Ranger Team is currently working with 14 groups across Cardiff to help improve urban green space for pollinators.

We've recently mapped out Green Habitat Corridors and undertaken an i-tree study of tree cover in Cardiff with the ambition of managing and increasing tree canopy cover in the city.

We've installed green walls at Tredegarville C.I.W Primary School, supporting the introduction of biodiversity and improving air quality, and are looking at how we can roll this out to other schools.

In September 2019, our Biodiversity and Resilience of Ecosystems Duty or 'BRED' Forward Plan drafted by the cross functional green infrastructure group was approved. The Plan sets out delivery of the vision that 'Cardiff's distinctive natural heritage will provide a network of green infrastructure which will be protected, enhanced, developed and managed to ensure that its integrity and connectivity is sustained for the economic, social and environmental benefit of the City and the Region.'

Our love where you live programme supports community groups to improve the quality of their local environment, including using derelict or unused land for community growing and pollinator projects.

Planned Actions:

Our immediate plans to respond to the Climate Emergency and become Carbon Neutral by 2030 include:

- Building and developing volunteer networks to support delivery of the Biodiversity & Resilience of Ecosystems Duty Action Plan.
- Delivering Enhanced Green/Blue Biodiverse Habitats through our city wide SuDS programmes
- Implementing recommendations identified in the habitat connectivity and i-tree studies which has valued our urban tree
- Considering options for a Tree Farm function in the city to secure a local supply chain to support a greener city.

Supportive Policies

We have a **Cardiff Green Infrastructure Plan and Biodiversity and Resilience of Ecosystems Duty (BRED) Forward Plan** which set out how we will promote the resilience of our ecosystems.

The Green Infrastructure Plan provides the overarching context to other documents such the approved Green Infrastructure Supplementary Planning Guidance (GISPG), the drafted Green Infrastructure Spatial Strategy and the Green Infrastructure Implementation Programme.

Cardiff's Local Development Plan sets out planning policies to guide development and this is in the process of being reviewed, building in the new climate emergency agenda.





Ambition: The Scale and Pace of the Challenge

To get to Carbon Neutral by 2030, we also need to re-prioritise the city's green infrastructure, ensuring this is valued appropriately for the impact it brings for biodiversity, water attenuation and carbon sequestration.

Using a joined up approach, we can create a city with a wealth of useful and productive green space and biodiversity. Beyond our existing planned actions, we want to identify the opportunity to deliver more ambitious targets including:

AREAS FOR FOCUS AND PRIORITISATION

Council

City - We'll work with partners to catalyse change across the city including:

1 Greening the City Major Tree Planting, shifting land management and planting activities to maximise environmental protection and carbon sequestration and biodiversity, increasing urban tree cover in the city from 19% to 25%, and rolling out Green Wall initiatives, especially in areas with poor air quality.

We'll also develop a business case to establish a tree farm in the city to ensure a supply of the new trees that we need.

2 Review how land is valued Building on our recent i-tree report which values our urban trees and Habitat Connectivity mapping study, we'll review how all land is valued to account for biodiversity and carbon capture alongside traditional land price analysis.

We'll create both stock and opportunity maps for carbon sequestration, water quality, natural flood management, air quality, urban heat islands, biodiversity and noise pollution.

3 Declare a biodiversity emergency Building biodiversity into decision making and governance, enhancing connectivity between habitats across the city.

We'll work with city wide partners to identify land across the city for tree planting and sustainable land management practices, including reductions in mowing frequency and herbicide use where appropriate.

The replacement LDP will be addressing protection of open space, managing & enhancing green and blue infrastructure and biodiversity interests and we will be consulting on this with city stakeholders as the plan is developed.

Work with city wide partners to collaborate on biodiversity plans and delivery.

What can you do?

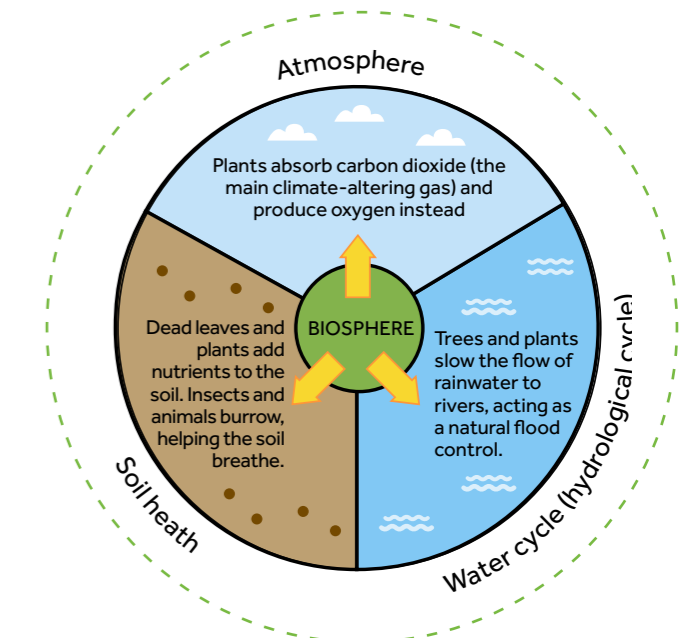
- **Volunteer for conservation activities with our Park Ranger team or join a local park Friends Group. More information can be found on our Outdoor Cardiff website.**
- **Make more sustainable use of your garden by planting trees and bushes or growing fruit and vegetables to help drainage and biodiversity as an alternative to paving, artificial grass or decking.**



We want to increase urban tree cover from 19% to 25% by 2030

What are other places doing?

Singapore has managed to increase both its population and its green spaces at the same time and today it has a 40% vegetation cover, despite its high density.





One Planet Transport

Our Vision For A **Carbon Neutral City By 2030**



One Planet Transport

Radical changes are required to how we move around the city as we head towards a zero carbon Cardiff. Increased walking, cycling, and use of public transport will significantly reduce greenhouse gas emissions and improve air quality, making Cardiff a cleaner place to live and work, helping us to be healthier and more active.

Pre COVID-19, 100,000 or so people used to commute into Cardiff each day – around 80,000 of them by car and many of these with just one passenger per car. We now have an opportunity to try to retain the reduction in traffic seen during lockdown through measures which support active travel e.g. fast-tracking of pop-up cycleways and working with major employers, Welsh Government and other stakeholders to support a long-term shift to more flexible ways of working, reducing the need to travel.

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“**100,000 or so people commute into Cardiff each day – around 80,000 of them by car.**”



Making a start

Work has already taken place and is ongoing to achieve a modal shift towards more sustainable forms of transport. Initiatives have been accelerated as a result of COVID-19 with fast-tracked pop-up cycleways and re-allocation of space across the city to facilitate walking, cycling and more flexible ways of working around district centres.

Two routes - the 'Cross City' and 'Bay Loop' cycleways - are being brought forward as part of the Council's ongoing Covid-19 recovery plans. They will see semi-permanent 'bolt-down' kerbs with small plastic upright bollards attached to the road alongside the next phase of cycleways also in development. We have rolled out the highly successful Nextbike on-street bike hire scheme, securing initial sponsorship from Cardiff University. Additional external funding has been secured to expand the scheme, building on its success to deliver 1,000 bikes at 130 locations across the city.

We've improved cycling and walking networks through completion of the city's first Cycleway along Senghennydd Road to St Andrew's Crescent. We are working with every school in Cardiff to develop an Active Travel Plan, to enable safe walking and cycling to and from school. 56 schools were supported to develop a plan in 2019, with a bespoke programme to support all schools formally launched in January 2020.

Planned Actions:

Our immediate plans to respond to the Climate Emergency and become Carbon Neutral by 2030 include:

- Encouraging public transport usage across the city by introducing:
 - **Cardiff Crossrail**, a cross city tram-train service connecting Creigiau in the west of the city with St. Mellons in the east.
 - **Cardiff Circle Tram line**, completing an orbital route around the city and connecting for the first time Radyr with Corryton.
 - **An integrated transport interchange at Cardiff Central**, including a new central bus station in 2022.
 - **A new cross-city bus network**, utilising bus-priority lanes to improve access to key destinations both within and outside the city.
 - **New Park and Ride facilities in key areas**, such as Junction 33 and Junction 32/A470.
 - Develop initial business case on a congestion management scheme to reduce congestion on the city's roads and thereby reducing vehicle emissions.
- Making walking and cycling the best option for a greater number of people. This will include:
 - **Transforming the City Centre** to make it a much friendlier environment for cyclists and pedestrians, alongside improving the quality of the air.
 - **Building a fast, safe and fully segregated cycle network of a further 5 Cycleways across the city**, with each connected to a cycle loop around the city centre.

Supportive Policies

Cardiff's Transport White Paper:

Changing how we move around a growing city outlines an ambitious plan to 2030, outlining how we'll transform public transport in the city.

Cardiff's Low Emission Transport Strategy sets out how we could improve air quality across the city by reducing reliance on fossil fuels in our transport system.

The Council has produced a Clean Air Plan to address illegal levels of air pollution in the City. The Plan includes measures to improve sustainable and active travel in the City Centre and to improve emissions from buses and taxis. The Plan forecasts that the Council will comply with legal limits by 2021. A wider Clean Air Strategy and Action Plan has also been developed.



Ambition: The Scale and Pace of the Challenge

Planned Actions (cont.)

Accelerating the process of making road vehicles clean vehicles, including:

- **Supporting Cardiff Bus** to replace the oldest and most polluting vehicles with electric buses upgrading older buses so they meet Euro 6 engine emission standards through a Bus Retrofitting Scheme for bus operators in Cardiff.
- **Cardiff taxis** are required to meet the latest Euro 6 emission standards for 'new vehicle license' or 'change of a vehicle on a current license'
- **Electrifying the Council's fleet of vehicles**, starting by converting 90 fleet vehicles to EV over the next two years and aiming for 100% ULEV fleet vehicles by 2030.
- **Citywide network of Electric Vehicle charging points** to encourage the use of cleaner electric engines.

Within Cardiff's Transport White Paper, there are ambitious modal shift targets for travel to work. There have already been significant changes as a result of COVID-19 both to travel patterns and the temporary and semi-permanent infrastructure which has been delivered very quickly.

If we continue to deliver these targets coupled with more sustainable commuting solutions into and around the city, we'll be making a huge positive impact on carbon emissions from transport. But to take this even further we believe the following should be our key areas of focus. We will work internally and with city partners to define and prioritise an action plan by the end of the year.

AREAS FOR FOCUS AND PRIORITISATION		
	Council	City - We'll work with partners to catalyse change across the city including:
<p>1 Implementing Cardiff's Transport White Paper If these targets are achieved, coupled with more sustainable commuting solutions into and around the city, we'll be making a huge positive impact towards reducing carbon emissions from transport.</p> <p>Beyond the white paper, we believe the following should be our key areas of focus and we'll work internally and with city partners to define a low carbon transport action plan by the end of the year.</p>	<p>The strategy includes ambitious targets to change how we choose to travel to more sustainable modes of transport, focusing on increasing walking, cycling and use of public transport and reducing reliance on car journeys.</p> <p>We're aiming to deliver the ambitious targets set out in the white paper to change the way we travel around Cardiff.</p>	<p>We'll work with key partners to deliver the infrastructure that gives citizens and commuters the confidence to move away from cars to other sustainable modes of transport.</p> <p>We'll work with the city to promote the opportunity for modal shift and incentives and support to facilitate this shift.</p>
<p>2 Achieving a 90% reduction in emissions from Council business mileage and staff commute by 2025</p>	<p>Accelerate the roll out of ULEV to replace Council fleet and work with staff to identify measures to minimise business mileage.</p> <p>A complete post COVID-19 review of working practices to facilitate flexible working and seek ways to reduce staff commuting where possible.</p>	<p>Work with city wide partners to delivery the transport infrastructure to facilitate a significant modal shift.</p>
<p>3 Facilitate a 100% shift to zero emission passenger vehicles by 2030</p>	<p>We'll continue the implementation of charging infrastructure across the city and look to accelerate the expansion of the network through a delivery partner. We'll commit to the revised EV Strategy setting out actions/ targets for number of charge points and other infrastructure charging hubs etc.</p> <p>We'll identify and promote policy measures and incentives to encourage a move to ultra low emission vehicles.</p>	<p>We'll work with the city to identify opportunities for charging infrastructure and incentives to move to ultra low emission vehicles.</p> <p>We'll also be looking for opportunities to support other non-electric sustainable fuel options such as hydrogen.</p>
<p>4 Facilitating an EV Car Clubs</p>	<p>We'll support the development and deployment of car clubs across the city to reduce the need for car ownership</p>	<p>We'll work with city wide stakeholders to promote the benefits and opportunities to using car clubs.</p>
<p>5 Move to 100% low emission taxis and buses by 2027</p>	<p>We'll work with local bus operators including Cardiff Bus and local taxi companies to facilitate the shift to low emission taxi's and buses.</p> <p>We'll help deliver charging infrastructure across the city to ensure businesses have the confidence to make the shift in line with the most recent EV Strategy.</p>	<p>We'll work with private and public sector partners across the city to implement incentives for the taxi and bus sector to make the switch to ultra low emission vehicles as developed in our Clean Air Plan.</p> <p>Welsh Governments has a national ambition to have zero (tailpipe) emission bus and taxi fleet by 2028. Further strengthened in the new Clean Air Plan for Wales launched by WG on 6 August 2020.</p>
<p>6 Working with partners to help reduce the carbon impact of freight</p>	<p>Working with partners such as Nation Grid, Transport for Wales and the Hydrogen Association we'll support development and deployment of large scale low carbon infrastructure.</p>	<p>We'll work with key city wide stakeholders including business, public and transport sectors to develop a last mile delivery strategy with a focus on zero carbon emissions.</p>



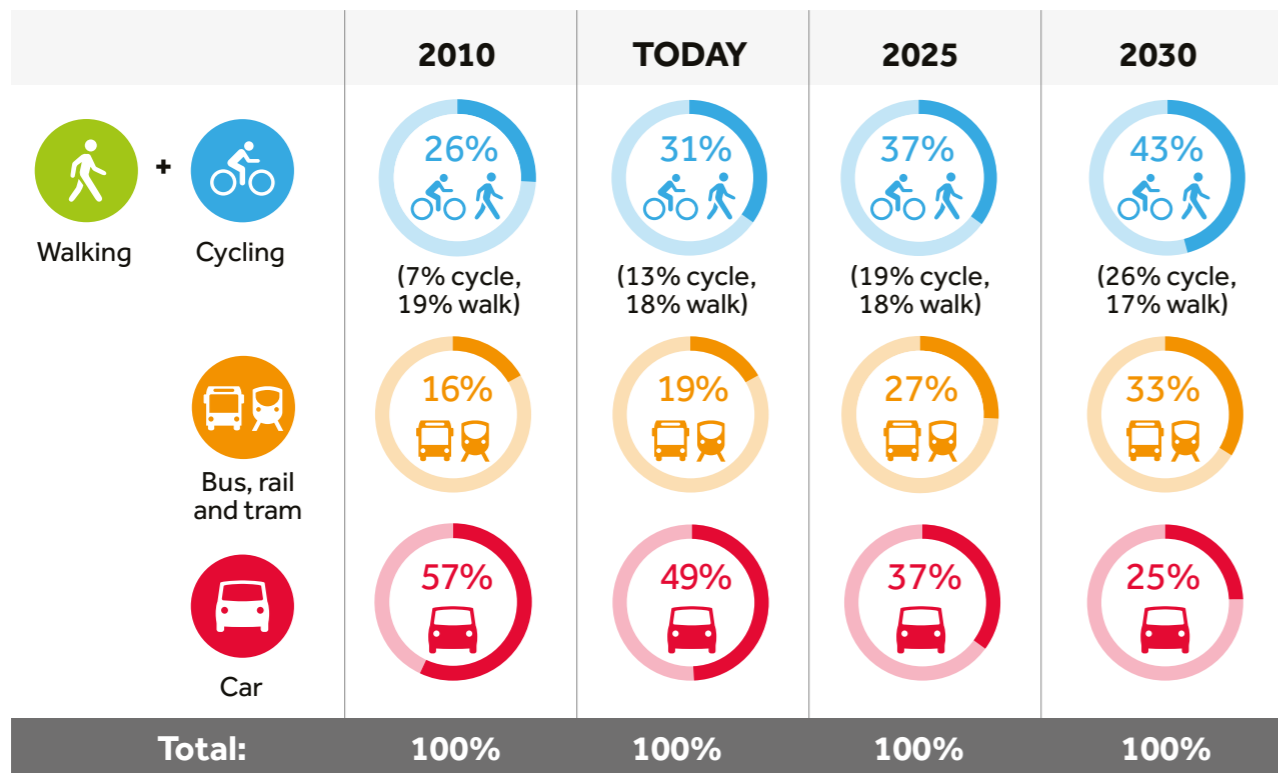
What are other places doing?

Nottingham City Council introduced a Workplace Parking Levy in 2012 as a way to reduce reliance on the car and make it easier to get around the city. The levy works by imposing a charge for every parking space provided by an employer. The move has been incredibly successful, reducing congestion while also generating £9m in income to provide a public transport system fit for the 21st century, such as the UK's first all electric park and ride.

Transport for Greater Manchester (TfGM) established the Greater Manchester Electric Vehicle (GMEV) Network in 2013. The network offers free charging for a nominal membership fee, with the costs being absorbed by TfGM. It also developed a procurement framework for the whole region to facilitate an accelerated roll out of infrastructure.

We want to double the number of people cycling and using public transport by 2030

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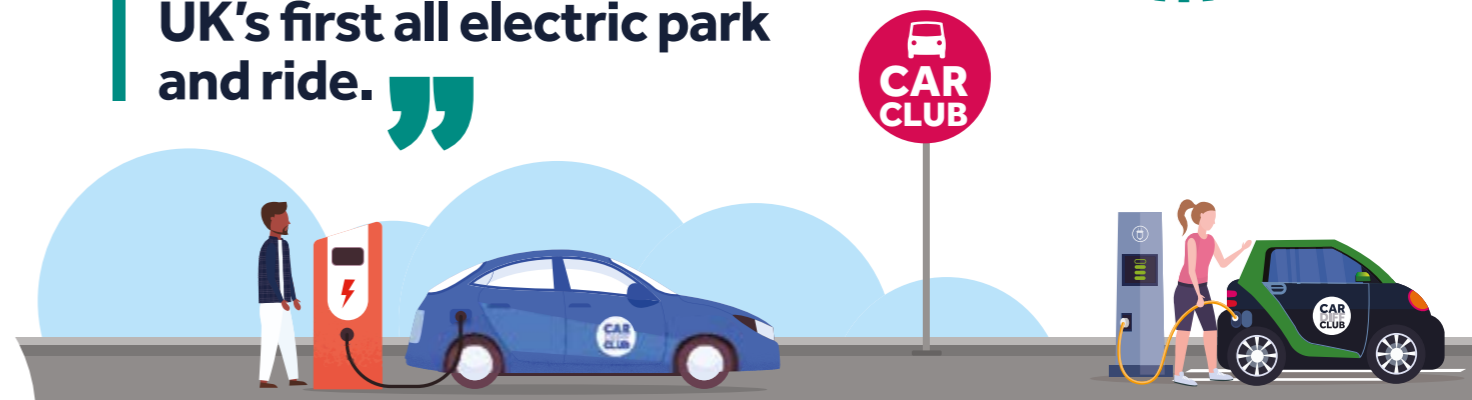
What can you do?

- When possible, walk or ride your bike in order to avoid carbon emissions completely. Carpooling and public transportation also drastically reduce your carbon footprint.
- There are a number of maps available showing safe cycling and walking routes around Cardiff:
 - Cardiff Existing Routes Map Cycling
 - Cardiff Bay Trail
- Consider a switch to an electric or hydrogen vehicle when replacing your car, or even consider, do I need a car at all?
- Think about how your travel patterns changed in the lockdown and how you can retain the best of these habits.



Nottingham have reduced congestion while also generating £9m in income to provide a public transport system fit for the 21st Century, such as the UK's first all electric park and ride.

Cardiff is leading the way on **20mph in Wales**
- we will rollout 20mph limits across the city





One Planet Waste

Our Vision For A **Carbon Neutral City** By 2030



One Planet: Waste

Climate change has accelerated the need to find measures to reduce and manage the waste we create. By reducing waste production and by recycling what waste is produced in the right way, we can reduce our carbon footprint. This means cutting down the waste we produce and recycling in a 'closed loop' way, where items are used again for their original purpose or in a way that adds value, known as 'up-cycling.'

Cardiff is Britain's leading major core city for recycling with household recycling having increased from 4% to 58% since 2001. As Cardiff grows however, more people will live in the city, more businesses will locate here and more people will visit. This will mean more waste. It's therefore vital that we continue the improvements in recycling rates and make sure that waste is managed in a sustainable way.

COVID-19 temporarily impacted on the waste services we were able to deliver, however, we are now operating normally and keen to accelerate waste minimisation programmes.

Making a start

As part of our ongoing shift from disposing of waste in landfill to waste treatment and recycling, we've delivered, in partnership with surrounding authorities, an Energy from Waste plant and an Organic Waste Treatment facility which treats segregated food and green waste.

The innovative facility also generates renewable energy, with sustainable fertilisers recycled to local agriculture. Organic food waste is a significant contributor to climate change from the release of the Greenhouse Gas methane and we are making food recycling a priority.

We have continued to work with residents by supporting new 'Keep Tidy' volunteer groups, increasing litter picking hours, rolling-out community planters and establishing a partnership with Keep Wales Tidy. Our associated 'Love Where you Live' campaign helped drive success, with targeted engagement to encourage recycling across the city.

Planned Actions:

Our immediate plans to respond to the Climate Emergency and become Carbon Neutral by 2030 include:

- Looking for ways to reform our recycling services further still, maximising recycling quality by taking advantage of recent innovations.
- Working with residents to ensure that each waste bag contains the correct content, so that no bag is left behind. This includes rolling out our 'See Pink, Stop and think' scheme, whereby bright pink stickers will be placed on recycling and garden waste bags or bins, alerting residents that they contain incorrect items.
- Introducing an 'education station' at HWRCs to further support residents to sort their waste appropriately, enabling as much recycling as possible.
- Exploring new models for the management of garden waste.
- Exploring options for a new domestic and commercial Household Waste and Recycling Centre (HWRC) to accommodate further growth areas of the city, futureproofing maximum reuse and recycling opportunities for non-kerbside collected waste.
- Delivering new ReUse Centre facilities in partnership with the third sector.
- Extending the successful 'Love Where you Live' campaign to encourage greater community and volunteer action in relation to social responsibility for alleyways, woodland, public open spaces, recycling, smoking litter and single-use plastics.
- Removing single-use plastics from Council venues and working with partners to develop a city-wide response to single-use plastics in all public services.
- Working with Welsh Government to deliver the circular economy strategy.

Supportive Policies

Our actions are in accordance with the Welsh Government's Blueprint Strategy for Waste in Wales, which outlines a commitment to delivering a long-term transformation in the scale of recycling and sustainable waste management.

We have a Recycling Waste Management Strategy 2018-2021, which reaffirms the Council's core principles for increasing recycling.

Welsh Government is also consulting on a strategy to go beyond recycling; to make the circular economy in Wales a reality.

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Ambition: The Scale and Pace of the Challenge

Wales aspires to be a Zero Waste nation by 2050 and Cardiff is at the forefront of this journey. However, we need to accelerate our efforts to meet statutory targets:

- 70% recycling by 2025
- Zero waste to landfill by 2025 (Landfill disposal accounts for the majority of waste emissions)
- Zero waste by 2050

Our ambition is to boost recycling rates by placing a focus on: Education in schools, Community engagement and Behavioural change. However, these things alone will not get us to 70% recycling. We need to challenge the way that services are currently provided, how individuals and business generate and manage waste and work on plans to improve recycling rates.

To achieve these greater ambitions we will be exploring and prioritising the following actions:



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AREAS FOR FOCUS AND PRIORITISATION

	Council	City - We'll work with partners to catalyse change across the city including:
1	<p>Change waste management behaviour and how we manage waste</p> <p>Work with all departments in the Council to embed waste minimisation and circular economy principles and practices.</p> <p>Work with staff and community groups to focus on waste minimisation.</p>	<p>Work with city partners to embed circular economy principles through procurement, reducing waste and specifying raw materials made from recycled content, to drive demand and the market for recycling materials.</p> <p>Work with stakeholders across the city in relation to waste to support a fundamental shift in waste behaviour; focusing on reducing the amount of waste we produce.</p>
2	<p>Decarbonise the waste fleet by 2030</p> <p>Replace refuse trucks and the waste fleet with low carbon emission alternatives.</p>	
3	<p>Consider waste innovation systems</p> <p>Review waste innovation systems for all new Council developments.</p>	<p>Encourage waste innovation systems for new developments as part of the planning process.</p>
4	<p>Work to eradicate single use plastics</p> <p>Aligned to Welsh Government's ambitions, we want to eradicate single use plastic and facilitate the move to a more circular economy.</p>	<p>We'll support the eradication of single use plastic across the city and support the move to a more circular economy that extends the life of products and prioritises recycled content.</p>

What can you do?

- Pass on any unwanted larger items so that they can be reused and redistributed to someone else who needs them.
- Prepare your waste appropriately before putting out your bins or visiting recycling centres to enable as much recycling as possible #seepinkstopandthink.
- Join a 'Keep Tidy' volunteer group. Latest events and groups can be found on the Keep Cardiff Tidy website.



What are other places doing?

Borås (Sweden), is one of the world's most efficient cities in terms of waste disposal. Less than 4% of the city's waste is taken to landfill. The rest is reused, recycled or converted into energy to run cars and buses. "No waste goes to waste" is the city's motto; visitors to Borås are informed about which bags to place their rubbish into.

London: Veolia has partnered with Westminster City Council to trial two electric Refuse Collection Vehicles (eRCV) on the streets of London, upgrading the engines from diesel powered to electric, in aid of its zero-emission plans. This will not only improve air quality, but will more than meet the requirements of the Ultra Low Emissions Zone in central London.

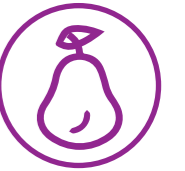


We want to recycle 70% of the city's waste by 2025, becoming a zero waste city by 2050



One Planet Food

Our Vision For A **Carbon Neutral City By 2030**



One Planet: Food

Producing food, processing and transporting it, alongside storing wasted food in landfills, produces Greenhouse Gas Emissions that contribute to climate change. Environmental benefits can be reaped from seasonal, local and fresh food, which has a lower carbon footprint than processed food and food transported longer distances.

Changing the mix of foods that we eat, reducing emission and land-intensive foods, such as meat and dairy, and replacing them with plant-based foods, can also benefit the sustainability of our agricultural systems.

Whilst it is unattainable for a city the size of Cardiff to be completely self-sufficient in its production, there is a clear opportunity, and an emerging ambition, for us to increase the volumes of food produced locally.

We all need food and it is therefore possible for us all to engage through making small choices for healthier, more sustainable food options.

Making a start

The Council's influence on food in the city is wide ranging, from providing catering services to hosting major events and ensuring food hygiene. We also have close relationships with other key players across the city, meaning positive steps are already being taken to improve our environmental impact in relation to food.

For example, Cardiff has a local food partnership, Food Cardiff, through which Cardiff has already achieved status as a Bronze Sustainable Food Place. We also belong to the 'Edible Cardiff' network, which supports individuals and groups of people to grow their own food.

Planned Actions:

Our immediate plans to respond to the Climate Emergency and become Carbon Neutral by 2030 include:

- A Hydroponics unit at Bute Park; this will be 1 shipping container, growing an estimated 3.5 acres worth of food.
- Revamping Cardiff Market as a sustainable and local food market.
- Increasing local food production by:
 - Developing a plan for food growing using council-owned land across the city that community groups and others could utilise for food growing projects, using the 'Edible Cardiff' network.
 - Integrating policy/ standards on expected space for local growing within planning.
 - Increasing commercial food growing and production opportunities in the city.
 - Assessing options for a Food Park which brings together advocates for local food in a spatial location, from farmers to food entrepreneurs.
- Developing a sustainable food framework: to define and integrate sustainable food goals, thresholds and targets across all council operations.
- Developing a 'sustainability mark' for local food businesses.
- Trialling a pop up 'sustainable food option' street vendor selection for major events.
- Reviewing and agreeing actions to maximise benefits from food procurements to ensure food options are healthy, local and low environmental impact.

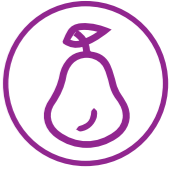
Supportive Policies

Cardiff's Food Strategy has a vision of wanting everyone in Cardiff to have access to affordable good food, and to understand where their food comes from. Sustainability is a key theme throughout.

The Cardiff Well-being Plan has evidence, narrative and action around food related issues, in particular food poverty.

Positive steps are already being taken to improve our environmental impact in relation to food





Ambition: The Scale and Pace of the Challenge

Whilst Cardiff will never be able to become fully self-sufficient in terms of food production, we can do more to minimise the impact our food choices make on the environment and become a more sustainable food place.

A recent report by the Centre for Alternative Technology, Zero Carbon Britain: Rising to the Climate Emergency, models how, through dietary change, food waste reduction and improved agricultural practices, we could provide a healthy, sustainable diet for the whole UK population.

The modelled dietary change contains significantly less protein from meat and dairy and more from plant-based sources like beans, nuts, cereals and vegetables.

This means considering the source of food and switching to less, but better quality, locally produced meat and dairy products. We believe the following should be our key areas of focus. We will work internally and with city partners to define and prioritise an action plan by the end of the year.

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AREAS FOR FOCUS AND PRIORITISATION		
	Council	City - We'll work with partners to catalyse change across the city including:
1	Develop a clear plan for food growing Develop a clear plan for food growing in spaces where the Council has control, working with the Edible Cardiff network.	Work with community groups, and city wider partners to identify growing spaces across the city.
2	Develop restrictions on fast food culture Map food deserts and areas of fast food outlet saturation and develop policy aimed at reversing these trends.	Work with city wider stakeholders to offer sustainable and healthy fast food.
3	Change the Council's own procurement practices Ensure that the majority of food served by Council catering is locally sourced, seasonal and sustainable.	Work with local suppliers to deliver cost effective, sustainable, low impact and healthy food choices.
4	Improve schools food culture Support schools to adopt a whole school approach to food through curriculum, procurement, school meals, holiday hunger programmes and food growing etc.	Work with children and city stakeholders to promote the benefits of healthy food choices
5	Develop a city centre food plan Coordinate stakeholders, including the Business Improvement District, to support the development of a city centre food plan.	Work with Business Improvement District partners.
6	Develop a Sustainable Food Framework Define and integrate sustainable food goals, thresholds and targets against all Council Operations.	Roll out the Sustainable Food Framework with our partners.

What can you do?

- Eat locally-produced, seasonal fresh food. Processing, storage and transportation of food both produce carbon emissions, but these can be cut down with local purchases since everything is sourced nearby.
- Cook 'smart' as much as possible. The most environmentally-friendly cooking methods are stove-tops and microwaves.
- Why not try Meatless Mondays? You don't have to give up meat completely but a great way to make an impact is to eliminate meat and dairy out of your diet once a week.
- Grow your own fruit, vegetables and herbs at home to make their trip to your table even shorter!



What are other places doing?

Monmouthshire County Council has developed a successful policy and license that allows the use of small bits of council owned land to grow food on. The Monmouthshire Community Growing Policy has been developed to support and promote the 'Incredible Edible' movement.

This is where groups of people get together to grow produce on easily accessible land. The produce can be taken away freely by anyone, not just those who have been growing.

Processing, storage and transportation of food all produce carbon emission, but these can be cut down by buying locally produced fresh produce



One Planet Water

Our Vision For A **Carbon Neutral City By 2030**



One Planet: Water



As a result of climate change, the water cycle is expected to undergo significant change. Changing global patterns of water availability, with shrinking glaciers and changing patterns of precipitation, increase the likelihood of both drought and flood. Coastal and river basin cities, like Cardiff, must respond to the threat, particularly the prospect of flash flooding and rising sea levels.

An integrated approach on water, the biosphere and environmental flows is required to devise sustainable systems that allow us to decelerate climate change, protect us from extremes and adapt to the unavoidable at the same time. Whilst a challenge, opportunities present to collectively develop new ways of supplying water, treating water, making energy from water and ensuring water security.

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Cardiff is Britain's leading major core city for recycling with household recycling having increased from 4% to 58% since 2001.



Making a start

A number of projects are already underway on flood risk management and sustainable drainage schemes. Our award-winning Greener Grangetown project uses the latest Sustainable Drainage System (SuDS) to catch, clean and divert rainwater directly into the River Taff, replicating natural drainage. This is the first time that these techniques have been retrofitted into an urban environment at this scale and has resulted in 42,480m² of surface water being removed from the combined waste water network—the equivalent of 10 football pitches! As well as providing water resilience this also removes substantial energy requirements that would otherwise be needed to pump water through to sewage treatment works.

We've also established a Flood Defence Project in Rhiwbina, greatly improving local resilience to flooding in the area, protecting more than 200 homes and businesses. The defence comprises of low walls alongside the brooks.

Supportive Policies

Schedule 3 of the Flood and Water Management Act (FWMA) 2010 requires surface water drainage for new developments to comply with mandatory National Standards for SuDS.

We have developed a Local Flood Risk Management Strategy (LFRMS) to understand risk levels; take steps to reduce these risk and raise awareness across our communities so they can prepare for flooding.

Cardiff's Flood Risk Management Plan takes forward the objectives and actions set out in our LFRMS, alongside the objectives set out in the Welsh Government's National Flood and Coastal Erosion Risk Management Strategy.

Planned Actions:

Our immediate plans to respond to the Climate Emergency and become Carbon Neutral by 2030 include:

- SAB legislation: This includes ensuring that all new development with a construction area of 100m² or more have a SuDS to manage on-site surface water, including our new Cycleways.
- Effective Coastal & River Flood Defences: deliver our Coastal Flood Management Project, this includes developing a Flood Defence Scheme along the foreshore of South East Cardiff. The scheme will include the river mouth and lower estuary area of the River Rhymney, with soft engineering approaches enhancing biodiversity and the natural environment.
- Open Churchill Way Canal Dock Feeder: Sustainable approach to water management. Restore the historic Cardiff City Centre water way as part of the redevelopment of the Canal Quarter masterplan.
- Making drinking water refill stations available across the city to reduce the need for single use plastics.



Greener Grangetown project uses drainage techniques to catch, clean and divert rainwater directly into the River Taff





Ambition: The Scale and Pace of the Challenge

Recent weather patterns have significantly highlighted the impacts of climate change and the high importance of mitigating against extreme events, such as flooding, along with ensuring we have adapted to be resilient against the impacts.

As a planning authority, we need to ensure all new developments are meeting Welsh Government Sustainable Drainage (SuDs) legislation through our SuDs approval body.

Scenario planning is crucial, particularly given the risk of rising sea levels and increased river flow from the three rivers cutting through the city.

We believe the following should be our key areas of focus. We will work internally and with city partners to define and prioritise an action plan by the end of the year.

What can you do?

We need to use water wisely and become a Water Sensitive City

- Don't pave or use artificial grass in your garden. This prevents rain water being absorbed into the ground and exacerbates flash flooding.
- Consider installing a water butt on one or more of your downpipes to catch rainwater. The water can be used for watering the garden or washing the car; it's not only sustainable but a free resource!
- Fit a water efficient shower head in your bathroom to reduce your water usage.
- Join Cardiff Rivers Group, a voluntary group who meet to make a difference in the city's rivers and waterways, including habitat management and the removal of rubbish from rivers, streams and ponds.

AREAS FOR FOCUS AND PRIORITISATION

Council

City - We'll work with partners to catalyse change across the city including:

1	Developing Ambitious Sustainable Water / Drainage Strategy for Cardiff	Identifying opportunities to improve environmental quality, water and flood sustainability across the city based on the best practice ensuring the City Centre is a sustainable drainage exemplar.	Work with all city stakeholders to prioritise sustainable drainage in new developments including urban multi benefit projects.
		Review land management practices across the Council's estate; increasing organic matter in soil can significantly increase water retention.	Work and coordinate with all sports bodies to develop a programme to renew and improve existing Council playing surfaces; installing drainage to reduce maintenance and increase operational hours.
		Creating new urban green/blue corridors to deliver multi benefits in a city centre environment.	
2	Identifying Priority Flood Mitigation Locations Programme	Working with Welsh Government to prioritise reducing flood risk to our communities through sustainable drainage.	Engage further and faster with existing business and the community to see what they could do with their buildings, gardens and local areas to mitigate flood risk and support water retention and reduced flow.
3	An increase in Urban Green Infrastructure	Support an accelerated roll-out of green infrastructure across the city centre and residential areas to support water management, with the co-benefit of enhancing air quality and supporting the enhancement of biodiversity.	Work with partners to emphasise the benefits of green infrastructure to employees, residents, and business.
4	Supporting Cardiff River's Groups and community groups to ensure rivers, streams and gullies are kept clear of debris	Help coordinate voluntary organisations to regularly manage our blue corridors (water course and rivers).	Encourage all organisations to support and sponsor voluntary environmental groups.

What are other places doing?

Wessex Water's operations centre was designed with sustainable drainage in mind, both for foul and surface water. Solutions such as grey water use, storm water storage and re-use, the use of permeable paving and disposal of surface water runoff by infiltration have all been put into practice on this site. Water from the roof is collected in 380,000 litre tanks in each of the courtyards, which is filtered and pumped back into the building. The project was completed in 2000, highlighting the durability and prolonged benefits of such a scheme.

Cross Cutting Topics

Central to our ambition and facilitating delivery are some key topics:

- **Collaboration is key** - We can't do this alone. We need city wide support from engaged citizens, communities, organisations, businesses and academia.
- **Governance** - Bold collaborative leadership is required. Climate impact and carbon emissions will need to have a more central place in decision making activities, and be appropriately integrated amongst other priorities.
- **Engagement and Behaviour Change** - We need to get the right messages out to stakeholders, ensuring that we're all making well informed, climate responsive choices.
- **Finance** is crucial as significant investment and funding will be needed to create a carbon neutral Cardiff by 2030. We need to invest to save and need to bring carbon into our cost equations and explore all sources of support and grant funding.
- **Economic Development** needs to focus on growing a sustainable local economy, ensuring that we have the right skills to achieve and maintain a successful carbon neutral Cardiff.
- **Procurement** - Our Spending activities can have a huge carbon impact across all operational areas. Are we buying the right things in the right way?
- **Digital capacity** underpins our ability to deliver many of our objectives and targets, especially in communications and in measuring and monitoring progress.
- **Regulation and Policy** needs to be fit for purpose in the context of the climate change emergency.

What are other places doing?

Leeds: <https://www.leedsbyexample.co.uk> is a campaign by leeds city council to widely engage citizens in climate change. What started as a recycling initiative has been expanded to support citizen engagement and action to target climate change.

Manchester: Have set up an independent climate change agency to coordinate the efforts of city wide stakeholders in achieving their science based reduction target.



Opportunity

By pro-actively addressing the factors that contribute to the Climate Emergency we can build a cleaner, healthier and more equitable City with a higher quality of life and a thriving more resilient economy.

We believe that, together, we have the knowledge and technology available to deliver on this agenda and bring a significant shift in our climate responsiveness.

Bold leadership and governance will result in;

- **A huge boost in economic development and local skills**
 - Improved equity across the city and the alleviation of fuel poverty
 - A more resilient city, proactively addressing climate change
 - A more prosperous and innovative city
 - A greener and cleaner city
 - A healthier city
- **Our aim is to position Cardiff as cutting edge city demonstrating global best practice in Climate action**

We believe that, together, we have the knowledge and technology available to deliver on this agenda and bring a significant shift in our climate responsiveness.



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CABINET MEETING: 15 OCTOBER 2020

**HOUSING RETROFIT - LOCAL AUTHORITY FLEXIBLE
ELIGIBILITY FOR ECO**

**CLEAN STREETS, RECYCLING AND ENVIRONMENT
(COUNCILLOR MICHAEL MICHAELS)**

AGENDA ITEM: 3

Reason for this Report

1. To approve and publish a “Statement of Intent” for the Council to use the Government’s “Local Authority Flexible Eligibility for ECO”, so that fuel poor households from the Rent Smart Wales Warm Homes Fund project, and potential future projects of a similar nature, can benefit from additional private sector funding to improve their homes.

Background

Energy Company Obligation

2. The Energy Company Obligation (ECO) is a government energy efficiency scheme which aims to help deliver energy efficiency retrofit measures in domestic properties in the UK. It is funded through a tax payable by energy companies, which is in turn raised via customer bills.
3. The scheme aims to tackle fuel poverty and reduce carbon emissions.
4. ECO began in April 2013 and over time its various detailed terms and targets have been amended. The latest policy, ECO3, commenced in December 2018 and is due to run until March 2022.
5. A private sector household (owner occupied or private sector rental) qualifies for ECO funding if they are in receipt of qualifying benefits and where the household income is below a set cap. ECO funding is obtained from Energy Suppliers direct, or more often via an intermediary, who organises and oversees the retrofit of the property. The funding covers a proportion of the cost of the retrofit, which is dependant upon the measure installed and the energy efficiency of the property prior to retrofit. The surplus is paid by the property owner (owner occupier or private sector landlord).

6. Social housing with an Energy Performance Certificate (EPC) rating of E, F or G qualifies for ECO funding regardless of the tenants benefits eligibility. Local Authorities can become involved in this aspect of ECO if their housing stock qualifies for funding. Cardiff utilises this funding for its housing stock, where applicable, via the insulation contractor in place.

LA Flex

7. To encourage wider uptake of ECO funding the government has introduced a mechanism to allow local authorities to facilitate ECO works under a scheme called Local Authority Flexible Eligibility for ECO (LA Flex).
8. The benefits of local authority involvement in LA Flex include:
 - a. More widespread and targeted local marketing of the opportunity for grant funding to increase uptake;
 - b. The ability to set bespoke, area-specific qualifying criteria beyond the basics set out above, to cover more households in fuel poverty in the area; and
 - c. Developing an approved list of suppliers to achieve better quality control, both of the customer journey and works undertaken to potentially vulnerable households.
9. Households qualifying for LA Flex still need to be living in fuel poverty or a household living on a low income and vulnerable to the effects of living in a cold home.
10. LA Flex only applies to private sector households (owner occupied or private rental).
11. Participation in the LA Flex scheme would potentially assist Cardiff households in fuel poverty, and supports one of the key short term ambitions of the One Planet Cardiff Strategy which is to seek ways to upscale domestic energy retrofit in the city and stimulate the economic recovery.
12. The Council currently retrofits a few hundred homes a year but to fulfil the One Planet Cardiff Strategy ambition this needs to increase to be thousands; LA Flex could be one of the mechanisms to help achieve this upscaling of delivery. LA Flex is aimed at households on low incomes and living in the least energy efficient homes. In Cardiff approximately a third of households have an income of £20,000 and below, and approximately 45% of the city's housing stock is energy inefficient (Energy Performance Certificate (EPC) band D and below) with 15% being very energy inefficient properties (EPC band E and below). Extrapolated this could mean that between 25,000 to 50,000 households in Cardiff potentially qualify for LA Flex funding.

Statement of Intent

13. To widen the criteria under LA Flex the local authority needs to approve and publish a Statement of Intent (SOI) detailing household qualifying criteria and how to access funding (ie detailing the Council's procured intermediaries / installers if this is the route taken). Local authorities participating under LA Flex are expected to follow the published BEIS guidance 'Energy Company Obligation: ECO3 2018-22 Flexible Eligibility Guidance'.

How it Works

14. A local authority can change the SOI criteria as and when required but needs to approve and publish each version. A new version of the SOI supersedes all previous versions.
15. Once the SOI is published Energy Suppliers or their intermediaries (eg energy installers) can submit householder details to the local authority to request that a Declaration be issued if they qualify for potential funding.
16. The local authority Declaration is a statement in writing that a household is eligible for support under LA Flex. To issue the Declaration the local authority has to have seen evidence that demonstrates the household fulfils the qualifying criteria detailed in the SOI.
17. Only local authorities can sign and issue Declarations. The SOI must detail a named officer who will sign and issue these Declarations. The named officer is also responsible for reporting back to the Department for Business, Energy & Industrial Strategy on the number and details of Declarations issued.
18. Meeting the Council's LA Flex criteria and the issuing of a Declaration does not guarantee the installation of energy efficiency measures. The final decision will lie with the Energy Supplier that is providing the funding.

Issues

Resources and quality control

19. Cardiff has not issued a SOI to date due to resource issues and concern over the quality control of retrofit installations. Experience of other local authorities is that the issuing of the SOI entails a full time resource to manage the process correctly and effectively. Where schemes have been run without proper resource this has resulted in issues and complaints from residents, local installers and BEIS.
20. The SOI can be open to all Energy Suppliers and their intermediaries, which is likely to result in a high volume of applications for eligibility and resulting Declarations to be issued.

21. However, local authorities can add in an element of control by undertaking a procurement process to contract companies with ECO funding agreements in place who fulfil quality criteria around the customer journey and retrofit measures installed. Intermediaries procured via this exercise would then be listed on the Council website alongside the published SOI so that a clear route to funding is available to both residents and installers.
22. A more controlled approach is recommended, both to avoid overwhelming resources and to ensure quality of installers and resultant works. Additionally it would be prudent to undertake a pilot LA Flex project prior to committing to a fuller procurement exercise.
23. Therefore, it is proposed that the existing Rent Smart Wales Warm Homes Fund project is utilised as a pilot for LA Flex. This will enable us to evaluate the success and eventual resources required for a wider LA Flex scheme.

LA Flex pilot project

24. Rent Smart Wales are currently coordinating the Warm Homes Fund project for private sector housing across Wales. The project aims to install first time central heating to approx. 275 of the poorest energy performing private rental homes in Wales. The project will prioritise the most inefficient homes blending a number of funding sources including ECO, Warm Homes Funding and individual landlord contributions.
25. Rent Smart Wales have been through a procurement exercise to engage a project delivery partner, with the successful company being YES Energy Solutions. YES Energy Solutions have ECO3 funding contracts with 5 Energy Suppliers, enabling them to access ECO funding including the LA Flex element for local authority areas where there is a SOI in place. Utilising LA Flex for eligible properties could help stretch the project funding further and, for the purposes of the pilot, could rely on existing resources.
26. On this basis a SOI has been drafted for the specific and exclusive purposes of assisting the current Rent Smart Wales project. The qualifying criteria includes both fuel poverty and health issues (Appendix 1). This is based on the BEIS Guidance and has been agreed as suitable by BEIS. The SOI states that the following can submit applications for Declarations: 'YES Energy Solutions for the Rent Smart Wales Warm Homes Fund project and companies who have been procured by Cardiff Council for the purpose of enabling ECO funding for private sector households'.
27. This would enable LA Flex to be utilised on a pilot basis within the Rent Smart Wales Warm Homes Fund project for us to assess the likely resources that might be required to expand to other schemes in the future should the resource issues be identified. The Rent Smart Wales pilot is limited to only private rental properties and small numbers within Cardiff as the 275 first time central heating installs are to be spread

across Wales. However this pilot could be the springboard to something much larger; as noted previously if LA Flex is opened out to all private tenure households in Cardiff (owner occupied and private rental) then between 25,000 and 50,000 households in Cardiff could potentially qualify for Declarations.

28. It is proposed that authority be delegated to the Director for Planning, Transport & Environment to define and authorise future revisions to the SOI so that this can be a swift process that reacts to funding opportunities as they arise. The types of revisions anticipated include amending the household income thresholds annually in line with inflation, and changing the named officer that signs off the Declarations.
29. The Energy Company Obligation is due to run until 2029, although ECO3 ends in March 2022. Industry anticipates that LA Flex will continue into ECO4, although at this time Government have not confirmed this.

Reason for Recommendations

30. To enable private sector fuel poor households and those on low incomes and vulnerable to the effects of a cold home to benefit from LA Flex funding.

Financial Implications

31. By utilising the existing Rent Smart Wales Warm Homes project as the basis for a LA Flex pilot project financial implications can be contained within existing resources. Results from the pilot project will need to be reviewed to identify if there would be any further resources requirements, and how these could be funded, from a scaling-up of the Council's facilitator role for this initiative.

Legal Implications

32. If any procurement is undertaken, such procurement will need to be in accordance with the council's contract procedure rules and applicable procurement regulations. With reference to the contract in the report, legal services are instructed that the contract allows the project referred to.

Equalities Duties.

33. 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

34. 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.
35. 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.
36. 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
37. 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

38. The decision maker should be satisfied that the decision is in accordance within the financial and budgetary policy.
39. 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

40. There are no HR Implications for this report.

Property Implications

41. There are no immediate property implications resulting from this report. Any future transactions affecting the Council's property estate should be undertaken adherence to the established asset management process.

RECOMMENDATIONS

Cabinet is recommended to

1. approve the Cardiff Council Flexible Eligibility for ECO Statement of Intent, and
2. delegate authority to the Director for Planning, Transport & Environment to
 - a) make arrangements for discharging the functions under the Statement of Intent and authorising officers to sign Declarations and
 - b) in consultation with the Cabinet Member for Clean Streets, Recycling and Environment, make changes to the Statement of Intent as necessary and to carry out the process for implementing such changes.

SENIOR RESPONSIBLE OFFICER	ANDREW GREGORY Director of Planning, Transport & Environment
	9 October 2020

The following appendix is attached:

Appendix 1 - Cardiff Council Flexible Eligibility for ECO Statement of Intent

The following background paper has been taken into account

Department for Business, Energy & Industrial Strategy - Energy Company
Obligation: ECO3 2018-22 Flexible Eligibility Guidance

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Cardiff Council Flexible Eligibility Statement of Intent

Date of publication: XXXXXXXX

Version 1.0

Publication on website: www.cardiff.gov.uk/XXXXXX

1) Introduction

This statement sets out Cardiff Council's flexible eligibility criteria for the ECO: Help to Heat programme October 2018 - March 2022. It aims to support households living in Cardiff who are most likely to experience fuel poverty and those vulnerable to the effects of a cold home.

Through Flexible Eligibility for ECO, local authorities can set their own qualifying criteria to enable eligible private sector households (homeowners and private rental tenants) to benefit from funding for domestic energy efficiency measures. This funding is aimed at residents that are most likely to be in fuel poverty. Energy Suppliers can allocate up to 25% of their full obligation to measures qualified via Local Authority Flexible Eligibility for ECO.

This Statement of Intent is only to be used by YES Energy Solutions for the Rent Smart Wales Warm Homes Fund project and companies who have been procured by Cardiff Council for the purpose of enabling ECO funding for private sector households.

The Council will only sign Declarations for qualifying households that have been referred via our delivery partners that have been procured for enabling ECO funding as detailed above and will not work with any third parties outside of this.

Please note that meeting the Councils Flexible Eligibility for ECO criteria, and the issuing of a Declaration by Cardiff Council does not guarantee the installation of measures. The final decision will lie with the Energy Supplier.

2) How the Council intends to identify eligible households

Households will be considered at risk of fuel poverty if they are determined to be a low income household and living in a high cost home in relation to energy use (Low Income / High Cost) or have a pre-existing condition making them vulnerable to the effects of living in a cold home (Low Income / Vulnerable to Cold).

Households will need to meet Stage 1 (Low Income) criteria **AND** one of the Stage 2 (High Cost / Vulnerable to Cold) criteria.

Stage	Eligibility Criteria
1) Low Income	<p>Household composition</p> <p>1 Adult £ 9,440 and 1 child £ 12,383 and 2 child £ 15,225 and 3 child £ 18,270 and 4+ child £ 21,315</p> <p>2 Adults £ 15,428 and 1 child £ 18,428 and 2 child £ 21,417 and 3 child £ 24,462 and 4+ child £ 27,202</p>
	<p>*figures above have increased from the 2019 Household composition to factor in 1.50% inflation in 2020</p> <p>Annual household income (after rent or mortgage, and Council Tax) of £27,202 or less</p>
AND 1 of criteria 2	
2a) High Cost	Property EPC rating of E, F or G
2b) Vulnerable to cold	<p>Property EPC rating of D and a health condition made worse by cold:</p> <ul style="list-style-type: none"> a. Chronic respiratory condition, or b. Cardiovascular condition, or c. Musculoskeletal illness, or d. Mental health condition
2c) Vulnerable to cold	<p>Property EPC rating of D and vulnerable due to age or circumstance:</p> <ul style="list-style-type: none"> a. Over 70 years of age, or b. A pregnant woman, or c. Have dependent children under 5 years of age

In the private rented sector, occupants / landlords of the property will need to demonstrate that they have a Domestic Tenancy in place. A Domestic Tenancy is defined in the Housing (Wales) Act 2014.

3) Acting on behalf of another local authority

Cardiff Council is not acting on behalf of another local authority.

4) Joint statement of intent

Cardiff Council is not working in association with another local authority.

5) Governance

The officer below will be responsible for signing Declarations on behalf of Cardiff Council:

Name: Elizabeth Lambert

Job title: Sustainable Development Group Leader

Phone: 029 2087 3228

Email: ELambert@cardiff.gov.uk

The Council will work with their delivery partners to identify eligible households. Delivery partners will engage with residents and collect the required evidence to demonstrate eligibility, which will be provided to the Council. Delivery partners will also liaise with ECO obligated Energy Suppliers.

6) Referrals

Referrals will be via the Councils delivery partners.

7) Monitoring

The number of households that are contacted and eligible for Flexible Eligibility for ECO together with the number of Flexible Eligibility for ECO funded measures installed and the number of homes improved will be recorded by Cardiff Council.

8) Signature

Paul Orders

Chief Executive - Cardiff Council

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SENIOR MANAGEMENT ARRANGEMENTS – UPDATE**FINANCE, MODERNISATION AND PERFORMANCE
(COUNCILLOR CHRIS WEAVER)****AGENDA ITEM: 4**

Reason for this Report

1. Following consultation with affected staff, this report seeks approval for proposals to amend senior management arrangements, which were considered by the Cabinet on 17 September 2020.
2. The proposed structure:
 - i. supports 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. identifies some consequential realignment of responsibilities in relation to the Council's Street Scene and Central Transport services.

Background

3. A report proposing a modification of senior management structures was considered previously by the Cabinet on 17 September 2020 for consultation purposes. It set out the Council's response to the pandemic and resulting managerial capacity constraints in areas such as Children's Services and Housing and Communities.
4. The report identified the progress that had taken place since the establishment of the post of Corporate Director, People and Communities, particularly in terms of the integration of social care, health and housing, and set out a rationale for building on this development with the responsibilities of the statutory director of social services role being transferred to the Corporate Director, People and Communities, following the departure of the Director of Social Services at the end of September 2020.
5. This would enable a strengthening of arrangements at the next tier of management. The report proposed the creation of a new post of Director, Children's Services, with the existing post of Assistant Director,

Children's Services to be deleted. 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 addresses the inability of the Council, despite previous attempts, to recruit a permanent Head of Children's Services graded at Assistant Director level.

6. In addition and following on from recent successes in developing a joined up early intervention and preventative approach, the report proposed the establishment of a new post of Director, Adults, Housing and Communities.
7. 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 well developed performance management systems in the Housing and Communities area, are replicated across Social Services as a whole.
8. The report also set out the rationale for the move of Central Transport Services to the Corporate Director, Resources, and the move of waste management and cleansing, and the client function of Shared Regulatory Services to the Director, Economic Development to allow the Director, Planning, Transport and Environment to focus on planning, as well as Cardiff's clean air and transport infrastructure agendas.
9. The move of key street scene functions to Economic Development reflects the need to strengthen city centre management, including liaison with the business community, as the city goes through the recovery phase.
10. 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, Economic Development, with accountability for highways and parking continuing through the Director, Planning, Transport and Environment. The Director, Economic Development, is currently reviewing operational management arrangements in the directorate to meet pressures in the sport, leisure, parks and economic development areas.
11. The Cabinet resolved previously on 17 September 2020 to:
 - 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 Director of Social Services;
 - approve the proposed remodelling of the Senior Management Team on a provisional basis subject to the outcome of a consultation process;
 - approve a consultation period on the proposed model to commence immediately following Cabinet approval.

- receive a further report in October 2020, which provides confirmation of the model proposed and the process for change taking account of issues raised during the consultation process.
- 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.

Consultation Process and Responses

12. The proposals represent an evolution of the Council's existing senior team model. They aim to strengthen arrangements that have already been put in place to further develop preventative and specialist services in the social services, and housing and communities, areas, with the new posts bringing together related services to promote integration and cross-service working.

13. Details of the responses received as part of the consultation on the proposals for the reshaping of the Council's senior management arrangements are summarised as follows:

i) Individual Employees

14. Responses have been received from eight members of staff who are affected directly by the proposals. These were overwhelmingly positive and supportive of the further integration of Adult Services and Housing and Communities, recognising the positive impact and clear benefits in terms of developing the Council's preventative agenda.

15. Most respondents recognised that *"the gap between housing and social services has become smaller over the past few years"*, but despite *"some great work between Housing and Social Services over the past few years...there is more to do to achieve the 'whole system' approach that is so needed for vulnerable people"* in Cardiff.

16. One respondent believed that *"the integration of Adults, Housing and Community Services under one Director shows a real commitment to this 'people-led' way of working"*, with the proposed new Director post being *"able to lead change in areas we need it most, and enable the joint assessment of need"*.

17. The respondents also believed that the more joined up approach and closer working between Housing and Communities and Social Services will be *"very beneficial"* and welcomed the opportunity for more joint working and preventative work with Children's Services in particular, such as the *"further integration and development of services for young people leaving care."*

18. One respondent did express concern about the disparity between the senior management posts responsible for Adult Services and Children's Services respectively and argued for the creation of an additional Director post with specific responsibility for Adult Services that would report directly to the Corporate Director, People and Communities.

However, accountability for the management and performance of social services, including safeguarding, is clearly vested in the Corporate Director, who will afford access and support to all heads of service. Furthermore, the creation of an additional Director post with responsibility exclusively for Adult Services would compound the risks of silo working within social services and would not assist in facilitating further integration between Adult Services and Housing and Communities.

ii) Trade Unions

19. The Trade Unions have been consulted and have submitted a collective response, which welcomes the proposed restructuring of senior management.
20. The Trade Unions believe that the vacant post of Director of Social Services provides the administration with *“the opportunity to strengthen the directorate as a whole”*, with the strengthening of both Adults and Children’s Services providing *“the necessary steerage and stability”* that is needed within social services. This is particularly important in the light of the continuing Covid-19 pandemic, which has *“shown how critical Social services is to the citizens of Cardiff”*.
21. The Trade Unions also welcomed the proposed move of waste management and the client function of Shared Regulatory Services to the Director, Economic Development. The Trade Unions made reference to ongoing restructuring process within the waste function about which they are in consultation with management and emphasised the importance of *“working closely with senior management and...with the administration to keep services in-house”* as part of this process.

iii) Social Services Peer Advisor

22. Comments have been received from the Council’s Social Services Peer Advisor, Phil Hodgson, former Director of Social Services at Blaenau Gwent and Swansea Councils, who has been advising the Council on safeguarding matters, both corporately and within social services. He expressed his support for the proposals and considered that *“the integration of social care, health, and housing within the Council’s organisational arrangements is logical.”* He also believed that *“the proposals will create further opportunity to strengthen prevention and early intervention through a wider collegiate approach across relevant council services.”*
23. In addition, he highlighted that *“the roles, responsibilities, and synergy between the Corporate Director of People & Communities (Director of Social Services) and the Director of Children’s Services will be critical in achieving change and improved outcomes.”* The proposed changes should also assist in delivering improved outcomes for individuals and families, as well as overall financial benefits for the Council.

iv) Policy Review and Performance Scrutiny Committee

24. On 15 September 2020, the Council's Policy Review and Performance Scrutiny Committee considered the proposals set out in the previous Cabinet report and made a number of recommendations and requests that were set out in the subsequent letter sent from the Chair to the Cabinet Member for Finance, Modernisation and Performance.
25. The Policy Review and Performance Scrutiny Committee raised the issue of whether it is appropriate for the responsibilities of the statutory director of social services role to be held by someone who is not qualified in social work. The Scrutiny Committee also requested that it should consider a further report, at an appropriate time, that provides assurance regarding the inclusion of appropriately qualified staff in the social services senior management team and provides an update on the implementation and related benefits of the proposals set out in this report.
26. As was explained by the Chief Executive at the Scrutiny Committee meeting on 15 September 2020, the person holding the statutory role and responsibilities is not required to hold a social work qualification, but does need to have both *"a sufficient level of seniority to discharge the authority's social services functions and deliver their accountabilities"* and strong strategic leadership and performance management skills in accordance with the competencies set out within the Welsh Government's Code of Practice on the Role of Statutory Director of Social Services.
27. The Code of Practice makes clear that: *"A local authority may not appoint a person to be its director of social services unless it is satisfied that person has demonstrated the full set of interrelating competencies that define the knowledge, skills and behaviours required of the role. These competencies are generally consistent with the Welsh Public Service Leadership Behaviours Model."* All members of Cardiff's senior team have competencies that are consistent with this model.
28. As the Chief Executive advised the Committee, the senior management team for social services will include qualified social workers and it is expected that the new post of Director, Children's Services will be recruited on the basis that the post holder is a qualified social worker, with considerable experience in that field and a strong track record of achievement.
29. The Policy Review and Performance Scrutiny Committee also highlighted that the Economic Development directorate will be the third directorate that Waste Management has moved to in recent years and believed that this could be destabilising for staff within the service area. As was explained by the Chief Executive at the Scrutiny Committee meeting on 15 September 2020, the proposed move of Waste Management to the Economic Development directorate is considered to be a positive one based on the good fit between the services within the directorate and the stable operational management team that is now in place. Effective

communications will be an important element of the transition to the new arrangements.

30. Finally, the disentangling of the responsibility for waste management from the Corporate Director, People and Communities, which was always intended to be an interim arrangement, also addresses directly concerns that were raised previously in the Annual Performance Review Letter 2019/20 issued by Care Inspectorate Wales. Following discussion with senior managers and the Cabinet Member for Clean Streets, Recycling & Environment, it is proposed that the Director, Economic Development should assume responsibility for this area with immediate effect.

Consultation Summary

31. The comments which have been received as part of the consultation process are broadly supportive of the proposals that are summarised below:

- the designation and responsibilities of the statutory director of social services role be allocated to the Corporate Director, People and Communities;
- deletion of the posts of Director of Social Services and Assistant Director, Children's Services;
- establishment of two new social service posts: Director, Children's Services; and Director, Adults, Housing and Communities; and
- consequential changes to the reporting arrangements of the Director, Economic Development and Director, Planning, Transport and Environment.

32. Consequently, this report reaffirms the proposed Senior Management Arrangements that were considered and approved provisionally by the Cabinet on 17 September 2020 and recommends that these should be implemented without amendment.

Process for Change

33. Details of the existing Tier 1 and Tier 2 Senior Management Team structure are set out in **Appendix 1** to this report.

34. Following consultation with affected employees and their representatives, the following roles have been identified as having no, or only minor, changes in responsibilities and, therefore, there would be no change for the current incumbent:

- Corporate Director, People and Communities
- Corporate Director, Resources
- Director, Education and Lifelong Learning
- Director, Economic Development
- Director, Planning, Transport and Environment
- Director, Governance and Legal Services
- Assistant Director, Adult Services
- Assistant Director, Housing and Communities

- Assistant Director, Education and Lifelong Learning
 - Assistant Director, Schools Organisation Programme Director
 - Assistant Director, County Estates
 - Assistant Director, Street Scene
 - Head of Finance
 - Chief HR Officer
 - Head of Performance and Partnerships
35. The following roles are considered to be new roles and, therefore, will need to be advertised externally:
- Director, Adults, Housing and Communities
 - Director, Children's Services
36. Details of the proposed new Tier 1 and Tier 2 Senior Management Team structure are set out in **Appendix 2** to this report.
37. In accordance with the recommendations of the previous report to Cabinet on 17 September 2020, and following the departure of the Director of Social Services at the end of September 2020, the responsibilities of the statutory director of social services role have now been assigned to the Corporate Director, People and Communities.
38. 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 them externally.
39. Advice has been received which states that it is possible to divide up the duties of one deleted post between other existing post-holders without the need to advertise the receiving posts as there would be no vacancies to advertise. However, the extent to which this can be applied without turning the receiving posts into new posts is not detailed in the Regulations. 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.

Decision making process

40. There are a number of stages that will need to be completed in order to make changes to the current Tier 1 and Tier 2 Senior Management Team 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:
- Final proposals by the Chief Executive to Cabinet on 15 October 2020 following consideration of feedback from the consultation process.

- Report to Full Council on 22 October 2020 seeking approval of the proposed creation of the new posts of Director, Adults, Housing and Communities and Director, Children's Services and the external advertisement of the posts.
- Appointments to the new roles to be made by the Appointments Committee.

Reasons for Recommendations

41. To formally recognise that the proposed new senior management structure has been reviewed following representations made during the consultation period. This has resulted in the Chief Executive being able to bring forward final recommendations to the Cabinet on the proposed model, following which a report seeking approval of the proposed creation of the new posts of Director, Adults, Housing and Communities and Director, Children's Services and the external advertisement of the posts will be considered by Full Council on 22 October 2020.

Financial Implications

42. The proposed changes at Director and Assistant Director level delivers an additional cost of £55,950 compared to the 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 Adults, Housing and Communities 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.
43. 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.
44. 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

45. The law and procedure for the recruitment of Chief Officers is set out in The Local Authorities (Standing Orders) (Wales) Regulations 2006, as amended by the Standing Orders (Wales) Amendment Regulations 2014, and is reflected in the Council's constitution.
46. Part 4, paragraph 2(a) of the constitution states that a vacancy for the post of Chief Officer, with a salary over £100,000, must be reported to Council who will arrange for the vacancy to be advertised and for any shortlisted candidates to be interviewed. The interviewing of any shortlisted candidates will be carried out by the Appointments Committee in accordance with their terms of reference.
47. The Chief Executive, pursuant to Part 3, paragraph 1.3 of the constitution, has the delegated authority to '*manage the human resources within their area of responsibility, including the appointment, establishment, salary/grade, training, terms and conditions of employment, health and safety, discipline, suspension and dismissal of staff, in accordance with the Council's HR and financial procedures and subject to appropriate consultation*'. Where there has been a reorganisation of responsibilities between existing staff, there is no vacancy to report to Council. Affected staff have been consulted with and Cabinet are asked to approve the proposed structure, and to note and approve the delegation of the implementation of this structure to the relevant officers.
48. The Well-being of Future Generations (Wales) Act 2015 requires the Council as a whole 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.
49. 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. It is noted that an Equality Impact Assessment has been carried out in respect of these proposals.

HR Implications

50. This report contains significant HR implications which will need to be managed in accordance with the recommended legal principles, the employment legislative framework and the requirements set out by Welsh Government. There will need to be ongoing discussions with impacted employees and Trade Union colleagues, with work done to minimise any

disruption to the organisation, should Cabinet and subsequently Council be minded to accept these proposals.

51. An Equality Impact Assessment of the restructure has been completed and there are no adverse impacts on any specific groups.

Property Implications

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

RECOMMENDATIONS

Cabinet is recommended to:

1. having considered the summary of responses received as part of the consultation process, approve the new Tier 1 and Tier 2 Senior Management Team structure as set out in Appendix 2;
2. refer the proposed creation and advertisement of the new posts of Director, Adults, Housing and Communities and Director, Children's Services to Full Council for approval on 22 October 2020; and
3. subject to recommendation 2 above, delegate authority to the Head of Paid Service, in consultation with the Cabinet Member for Finance, Modernisation and Performance, to implement the new Tier 1 and Tier 2 Senior Management Team structure and to allocate managerial resources during the transitional process, as appropriate, in accordance with the principles set out in this report.

SENIOR RESPONSIBLE OFFICER	PAUL ORDERS Chief Executive
	9 October 2020

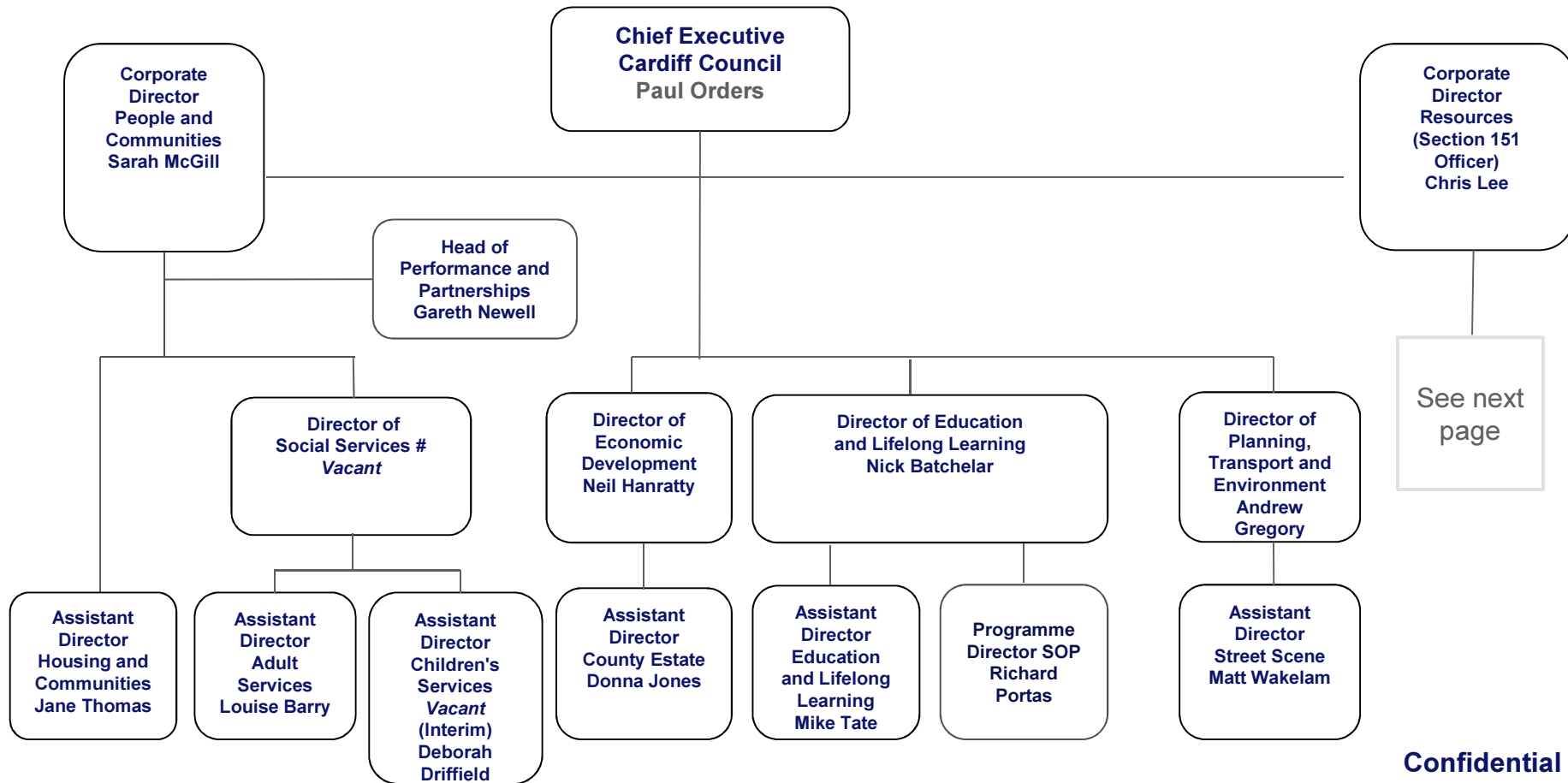
The following appendices are attached:

- Appendix 1 – Current Senior Management Structure
- Appendix 2 – Proposed Senior Management Structure

The following background papers have been taken into account:

- Cabinet Report, 17 September 2020 – Senior Management Arrangements
- Letter from the Chair of Policy Review and Performance Scrutiny Committee dated 17 September 2020
- Social Services and Well-being (Wales) Act 2014 Part 8 – Code of Practice on the Role of the Director of Social Services (Social Services Functions)
- Care Inspectorate Wales (CIW) Local Authority Performance Review April 2019-March 2020 – Annual Letter dated 2 July 2020

CEX Direct Reports – Current Structure (October 2020)



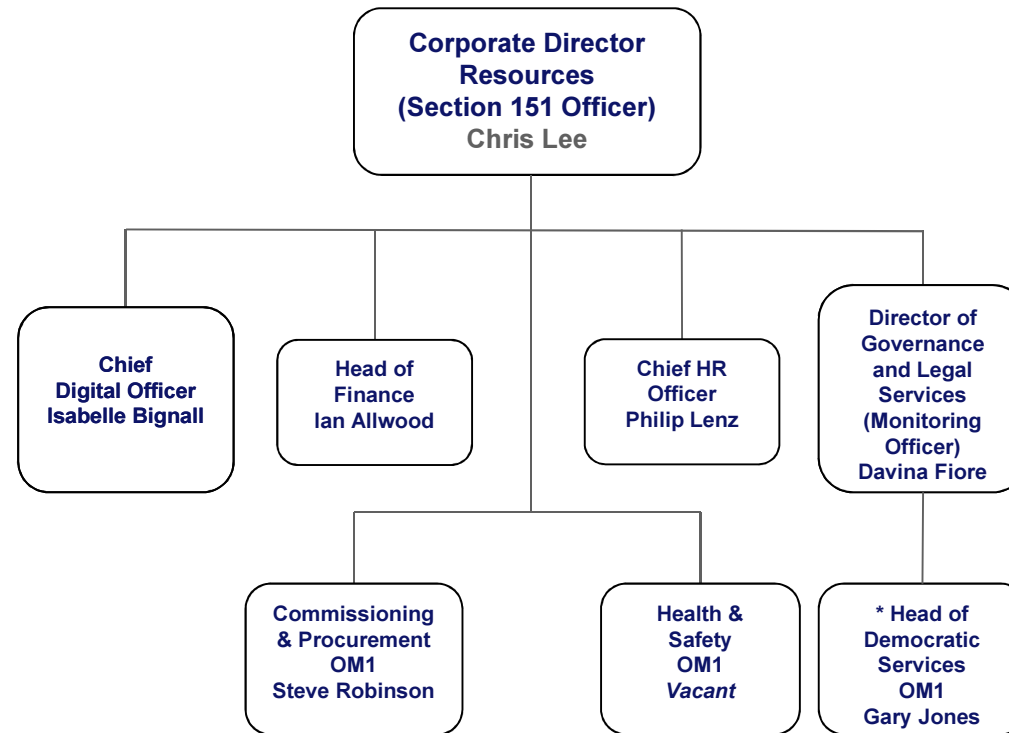
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Confidential

Statutory role – Director of Social Services

Current Structure
(October 2020)

Resources



* Statutory role - Head of Democratic Services



CABINET MEETING: 15 OCTOBER 2020

**SECURING THE FUTURE SUSTAINABILITY AND VIABILITY OF
CARDIFF CITY TRANSPORT SERVICES LIMITED**

**FINANCE, MODERNISATION & PERFORMANCE (COUNCILLOR
CHRIS WEAVER)**

AGENDA ITEM: 5

Annexe A and Appendices 1 to 8 to this report are not for publication as they contain exempt information of the description contained in paragraphs 14 (Information relating to the financial or business affairs of any particular person {including the authority holding that information}) and 21 (public interest) of Schedule 12A of the Local Government Act 1972. In all the circumstances of this case it is viewed that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, as without keeping certain of the information relating to the financial and business affairs exempt, such information may not have been provided to the authority in order to consider matters and or its disclosure could prejudice a party.

Appendix 6 to this report is not for publication as it contains exempt information of the description contained in paragraph 16 (Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings) of Schedule 12A of the Local Government Act 1972.

Reason for this Report

1. This report sets out the Council's proposal, as shareholder, to invest in the future of Cardiff City Transport Services Limited (trading as Cardiff Bus) and to secure the continuity of bus service provision in the city. It highlights a range of measures to address the difficulties faced by Cardiff Bus and the Trustees of its pension scheme to agree, in accordance with Pension Legislation, the Triennial valuation of the pension scheme at 31 March 2018.
2. In parallel to securing a pension scheme valuation, the report considers the release of funding approved in the Council's budget framework (February 2020) for 2020/21 in order to enable the company to implement a turnaround plan to secure the future sustainability and financial viability of the company.

Background

3. Cardiff Bus is a private company limited by shares (Company Ref 02001229) and is wholly owned by the Council. Cardiff Bus was constituted as a Public Transport company within the meaning of Section 72 of the Transport Act 1985 and its main purpose is to carry out the business of a public transport company. The company Board currently comprises 11 Directors (5 Councillors, 2 Non-Executive Directors and 4 Employee Directors) and there is also a company secretary.
4. The company has faced a number of significant challenges in recent years including:
 - Reduced patronage and government funding impacting on turnover;
 - Relatively high and increases in operating costs;
 - An aging fleet;
 - A secured overdraft; and
 - Management and supervisory capacity constraints.
5. The above issues contributed to significant trading losses in 2017/18, following which the Council instigated an initial shareholder review.
6. As part of this shareholder review, the Council in November 2018 approved the appointment to the company Board of two experienced independent non-executive directors, with a background in transport as well as financial management. In January 2020, the company recruited a new Managing Director to support the Board to take the company forward and to address the challenges.
7. Cardiff Bus is the Statutory and Principal employer in a defined benefit pension scheme. This means it is legally responsible under legislation to meet the funding objectives and to fund the liabilities of the Scheme (Statutory Employer) and the “main” employer for the purposes of the Scheme rules, having certain decision making powers relating to the running of the Scheme (Principal Employer).
8. Common with all defined benefit pension schemes, the Trustees and company are required to agree a triennial valuation of the pension scheme in accordance with the Pension Act 2004.

Issues to Consider

9. The company had made significant headway in improving performance as part of a turnaround plan; however, in line with the entire public transport industry across the country, the Covid-19 pandemic and resulting restrictions since March 2020 has resulted in reductions in income and patronage, whilst it continues to provide essential services. The company, shareholder and Welsh Government are working closely in order to protect the delivery of bus services.
10. The regulations and requirements in respect of pension law, assessment of covenant strength and impact of this on the approach to pension

scheme funding and Pension Protection Fund (PPF) levy (insurance policy payable by the Company) are complex. Accordingly the Council has worked closely with actuaries and legal advisors in determining solutions to allow the company and Trustees to agree the Triennial Valuation of its pension scheme in line with the Pension Regulator requirements.

11. Annexe A sets out in more detail the background to the key issues and approach that the Council has undertaken to determine feasible solutions working with a range of stakeholders. The Annexe includes:
 - Background to the company and impact of covid-19
 - Position of various stakeholders involved in the Cardiff Bus Pension Scheme following the inability to agree the triennial valuation and risk to the viability of the company.
 - Interventions and rationale considered and proposed to complete the pension scheme valuation and secure the viability of Cardiff Bus.
 - Legal and Financial implications
 - Relevant correspondence as appendices
12. Annexe A is deemed confidential for the reasons set out at the start of this report. Members should note that legal and financial implications are also confidential and included as part of Annexe A. Members should consider these carefully as part of their decision making in respect to the recommendations set out in this report.

Reason for Recommendations

13. The interventions proposed in this report achieve the key principles of protecting the current and future entitlement of members and of the Cardiff Bus Pension Scheme as well as resolving immediate risks to the viability of the company. The proposal staves off an immediate risk to financial viability arising from the potential risk of winding up of the pension scheme and the Pension Regulator intervention, by allowing the completion of the 31 March 2018 valuation.
14. Financial risk to the Council is mitigated by a back to back agreement with the company to meet all ongoing costs in respect to the pension fund. This includes any future deficit contributions payable to the scheme, administration costs of and any pension levy payable. However, it should be noted that in the event of any future liquidating event of the company, pension liabilities would fall to the Council.
15. The proposal provides a solid base for the company and its stakeholders to take some really difficult but required actions to build a more sustainable financial and operational future and make significant improvements to the vital services people rely on.

Legal Implications

16. Confidential legal implications can be found in Annexe A (Confidential)

HR Implications

17. There are no HR implications for this report as the 'Employer' terminology that is being used in this report is in reference to pensions only.

Financial Implications

18. Confidential finance implications can be found in Annexe A (Confidential)

Property Implications

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

RECOMMENDATIONS

Cabinet is recommended to recommend that Council:

1. Subject to Cardiff Council and Cardiff City Transport Services Limited concluding the agreements referred to in Recommendation 2:
 - 1.1 Agree that Cardiff Council becomes the Statutory and Principal Employer of the Cardiff City Transport Services Limited Pension Scheme.
 - 1.2 delegate to the Corporate Director Resources, in consultation with the Cabinet Member (Finance, Modernisation and Performance) authority to enter into legal agreements with Trustees and Cardiff City Transport Services Limited to become the Statutory and Principal Employer and deal with all ancillary matters relating thereto.
 - 1.3 agree that Cardiff Council enter into a 'Flexible Apportionment Arrangement' with the Trustees of the Cardiff City Transport Services Limited Pension Scheme meaning that all future liabilities in respect to pension obligations will fall to Cardiff Council.
2. In order to facilitate entering into a Flexible Apportionment Arrangement, delegate the Corporate Director Resources and Monitoring Officer, in consultation with the Cabinet Member (Finance, Modernisation and Performance) authority to enter into a back-to-back legal agreement with Cardiff City Transport Services Limited to ensure any sums payable by the Council in respect of:
 - a. contributions in to the scheme as part of any deficit recovery
 - b. allowance for scheme expenses
 - c. Pension Protection Fund levy and
 - d. any other costs and expenses incurred by the Council in respect to its obligations as Statutory and Principal employer are recovered from the Cardiff City Transport Services Limited.
3. Delegate to the Corporate Director Resources, in consultation with the Cabinet Member (Finance, Modernisation and Performance) authority to carry out on behalf of Cardiff Council the responsibilities of the Statutory and

Principal Employer of the Cardiff City Transport Services Limited Pension scheme.

4. a) Subject to completion of the actions set out in recommendations 1 & 2, delegate to the Corporate Director Resources, in consultation with the Cabinet Member (Finance, Modernisation and Performance) authority to release up to £7.0 million included in the 2020/21 capital programme with this payment being subject to Cardiff City Transport Services Limited agreeing to carry out the interventions to support viability and strengthen the balance sheet.
b) note that any release of funds allocated in future years will be subject to review and included as part of future budget proposals.
5. Delegate to the Corporate Director Resources, as Cardiff Council's shareholder representative, authority to approve any request by Cardiff City Transport Services Limited to issue additional equity as appropriate.
6. Agree that Cardiff Council acquire additional equity issued in Cardiff City Transport Services Limited as part of the implementation of any financial support package approved by the Council.
7. Delegate to the Corporate Director Resources, in consultation with the Cabinet Member (Finance, Modernisation and Performance) authority to identify and make necessary improvements to the governance process in respect to Cardiff City Transport Services Limited as outlined in this report and report back to a future Council meeting on the changes made.
8. Delegate to the Corporate Director Resources, authority to explore alternative means of providing financial support to Cardiff City Transport Services Limited that would reduce the requirement for Cardiff Council's allocation included in the indicative Capital Programme and authorise the Corporate Director Resources to conclude any such agreements on behalf of Cardiff Council.

SENIOR RESPONSIBLE OFFICER	CHRISTOPHER LEE
	Corporate Director Resources
	9 October 2020

The following Annexe and its appendices are attached:

Annexe A – Securing the Future Sustainability and Viability of Cardiff City Transport Services Limited. (Confidential)

Appendix 1 - Letter received from the board of Cardiff Bus on 2nd June 2020 setting out the intention to hold an Emergency Board Meeting on 11th June 2020 (Confidential)

Appendix 2 – Letter from Trustees to Company (Confidential)

Appendix 3 – Trustee letter to the Pension Regulator setting out delay in agreeing a valuation (Confidential)

Appendix 4 – Letter from the Pension Regulator to the Council (Confidential)

Appendix 5 – Letter from the Chair of Cardiff City Transport Services Ltd seeking financial support for viability (Confidential)

Appendix 6 – Comparison of Guarantee as well as Statutory and Principal Employer options (Confidential)

Appendix 7 – Cardiff Bus Strategy Update (Confidential)

Appendix 8 – In principal approval by the Trustees of the Cardiff Bus Pension Scheme of measures to agree the 31 March 2018 scheme valuation (Confidential)

Appendix 9 – Welsh Minister consent for financial viability support

Background papers

- Grant Thornton - Report in the Public Interest concerning governance arrangements for Subsidiaries
- Confidential Communication passing between Company, Trustees, Pension Regulator and Council (exempt from publication for reasons given above)

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Simon Jones
Director, Economic Infrastructure
Department for Economy and Transport



Llywodraeth Cymru
Welsh Government

Mr Christopher Lee
Corporate Director Resources
Cardiff Council
Room 343, County Hall
Atlantic Wharf
Cardiff CF10 4UW

Eich Cyf/Your Ref: CDR/CL
Ein Cyf/Our Ref:

Date: 15th September 2020

Dear Chris

Cardiff City Transport Services Limited (“Cardiff Bus” “the Company”) Consent for Viability Financial Support

Thank you for your letter of 11 September outlining the work you have been undertaking with the company to secure its financial future and the ongoing work with the trustees and advisors regarding the pension’s issues.

I acknowledge the position you have achieved in negotiating a potential agreement in principal with the pension fund trustees to take to full council next week. I can confirm that the consent in my letter to you dated 5th June still stands as it is our view that nothing material has changed. Therefore I am content for my letter to be used to provide the viability support proposed pursuant to section 79(8) of the Transport Act 1985.

I would like to reiterate that such consent is subject to you continuing to have confidence that your proposed support will give the company a reasonable prospect of securing a sustainable future. I would also like to reiterate, on behalf of the Welsh Ministers, that it is the Council’s sole responsibility to ensure that the proposed financial support (and business plan implementation) is delivered lawfully and in full compliance with all applicable legislation.

I hope this provides the reassurance required for your council meeting on Thursday.

Yours sincerely

Simon Jones
Director of Economic Infrastructure

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.



Llywodraeth Cymru
Welsh Government

Grŵp Yr Economi, Sgiliau a Chyfoeth Naturiol
Economy, Skills and Natural Resources Group

Mr Christopher Lee
Corporate Director Resources
Cardiff Council
Room 343, County Hall
Atlantic Wharf
Cardiff CF10 4UW

Eich Cyf/Your Ref: CDR/CL
Ein Cyf/Our Ref: MA-KS-0976-20

Date 5th June, 2020

Dear Chris

Cardiff City Transport Services Limited (“Cardiff Bus” “the Company”) Request to Provide Viability Financial Support

I refer to your letter of the 20th December 2019 requesting consent from the Welsh Ministers pursuant to section 79(8) of the Transport Act 1985 (“the 1985 Act”) to provide financial support to the Company to address viability.

In accordance with section 79(9) of the Act the Welsh Ministers have considered the business plan that you have submitted for the purposes of improving the Company’s operations and financial viability going forward and on the basis of the proposals put forward therein, have granted the necessary consent for the proposed financial support measures to be implemented.

Please note that such consent is subject to you continuing to have confidence that your proposed support will give the company a reasonable prospect of securing a sustainable future and the completion of any outstanding or updated due diligence that may be required.

I would also remind you on behalf of the Welsh Ministers that it is the Council’s sole responsibility to ensure that the proposed financial support (and business plan implementation) is delivered lawfully and in full compliance with all applicable legislation. The Welsh Ministers have not undertaken their own independent analysis of this in providing the consent referred to herein. Should you have any concerns about compliant implementation then you should seek appropriate professional advice.

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.

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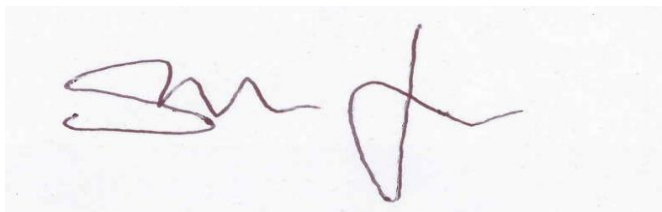


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I would be grateful if you could acknowledge receipt of this letter (which supersedes my letter of 29th May concerning the issue of consent under the 1985 Act), by return correspondence.

A handwritten signature in dark ink, appearing to read 'SJ', is centered on a light-colored rectangular background.

Simon Jones
Director of Economic Infrastructure

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**RENT SMART WALES PROGRESS AND PREPARATION FOR
RENEWAL ACTIVITIES**

**HOUSING AND COMMUNITIES (COUNCILLOR LYNDA THORNE)
AGENDA ITEM: 6**

Reason for this Report

1. Pursuant to the Council's designation as Single Licensing Authority for Wales to implement Part 1 of the Housing (Wales) Act 2014, this report provides an update on the first 5 years of operating (under the brand name Rent Smart Wales) in partnership with Welsh Authorities and summarises the service refinements being undertaken in preparation for renewal activities due from 23rd November 2020.

Background

2. Rent Smart Wales (RSW) has a remit to operate across Wales to register landlords and their properties and to license landlords and letting and managing agents involved in those specific activities. No licence is issued without evidence that the applicant has completed approved training to ensure that they are familiar with their legal obligations and responsibilities. This training can be undertaken with RSW directly or by an external trainer approved by RSW. At 31st August 2020, 105,386 landlords are registered, 52,702 licences issued and 40,813 people trained directly by RSW. Core performance data is available at Appendix 1.
3. The impact of RSW is being increasingly valued by stakeholders for a range of reasons such as
 - a. The data available provides a much better understanding of the sector e.g. 55% of the private rented sector stock is managed by agents which indicates that service solutions targeted towards agents will have a proportionally bigger impact on the sector than those targeted at landlords.
 - b. the ease with which landlords and agents can be contacted to advise of changes to legislation and guidance, particularly important during the COVID – 19 management period,
 - c. the strategic benefit of the data which assists local authorities with their housing duties. A recent example is the energy performance project which has allowed a comparison of open source energy performance certificate (EPC) data with RSW registered property

- data, leading to identification and targeting of compliance messages alongside information about help and assistance available,
- d. investigation of licence condition breaches which directly assist tenants to help resolve conflicts with their landlords / agents and
 - e. the ability to limit the involvement of those not 'fit and proper' from operating which has led to joint operations with partner organisations.

Issues

- 4. Despite the benefits already recognised, there is scope for RSW to have greater influence on the sector as the Service becomes more established and requirements are refined over time.
- 5. The Housing (Wales) Act 2014 prescribes that registrations and licences are valid for 5 years, following which applications for continuance and renewal respectively, are required. Appendix 2 shows the schedule of expiration dates starting on the 23rd November 2020. Preparation for these renewal activities is well underway and has involved the setup of a Renewal Steering Group of both internal and external stakeholders. A range of RSW activities have been reviewed with a view to identifying opportunities for improvement to existing systems and establishing processes and documentation for renewal activities. These include:
 - a. Training syllabus'

The Licensing Authority must specify requirements in relation to training (in accordance with 19(3) (a) of the Housing (Wales) Act 2014 and Regulation 4 of The Regulation of Private Rented Housing (Training Requirements) (Wales) Regulations 2015. The syllabus applied to a course suitable for an initial licence application has been in place since 23rd November 2015 and will continue to be appropriate for first applications. Additional training options will be available for landlords and agents to satisfy the training requirements at re-licensing stage. This additional flexibility is required to recognise the fact that applicants have previously undertaken training and any further training required should build on this foundation. The additional options available at renewal therefore include a re-licensing course (classroom or online) or approved Continued Professional Development (CPD) courses. Licensing Training requirements – Guidelines for Applicants can be viewed [here](#)

- b. Fee policy

RSW is a fee generating, self-funding service, operating on a 5 year cycle to tie in with the registration and licence terms. At first launch a Fee Policy was adopted which was underpinned by a financial model which estimated the costs involved in the delivery of each aspect of the service. The financial model has recently been reviewed and refreshed to set fees for the next 5 years and incorporating fees for renewal activities too (not originally catered for). This is now published and can be viewed [here](#)

c. Registration

The Registration Form has been reviewed and restructured to better capture data in accordance with the legal requirements now clarified by case law and additional data will be captured which experience has shown would be useful to housing practitioners. A specific example is the Grenfell Tower Fire where Government was keen to understand and locate properties of a specific size. In addition, the processes RSW will implement to make landlords aware of their legal obligation to register and to renew their Registration has been set out in detail. This involves notifications that will be sent by text, email and in writing at specific intervals, and includes the formal legal notices as required to revoke a registration if not renewed.

d. Licensing and licence conditions

Licences are issued only to those who are deemed 'fit and proper' to hold a licence and once licensed they are required to comply with licence conditions throughout the licence period. RSW use a standard set of conditions as a basis for licence approval which includes the requirement to comply with a Welsh Government (WG) approved letting and management Code of Practice. Changes have recently been implemented to address gaps and refine specific conditions to secure better management of the private rented sector. These are now published and can be viewed [here](#).

In addition, the process RSW will implement to make those letting and managing aware of their legal obligation to get licensed or to renew their licence has been refined and set out in detail. This involves notifications that will be sent by text, email and in writing at specific intervals.

6. In order to ensure that licence conditions are being complied with a number of monitoring measures have been incorporated into the service. These include responding to complaints and dealing with breaches as they arise, reviewing compliance by setting review dates and implementing audits of high risk licensees, such as agents. These activities provide licensees with the opportunity to secure improvements in their practices.
7. Agent audits are particularly effective in achieving these improvements. RSW licence conditions require that agents participate and co-operate in an audit during the term of their licence. The audit seeks to comprehensively test and provide assurance that licensed agents are adhering to their licence conditions, the Rent Smart Wales Code of Practice and complying with legislative requirements. This involves a pre-audit questionnaire (a controlled self-risk assessment), information about a sample of properties based on anticipated risk areas, a review of processes, procedures, website, tenancy agreement templates and terms of businesses to make sure that the clauses and terms are fair and enforceable. During the audit, the agent is issued with a report and an

action plan, listing points that they need to action and report back on within a specified timescale. At the end of the process the agent is issued with an audit outcome review. Feedback received from agents indicates that licensees find the process useful and informative, leading to the implementation of improved practices in the business.

8. A grading system has been developed to support these findings and to provide businesses with a clear indication of how they perform against the set standard. Consultation with stakeholders has led to the development of the grades below set alongside examples of the common failings in each category.

Grade	Compliance level	Common failings
Best Practice	Best practice and legal compliance	<ul style="list-style-type: none"> • None
Satisfactory	Non critical areas of concern	<ul style="list-style-type: none"> • No Equalities Policy in place • Communicating terms to tenant. • Improvement required to property inspections • Failure to comply with administrative licence conditions
Action needed	Areas of Concern (Cautionary)	<ul style="list-style-type: none"> • List of fees not available on agent website • EPC indicators not available on property advertisements • Failure to comply with the Renting Homes (Fees etc.) (Wales) Act 2019
Urgent action needed	Major areas of concern (Regulatory)	<ul style="list-style-type: none"> • Failure to provide Gas Safety Records • Failure to adhere to Improvement Notices / Prohibition Orders • No Client Money Protection – for agents who believe they do not require them

9. The groundwork to implement a grading structure to support agent audits has been completed and discussed with stakeholders and provides the confidence to now adopt this approach on a formal basis with a view to ensuring that all commercial agents with a portfolio greater than 20 properties or where there is a cause for concern are audited within the period of their licence. Proposed grades are issued during the audit with the report and action plan. Final grades are issued at the Audit Outcome Review Stage and take into consideration the actions points the agent

has actioned during the audit. Final grades are provided in the audit report and also in the form of a certificate which the agent can display if they so wish.

10. This will provide a basis for future consideration of the mandatory display of the grade, once all businesses have completed the process once. If achieved this could further influence business behaviour to secure ongoing improvements.

Local Member consultation

11. The proposal does not involve a local issue. The proposal does not require the carrying out of consultation under statute or at law or by reason of some promise or undertaking previously given by or on behalf of the Authority. However, ongoing dialogue is held with stakeholders including Welsh government, local authorities through the Directors of Public Protection (DPPW) network and landlord, agent and tenant organisations through the RSW Stakeholder group.

Reason for Recommendations

12. To provide visibility to the work being undertaken by RSW to prepare for renewal activity which will commence on 23rd November 2020 and the work being undertaken by the Service to secure improvements in the PRS across Wales, specifically agent audit.
13. To secure Cabinet endorsement for the approach being taken.

Financial Implications

14. There are no additional financial implications arising from this report. The refinements in the policies and processes will enhance the service provided and all associated costs will be recovered through the fees charged.

Legal Implications

15. 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.
16. The Council has to satisfy its public sector duties under the Equalities Act 2010 (including specific Welsh public sector duties). Pursuant to these legal duties Councils must in making decisions have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of

opportunity and (3) foster good relations on the basis of protected characteristics.

HR Implications

17. There are no HR implications for this report.

Property Implications

18. There are no specific property implications affecting this report

RECOMMENDATIONS

Cabinet is recommend to:

1. note the progress made by Rent Smart Wales in delivery of the Housing (Wales) Act 2014 and
2. endorse the refinements required to policies and processes specifically relating to registration, licence, compliance and renewal activities
3. approve the 'Agent Audit' grading structure set out and delegate authority to the Corporate Director to revise the grading structure in light of operational experience.

SENIOR RESPONSIBLE OFFICER	CHRIS LEE Corporate Director Resources
	9 October 2020

The following appendices are attached:

Appendix 1 – Rent Smart Wales Core Data

Appendix 2 – Landlord Registration & Licence expiry dates

Rent Smart Wales Core Data

Aug-20



Rent Smart Wales > Registration

KPI

Landlords registered with Rent Smart Wales

Target: 104,000

Actual: 105,386

1018

Landlord registered
this month



Total to date: **105,386**

1458

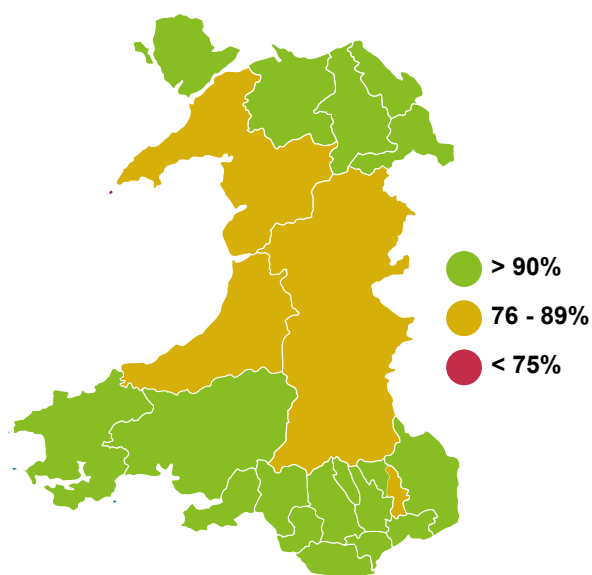
Properties registered
this month



Total to date: **212,610**

Local Authority Name	Dwelling stock estimates	Number of registered properties	Percentage registered
Blaenau Gwent	4,066	4,110	101%
Bridgend	8,067	8,640	107%
Caerphilly	9,730	8,869	91%
Cardiff	31,318	38,706	124%
Carmarthen	10,887	10,933	100%
Ceredigion	6,596	5,837	88%
Conwy	8,186	9,195	112%
Denbighshire	7,157	7,874	110%
Flintshire	7,624	7,735	101%
Gwynedd	9,045	8,091	89%
Isle Of Anglesey	4,260	3,929	92%
Merthyr Tydfil	3,284	3,526	107%
Monmouthshire	5,064	4,855	96%
Neath Port Talbot	6,988	8,023	115%
Newport	10,958	10,708	98%
Pembrokeshire	7,969	7,554	95%
Powys	11,262	8,760	78%
RCT	16,505	15,761	95%
Swansea	19,108	18,566	97%
Torfaen	4,543	3,933	87%
VOG	7,150	7,930	111%
Wrexham	7,190	8,395	117%

Properties registered by local authority



Rent Smart Wales > Licensing

KPI

Landlords and agents licensed

Target: 53,000

Actual: 52,702



52,702
Licences issued to date

47,680 Landlords licensed
5,022 Agents licensed

Landlord licensing



Applications started this month: 555

Submitted this month: 492

Issued this month: 376

Average weeks to approval for this month: **0.75**

Target: 8

Applications started this month: 105

Submitted this month: 55

Issued this month: 48



Agent licensing

Average weeks to approval for this month: **2.51**

Target: 8

Rent Smart Wales > Training

KPI

Online training completed by landlords and agents
Target: 39,000 **Actual: 40,813**

Number of landlords and agents attending classroom courses
Target: 7,650 **Actual: 7,736**

KPI

Landlord training



425

Landlords trained this month



425 trained online



0 trained in classroom

42,204

Landlords trained to date



35,719 trained online to date



6,485 trained in classroom to date

35

Agents trained this month



35 trained online



0 trained in classroom

6,345

Agents trained to date



5,094 trained online to date



1,251 trained in classroom to date



Agent training

Rent Smart Wales > Enforcement



16

FPNs
this month

760

FPNs
to date

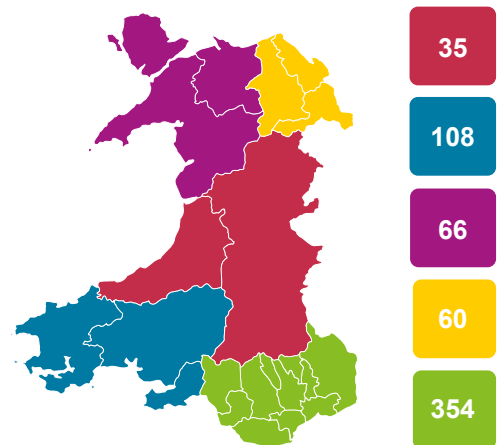
19

Average FPNs
per month

Offence by type

- 440** Failure of landlord to license
- 260** Failure of landlord to register
- 13** Failure to provide information
- 38** Failure of agent to license
- 3** Providing false and misleading information

FPNs by region



137 FPNs outside of Wales

118

Unpaid FPNs

**Please note: Prosecutions can be taken without a FPN being served*

Prosecutions



111

Successful prosecutions

94 RSW led

17 LA led

Total fines from RSW prosecutions = £111,185

Rent Smart Wales > Engagement

Contact centre

95.8% answer rate **2,523** Inbound calls
93% target answer rate **2,418** calls answered

2,632 emails received
2,632 emails answered

Top 5 enquiries



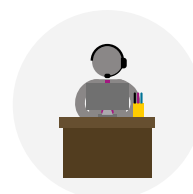
Registration /
licensing enquiry



Report an unlicensed
landlord / agent or
unregistered property



Technical
support



Signposted to
other agency



Deactivate
account

Marketing

Social



2,310 followers
970 avg. daily reach



1185 likes
14 avg. daily reach

Email

RSW Summer Newsletter

Total recipients: **47,486**
Open rate: **47%**
Click-through rate: **4%**

Tenancy Saver Loan Scheme

Total recipients: **47399**
Open rate: **47%**
Click-through rate: **3%**



Top 4 referral sources this month



40%

Letting agent



16%

Friend / colleague



5%

Local authority



8%

Search engine
Rent Smart Wales Core Data

Rent Smart Wales > Website interaction



Who interacted with us last month?

Users: **18,514**
Returning Users: **3,025**
New Users: **15,489**

Demographics:
46% female
54% male

Location (top 5):
Cardiff
London
Bristol
Newport
Caerphilly

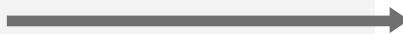
How did they access our website?

Organic search: **54%**

Direct: **37%**

Referral: **8%**

Social: **1%**

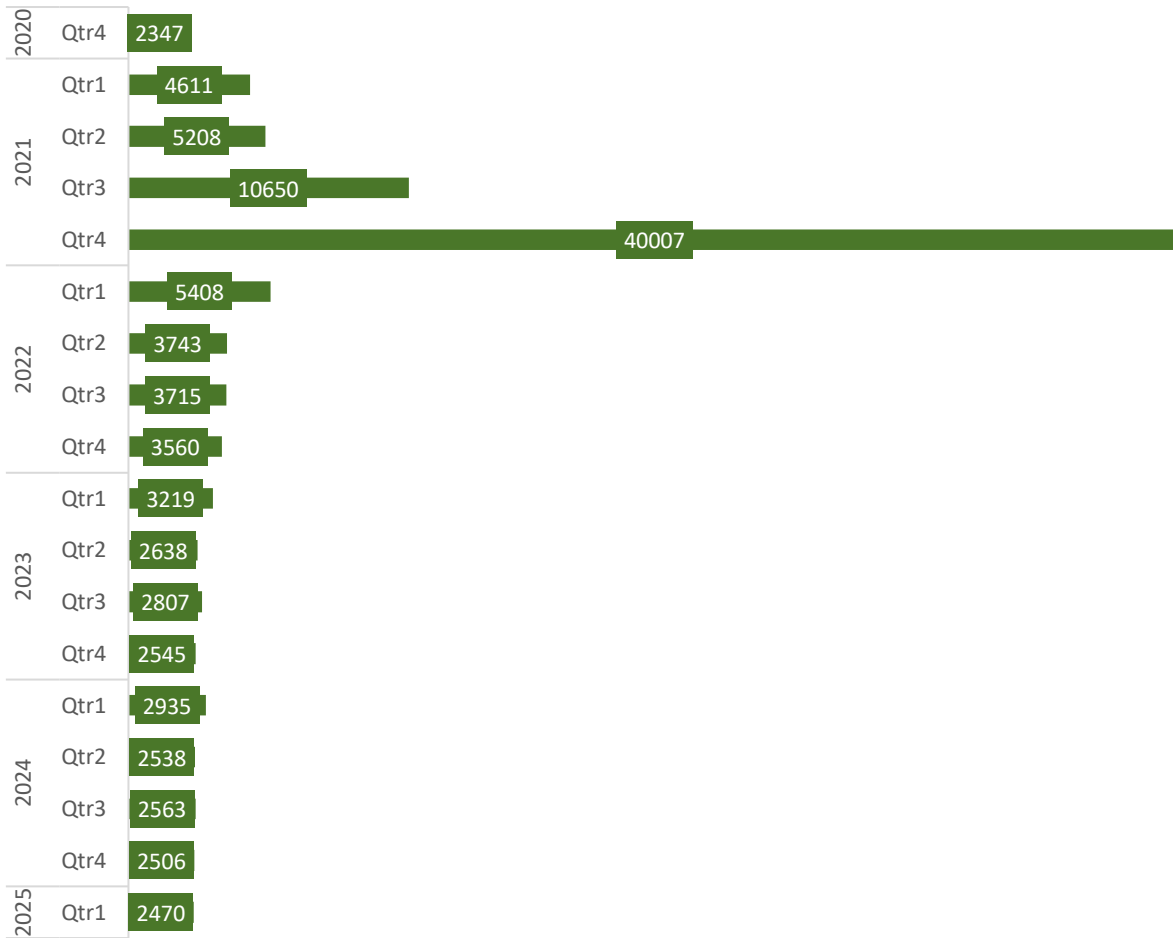


Where did they originate from?

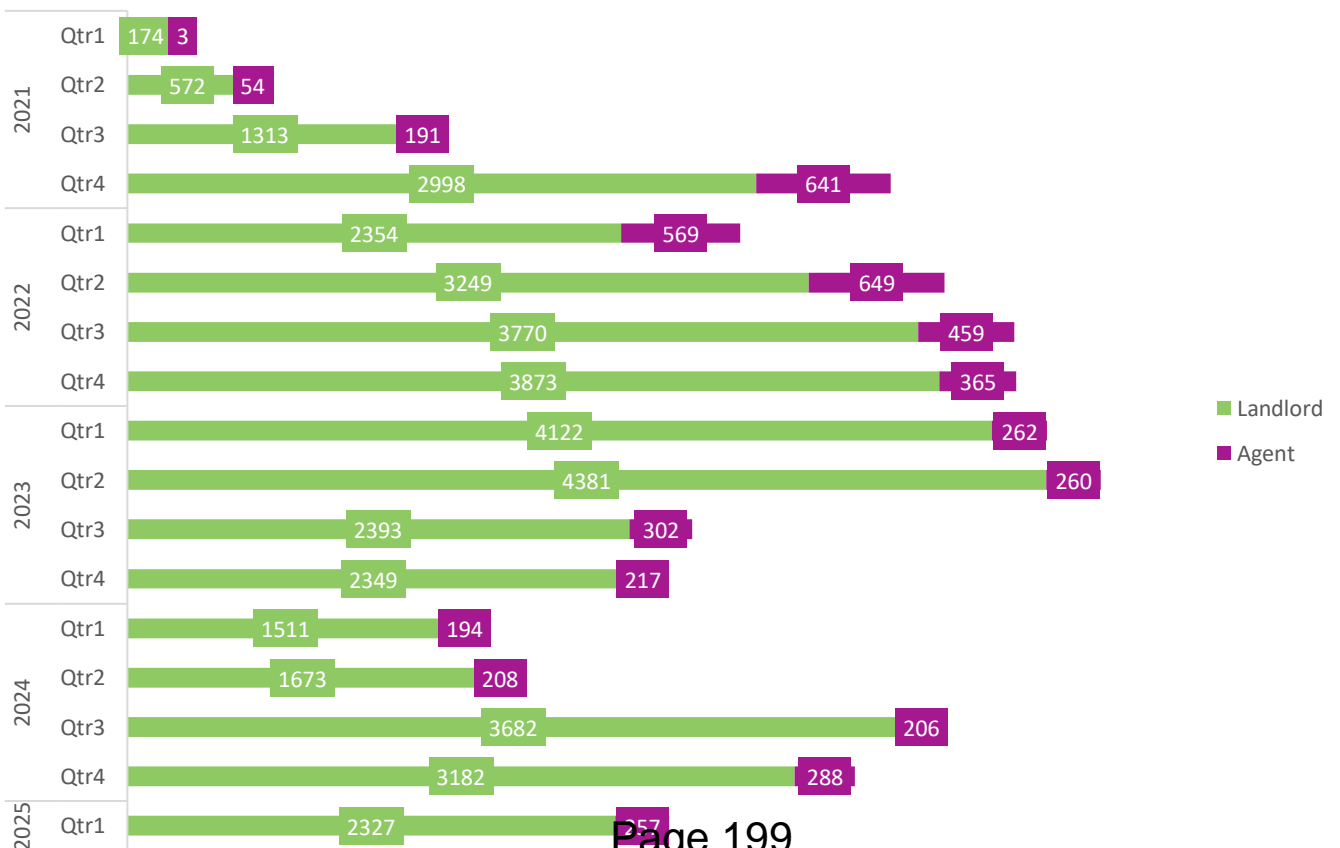
1. sheltercymru.org.uk
2. citizensadvice.org.uk
3. gov.uk
4. cardiffhousing.co.uk
5. cardiff.gov.uk

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Landlord Registration Expiry Dates by Quarter



Licence Expiry Dates by Quarter



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